

Board Development and Beyond...



Creating an Ideal Board

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Recruiting Trustees for Success

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Personality Traits

Success of a trustee is determined as much by personality and character traits as by experience and expertise.

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Personality Traits To Look For

- Leader
- Honest
- Positive
- Respectful
- Team player
- Competent
- Reliable
- Sense of humor
- Act professionally

• Good listener

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Negative Personality Traits

- Always take opposing view
- Obsess on a single issue
- Act from personal interest or need
- Not always committed or loyal
- Negative approach

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Recruitment Process

- Formal process raises the stakes
- Initial vetting by Committee on Trustees
- Meet with board chair, member of Committee on Trustees, CEO
- Recommendation by committee to the board

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Matrix

Get the right balance

- Sex/ age/ race
- Profession/ area of expertise
- Constituency
- Give and get funds
- Connections to key people
- Willingness to become active in fund raising

Time • Talent • Treasure

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Annual Orientation

Education for new and returning trustees

- Everyone facing in same direction
- Keep trustee expectations high
 - Attendance & participation
 - Committee responsibilities
 - Financial support and fund raising
- Highlight goals for the year
- Board manual sends a message

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Building Best Boards

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Strategic Plan is the Guide

- Road map for work of the board
- Context for discussions & decisions
- Process promotes team work
- Creates individual and group confidence
- Develops ownership in outcomes

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*If you don't know where you are
going, you will wind up
somewhere else.*

-- Yogi Berra

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Role of Trustees

Know the organization inside & out

- Strongest protectors & advocates of mission
- Able to articulate mission in any setting, formal and informal
- Knowledgeable about current operations and issues as well as goals for the future

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Role of Trustees

Get involved & busy

- Hire, support and nurture the CEO
- Responsible for sound fiscal management
- Identify and help in recruitment of new trustees
- Authority is given to the board as a whole
Trustees do not deal with difficult issues individually

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Trustee Role in Fund Raising

Give and get funds

- Inspire others to believe in the organization
- Become familiar with organization's fund raising process and objectives
- Contribute and secure funds needed
- Develop meaningful relationships with donors
- Identify, cultivate and solicit prospects

Board is responsible for success of Annual Fund

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A trustee's financial contribution should be the first given, at the highest level possible, and an expression of supreme dedication to the organization.

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✧ The Ideal Trustees

- Visible, strategic, informed leaders
- Exemplary ambassadors
- Add value to the board and the organization
- Give and get funds!
- Gain vital experience, pleasure and sense of fulfillment

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✧ Board Chair is Key

- Sets standards for excellence
- Partners with CEO to realize the mission
- Serves as ex officio member of all committees
- Is chief cheerleader of board's fund raising role
- Inspires EVERY trustee to become visibly and responsibly engaged
- Places trustees in leadership positions
- Meets individually with each trustee

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A lively, dedicated and vigilant board chair will motivate the entire board in all its responsibilities, including fund raising.

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Chairperson Sets Tone of Meetings

Trustees –

- The mission is basis of all major decisions
- Stick to the agenda
- Start and end meetings on time
- Attend ALL meetings prepared and informed
- Become active, responsible participants
- Avoid coming to meetings with list of grievances
- Ensure that no one trustee dominates

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✧ Optimal Board Meetings

- Inform, educate and inspire trustees
- Stimulate interactive discussion and meaningful involvement
- Provide trustees with sense of shared accomplishment
- Produce joy and satisfaction!

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*Aim for a board made of up
people who could each be
chairperson, if necessary.*

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Creating Committee Strength

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Strong Board Committees

- Each trustee is member of one committee
- Productive to sustain high commitment
- Strong leadership by chair is crucial
- Regularly scheduled meetings
- Guided by committee strategic plan
- Non-board members on certain committees

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Committee on Trustees

Most vital committee

- Vigilant about process & success of board
- Ensures that every trustee feels personally responsible for upholding board strength
- In this way, shapes the future of the organization

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Committee on Trustees

- Formally recruit best trustees
- Ensure strong committees
- Establish succession plans
- Ensure term limits
- Responsible for evaluations

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Annual Evaluations

Critical role of oversight

- Board & individual trustee performance (self)
- Board leadership, especially chairperson
- Chief executive
- Committee chairs (informal)

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Strategies for Weathering This Economic Climate

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Effective Governance is Crucial

Stay positive and up-beat

- Demonstrate stellar leadership
- Focus on mission and programs
- Expand visibility & share good news
- Think creatively in planning
- Sustain high standards while being realistic

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Trustees Stretch Even More

Be proactive and get personal

- Maximize communication strategies
- Strengthen personal relations with constituents
- Be proactive in developing alternate plans
- Increase individual time commitment
- Focus on successes and talk about them

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Fund Raising Focus

Step up and energize

- Accelerated Annual Fund process
- Communication focus on Annual Fund
- Additional trustee involvement
- Strengthen relations with development staff

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Fund Raising Focus

Reach out, Reach out, Reach out

- Expand cultivation and stewardship efforts
- Increase personal contact with prospects
- Make new friends for the organization
- Share thoughts, plans, ideas with colleagues

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Keep the Big Picture

Up Front & Center

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The Big Picture

Six essential elements

- Inspiration
- Imagination
- Alignment
- Wisdom
- Accomplishment
- Enthusiasm

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Inspiration

- Inspiration is a motivator
- Keep the board motivated
 - Work with each trustee individually
 - Assign trustees to projects they care about
 - Attend to trustee needs
 - Make sure trustees feel appreciated
 - Remind board of the good work it is doing

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Imagination

- Engaging the imagination promotes dedication and loyalty
- Key to developing sense of ownership
- Trustees become invested

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Alignment

- When stakeholders share a common mission and vision
- The greater the alignment, the greater the success

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Alignment Empowers

- More effective and productive
- Greater confidence
- Proactive problem solving
- Open, inclusive approaches
- Responsibility & accountability
- Moves organization forward

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Poor alignment drains

- Less efficient management
- Lower sense of value & confidence
- Reactive problem solving
- More closed, exclusive approaches
- Less accountability & responsibility
- Detriment to progress

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Wisdom

- Wise decision-making process
- Orderly, thoughtful deliberation
- Inclusive process
- Timely decisions and actions

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Accomplishment


- Shared sense of fulfillment
- Deeper involvement
- Pleasure in helping the organization
- Take initiative for the organization

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Enthusiasm

- Fosters team work
- Promotes generosity
- Creates irresistible momentum
- Fun!

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More than any other attribute, the capacity to motivate is close to the heart of the popular conception of leadership – the capacity to move people to action, to communicate persuasively, to strengthen the confidence of followers.

– John Gardner



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