



**Board Training: Responsibilities and Performance –
For Board & Staff Members**

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- ✓ Board Development & Planning
- ✓ Trainings, Retreats & Workshops
- ✓ BoardSource Certified Governance Trainer
- ✓ www.jpsnonprofit.com

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Today's Agenda

- Discuss responsibilities of the nonprofit board
- Teams work on case histories
- Report back for group discussion
- *Ask questions*
- *Share comments & experiences*

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Why people join boards ...

- Study found 80% report mission fit as top motivation for joining board

Urban Institute National Survey of Nonprofit Governance



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Board members may feel...

- Not sure what is expected of them
- Confused about the role of the staff
- Lose interest because not actively engaged
- Feel overworked



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Leading with Intent Study

Found the two board characteristics that are the most important are:

- Understanding their responsibilities
- Ability to work together toward shared goals

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The Responsibilities of the Nonprofit Board



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The Board's 10 Responsibilities

1. Determines mission & purpose
2. Selects the chief executive
3. Supports & evaluates the chief executive
4. Ensures effective planning
5. Monitors & strengthens programs and services
6. Ensure adequate financial resources
7. Protect assets and provide financial oversight
8. Build a competent board & committees
9. Ensure legal and ethical integrity
10. Enhances public standing

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I. Determine mission & vision

- Vision Statement - the ideal future
- Mission – declares purpose and how
- Values - Core beliefs

**Review, reconfirm and/or change statements as needed.*

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Our Vision

A community that embraces, supports and inspires individuals with Down syndrome to live healthy, self-determined and fulfilling lives.

Our Mission

The mission of the Down Syndrome Association of Greater Cincinnati is to empower individuals, educate families, enhance communities and together, celebrate the extraordinary lives of people with Down syndrome.

Our Core Values

We are TRUSTWORTHY in our daily responsibilities and commitment to others.
We use EMPATHY in our interactions and RESPECT toward others in all that we do.

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2. Selects the executive director

- Identifies when ready to hire
- Creates search process
- Commits time and resources
- Consensus on ED’s responsibilities & role

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3. Support & Evaluate the ED

- Define regular means of communication
- What does the ED need from the board
- What does the board need from the ED?
- Define evaluation process

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Board & Staff Relationship



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Common Frustrations

- Feel micromanaged
- Feel left out of the loop
- Confusion on what is expected
- Communications are defensive or combative
- Feel a lack of respect

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Shared Leadership – Forces of Good

"In high impact nonprofits, the board balances its power with the executive director and senior staff, or works in partnership with them, rather than dominating."

*Forces of Good, The Six Practices of High Impact Nonprofits, by, Leslie Crutchfield & Heather McLeod Grant

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4. Ensure effective planning



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Levels of Planning

30,000ft
Strategic oversight -
Sets direction



3,000ft
Current issues
(ED search, fundraising)

30ft
Immediate
(Building problems, PR)



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Identify Planning Needs

- Visions & Mission Development
- Strategic Planning
- Board Action Plan
- Board Development Work
- Executive/CEO Search
- Committee Development
- Community Partnerships
- Fundraising Campaigns

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When planning consider...



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Recommendations for planning

- Identify planning needs for next 12 months
- Be real about time and resources needed



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5. Monitor and strengthen programs & services



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Monitor programs

- Connect mission and programs
- What are we trying to achieve?
- What is the impact of our programs?



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Monitor Programs

How are you measuring success?

- Clarify desired outcome
- What information/data is needed



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6. Ensures adequate funds



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Fundraising is a team sport...



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In the Boardroom Fundraising Questions

- What are our fundraising goals?
- How will we raise needed funds?
- How will evaluate our FR tactics?
- What do we need to effectively raise the funds?

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What are you asking of board members?

- Share contacts
- Cultivate potential donors
- Attend special events
- Thanks donors
- Social media posts
- Serve on the development committee

*Clarify role of the staff in fundraising

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Best Practice
*Board Members make a meaningful
 contribution annually*

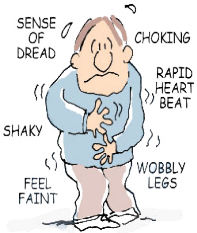



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**Fundraising ranks #1 of board
 performance needing improvement**

Recommendations

- Define the board's role in FR
- Develop your vision/story
- Training and support



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**7. Protect assets and
 financial oversight**

- Annual budget process
- Regular financial reports
- Filling of 990 Tax Form
- Regular Audits
- Oversight is in place



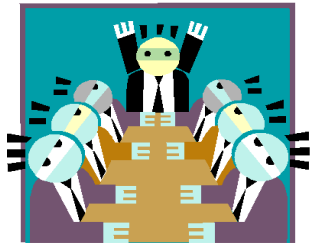
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Recommendations

- Strong financial committee
- Ensure financial controls are in place
- Financial training for board members
- What does the staff need to effectively track and protect assets?

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8. Build a competent board & committees



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Review of your by-laws

- Term limits
- Size of the board
- Board meeting schedule
- Board composition
- What is required of individual board members?

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Governance Committee Areas of focus

- Board Recruitment
- Board Orientation/On boarding
- Board Culture/Protocols
- Ongoing Board Education & Retreats
- Succession of leadership

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Why board diversity important...

- Broader perspectives
- Deeper understanding of constituents
- Insightful solutions to problems
- Enhance public standing



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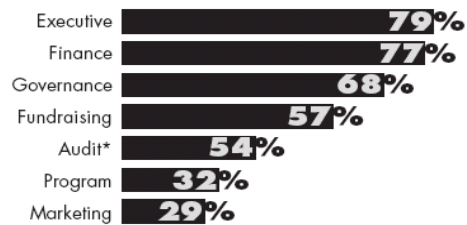
Committee Service

- Define committee service
- Use technology (zoom, email & text)
- Choosing your committees
- Board members, staff and community members

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Board Committees

Most Common Committees



*Audit may be combined with Finance

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Recommendations for Board Development

- Stress meeting attendance
- Fundraising – *Must Do & Hope You Do*
- Clarify committee service
- Budget for trainings & planning

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9. Ensures legal & ethical integrity

- Comply with federal and state laws
- Protection of all organizational assets
- Discuss means to detect and correct wrongdoings within the organization
- Everyone has an obligation to speak up

**Role of leadership & full board*

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10. Enhance Public Standing

- Public awareness of mission and work
- Your organization's reputation
- Identify spokesperson



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One voice

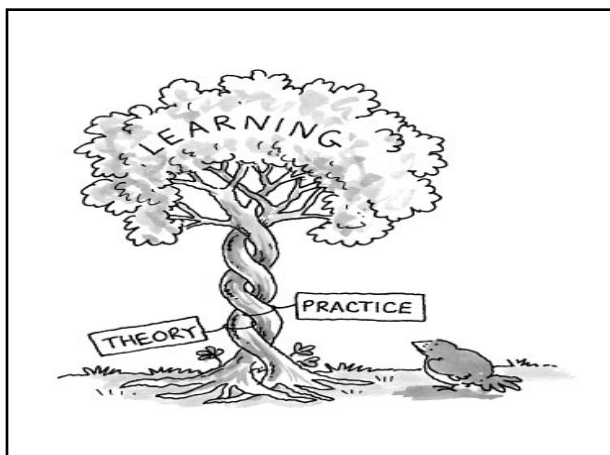
- Board speaks with one voice
- Differing opinions should be resolved in the boardroom
- Individual board members are bound by the collective decision

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Questions



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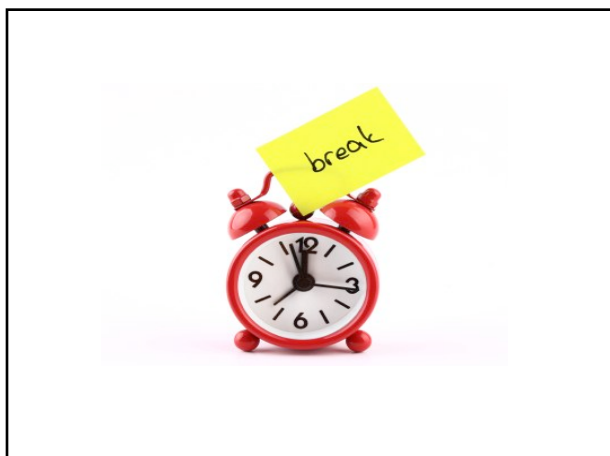


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Working in small teams...

- Facilitators
- Read your case history
- Answer questions
- Consider various options and ideas
- Facilitators report back to the full group

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