

Johnson Center
at Grand Valley State University

www.johnsoncenter.org

AAAWM Executive Coaching Session
March 26, 2009
Topic:
***Empowering your
Board of Directors to achieve maximum
Impact, Leadership, and Oversight***

Established in 1992, the Dorothy A. Johnson Center for Philanthropy and Nonprofit Leadership is an academic center for growing the greater good.

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Welcome to the Johnson Center

This Morning's Panel:


Jeffrey A. DeVree, JD, Clark Hill, PLC

Alvin Lyons, PhD, Director of Resource Development
Johnson Center for Philanthropy


Matthew Downey, Development Consultant
Johnson Center for Philanthropy

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Agenda



- Session 1 (8:35-9:00)**
 - Board Recruitment & Orientation
 - Communicating with your Board
 - Q & A
- Session 2 (9:00-9:30)**
 - Legal roles and responsibilities for Boards
 - Q & A
- Break (9:30-9:40)**
- Session 3 (9:40-10:30)**
 - Fundraising with your board
 - Building board leadership
 - Q & A




Session 1




Board Structure, Recruitment & Orientation

- **Board Structure: Some Alternatives and Considerations**
- **Effectively Recruiting Board Members - To be Effective!**
- **Board Orientation Approaches that Work**



Session 1




Board Structure: Some Alternatives and Considerations


WHAT DO YOU WANT THE BOARD TO DO?

- The "Traditional" Board Structure
- Using Sub-Committees
- Flexible Board Structures
 - Use of Task forces
 - Involvement Beyond the Board
- Using Additional Advisory Committees?

Look at similar "successful" organizations – and those orgs that are now where you would like to be!




Session 1




Board Structure: Some Alternatives and Considerations

A (hopefully?) Helpful Hint




Session 1




Effectively Recruiting Board Members — To be Effective!
IDENTIFY THE ORGANIZATION'S NEEDS
— AND RECRUIT TO THOSE NEEDS!

- Recruit for:
 - Skills
 - Connections
 - Image
- Identify YOUR Gaps
- DON'T Recruit to the Board – Recruit Directly to the Need
 - Recruitment is part of the Orientation Program and Board Operation





Session 1



Effectively Recruiting Board Members — To be Effective!


A (hopefully?) Helpful Hint




Session 1 

Board Orientation Approaches that Work

- Use Recruitment to Begin the Orientation
- Asking Prospective (and New) Board Members: "What Do You Want to Know?"
- Using Board Meetings and other Opportunities for Continuing the Orientation Process


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Session 1 

Board Orientation Approaches that Work

- **HAVE YOU ORIENTED NEW (and OLD!) BOARD MEMBERS TO:**
 - The Organization
 - Their Overall Role
 - Their Specific Role
 - The Overall Organizational Field
 - Your Partners
 - Your Competitors
 - The Nonprofit and Voluntary Sector


Orient Board Members to Your Role in the Community – and THE NEED YOU FILL


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Session 1 

Board Orientation Approaches that Work


A (hopefully?) Helpful Hint

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Session 1 

Some Views on Board Structure, Recruitment & Orientation

- From the academic perspective
- From the Consultant perspective
- As an Executive Director
- As a Board Member


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Session 1 


Communicating with your Board


- The Board is a strategic tool for executives
 - Executive director must proactively engage board members
- The Board chair is the executive director's ally
 - Communicate regularly
 - Jointly develop meeting agendas and committee structure
- Tensions and frustrations with board members are natural
 - Address them head on
 - Keep lines of communication open

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Session 1 

Questions?

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Session 2 


Clark Hill Presentation

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10 Minute
Break


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Session 3 

Fundraising with your board


- Recruiting for Fundraising
- Training for Fundraising
- Organizing for Fundraising


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Session 3 

Recruiting for Fundraising


- Look for those who have done it!
- Recruiting Fundraisers directly to the board
- Recruiting Fundraisers to Sub-committees
- Recruiting Fundraisers to a Separate Development Council


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Session 3 

Recruiting for Fundraising


A (hopefully?) Helpful Hint


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Session 3 

Training for Fundraising


- What's involved with "Fundraising Training?"
- Should we include Training in Board Meetings?
- Holding separate orientation programs
- Using Outside Expertise


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Session 3 

Training for Fundraising


A (hopefully?) Helpful Hint


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Organizing for Fundraising


- Developing Fundraising Plans and Goals
- Annual Efforts vs Campaign vs Planned Giving
- Using a campaign structure – for all efforts?
 - Pre-campaign - Preparation
 - “Silent Phase”
 - Public Phase
 - Clean-up and Recognition


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Session 3 

Organizing for Fundraising


A (hopefully?) Helpful Hint


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Session 3 

Some Views on Fundraising with your board


- From the academic perspective
- From the Consultant perspective
- As an Executive Director
- As a Board Member


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Session 3 

Building board leadership


- Vice Chair is your "Chairperson-in-waiting"
 - Vice Chair should shadow current Chair for one year
 - This builds the individual's skills and facilitates a smooth transition
- Treat the board officers (Exec Committee) as your "cabinet"
 - This is the executive's sounding board; communicate with them regularly
 - Executive Committee should meet regularly, generally in the days prior to a full board meeting


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Building board leadership

- Continuing board member education
 - A primary role of the Board Development Committee is to build member skills
 - Dedicate 5-10 min of every meeting to educate on one governance topic, i.e. fundraising or fiduciary responsibilities
- Facilitate substantive conversations at board meetings
 - Make certain that every board member participate

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Session 3 


Questions?

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For More Information:

Nonprofit Good Practice Guide
Promoting the power of shared knowledge.

www.NpGoodPractice.org

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