

SDSVP

**SVP Capacity Building Workshop
Board Development and
Governance**

October 10, 2009

Workshop Objectives

- Increase your skills and knowledge of board development and governance
- Become a more effective board member and change agent

SDSVP

SURVEY

KEY ENABLERS OF BOARD
PERFORMANCE

Board Clearly Understands its Roles and Responsibilities and Acts upon Them

- Expectations and roles and responsibilities of board members written down and reviewed yearly.
- Board Chair reinforces roles and responsibilities through personal leadership and individual conversations.
- ED provides leadership to support the board governance functions.

❑ **Board Composition is Appropriate**

- Members' qualities and expertise reflect
 - the stage in the organization's life cycle

Typical Life Stages of Boards

1. 'Board in Name Only'
2. Working Governing Board
3. Policy Governing Board
4. Institutional Board

❑ **Board Composition is Appropriate**

- Members' qualities and expertise reflect
 - the stage in the organization's life cycle
 - the organization's current and long-term vision and priorities
- Board has diversity and balance.
- Board terms in place to ensure appropriate board composition to meet agency needs.

Board Size is Appropriate

Diagnostic Questions:

- What size is needed to carry out board's roles and responsibilities and effectively govern?
- Is size sufficient to manage board workload and make informed decisions?

Board Has Effective Processes for Recruiting, Orienting and Developing Members

Recruitment

- There's a formal process and a board committee for identifying and nominating new members.
- Recruitment linked to strategic plan – What are the new skills, knowledge, personal contacts and other attributes current and future board members will need to possess to advance the organization?
- Current board members profiled and gaps identified
- In recruiting conversations, expectations of board members clearly stated.
- New members selected for needed skills/experience (how to do) as well as personal style (how to be)

Orientation

- Provided in timely manner
- Includes agency operations, challenges/strategic plan, budget, programs and services, tour of sites, board member roles and responsibilities, expectations, norms and culture of Board.
- Consider appointing a “buddy” to a new board member

Development

- Committee participation and rotations
- On-going Board member education
- Mini-seminars
- Study groups
- Conferences and literature

Board Has Appropriate Committees with Clear Charters

- Establish committees when issues are too complex and/or numerous to be handled by full Board.
- For on-going, major activities, establish permanent committees; for short-term activities, establish temporary, ad-hoc committees.

Types of Committees

Potential Standing (permanent) Committees

- Board Development/Recruitment
- *Executive*
- Finance

Potential Ad-hoc (temporary) Committees

- Audit
- Fund Development
- Events
- ED Evaluation/Compensation
- Strategic Planning
- Marketing/Public Relations
- Programs

Five Elements of Effective Committees

- Effective Committee Chair
- Written committee charters – purpose, composition and selection of members, specific duties
- Meetings start with objectives
- Members thoughtfully appointed
- Committee members have terms

☐ Board and Committee Meetings Run Well, e.g., start/end on time, give members a chance to engage in issues, ensure all voices are heard.

- Board meetings include discussions of challenging problems, strategic issues and/or key policy decisions.
- Open discussion and disagreement encouraged
α Five Finger Consensus

❑ The Right Leaders Are in Place as Board Chair and Committee Chairs

- ED and Board Chair serve as coaches
- Choosing a Board Chair process
 - > What are the responsibilities of the board chair?
 - > How will you know when the job is performed well?
 - > What personal and professional attributes and competencies should the Board Chair have?

☐ Board has an Effective Process for selecting, developing and transitioning new leaders.

- Make selection process transparent
- Consider a Chair 'elect' position
- Utilize committee rotations for development
- Encourage potential leaders to attend educational seminars
- Choose new board members for 'leadership potential'.

❑ **Board and Members Evaluate Themselves on a Yearly Basis**

- Board sets Annual Goals for itself tied to the organization's yearly operating plan, multi-year strategic plan, and improvement goals for board functioning.
- Goals are measurable - what needs to be done, by whom, by when.
- Results of end of year Board and member self-evaluation used to improve effectiveness of board and members.

☐ Board strikes the right balance of work and fun activities, including effective efforts to connect board members to the mission of the organization.

For more information on board development and governance or to meet with SDSVP's Board Development Resource team, contact:

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