

Managing Your Board for Success

LIFE & LEGACY® Webinar

Nanette R. Fridman
May 6, 2020



F R I D M A N

STRATEGIES

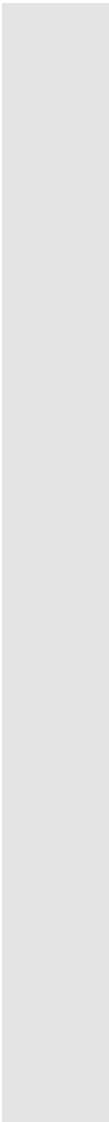
The image shows the words "TEAM WORK" in a bold, sans-serif font. The letters are multi-colored: 'T' is red, 'E' is teal, 'A' is yellow, 'M' is dark blue, 'W' is green, 'O' is red, 'R' is teal, and 'K' is yellow. The text is set against a white, torn-edge paper background, which is itself centered within a larger teal square frame.

Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work.

-Vince Lombardi



Board Management

- Key Board Member Documents
 - Onboarding
 - Board Manual
 - Ongoing Trainings
 - Cohesive Leadership Team
 - Meetings (Pre, During and Post)
 - Communication
 - Goal Setting and Evaluation
 - Committee Assignments
- 

Key Information for New Board Members

Prior to accepting

- Board member job description
- Interview
- Board giving policy
- Meeting schedule (if known)

Upon acceptance of role

- Board member agreement
- Conflict of interest policy and disclosure form

Onboard Members

Welcome

Orientation/Intake meeting

- History, Mission and Aspirations
- Build Relationships
- Convey roles and responsibilities
- Calendar

Board book or online resource

Tour the organization (if not familiar) and make introductions to key management and staff

Understand board structure and how decisions are made

Assign a mentor or a buddy

- Welcome letter
- Bylaws
- History of the Organization
- Mission, Vision and Values Statements
- Strategic Plan (can be an Executive Summary or Visual Presentation)
- Roles and Responsibilities of Board Members and Sample Board Member Commitment Letter (if applicable)
- List of Board Committees, Charge, and Members of Each
- Conflict of Interest Policy
- Confidentiality Agreement
- Ethics Statement, if any
- Program Highlights for the Year to Date
- Staff Organizational Chart and List of Staff with Bios and Pictures
- Annual Budget
- Most Recent Monthly Financials
- Recent Audited Financials or Form 990
- Financial Resource Development Plan
- Fundraising One Pager – Emphasize the board approved give/get (if you have one) and a list of some of the many ways the obligation can be met
- Recent Brochures/Marketing Materials
- Marketing Plan (if applicable)
- Copy of D&O Insurance
- List of Board Members – Include names, addresses, professions, email addresses, preferred phone numbers, bios and pictures, if possible
- Calendar of Upcoming Board Meetings with Dates, Locations and Times
- Organizational Calendar with Upcoming Events, Either Programmatic or Development
- Minutes of Meetings held (Last 3-4 recommended)

Board Manual

Essential Training



Roles &
Responsibilities



Financial Literacy



Ambassadorship
(Elevator Pitch and
Storytelling)



Key Role of Board
Members in Financial
Resource Development

Beginning of the year

- Introductions

- Ice breakers

At meetings

- Name table tents

- Break into smaller groups for discussion

- Add “happy bucks” or “shout outs”

Retreat

At the end of the year

- Celebrate together

Create a
Cohesive
Team – Team
Bonding



Set meeting schedule by August



Send calendar invites and reminders



5-7 days before each board meeting send out packet of information for review including agenda, finances, reports and any background



Have minutes distributed with action items clearly outlined within 48 hours of each meeting



Make participation by video available for every meeting

Basics of Board Meeting Communication

Successful Board Meetings

MANAGEMENT

BOARD MEMBERS' GOALS ACCOMPLISHED

GOALS ACCOMPLISHED

GENERATION OF ACTION ITEMS

Board Meeting Management



Time and date set in advance



Calendar invite sent



Reminder notice 7 and 1 days in advance



Serve a meal if possible prior to the meeting or snacks during



Use visuals



Offer fidgets



Start and end on time



Follow the agenda

Organizational Goals for Board Meetings

Share information and updates operationally,
programmatically and strategically


Ask the board to weigh-in on important policy decisions and
strategic issues

Carry out fiduciary responsibilities both expense and revenue
sides

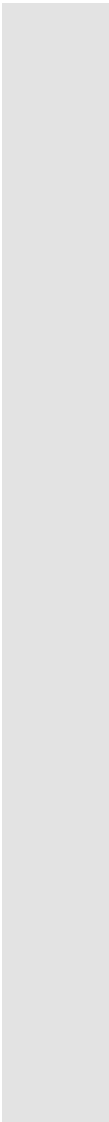
Give board members necessary information to be
ambassadors

Encourage participation at future events and programs

Other?



Board Members' Goals for Board Meetings

- Inspiration/feel good
 - Learn something new
 - Socialization
 - Add value/be engaged
 - Feel appreciated
 - Understand how items related to larger goals/Strategic Plan/Vision and measure progress
 - Other?
- 

Ground Rules or Conduct Code

- Establish meeting norms and behaviors
- Examples include:
 - Please turn all electronics off or set to vibrate
 - Don't talk while others are talking
 - Listen to all ideas and points
 - Say it once and stop
 - Speak your mind. Different opinions are welcomed.
 - Be respectful
 - Allow ideas to be parked
 - Others?

Agenda for Meeting Optimization

- Time Management
- Traditional agenda vs. Consent
- Board forward agenda
- Dashboard
- Present governance issues for discussion and what requires a vote
- Intentionally draw people into the conversation and encourage broad participation
- End every meeting with announcements, key messages and action items

Post-Meeting

- Minutes are distributed promptly
- Members who did not attend are contacted
- Action items are highlighted with timing and accountability assigned
- Board chair and ED begin to plan next meeting agenda
- Any important timely information is communicated between meetings

Goal Setting and Evaluation



Self
Intake
Year End



Board
Goals for President's
Term
Yearly Goals
Evaluation Year End



Organizational
Strategic Plan/ Goals
Yearly Planning
Dashboard

Committees

- Working bodies of the board
- Types
 - Standing
 - Board established
 - Ad hoc (Working Groups or Task Forces)
- Common Standing Committees
 - Executive, finance, audit, nominating and/or governance, development, marketing, personnel, compensation, planning, program and legal.
- Common Ad Hoc Committees
 - Strategic planning, CEO/ED search committee, capital or endowment campaign committee

Relationship to the Board



IN-DEPTH/SUBSTANTIVE
WORK



STUDY ISSUES AND MAKE
RECOMMENDATIONS



PIPELINE FOR NEW
MEMBERS

Effective Committees

- A clear charge or purpose
- Articulated goals
- A work plan that outlines how the work will get done, when and by whom
- A volunteer leader who has a job description
- Volunteers who have job descriptions
- A staff point person or liaison
- Work time & meeting time
- A clear understanding of reporting expectations to board (when/how)

Committee Charges

- The purpose of the Committee. Why it exists and what it is asked to do.
- The goal of the Committee must have these qualities:
 - It must be measurable.
 - It must have a deadline.
 - It must involve either some sort of certification or a deliverable.

Working Together to Move the Agenda Forward

Ask	Ask people which committee they want to serve on, match people to committee that suits their skills and interests
Give	Give committees time to meet initially at a board meeting to get organized (pre or post is fine)
Empower	Empower the committees
Highlight	Highlight one committee each Board meeting/ Reporting in writing ahead of time/Dashboard
Align	Align the work of the committees and overall priorities and strategies
Give	Give the committees respect, gratitude and kavod

The background of the slide is a light blue surface with a network of small, round nodes connected by thin lines. The nodes are colored either blue or red. A dense cluster of blue nodes is on the left side, connected by blue lines. A cluster of red nodes is on the right side, connected by red lines. In the center, there is a cluster where blue and red nodes are interconnected by both blue and red lines. The text 'Q & A' is centered over the image in a large, black, sans-serif font.

Q & A

Concluding Thoughts

- What else in your experience is key to managing your board successfully?
- What is one takeaway you will bring back to better manage your board?



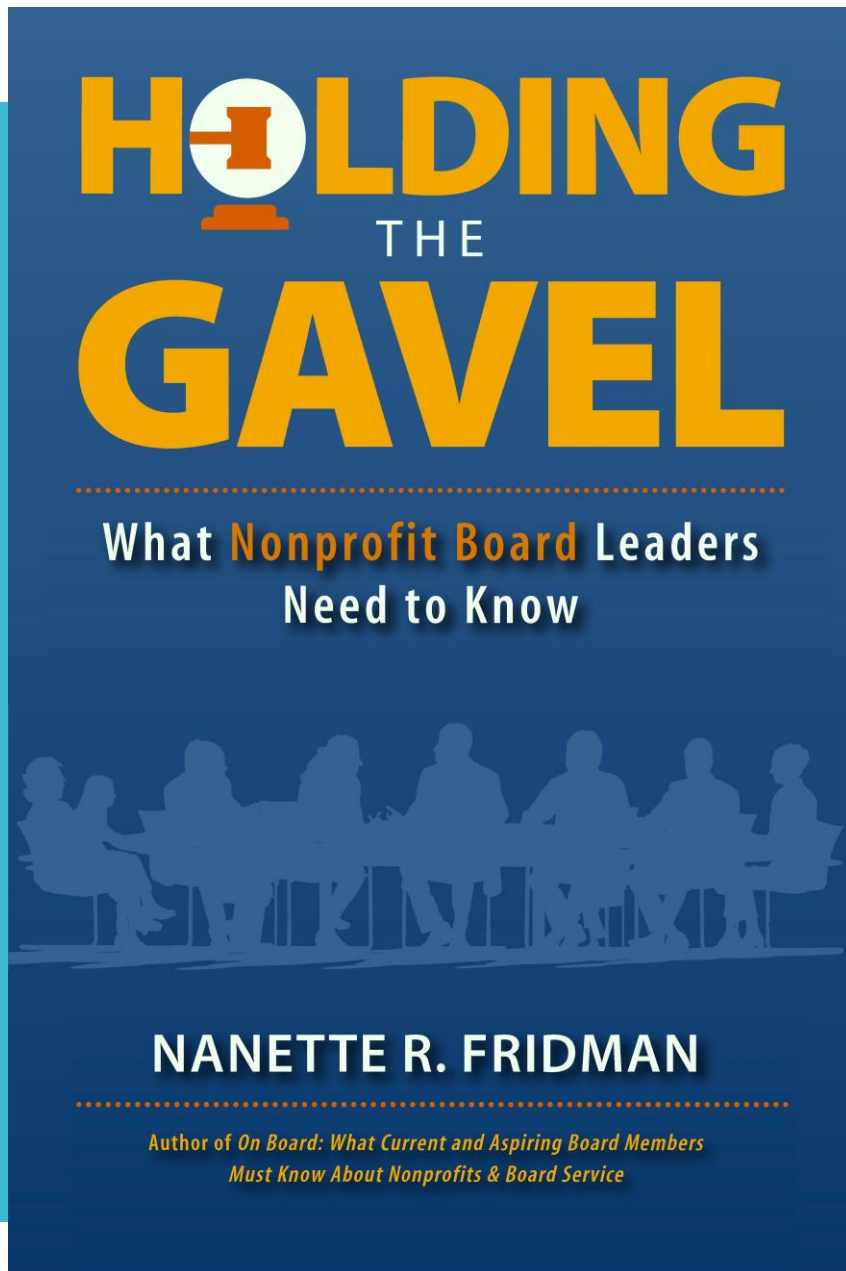


FRIDMAN

STRATEGIES

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PLAN TO SUCCEED



“ Nanette Fridman has written the perfect book for board chairs. She provides a comprehensive outline of the role and succinctly and smartly describes exactly how to tackle what can feel like an overwhelming job. It is the indispensable guide for a difficult job.”

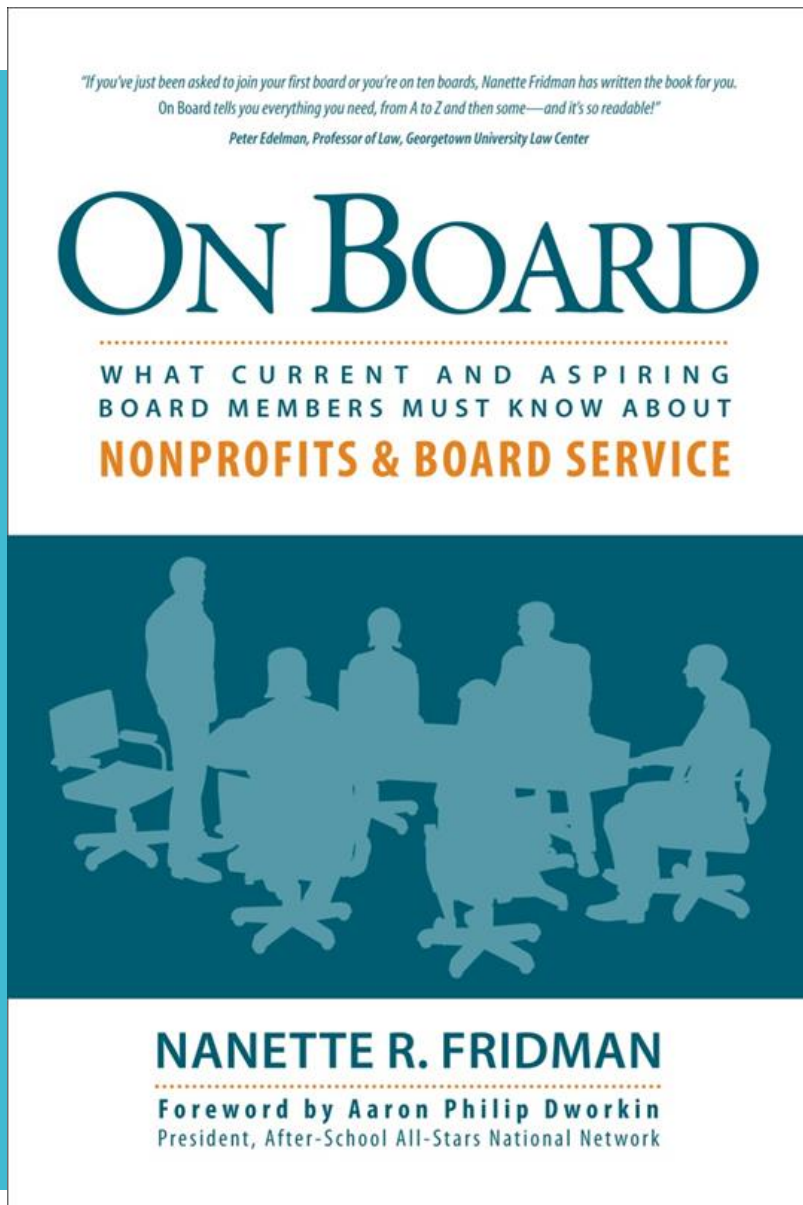
Allison Fine

National Chair, NARAL: Pro-Choice America
Foundation, co-author, *The Networked Nonprofit*

“ *Holding the Gavel* is yet another gift to the nonprofit sector from Nanette Fridman. It is a clear, easy to digest, and complete roadmap for board chairs to help ensure their success in tackling the complex challenges of the role. As a nonprofit professional, I am especially grateful for the way in which Nanette frames the partnership between board chairs and their professional leadership.”

Laura Fish

Executive Director, Douglas Institute Foundation



“ Too often the expectations of board members and the workings of nonprofits have been vague or mysterious. Whether you are a professional or board member, *On Board* demystifies how nonprofits work and lays out in detail how board members can be responsible, effective and fulfilled. ”

Dr. Marc N. Kramer
Executive Director, RAVSAK

“ Nanette Fridman insightfully shares her experience with nonprofit boards to help individuals be more intentional, engaged and clear about their roles. Every governance committee should give this book to their new and ongoing board members. ”

Nancy K. Kaufman,
Chief Executive Officer, NCJW