

# Board Development

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(Not bored of development)

Facilitator: Lynda Gerty, Engagement Director

March 11, 2014

“every community  
**mindfully engages**  
passionate citizens.”

-Our Vision



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# Agenda

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- **Organizational functions:** governance, management and operations
- **Roles and responsibilities** of board members
- **Three modes of governing:** fiduciary, strategic and generative
- **Six characteristics** that enable great board work
- Your organization and **next steps**

# Learning Outcomes

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At the completion of this workshop you will be able to:

- Differentiate between governance, management and operations
- Define the 11 responsibilities of board members
- Define fiduciary, strategic and generative roles
- Analyze your board strengths and opportunities to improve based on six characteristics that enable great board work

# External and Future Looking

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# Board Responsibilities...

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Taking care of the organization



Taking care of itself

# Wisdom in the Room

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What **qualities** of **governance** characterize a **great** board?

# Governance and Management

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**GOVERNANCE**

*[visioning; policy; strategic planning]*

**MANAGEMENT**

*[Supervising staff; preparing budgets]*

**OPERATIONS**

*[Program/Service Delivery, day-to-day ops]*



# Which Hat & When?

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**Governing  
or  
Supporting**

# 11 Responsibilities of the Board

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1. Determine the Organization's Mission & Purpose
2. Select & Support the Executive & Review His/Her Performance Periodically
3. Approve & Monitor the Organization's Programs & Services
4. Resource Development
5. Ensure Effective Fiscal Management
6. Engage in Planning Strategically
7. Carefully Select & Orient New Board Members
8. Understand Relationship Between Board & ED
9. Enhance the Organization's Public Image
10. Organize Itself So That the Board Operates Efficiently
11. Ensure Sound Risk Management Policies

# Activity

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Pick three of the responsibilities that are most important to you and complete the assessment.

# Creating Direction and Alignment



*Adapted from the Wilcox Model for  
Effective Nonprofit Leadership*

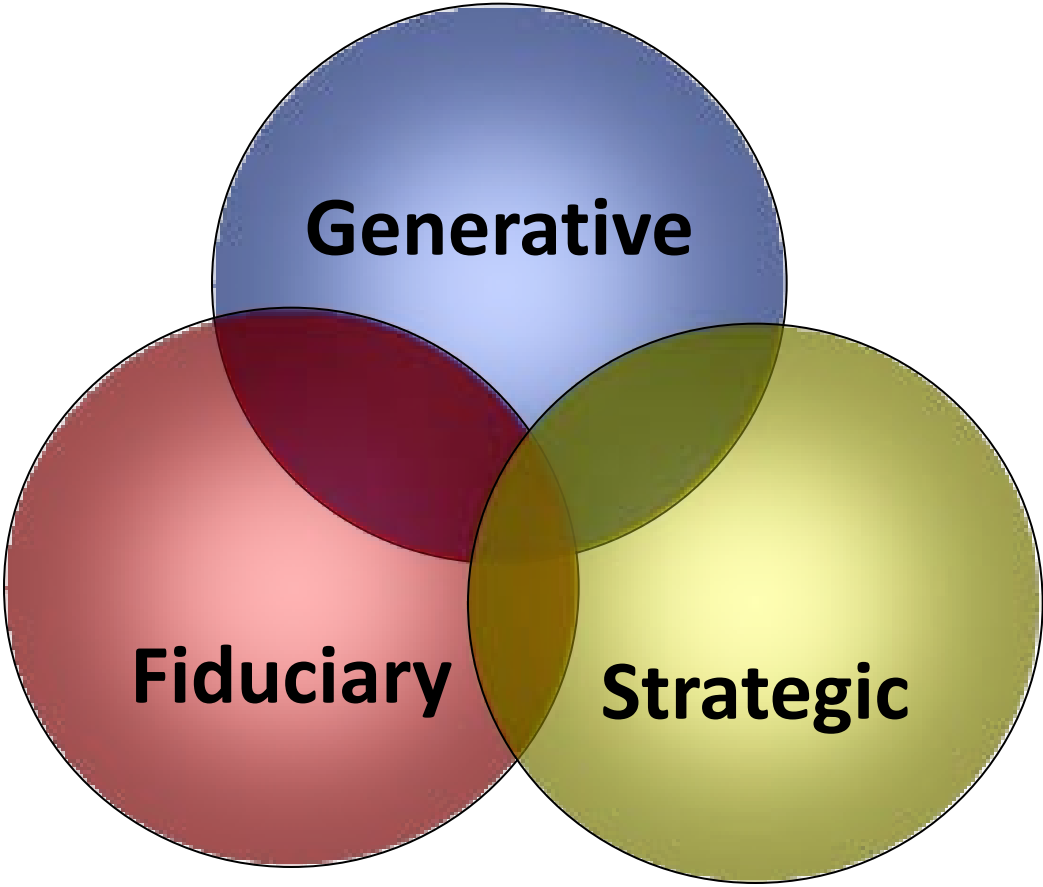
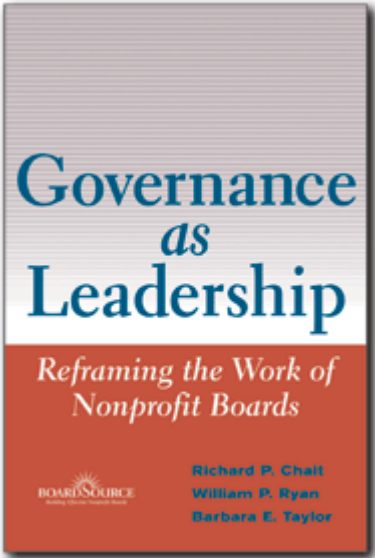
# Activity

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Pair up with the person next to you and share the vision and mission of your organization

# Modes of Governing

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# Fiduciary Mode

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# Fiduciary Questions

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- Can we afford it?
- What's the opportunity cost?
- Is the budget balanced?
- Does it reflect our priorities?
- Is it legal?
- Is it ethical?
- Are we doing it right?



# Strategic – the Planner!

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# Strategic Questions

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- Is our “business model” viable?
- How will new directors effect our support and public perceptions?
- What are the trends and factors beyond our control that we need to consider?

# Generative – the Visionary!

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# Generative Questions

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- How does this reflect our organizational values and beliefs?
- How can we reframe this issue?
- How does this affect our vision for the future?
- Who do we serve?
- Are we relevant?

# Let's Break & Re-energize

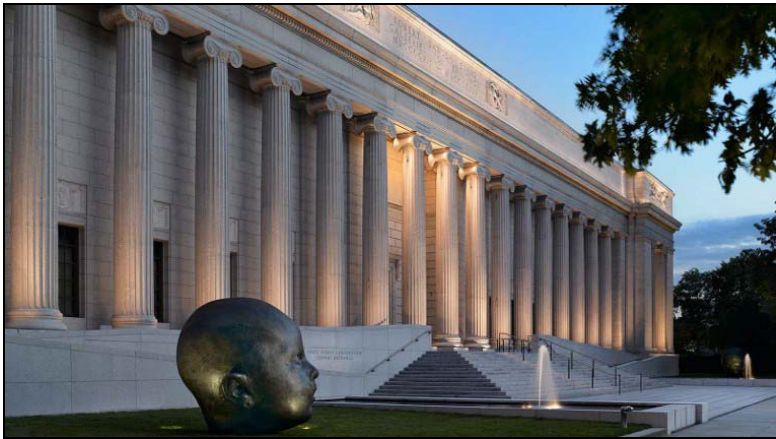
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# Exercise

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## The Players



**Boston Museum of Fine Art**



**Bellagio Casino**

Credit: Bill Ryan, Governance as Leadership co-author

# **Activity: What would you do?**

**As the Board of Directors, should the Boston Museum of Fine Art lend 21 Monet paintings to Bellagio Casino in Las Vegas?**

# What really happened

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The Boston Museum of Fine Arts loaned the 21 paintings to the Bellagio's Gallery of Fine Art.

The exhibition drew 250,000 visitors during its first 7 months.



# Reflections

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- What modes does your board normally think in?
- What modes do you usually think in?
- What can we do to incorporate all three modes of governance into our work?

# The Roots of GREAT Board Work

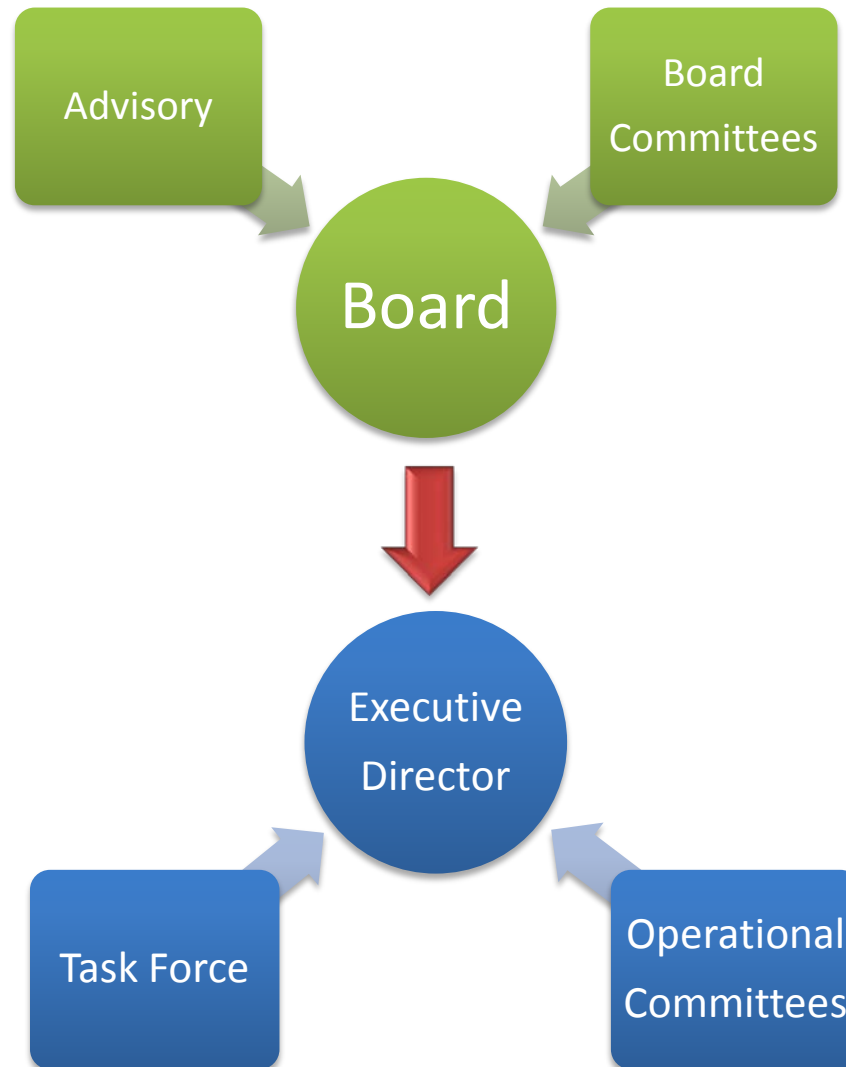
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1. Structure
2. Clarity for Board Members
3. Effective Meetings
4. Continual Improvement
5. Team vs. Group
6. Continuity of Board Leadership



# 1. Structure

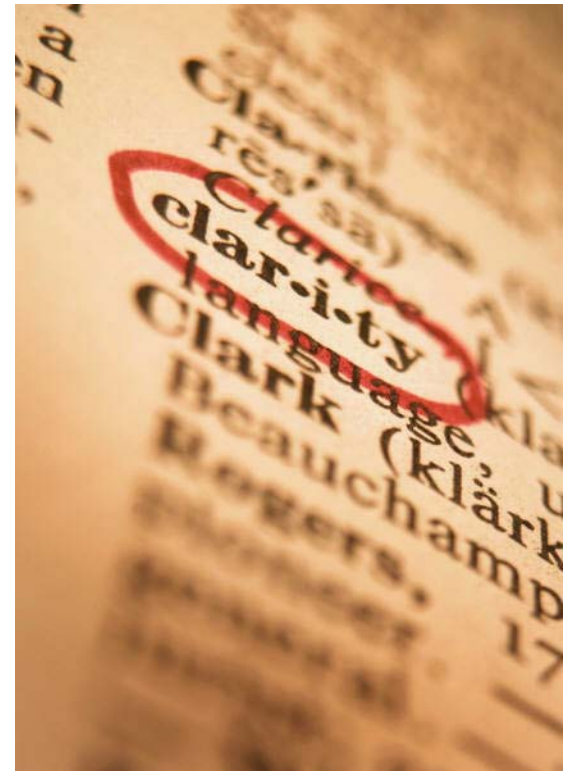
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## 2. Clarity for Directors

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- Role descriptions
- Letter of Agreement
- Board Handbook
- Annual calendar of events



# 3. Effective Meetings

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- Forward looking and lean agenda
- Consent agenda
- Time discipline
- Role vigilance
- Decision are made
- Effective participation



# 4. Continual Improvement

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- Board Development Committee
- Board self evaluation
- Skill development areas
- Retreats/Special sessions



# 5. Team vs. Group

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Local baseball team going to provincials



8:15am weekday city bus

# 6. Continuity of Leadership

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THE CHRONICLE OF PHILANTHROPY

MARK LITZLER

***“Our first board report is from the recruitment committee”***



# 6. Continuity of Leadership Cont...

Contingency Planning	Succession Planning	Strategic Recruiting
<ul style="list-style-type: none"><li>• Short &amp; long-term</li><li>• Board approved policy</li><li>• Interim leadership</li><li>• Agency workforce plan</li></ul>	<ul style="list-style-type: none"><li>• Broaden connections to resources &amp; a variety of perspectives</li><li>• Cultivate from within</li><li>• Job shadow</li><li>• Rigorous on-boarding process</li></ul>	<p>Identify Required:</p> <ul style="list-style-type: none"><li>• Core competencies</li><li>• Qualities</li><li>• Talent</li></ul> <p>Identify Future Required:</p> <ul style="list-style-type: none"><li>• Core competencies</li><li>• Qualities</li><li>• Talent</li></ul>

# Activity: How is my board doing?

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1. Structure
2. Clarity for Board Members
3. Effective Meetings
4. Continual Improvement
5. Team vs. Group
6. Continuity of Board Leadership



# Reflection

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1. How will you think differently; or interact with your board members differently; or engage with your work differently?
2. What is your next step to make that a reality?

# Additional Resources

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## Vantage Point Resources:

[www.thevantagepoint.ca/content/resource-centre](http://www.thevantagepoint.ca/content/resource-centre)

## Other Resources:

- *Governance as Leadership* by Chait, Ryan & Taylor c. 2005
- *The Abundant Not-for-Profit* by Colleen Kelly & Lynda Gerty c. 2013
- Board Source: [www.boardsource.org](http://www.boardsource.org)

# Thank you!

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