



F R I D M A N

STRATEGIES

Community Board Member Orientation

October 22, 2018



If I am not for myself, who will be for me? If I am not for others, what am I? And if not now, when?

-Rabbi Hillel

Life is a loan that we must return one day, and it is not interest free. The interest we pay is to make the world a little better than when we entered.

- Eliezer Jaffe

Start with Why?

- Nonprofit success requires both: (1) staff management and execution of programs, services and infrastructure, and (2) strong board governance and ambassadorship.
- Strong board governance and ambassadorship starts with each and every one of YOU!



Warm Up

- Please tell us your name and organization
- Share in **one word**, what is one of your best skills that you use or will use to advance your organization?



Goals for Tonight

- Outline the role of the board
- Explore the primary roles and responsibilities of board member
- Discuss common board member expectations
- Clarify governance vs. management
- Learn how to foster successful lay/partner relationships
- Brainstorm potential board member challenges and solutions
- Articulate your board goals



The governing board of an organization is legally and ethically responsible for the organization's standards of conduct and its performance. The board is a special classification of volunteers called to serve the organization and represent the interests and needs of the broader community.

*-Katherine Tyler Scott
Creating Caring & Capable Board*

3 Legal Duties

- Duty of Care
- Duty of Loyalty
- Duty of Obedience

8 Primary Roles and Responsibilities of Board Members

1. Determine and understand the vision, mission and values
2. Determine the strategic direction and monitor progress
3. Select, evaluate and support the executive
4. Financial oversight
5. Ensure adequate financial resources
6. Ensure programs further the mission
7. Enhance the organization's public standing
8. Build and maintain an engaged and competent board

Number 1

- Determine and understand the vision, mission and values
 - Tour your organization and its partners
 - Touch the mission
 - Engage in the formulation of and/or understand your vision, mission statement and values statement

Number 2

- Determine the strategic direction and measure progress
 - Debate/weigh in on strategic issues
 - Engage in and/or understand the strategic plan
 - Establish yearly goals
 - Develop/adopt key performance indicators
 - Regularly measure progress
 - Evaluate changes in the environment or organization and reassess strategic priorities

Number 3

- Select, evaluate and support the Executive
 - Participate in the hiring process
 - Establish yearly goals for your Executive
 - Evaluate the Executive at least annually
 - Provide regular support

Number 4

- Financial oversight
 - Work with Senior Management on the yearly budget
 - Review and approve annual budget
 - Monitor budget during the year
 - Make sure the appropriate financial controls are in place
 - Ensure that funds are properly invested

Number 5

- Ensure adequate financial resources
 - Determine fundraising goal
 - Develop and approve a fundraising plan
 - Actively prospect, cultivate, solicit and/or steward prospects and donors (individuals, corporations, foundations) in conjunction with the professional staff
 - Plan and attend fundraising events
 - Make a personally meaningful donation

Number 6

- Ensure programs further the mission
- Review reports about the impact and viability of programs

Number 7

- Enhance the organization's public standing
 - Attend events
 - Know the unique value proposition, elevator pitch, current talking points and be able to tell your story
 - Be ambassadors and champions in the community
 - Look for opportunities to showcase the work of the organization

Number 8

- Build and maintain an engaged and competent board
 - Engage new volunteers to create a pipeline
 - Look for quality board members who bring necessary skills, resources and connections
 - Onboard and mentor new board members
 - Plan for succession

Individual Board Member Expectations

- Attend, prepare for and participate at board and other meetings
- Make a financial contribution
 - Give or Get
 - Give a meaningful contribution
 - Make your organization one of your top 3 philanthropic priorities
 - Consider an endowment or legacy gift
- Serve on at least one Committee
- Volunteer/ take on special projects
- Attend events and recruit others
- Other?

Board Members Roles at the Meeting

- Understand the key governance questions that are being presented
- Contribute your expertise
- Don't be rushed into decision making if more information is required
- Ask how a particular action fits with the synagogue's or agency's mission and into the strategic plan
- Leave the meeting armed with information and action steps

GOVERNANCE/BOARD

Mission

Vision

Strategy

Desired Results

Policy

Fiscal oversight, Policies on Internal Controls

Budget Approvals

Fundraising Plan

Fundraising Implementation

External Relationships (Shared)

CEO Selection, Support & Evaluation

MANAGEMENT/STAFF

Operational Decisions and Policies

Program Development and Implementations

Legal Compliance

Day-to-Day Management

Personnel Management

Fiscal Management

Fundraising Implementation

External Relationships (Shared)

Evaluation, Outcomes Measurement

Keep Board educated and informed to support its policy-making, decision making and oversight responsibilities

Governance vs. Management

- A governing board functions best when it focuses on higher level, future-oriented matters of strategy and policy and performs its oversight responsibilities in a rigorous but highly efficient manner.

Governance vs. Management

- Seven Guiding Questions Whether the Board Should Be Involved
 - Is it big?
 - Is it about the future?
 - Is it core to the mission?
 - Is a high-level policy decision needed to resolve a situation?
 - Is a red flag flying?
 - Is a watchdog watching?
 - Does the CEO want and need the board's support?

Reprinted from Great Boards, Fall 2008

Quiz

- **Scenario 1:** Your board approves a new educational program as part of its strategic plan. Who develops and implements the program?
- **Scenario 2:** Who ensures financial procedures include sound internal controls?
- **Scenario 3:** A new development associate is going to be hired. Who makes the selection among the candidates?
- **Scenario 4:** New laws are passed about part-time workers. Who is accountable for compliance? Who is responsible for compliance?
- **Scenario 5:** Grant money becomes available for an issue that is not core to your organization's mission. Who decides if the organization should apply?

Key Essentials of Successful Lay/ Staff Relationships

- Shared vision
- Partnership
- Trust
- Respect
- Effective working relationship
- Clearly defined roles in the organization
- Understanding of decision making process
- Shared accountability and credit
- Communication is frequent, clear and unambiguous
- Consistent support
- Opportunities to evaluate and recalibrate the partnership from time to time to address any tensions or issues

Common Challenges in the Board and Staff Relations

- A board member gets “in the weeds”
- A board member adds to the work of a staff member without considering other projects or their priority
- A board member micro-manages
- A board member pushes their own agenda
- A board member acts like a staff member
- A staff member doesn't communicate enough with board member/committee
- A staff member has his/her own agenda, separate than the board's
- A staff member overburdens a board member with requests
- A board member and staff member are friends
- Other?



Anticipating Challenges & Generating Solutions

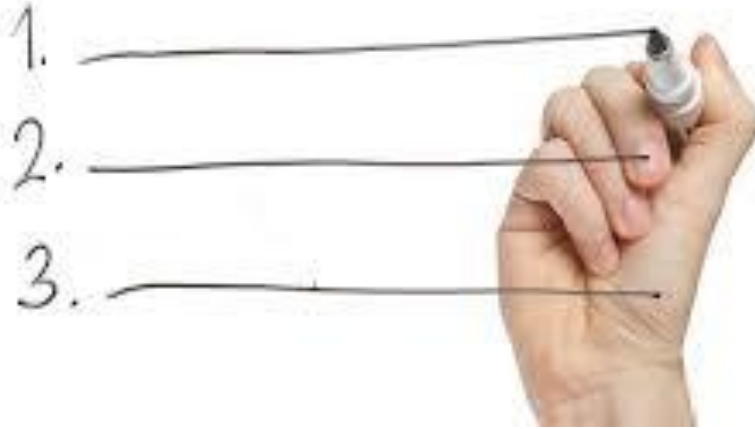


A network diagram on a light blue background. The nodes are small spheres, and the connections are thin lines. The nodes are color-coded: blue and red. The blue nodes are primarily on the left side, forming a dense, interconnected network. The red nodes are primarily on the right side, also forming a dense network. There is a central area where blue and red nodes are interconnected. The overall structure is a complex, interconnected network of nodes and edges.

Q & A

What Will Success Look Like for You?

Goals



➤ Setting Personal Board Member Goals

Takeaways

How wonderful it is that nobody needs to wait a single moment before starting to improve the world.

-Anne Frank



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STRATEGIES

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PLAN TO SUCCEED

"If you've just been asked to join your first board or you're on ten boards, Nanette Fridman has written the book for you. On Board tells you everything you need, from A to Z and then some—and it's so readable!"
Peter Edelman, Professor of Law, Georgetown University Law Center

ON BOARD

WHAT CURRENT AND ASPIRING
BOARD MEMBERS MUST KNOW ABOUT
NONPROFITS & BOARD SERVICE



NANETTE R. FRIDMAN

Foreword by Aaron Philip Dworkin
President, After-School All-Stars National Network

“ 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