



Action Planning & Governance

February 19, 2021



SocialImpactArchitects

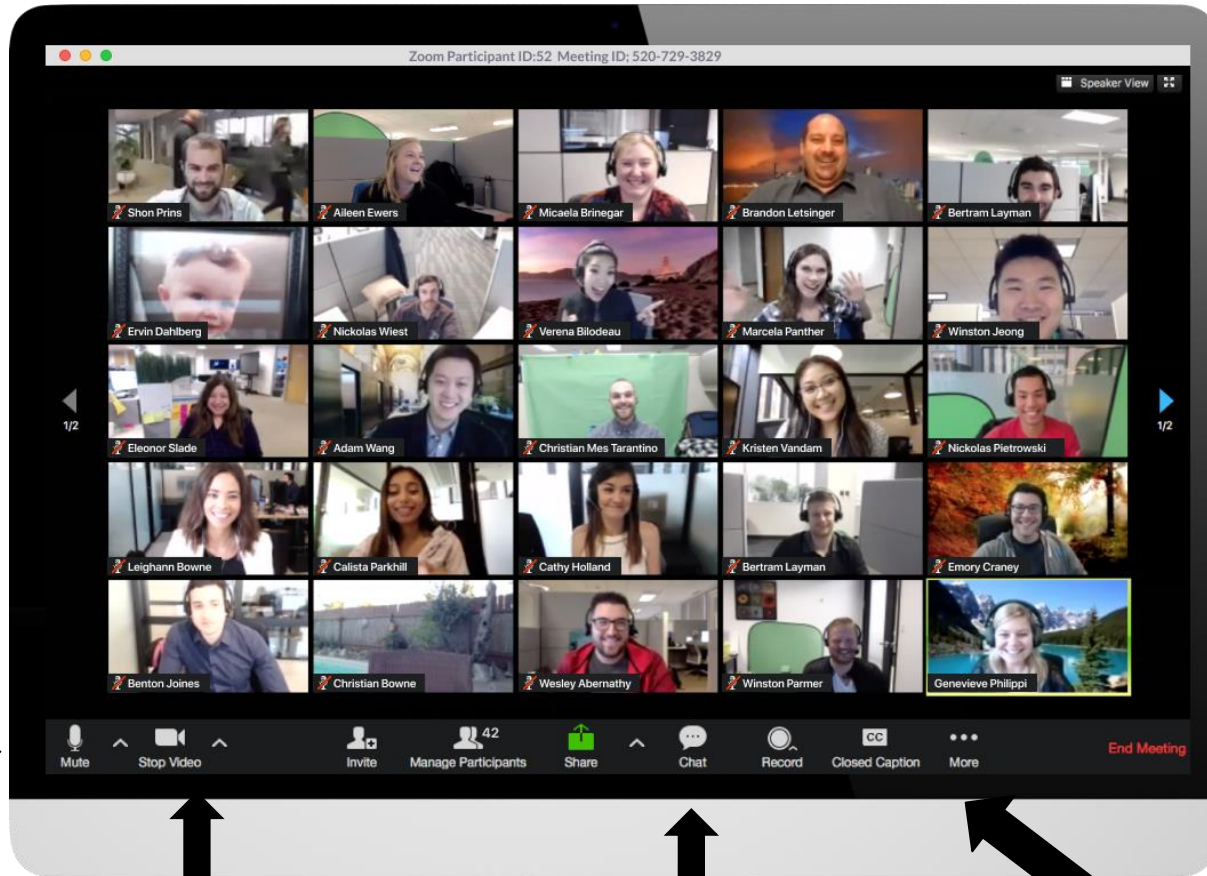


@snstexas @socialtrendspot



socialimpactarchitects.com/wp

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**Chat for
Questions**

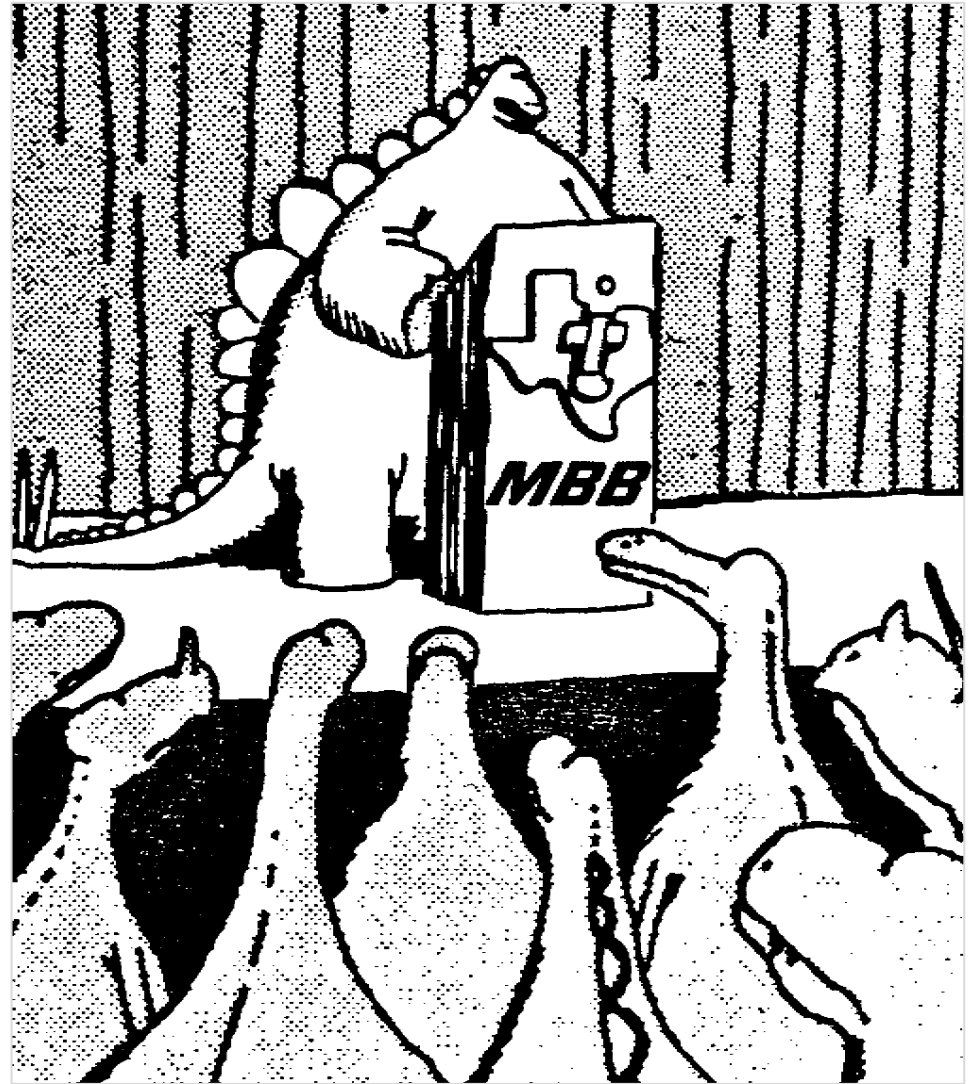
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Caption



ACTION PLANNING FOR 2021



*The picture's pretty bleak, ladies
and gentlemen ...
the world's climates are
changing, the mammals are
taking over and ...
we all have a brain about the
size of a walnut.*

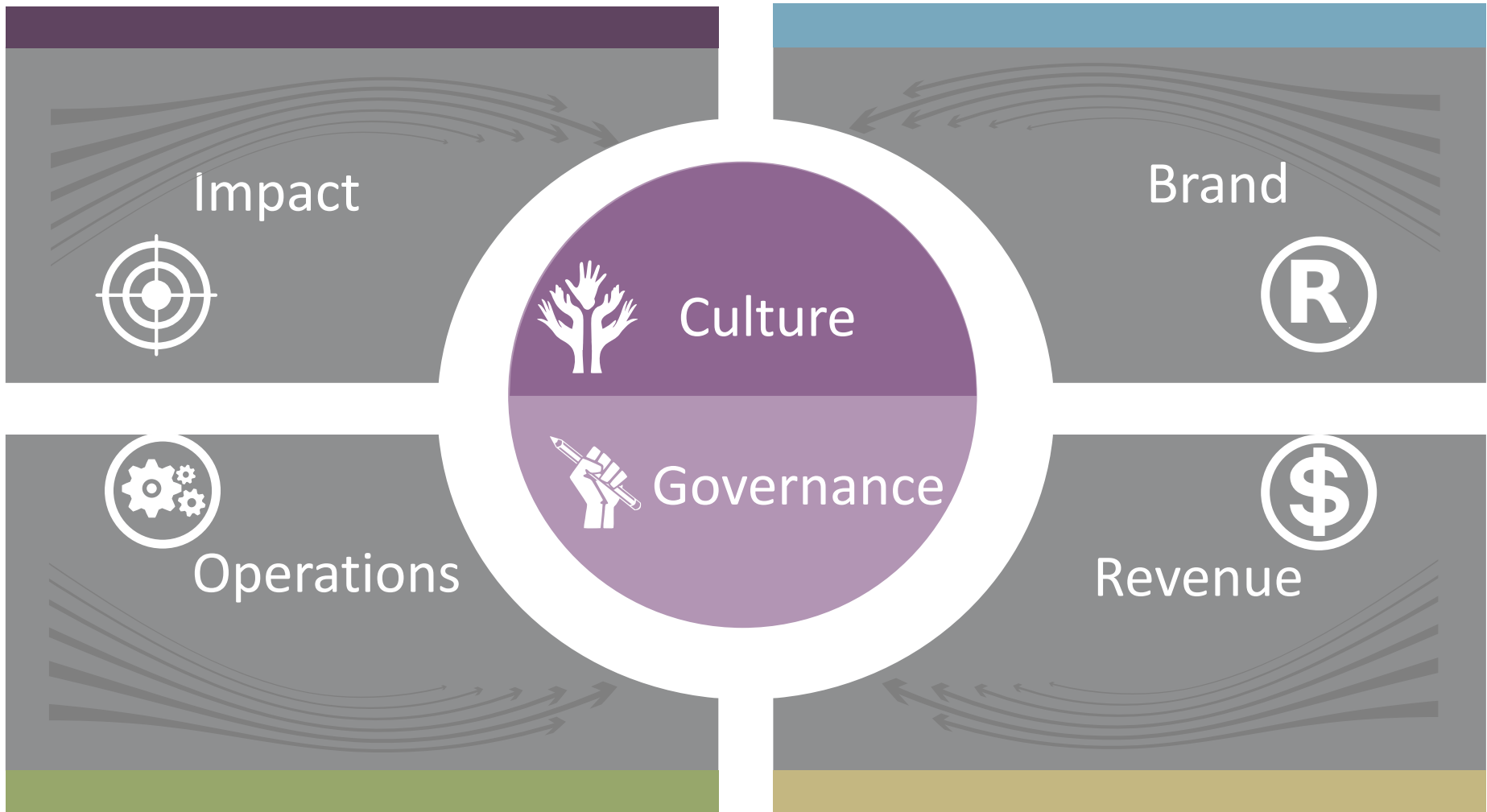




“What if we don’t change at all ...
and something magical just happens?”

Sustainability

Organizational Focus Areas



Types of Plans

Less Intensity

More Intensity

ACTION

- Focused on initiation – getting the right things done in the right sequencing
- Created when getting an organization off the ground to help make good decisions

FOUNDATIONAL

- Focused on stability – either in operations or transition
- Created when organization has hit a “limit to growth” due to operational and/or staffing constraints
- Typically done as growth is on the horizon for next plan

BRIDGE PLAN

- Focused on extending existing strategic plan
- Created when uncertainty in future funding or leadership exists and a new strategic plan is not yet plausible
- Requires review of results of existing plan as well as new areas to include

TRANSFORMATIONAL

- Focused on growth – either in programming or geography
- Created when organization or community needs to go to next level
- Requires operational elements to be relatively stable and mature
- Requires community assessment of need

TURNAROUND

- Focused on continuity – right-sizing mission with financials
- Created when organization has hit decline in lifecycle and needs swift action
- Requires competitive and community assessment

Steps to Creating Plan

If you **don't have** a plan

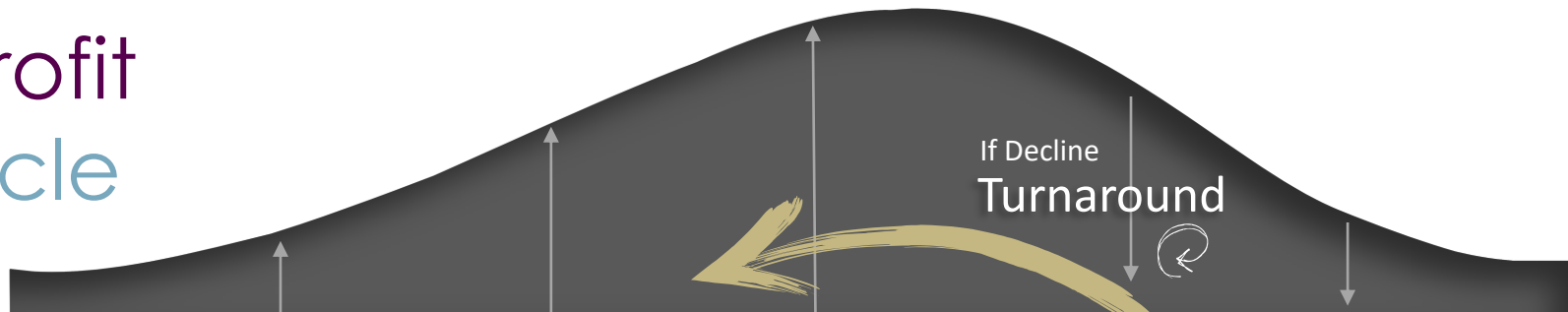













If you don't have a relevant plan, start fresh & **create a 2021 “action plan”**

Re-watch or review slides from past presentations and consider:

- Conducting any lifecycle assessment for a realistic view of current state
- Conducting a SWOT assessment and/or program review
- Brainstorming ideas learned from presentations focused on getting the “flywheel” effect
- Triangulate above & discuss possible future state scenarios – then ask:
 - What will best stabilize the organization?
 - What is the best use of the time & resources?
 - What is going to prepare you for the future?

Nonprofit Lifecycle



	Idea 	Start-up 	Growth 	Maturity 	Decline 	Crisis 
Impact 	Informal – Need established, best practices integrated & pilot launched	Pilot successful – Lessons integrated into design / Measurement starts	Established in marketplace – Strong results, partner-of-choice & consistent delivery	Consistent results through robust evaluation / Focused on continuous improvement, scale & system-building	Need exists, but nonprofit isn't partner-of-choice / Market duplication from other nonprofits	Demand near zero / Intense competition for resources & energy
Governance 	Not yet developed	Formal governance starts – Most likely homogeneous group	Board expansion – More diversity with more focus on planning & oversight	Board is more policy- & strategy-focused / Delegates management to Executive Director	Board members hard to recruit, retain & engage / Low focus of strategic issues	Board not fulfilling fiduciary responsibilities
Culture & Operations 	Entrepreneurial Founder using volunteer resources for guidance / Culture is defined by Founder	Flat organization – Decisions are likely made by Founder / Volunteers needed for hands-on support / Culture is action-oriented	Founder has hired or becomes Executive Director and is key decision-maker with Board guidance / Increased division of labor & accountability as staff is hired / Culture is results-oriented / Volunteers are used as resources	Leadership is often second or third generation from Founder / Clear division of labor & accountability among staff / Culture is well-defined and serves as a competitive advantage / Volunteers are seen as ambassadors	Increasing turnover of staff & volunteers / Decreased ability to attract top talent / Decreased transparency	Inability to fill key roles / High contention & division among staff / Mistrust of leadership
Revenue 	Most are in-kind	Limited financial resources – Lives hand-to-mouth	More diverse financial resources with established relationships with funders, but still unpredictable	High degree of financial diversity with established relationships with multiple funders / Endowment exists / Higher degree of financial predictability	Funders are not renewing contracts and not contacting organization / Low cash reserves / Decreasing donor retention & loyalty	Cash reserves insufficient to cover operating expenses / Long-time donors tapped out
Brand 	Not utilized	First official marketing materials – Primary method of marketing is word-of-mouth	Build-out of marketing & communication needs, including public & media relations	Sophisticated marketing & communications plan using multiple channels / Everyone equipped to tell story	Decreased public interest / Issue area not discussed in the media	Unable to attract media or public attention / Messaging does not resonate with public

Template: Program Review

Background

Name	Brief Description	Start Date / History
XXX	XXX	XXX

Funding Source	Staff Involved and Roles / Location	Key Program Metrics
<ul style="list-style-type: none">■ XXX■ XXX	<ul style="list-style-type: none">■ XXX■ XXX	<ul style="list-style-type: none">■ # served■ % change

Template: SWOT Analysis

The most commonly used tool to conduct an organizational audit is the SWOT analysis, which is often used during the strategic planning process.

STRENGTHS

- What do you (as a program or organization) do better than anyone else?

WEAKNESSES

- What could you improve?
- What do others do better than you?
- What inhibits your ability to achieve success?

OPPORTUNITIES

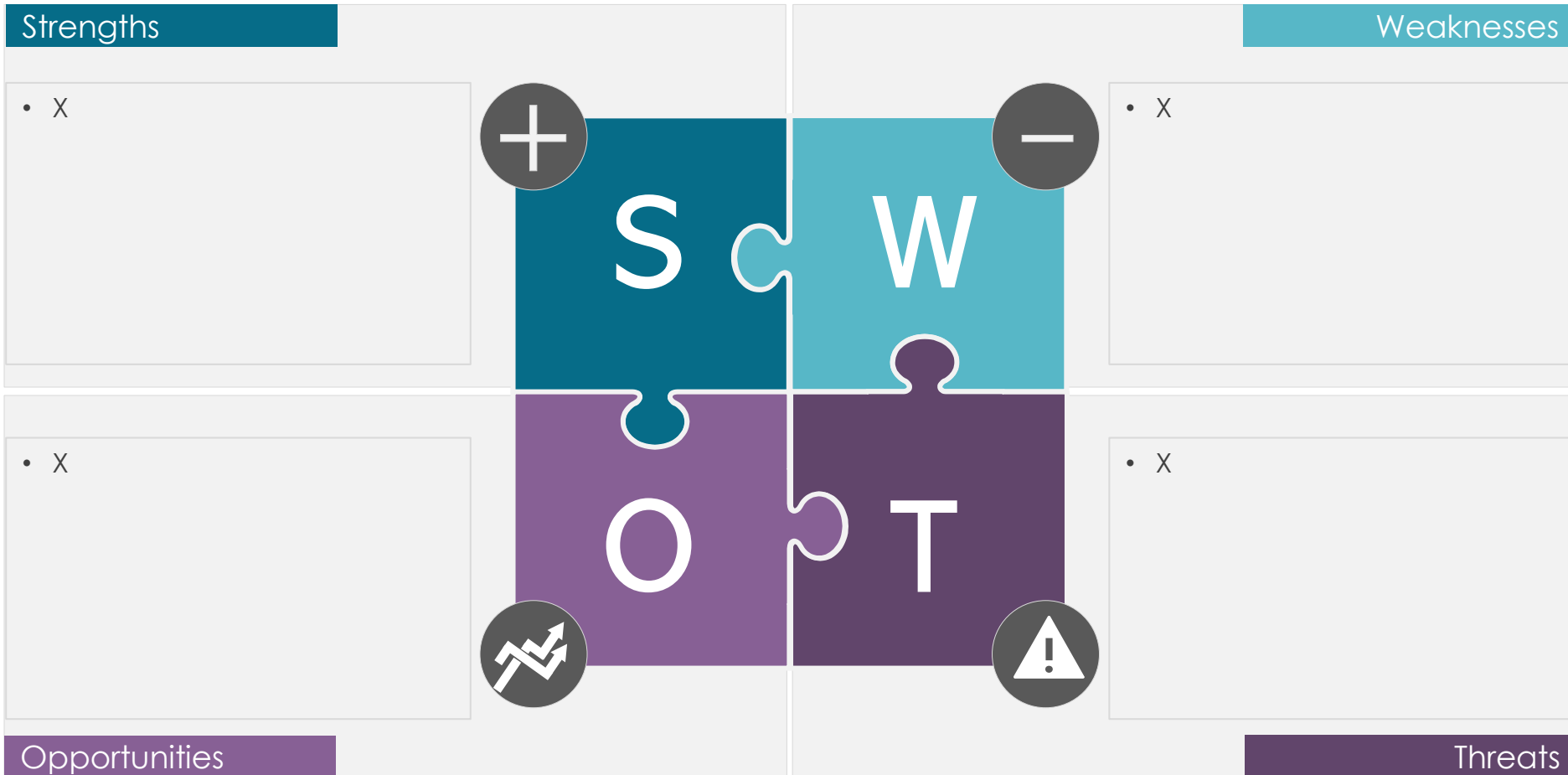
- Where are the good opportunities facing you?
- What are the interesting trends you are aware of?

THREATS

- What obstacles do you face?
- What are other nonprofits doing that you should be worried about?
- What are funders doing that you should be worried about?

Agency Name

SWOT Analysis



Steps to Creating Plan

If you **have** a plan



If you have a plan, start with it and create a
“**bridge plan**”

Take existing plan and evaluate each objective using assessment

- Continue anything needing additional work
- Sunset anything completed or obsolete
- Add anything needed based on current environment or new learnings:
 - Re-watch or review slides from past presentations and consider:
 - Conducting any lifecycle assessment for a realistic view of current state
 - Conducting a SWOT assessment and/or program review
 - Brainstorming ideas learned from presentations focused on getting the “flywheel” effect
 - Think about:
 - What will best stabilize the organization?
 - What is the best use of the time & resources?
 - What is going to prepare you for the future?

Strategic Plan Assessment

SAMPLE

Objective	Grade (A-D)	Decision (Complete, Keep, or Modify)	Comments CEO & Team
Culture Cultivate a staff of team players who are positive and successful people committed to following best practices and excellence in programming	A	Keep	
Diversity Goal		Add	New Goal: Engage in an intentional process to integrate equity conversations into all decisions made at x

Sample Template

Action Plan

VISION

To see the systemic problems of LGBTQ youth homelessness radically changed.

MISSION

To reduce and prevent LGBTQ youth experiencing homelessness in Dallas and its surrounding counties.

IMPACT



Public Policy

Continue to engage as a subject matter expert in public policy discussions at the local and state level



Faith

Continue efforts of Faith-based Team to share Outlast Youth's resource guides



Interagency

Continue partnership efforts with area nonprofits and government agencies to educate and train them on the unique experiences of LGBTQ youth



OPERATIONS

- Create agreed-upon job description and performance goals for Executive Director
- Review and refine HR policies to align with best practices
- Update values to support new strategic direction
- Ensure regular tracking of all stakeholders through connected online database



REVENUE

- Upgrade financial process for real-time reporting and reconciliation to board and staff
- Decide on a reserve policy of at least X months of operating capital and develop a plan to achieve it
- Develop a scenario-based budget for 2021
- Create fundraising plan for 2021 with diverse funding streams
- Shift to a culture of philanthropy to support relationship-building as key to revenue growth for both private and public sources



GOVERNANCE

- Review and track board composition to reflect diversity of community
- Develop a board schedule for 2021
- Continue to refine board meetings to be action-oriented
- Engage in purposeful governance and be accountable to organizational goals through a shared dashboard
- Participate in succession planning for both board and staff to support the organization's long-term sustainability



BRAND

- Grow brand awareness and equity to support goals and foster positive relationships
- Continue efforts to improve website and social media presence through posts and videos
- Consider the development of a tagline to better illustrate Outlast Youth's unique value proposition
- Consider a regular newsletter to keep stakeholders engaged in the mission
- Develop collateral materials to support storytelling efforts

Sample



★ The mission of Junior Players is to encourage intellectual growth, mental well being and the development of life skills in the youth of North Texas through mentoring, creative expression, and participation in dramatic and arts activities. ★

strategic plan overview

IMPACT

Objectives:

- Continue to grow, but intentionally
- Offer Team Musical in 2014/15 as a new offering
- Leverage alumni stories and videos to tell story and share impact

Objectives:

- Cultivate an Advisory Council to support the activities of Junior Players
- Develop plan to better leverage technology to track donors
- Increase new corporate support
- Investigate possible social enterprises through internships and pro-bono support

Objectives:

- Increase board involvement and participation through clear expectations and social activities
- Develop an IT plan to better utilize resources within the organization through internships, pro-bono support, and/or shared services
- Hire an Executive Assistant to support administrative tasks

OPERATIONS

REVENUE

Objectives:

- Conduct marketing audit and develop a plan, including leveraging new media, through internships and pro-bono support
- Create an annual report

BRAND

Sample

Strategic Plan 2017-2021

Vision

A thriving community where individuals and families are self-sufficient

Mission

Empowering individuals and families to find their path from poverty to self-sufficiency

Values

- **EMPOWERMENT:** Devoted to empowering clients to attain their personal goals of self-sufficiency
- **SUSTAINABILITY:** Dedicated to the effective use of available resources
- **EXCELLENCE:** Committed to continuous improvement in how we do things - both internally in how we operate and externally in how we deliver services to our clients
- **STRENGTH-BASED APPROACH:** Appreciating the unique strengths held by each individual by helping each other to achieve their potential
- **OPEN MINDSET:** Pledging to keep an open mind and heart when communicating with others
- **RESPECT:** Striving to build strong relationships that are based on the mutual respect and the commitment to promoting equity and inclusion between and amongst staff, clients, volunteers and the community.

Culture

- Cultivate a staff of team players who are positive and successful people committed to following best practices and excellence in programming
- Engage in an intentional process to integrate equity conversations into all decisions made at Pathfinders
- Build a leadership team of thought leaders laser-focused on the success of the organization and our clients



Impact

- Operate as a data-driven organization utilizing best practices in driving continuous improvement and deliberate growth
- Be a partner-of-choice for other nonprofits and government agencies
- Advance best practices regionally for the purpose of delivering exceptional and culturally-competent services



Brand

- Elevate the reputation of Pathfinders as a leader within the community
- Develop a brand identity, marketing strategy and communications plan that better illustrates Pathfinder's unique value proposition, reflects the organization's commitment to inclusivity, and showcases the synergistic impact of its offerings



Revenue

- Build a robust, data-driven fundraising plan with the goal of diversifying support, including major gifts, corporate support and planned giving
- Conduct a scenario analysis on key organizational funding risks and develop a contingency plan
- Cultivate Trailblazers Society as ambassadors of the organization



Operations

- Conduct an audit to determine the organization's technology needs and develop a plan to fund and upgrade resources.
- Invest in strategic financial planning assistance to support growth and maximize resources
- Develop an annual compliance plan to ensure that all legal, human resources and safety policies are updated and available



Governance

- Engage in good governance and be accountable to organizational goals
- Develop a plan to provide the Board training on topics that will increase its effectiveness
- Review and track board composition to reflect diversity of families served and the community at large



Approved by Board on January 26, 2021/ co-created with Social Impact Architects

Sample

Strategic Plan 2016-2021





Mission

The **Sammons Center** **GROWS** the arts, in and for this community, by providing essential support uniquely focused on the needs of local performing artists, arts groups, audiences, and arts education to **ENRICH** & **ELEVATE** the lives of people of all ages and backgrounds

Impact 

Objectives
GROW efforts as an accelerator of small-to-mid sized arts organizations by conducting a feasibility study for a second location
ENRICH arts within Dallas by developing a 5 year program plan, including development of 30 th anniversary plans
ELEVATE the capacity of Dallas arts organizations by developing a first-rate training series and other learning opportunities

Operations & Finance 

Services 

Brand 

Objectives
Strengthen the board through greater use of committees, an agreed upon governance model, improved recruitment and retention, and greater accountability 
Develop a future and emergency succession plan for board and staff 
Further grow and diversify financial resources to support strategy 
Expand resources for our client organizations through the development of effective, high quality training and educational services and mentorship opportunities for small and emerging arts and cultural groups 
Address the crucial need for additional facilities for local arts and cultural groups beginning with a feasibility study 
Repackage Sammons as “more than just a building” with a new logo, website, and key messages 
Increase community awareness of Sammons as a leader within the Arts community 
Advocate for the Arts to be a priority within Dallas as a vehicle for growth and advancement 

Vision

We believe that:

- The Arts should be accessible to all
- The Arts ecosystem needs both small and large organizations
- The Arts can help build community and provoke new thinking
- The Arts are a core asset of any thriving economy



Dallas can and should leverage the Arts as a vehicle for growth and advancement

HOLY TRINITY of

Vision - Mission - Values



VISION

Describes the organization's desired future state of the world (without mentioning the organization itself)

The best vision statements are one-sentence statements that are aspirational, memorable and succinct.

MISSION

Describes the organization's unique reason for existence and its priorities and methods for accomplishing the vision ("unique" meaning that it connects to your unique value proposition)

The best mission statements are easy to memorize, action-oriented and understandable.

VALUES

Describes the organization's fundamental beliefs and guiding principles that drive its culture

The best core value statements are often power statements, so employees understand the organization's DNA and can easily put them into action.

Deep Dive: <https://socialimpactarchitects.com/nonprofit-vision-mission-values/>

Performance Management

Performance Measures

QUANTITY

How Much

did we do?

(#)

QUALITY

How Well

did we do it?

(%)

Performance Management

Performance Measures



Effort

How hard did we try?



Effect

Is anyone better off?

Performance Management

QUANTITY

QUALITY

EFFORT

HOW MUCH DID WE DO?

How much service did we deliver?

HOW WELL DID WE DO IT?

How well did we deliver it?

EFFECT

IS ANYONE BETTER OFF?

How much change / effect did we produce? What quality of change / effect did we produce?



ORGANIZATIONAL DASHBOARD

Objectives	Activities	Deadline	% Complete	Owner(s)	KPI (Key Performance Indicators)
IMPACT: Operate as a data-driven organization utilizing research and insights in driving continuous improvement and deliberate growth	+Collect data & review via Continuous Quality Improvement (CQI) meetings.	10.31.17	50%	Director of Programs	+Ongoing monitoring from baseline data for continuous improvement +Development of dashboard for each program focused on measurements that matter +Gaps in data are identified and resolved.
	+Institute an opportunity assessment to guide program decisions so expansion and execution of services are mission-focused and seamless.	08.31.17	100%	Mgt Team	+Opportunity assessment is used 90% of time to decide on official go/no-go decision. +Staff report on survey that growth is managed properly.

Objectives	Activities	Deadline	% Complete	Owner(s)	KPI (Key Performance Indicators)
GOVERNANCE: Cultivate a board with members who are active, serve as ambassadors and are accountable to organizational goals	+Provide board experiences to engage board.	Ongoing	25%	CEO/Mkt Chair	+Offer at least 1 board experience a quarter with 55% attendance. +Share mission moments at 80% of board meetings. +Board reports greater comfort with storytelling.
	+Adopt formal board commitments & use governance committee for training and accountability.	08.31.17	75%	CEO/Gov Chair	+75% of board attends meetings. +80% actively serves on a committee. +90% participate in at least one event. +100% makes a financial contribution to organization.

Organizational Dashboard

MISSION: To promote, deliver and expand the best early care and education programs for children, parents and early childhood professionals.

IMPACT

- Position XYZ as a leader in the two-generation approach through thought leadership, education and advocacy.
- Utilize the Texas Rising Star assessment data to develop an annual strategic plan to improve quality among early childhood providers.
- Work collaboratively with community partners to assess current and future needs/demands for early childhood professional development.
- Elevate XYZ Early Childhood Programs to promising/best practices in the two-generation model and position programs for sustainability.
- Build and execute a central trusted website/app to connect Dallas families and service providers to education, health and family support services.
- Maximize impact through comprehensive program review/evaluation system to assess program effectiveness and continuously improve to meet dynamic community needs.



KPIs:

- Increase in community awareness regarding 2GEN model
- Increase in children enrolled in TRS program
- Increase in centers who improve their TRS rating
- Increase in teachers with CDAs or higher
- Continue all XYZ centers with NAEYC certification
- Increase in teacher proficiency based on academic advancement CLASS scores
- Increase in family self sufficiency total score
- Increase in children & parents connected with a medical home
- Increase community awareness for NTXF.org
- Increase outcome measurement satisfaction score on annual survey

BRAND

- Develop a marketing strategy and external communications plan to leverage two-generation model and build greater awareness of XYZ.



KPIs:

- Increase marketing score on annual survey
- Increase in media hits related to two-generational model and early childhood

REVENUE

- Leverage new position around the two-generation approach to identify new or revised strategies for stable and diverse revenue sources.



KPIs:

- Increase in number of individual donors and average gift size
- Increase in percentage of successful grants
- Increase in community reach through volunteers, board members, & friends
- Continue successful audits & satisfaction with financials, cash flow, and financial controls
- Increase financial management score on annual survey

OPERATIONS

- Position XYZ to become a nonprofit Employer-of-Choice.
- Create facility planning strategy to effectively meet agency and community needs.



KPIs:

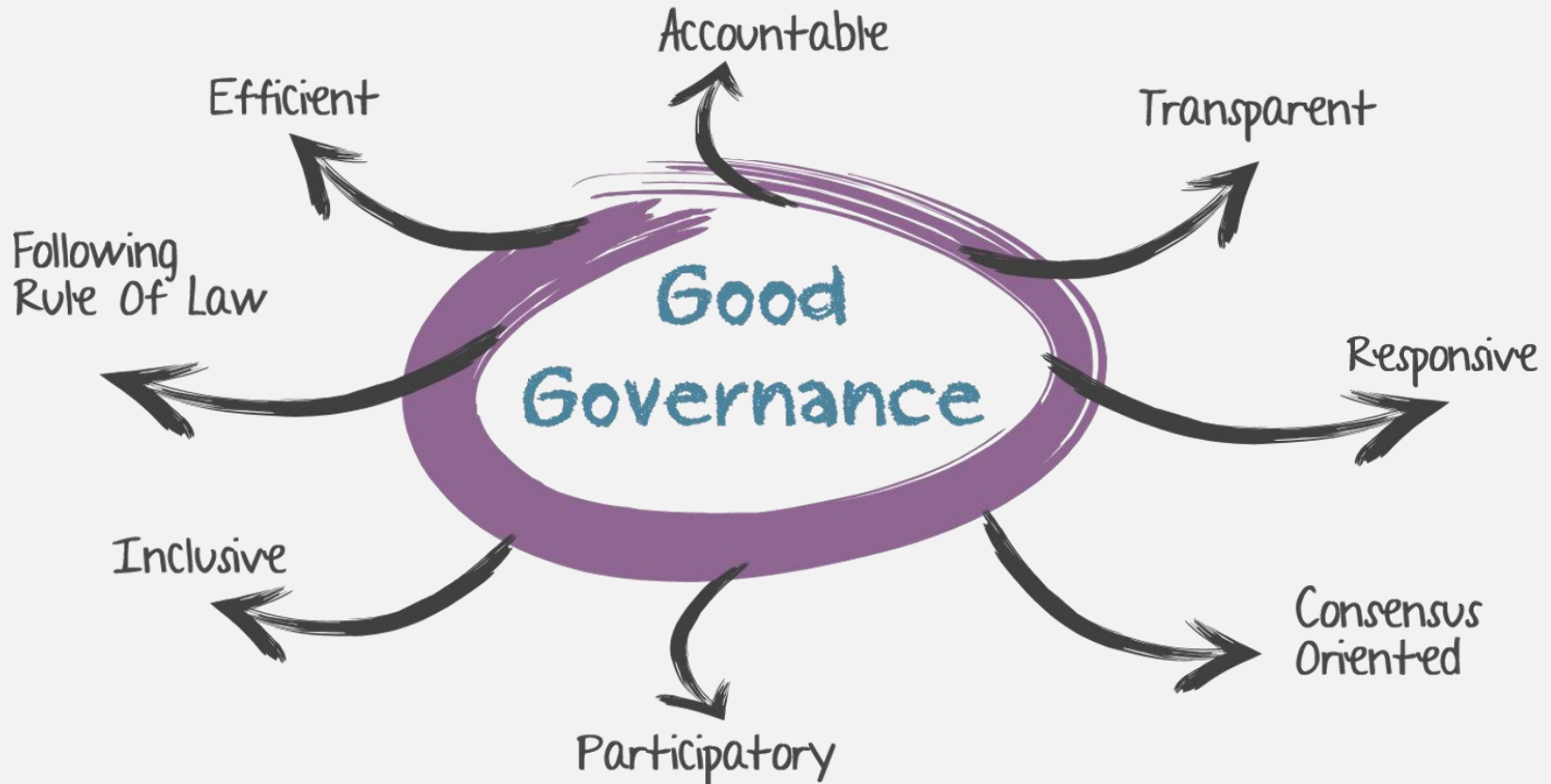
- Increased percentage of staff who believe XYZ is an employer of choice
- Increased retention of staff
- Increase in staff who report that buildings are kept safe and clean and meet their needs
- Increase technology score on annual survey



GOVERNANCE



What is Good Governance?



Typical Governance Models

Board Operating Model

1

- Board performs their governance role as well as major staff functions.
- No staff

Collective Model

2

- Board and staff operate as a single team often with board helping with work, but board makes governance decisions.
- Staff manages administration.

Management Model

3

- Board governs organization to ensure it is working in community's interests and does not get involved in day-to-day operations.
- Staff are hired to manage organization and conduct most, if not all, administrative functions.

Policy Model

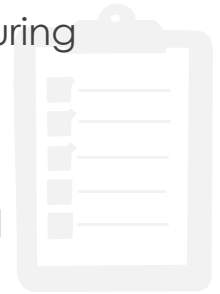
4

- Board sets high-level policies for organization.
- Staff work within policies to lead the organization and are accountable for results.

Role of Nonprofit Board of Directors

Fiduciary Responsibilities

- First, do no harm.
- Provide proper financial oversight including approving the annual budget and ensuring financial controls.
- Ensure legal and ethical integrity and maintain accountability.
- Oversee the organization's legal responsibilities.
- Ensure that other board members are acting in good faith and without conflict and remove them when this is not the case.



Strategy & Tactics

- Ensure effective organizational planning.
- Ensure the organization has resources to carry out its mission.
- Select and evaluate the chief executive.
- Recruit and orient new board members and assess board performance.
- Act as a cohesive group, not as individuals / boards can only act collectively.
- Serve as ambassadors for the organization.
- Financially support the organization.
- Augment staff when needed.



Best Practices

Board Size



- 9-15 members
- Too large will lack cohesion / too small will limit capacity
- Most states require a minimum number of board members.

Committees



- Standing committees – finance, audit (can be part of finance), nominating/governance, executive committee (if board is large)
- Ad hoc – program, strategic planning

Term Limits



- Strongly encouraged – can have multiple terms and terms may be up to three years

Officers



- President / Vice President / Secretary &/or Treasurer (can be combined)
- Most states require that the President and Secretary be different.

Boards vs. Advisory Groups



- Advisory Councils should not be called Boards.

Best Practices (2)

Important Policies



Give or Get



Conflict of Interest



Code of Ethics



Whistleblower / Fraud



D&O Insurance



Self-Dealing



Board Recruitment



Questions to Ask:



What is the right board makeup/mix to meet the demands of your organization?



Why are people joining the board?



What are your expectations?



Are **THEY** fulfilling those expectations?



Are **YOU** meeting those expectations?



“When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.” – Simon Sinek



Board Inventory – Sample

Board Composition Analysis

[illegible]

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Checklist

Abridged “25 Things Awesome Board Members Do”

Promptly respond to emails



Learn staff's names and roles



Love and believe in organization



Know the organization's work



Show appreciation



Fill their tables at events



Do what they say they will do



Approach staff as team members, not subordinates



Stay in their lane



Understand that they only see a part of organization



Respect that the Board speaks with one voice



Ask tough questions but with the lens of helping, not criticizing



Pitch in on their new ideas



Engage their networks



Ensure all policies are followed





Board Engagement



What does
“engagement” mean?



What does an
“engaged” board look like?



Only 1 in 5 chief executives strongly agree
that they have the right board members.
- Leading with Intent, BoardSource



"All those in favor say 'Aye.'"

"Aye."

"Aye."

"Aye."

"Aye."

"Aye."

Is Your Board Disengaged?

Signs & Symptoms

Low meeting attendance;
poor punctuality



No contact between meetings



High turnover/instability



Low productivity



More than half of board members (56.8%)
do not feel that their board is currently structured
for maximum effectiveness.

Maximizing Board Engagement & Effectiveness, StreamLink

Is Your Board Disengaged?

Affects on Nonprofits

Misalignment
of mission



Organizational
dysfunction



Miscommunicated
expectations



Lack of
reinforcement or
response to ideas



Passively managed
expectations



Communication
silos



Unplugged talent



No checks on
runaway board
members



How will you inspire passion in your board members?

He Said, She Said

Establish Common Expectations



Nonprofits

Board members don't follow through with things like attending or being prepared for meetings.



Boards

We want our time respected and obligations to be clear. Board meetings are unstructured and don't add value.

Resolution:

- Use a Board commitment form or contract, which is renewed annually.
- Create and follow agreed-upon ground rules to govern Board meetings.
- Create a strong onboarding process, including proper vetting and Board orientation.

Board Job Description - Template

Member of Board of Directors: Job Description & Expectations

Position Description

Members of the X Board of Directors will support the organization's work and provide mission-based leadership and strategic governance. While day-to-day operations are led by our Executive Director, the Board-Executive Director relationship is a partnership, and the appropriate involvement of the Board is both critical and expected.

About the Organization

[INSERT BLURB HERE]

Major Responsibilities

- Serving as a trusted advisor to the Executive Director as s/he develops and implements strategic plan
- Approving annual budget, audit reports and material business decisions; being informed of, and meeting all, legal and fiduciary responsibilities
- Actively participating in Board meetings, which includes reviewing agenda and supporting materials prior
- Serving on committees or task forces and taking on special assignments
- Attend and participate in special events
- Contributing to an annual performance evaluation of the Executive Director
- Assisting the Executive Director and board chair in identifying and recruiting other Board Members
- Representing X to stakeholders; acting as an ambassador for the organization
- Financially support X with an annual gift in a manner commensurate with one's ability.

Length of Term

[INSERT BYLAWS HERE]

Meetings and Time Commitment

- The Board of Directors meets [XX] times per year at [Location]. Meetings typically last [XX] minutes.
- Committees of the board meet an average of [XX] times per year, pending their respective work agenda.
- Board members are asked to attend no more than [XX] special events or meetings per year, as they are determined.

Qualifications

- Extensive professional experience with significant executive leadership accomplishments in business, government, philanthropy, or the nonprofit sector
- A commitment to and understanding of community, preferably based on experience
- Savvy diplomatic skills and a natural affinity for cultivating relationships and building consensus among diverse individuals
- Personal qualities of [INSERT VALUES HERE]

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Board Contract - Checklist

Sample Contents

Board's Duty to Organization

- Fulfill legal and fiscal responsibilities
- Attendance at # of Board and/or committee meetings per year
- Annual personal financial contributions
- Participation at organizational events/fundraisers
- Recommendation of future board members
- Consequences for not meeting expectations outlined in contract

Organization's Duty to Board

- Timely, accurate reports on organization's finances and programs
- Opportunities to speak with the chief executive and/or Board president
- Collaboration on behalf of the chief executive and staff
- Expectation that organization will carry directors and officers' liability insurance
- Consequences for organization not meeting expectations

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Ground Rules

Sample

- Let's discuss only the most important factors involved.
- Let's not get bogged down by unnecessary details.
- Let's discuss issues as well as uncover root causes and situational barriers.
- Let's ask the tough questions of ourselves to resolve any issues.
- Let's listen to each other and respect each person's perspective.
- Let's look as objectively as possible and not take any issue personally.
- Let's analyze the causes of our success as well as our failures.
- Let's focus more time on solutions than dwelling on the problems.



Ground Rules: Example

Goals

COLLABORATION GOALS

GREAT BOARDS= ACTIVITY + BEHAVIOR



A goal without a plan is just a wish.



Stop the blame game and honor each other.



Respect each other's time and talents and build have a strength based approach.



Seek to clarify and confirm first whenever possible.



Seek first to understand then to be understood.



Be flexible.



GARLAND

**GREAT BOARDS = ACTIVITY +
BEHAVIOR**

Board Manual or Online Portal

Sample Checklist

Board

- Current Board of Directors Contact List, Bios, & Committee Assignments
- Meeting & Event Schedule
- Board Contract
- Board Job Descriptions
- Board Policies
- Latest Minutes
- Robert's Rules of Order (if followed)

Legal

- Bylaws & Articles of Incorporation
- Latest Form 990

Background

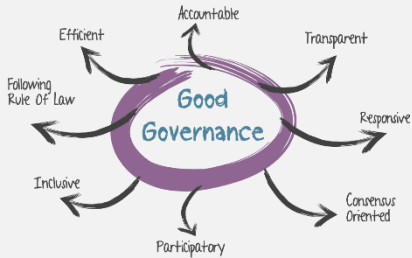
- Vision, Mission and Values Statements
- History of Organization
- Backgrounder (for making copies)
- Current Staff List & Organizational Chart
- Current Strategic Plan & Dashboard
- Glossary of Terms & Acronyms

Financials

- Latest Form 990
- Current Budget
- Current Audit

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Board / Staff Governance Scenarios



When the Board and staff have identified a deficit in board composition, how should this be addressed to ensure the Board has the diversity needed to represent the community?



A Board member wants to hold a community event at the X headquarters and wants access to the facility and mailing list for free. How should this be handled?



The Board has identified a new financial best practice and a new policy needs to be established. How should this be handled?



When a Board member has a new idea (e.g., a feasibility for a new program), what are the best next steps? What are the key considerations?



A Board member shares negative feedback about a recent Board meeting with an outsider in frustration. It gets back to other Board members. How should this be handled?



A Board member encounters a pattern of negative performance of a staff member. How should this be handled?



He Said, She Said

Establish Regular Feedback Mechanisms



Nonprofits

I don't know what the Board thinks about the organization, my performance or Board meetings



Boards

We want to be able to share feedback, but don't know the most appropriate mechanism

Resolution:

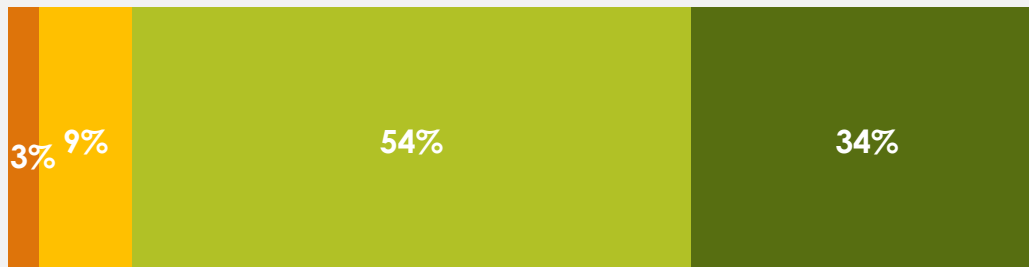
- Create an organizational dashboard of key milestones the staff will achieve during the year to monitor progress to goals.
- Annually assess the performance of the chief executive and Board.
- Distribute regular assessments so Board members may give feedback on Board meetings .



Board Engagement

How enjoyable do you find your Board work?

■ Not Enjoyable ■ Not Very Enjoyable ■ Neutral ■ Enjoyable ■ Very Enjoyable



“The significant impact the X has on a very needy part of the community. Excellent CEO and staff.”



What makes you feel the most connected to the organization?

TOP 3 ANSWERS

Board meetings

Volunteering / Seeing the mission at work

People – the board, staff, and fellow volunteers



Board Comfort on Key Responsibilities

X board has a **higher degree of comfort** with volunteering and is comparable with the benchmark in almost all other areas. Board had a **lower degree of comfort** with program oversight, which makes sense, based on lifecycle.

● Higher than benchmark average ● Lower than benchmark average ● At Benchmark

	X	Benchmark
Strategic Oversight	4.25 ●	4.24
Program Oversight	3.63 ●	3.90
Fundraising & Resource Development	3.63 ●	3.56
Volunteering in Key Areas	4.25 ●	4.15
Marketing/Raising Awareness	4.34 ●	4.36
Governance & Policy Oversight	3.94 ●	3.91*
Financial Oversight	3.75 ●	3.83*

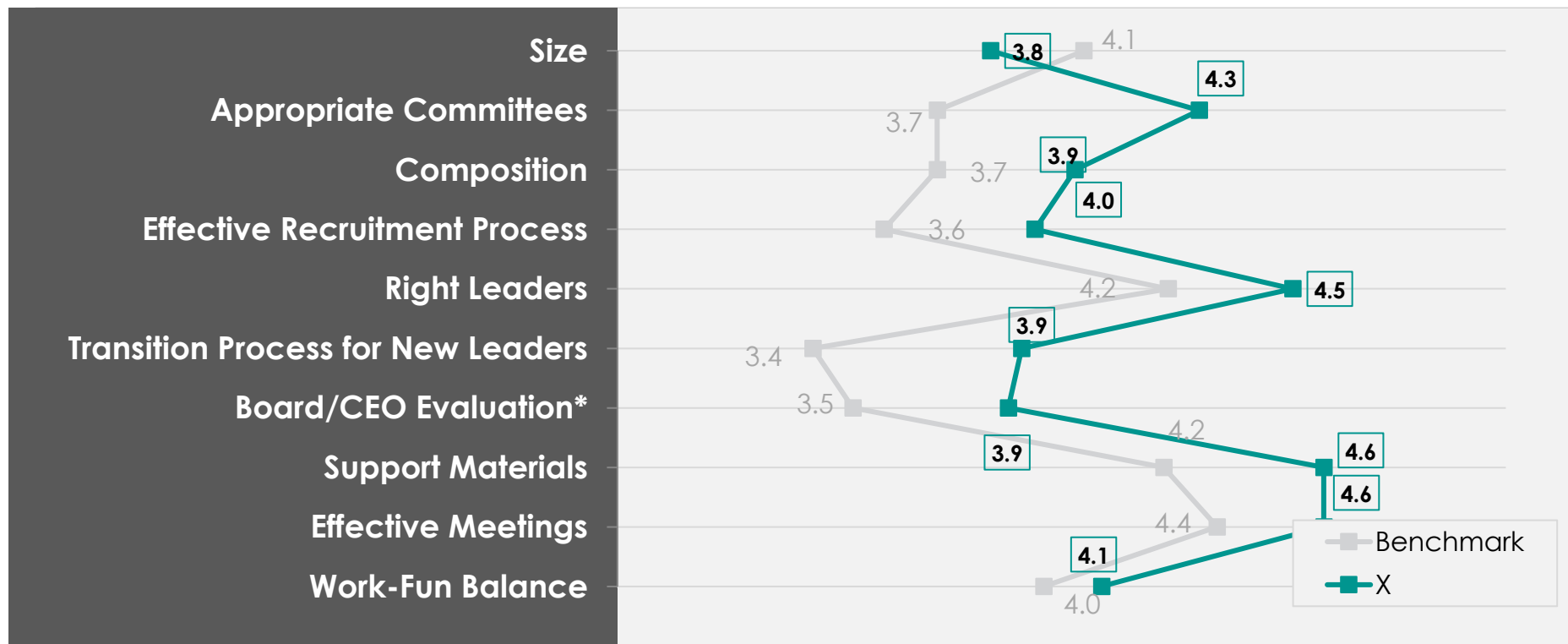
Comfort with responsibilities is rated on a scale of 1-5 (5=Very Comfortable; 1=Very Uncomfortable) / Benchmark average calculated from past client survey results

* This benchmark is new and, as a result, the benchmark comparison may be less definitive.



Board Effectiveness across Key Enablers

Board members generally feel that the board is **effective across all key enablers**. However, they feel improvement needs to be made to the size of the Board – primarily by decreasing the number of members and increasing the diversity in age and ethnicity of board members.



Satisfaction is rated on a scale of 1-5 (1=Very Dissatisfied, 5=Very Satisfied)

* This benchmark is new and, as a result, the benchmark comparison may be less conclusive.

Board Meeting Evaluation

Template

Date of Meeting: _____

Please use the following scale: 5=Strongly Agree; 1=Strongly Disagree;
N/A=Don't Know

	1	2	3	4	5	N/A	SUGGESTIONS FOR IMPROVEMENT
The meeting included a clear agenda, supported by necessary documents.							
Most board members were present.							
Board members participated responsibly, prepared to discuss agenda and materials.							
Board members avoided getting into administrative details.							
A diversity of opinion was expressed and issues were dealt with respectfully.							
Next steps were identified and responsibility assigned.							
The meeting began and ended on time.							
Meeting room was conducive to work.							
ANY OTHER COMMENTS, IDEAS, SUGGESTIONS, OR QUESTIONS:							

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Why Serve?



Benefits of Board Service



Channel creative energy

Contribute productively to a meaningful cause

Strengthen an organization with limited resources

Gain expertise and leadership experience

Better understand Board governance

Build networks and relationships

Expand resources and connections


Build on your personal and company reputation



Suzanne Smith





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Suzanne Smith, MBA

Founder & CEO, Social Impact Architects

EDUCATION

- MBA, Duke University's Fuqua School of Business
 - Selected as CASE (Center for the Advancement of Social Entrepreneurship) Scholar
- Adjunct Professor – The University of Texas at Arlington & Pepperdine

AWARDS & HONORS

- "Best for the World" Small Business List – B Corp, 2015 & 2016
- TEDx Speaker, "Everyone Can be a Changemaker," 2015
- Huffington Post's Top 10 Social Sector Blog, 2014
- Next Generation Social Entrepreneurs Award, 2010

COMMUNITY LEADER

- **Dallas, Texas** – Dallas Commission on Homelessness, Mayor's Task Force on Poverty, Leadership Dallas, Leadership North Texas & Junior League
- Dallas Regional Chamber, Young ATHENA Award, 2014
- Dallas Business Journal's 40 Under 40 Award, 2012
- **Cincinnati, Ohio** – Founder, Flywheel: Social Enterprise Hub



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