



LAYING THE FOUNDATION

WELCOME!



In the chat box, tell us your name and the organization(s) you represent today.

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COOPER FOUNDATION

Founded by Madison Cooper in 1943 "to make Waco a better or more desirable place to live."

- Grants
- Nonprofit Network
- Waco Leadership Forum
- Cooper House

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MANY BOARD MEMBERS AND CHIEF EXECUTIVES DON'T FULLY UNDERSTAND THE ROLE OF THE BOARD.

THIS INCREASES RISK AND MAKES THE BOARD AN UNDERUTILIZED ASSET.

WHY THIS MATTERS

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NON-PROFITS EXIST TO IMPROVE THE WORLD.

PEOPLE WILL SUFFER IF I DON'T DO MY JOB WELL.

WHY THIS MATTERS

"EVERY MAN IS GUILTY OF ALL THE GOOD HE DIDN'T DO."
-VOLTAIRE

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**LEADING PRACTICES.
NOT COOKIE CUTTER.
DO WHAT MAKES SENSE.**

DISCLAIMER

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what we'll cover today

LEGAL DUTIES & WHY HAVE BOARDS?
BUILDING A GREAT BOARD
TRENDS IN BOARD STRUCTURE

BUILDING HIGH PERFORMING BOARDS

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501(C)(3) TAX EXEMPT STATUS
 UNLIKE FOR-PROFIT COMPANIES, THEY DON'T ACCUMULATE AND DISTRIBUTE PROFITS TO THEIR INVESTORS OR OWNERS.
 BECAUSE OF THIS, THEY AREN'T REQUIRED TO PAY INCOME TAX.



NONPROFITS ARE WEIRD ANIMALS



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MUST HAVE A BOARD OF DIRECTORS, WHICH HAS AUTHORITY OVER THE ORGANIZATION
 LEADERSHIP SHARED BETWEEN THE BOARD OF DIRECTORS AND THE CHIEF EXECUTIVE
 3-25+ VOLUNTEER BOARD MEMBERS SUPERVISE ONE EXECUTIVE DIRECTOR



NONPROFITS ARE WEIRD ANIMALS



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DUTY OF CARE

DUTY OF LOYALTY

DUTY OF OBEDIENCE

LEGAL DUTIES OF BOARDS ACCORDING TO US NONPROFIT CORPORATION LAW

Page 7 of the workbook

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DUTY OF CARE:

EACH BOARD MEMBER HAS A LEGAL RESPONSIBILITY TO PARTICIPATE ACTIVELY IN MAKING DECISIONS ON BEHALF OF THE ORGANIZATION AND TO EXERCISE THEIR BEST JUDGMENT WHILE DOING SO.

~ SHOWING UP ~ READING THE BOARD PACKET ~
~ ASKING QUESTIONS ~

**LEGAL DUTIES OF BOARDS
ACCORDING TO
US NONPROFIT CORPORATION LAW**

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DUTY OF LOYALTY:

EACH BOARD MEMBER MUST PUT THE INTERESTS OF THE ORGANIZATION BEFORE THEIR PERSONAL AND PROFESSIONAL INTERESTS WHEN ACTING ON BEHALF OF THE ORGANIZATION IN A DECISION-MAKING CAPACITY. THE ORGANIZATION'S NEEDS COME FIRST.

~ DISCLOSE ALL CONFLICTS ~ DON'T PARTICIPATE IN
DECISIONS THAT PERSONALLY AFFECT YOU ~

**LEGAL DUTIES OF BOARDS
ACCORDING TO
US NONPROFIT CORPORATION LAW**

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DUTY OF OBEDIENCE:

BOARD MEMBERS BEAR THE LEGAL RESPONSIBILITY OF ENSURING THAT THE ORGANIZATION COMPLIES WITH ALL THE APPLICABLE FEDERAL, STATE, AND LOCAL LAWS AND ADHERES TO ITS MISSION.

~ UNDERSTAND THE APPLICABLE LAWS ~
~ ENSURE THAT DECISIONS & STRATEGIES
REINFORCE THE PURPOSE OF THE ORGANIZATION~

**LEGAL DUTIES OF BOARDS
ACCORDING TO
US NONPROFIT CORPORATION LAW**

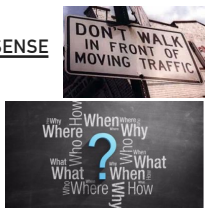
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DUTY OF COMMON SENSE

DUTY OF CURIOSITY
Can you help me understand...?

INSIST ON ANSWERS



TWO MORE DUTIES OF BOARDS

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**TO FULFILL THESE DUTIES,
BOARD MEMBERS MUST HAVE A
THOROUGH UNDERSTANDING OF THE
ORGANIZATION'S OPERATIONS, THE
COMMUNITY IT SERVES, AND THE
LARGER ECOSYSTEM.**

PURPOSE-DRIVEN BOARDS

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**TO FULFILL THESE DUTIES,
BOARD MEMBERS MUST HAVE A
THOROUGH UNDERSTANDING OF THE
ORGANIZATION'S OPERATIONS
COMMUNITY IT SERVES, AND THE
LARGER ECOSYSTEM.**

PURPOSE-DRIVEN BOARDS

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THOROUGH UNDERSTANDING OF THE ORGANIZATION'S OPERATIONS

≠

MANAGE OPERATIONS
PURPOSE-DRIVEN BOARDS

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LIFECYCLE OF A NONPROFIT

Nonprofit lifecycles: stage-based wisdom for nonprofit capacity
Susan Kenny Stevens - Stagewise Enterprises - 2008

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Set
Strategic
Direction

Ensure
Adequate
Resources

Provide
Fiduciary
Oversight

BoardSource

THE ROLE OF THE BOARD

Page 6 of the workbook (sort of)

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THE BOARD:

- IS A GROUP OF INDIVIDUALS – A TEAM!
- INDIVIDUAL BOARD MEMBERS HAVE NO AUTHORITY (OR INDIVIDUAL RIGHTS) OVER THE ORGANIZATION

THE ROLE OF THE BOARD

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HOW WILL OUR DECISIONS & STRATEGIES IMPACT **ALL OF THE PLAYERS IN OUR ECOSYSTEM**? WILL IT HELP US – AS AN ECOSYSTEM – DO THE MOST GOOD?
(NOT JUST ASKING HOW DECISIONS IMPACT OUR ORGANIZATION)

PURPOSE-DRIVEN BOARDS

https://csii.org/articles/entry/the_four_principles_of_purpose_driven_board_leadership

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HOW WILL OUR DECISIONS OR STRATEGIES **CREATE MORE EQUITABLE OUTCOMES**? HOW MIGHT OUR DECISIONS REINFORCE SYSTEMIC INEQUITIES?

(NOT JUST ASKING HOW DECISIONS ADVANCE OUR MISSION)

PURPOSE-DRIVEN BOARDS

https://ssir.org/articles/entry/the_four_principles_of_purpose_driven_board_leadership

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Set Strategic Direction



Ensure Adequate Resources


Provide Fiduciary Oversight

THE ROLE OF THE BOARD

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Ensure Adequate Resources








TRUST INTEGRITY HONOR

REPUTATION

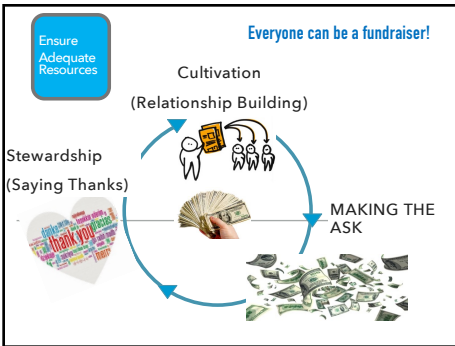
HONESTY STATURE



Speak up!



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SUPPORT THE CHIEF EXECUTIVE!
A HEALTHY BOARD-CEO RELATIONSHIP IS BASED ON:
 A SHARED UNDERSTANDING OF MISSION AND VISION
 RECIPROCAL COMMUNICATION; AND
 MUTUAL RESPECT, TRUST, AND SUPPORT FOR EACH OTHER AND THE PARTNERSHIP.



CHIEF EXECUTIVE = CEO = Executive Director
 = The paid staff person in charge of operations.

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**SUPPORT THE CEO!
HOLD THE CEO ACCOUNTABLE!**



HOW? ANNUAL EVALUATION

- ANNUAL EVALUATION WITH CLEAR MEASURABLE GOALS
 - SERVICE & IMPACT
 - STAFF SATISFACTION/TURNOVER
- COMMUNICATION THROUGHOUT THE YEAR
- WHAT ELSE?

THE ROLE OF THE BOARD

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THE BOARD:

- LOOK FOR APPROPRIATE OPPORTUNITIES TO CREATE BOARD/STAFF/STAKEHOLDER COMMITTEES OR TASK FORCES
- CONSIDER HOW TO FORMALLY GET FEEDBACK FROM STAFF AND STAKEHOLDERS ABOUT ORGANIZATIONAL AND CHIEF EXECUTIVE PERFORMANCE
- ENSURE THERE IS A GRIEVANCE POLICY FOR STAFF, WITH A CLEAR COMMUNICATION PROCESS



THE BOARD - CHIEF EXECUTIVE PARTNERSHIP

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CHIEF EXECUTIVE



- AUTHORIZED TO MANAGE ORGANIZATIONAL OPERATIONS
- HIRES ALL STAFF
- WORKS PRODUCTIVELY WITH THE BOARD TO ENSURE STAFFING AND SERVICE MODEL IS ALIGNED WITH APPROVED BUDGET AND STRATEGIC PLAN
- EXECUTES THE STRATEGY

THE BOARD - CHIEF EXECUTIVE PARTNERSHIP

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RESTRICTED INFORMATION FLOW
 LIMITED OVERSIGHT
 LIMITED STRATEGIC INPUT
 CONFLICTS OF INTEREST
 FILLED WITH FIGUREHEADS OR FUNDRAISERS WITH NO TIME
 FILLED PRIMARILY WITH HANDPICKED FRIENDS WHO SERVE AS A FAVOR TO THE ED
 SKELETON BOARD OR CONSISTENT AND/OR WIDESPREAD ABSENCES

SIGNS OF A CONTROLLING EXECUTIVE & WEAK BOARD

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WHO RECRUITS BOARD? (SEE BOARD BUILDING!)
 RECONSIDER SIZE OF BOARD/EXECUTIVE COMMITTEE
 BOARD SELF-ASSESSMENTS
 STRONG BOARD CHAIR
 SUCCESSION PLANNING
 JOB DESCRIPTIONS/EXPECTATIONS FOR BOARD MEMBERS
 OPEN CULTURE FOR ASKING QUESTIONS
 CEO EVALUATION/EXECUTIVE SESSION

CONTROLLING EXECUTIVE / WEAK BOARD REMEDIES

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Set Strategic Direction	Ensure Adequate Resources	Provide Fiduciary Oversight
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THE ROLE OF THE BOARD

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Provide Fiduciary Oversight

THE ROLE OF THE BOARD

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APPROVE ANNUAL BUDGET
 MONTHLY REVIEW OF FINANCIAL STATEMENTS
 PAYROLL TAXES
 ANNUAL REVIEW OF THE 990
 DIRECTORS & OFFICERS INSURANCE
 - ANYONE CAN SUE YOU FOR ANYTHING
 ANNUAL AUDIT
 INTERNAL CONTROLS

Provide Fiduciary Oversight

THE ROLE OF THE BOARD

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INTERNAL CONTROLS

UNSCHEDULED REVIEWS OF STAFF
 EXPENSE REPORTS

BANK STATEMENTS (ALL!) SENT TO THE
 BOARD TREASURER

ENCOURAGE WHISTLEBLOWERS

Provide Fiduciary Oversight

THE ROLE OF THE BOARD

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NONPROFIT – 501(C)(3) – IS A TAX STATUS, NOT A BUSINESS MODEL.

NONPROFITS SHOULD HAVE 3- 6 MONTHS CASH ON HAND.

IDEALLY, NONPROFITS WOULD HAVE DIFFERENT TYPES OF RESERVES FOR A VARIETY OF PURPOSES:

- CAPITAL NEEDS
- TRANSITIONS / DIRECTION CHANGES
- OPERATING NEEDS

OVERHEAD IS IMPORTANT AND HAS ITS PLACE.

THE ROLE OF THE BOARD

Provide Fiduciary Oversight

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Provide Fiduciary Oversight

THE ROLE OF THE BOARD

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HAPPENS SLOWLY – SLOW BLEED IS FATAL. HEMORRHAGE GETS ATTENTION

BOARD GENERALLY NOT ENGAGED IN FINANCIAL MONITORING – PLACATED BY CEO/CFO EXPLANATIONS

BY THE TIME THE BOARD UNDERSTANDS THE SITUATION, IT'S TOO LATE TO FIX.

WHEN THINGS GO WRONG

Provide Fiduciary Oversight

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Set Strategic Direction

Ensure Adequate Resources

Provide Fiduciary Oversight

BoardSource

THE ROLE OF THE BOARD

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THOROUGH UNDERSTANDING OF THE ORGANIZATION'S OPERATIONS

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MANAGE OPERATIONS

PURPOSE-DRIVEN BOARDS
AKA NOT MANAGEMENT

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THE BOARD:

- IS A GROUP OF INDIVIDUALS – A TEAM!
- INDIVIDUAL BOARD MEMBERS HAVE NO AUTHORITY (OR INDIVIDUAL RIGHTS) OVER THE ORGANIZATION

NOT MANAGEMENT

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BOARD:

- ADOPTS A STRATEGIC MINDSET, FOCUSING ON BIG ISSUES
- ACTIVELY PARTICIPATE IN STRATEGIC PLANNING SESSIONS
- ANNUALLY EVALUATES THE CEO, DETERMINES COMPENSATION
- EVALUATES ITS OWN PERFORMANCE – AT LEAST EVERY 2-3 YEARS
- ASSESSES THE ORGANIZATION'S ACHIEVEMENT OF ITS GOALS VIA STAFF REPORTS TO THE BOARD

CEO:

- ENSURES STRATEGIC PLANNING HAPPENS WITH BOARD INVOLVEMENT
- LEADS OPERATIONAL PLANNING AND APPROVES PLANS FOR THE STAFF
- ENSURES A PROCESS FOR STAFF PERFORMANCE EXISTS, APPROVES STAFF COMPENSATION, EVALUATES OWN PERFORMANCE

NOT MANAGEMENT

Set Strategic Direction Provide Fiduciary Oversight Ensure Adequate Resources

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BOARD:

- DRAFT &/OR APPROVE BROAD POLICIES
- MONITOR LEGAL REQUIREMENTS
- HIRE CEO, DELEGATE OPERATIONS
- EXPECT REGULAR UPDATES

CEO:

- MONITOR DAILY OPERATIONS; ENSURE APPROPRIATE STAFF & OPERATIONAL POLICIES ARE IN PLACE
- HIRE STAFF & DELEGATE OPERATIONAL RESPONSIBILITIES
- SHARE ALL NEWS – GOOD AND BAD – WITH THE BOARD

NOT MANAGEMENT

Set Strategic Direction Provide Fiduciary Oversight Ensure Adequate Resources

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BOARD:

- ENSURES ADEQUATE FINANCIAL EXPERTISE ON BOARD
- SETS OVERALL FISCAL POLICIES & ENSURES APPROPRIATE INTERNAL CONTROLS
- APPROVES ANNUAL BUDGET & CAREFULLY MONITORS FINANCIAL REPORTS
- HIRES AN AUDITOR AND REVIEWS AUDIT IN EXECUTIVE SESSION

CEO:

- WITH HELP OF FINANCIAL STAFF, PREPARES ANNUAL BUDGET, PROVIDES BOARD WITH REGULAR FINANCIAL REPORTS
- WITH STAFF, HANDLES DAILY FINANCIAL OPERATIONS AND MONITORS CASH FLOW
- DEFINES FINANCIAL POLICIES AND PROCEDURES FOR ALL DAILY MONEY TRANSACTIONS

NOT MANAGEMENT

Set Strategic Direction Provide Fiduciary Oversight Ensure Adequate Resources

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Set Strategic Direction

Ensure Adequate Resources

Provide Fiduciary Oversight

GROUP THINK

ASK HARD QUESTIONS

THE ROLE OF THE BOARD

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LEGAL DUTIES & WHY HAVE BOARDS?
BUILDING A GREAT BOARD
 TRENDS IN BOARD STRUCTURE

BUILDING HIGH PERFORMING BOARDS

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CHAT: WHO BUILDS THE BOARD?

Governance Committee
(formerly/AKA: Nominating Committee)

& YOU!
(the board!)



BUILDING A GREAT BOARD

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WHEN DO WE WORK ON BUILDING THE BOARD?



BUILDING A GREAT BOARD

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STEP #1: WHAT DO WE NEED RIGHT NOW AND IN THE NEAR FUTURE?

WHAT ARE THE THREE MOST IMPORTANT THINGS FOR OUR BOARD TO ACCOMPLISH THIS YEAR?

DO WE HAVE THE RIGHT PEOPLE ON THE BOARD TO MAKE THAT HAPPEN?

BUILDING A GREAT BOARD

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**DIVERSITY, EQUITY,
INCLUSION**

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IS OUR BOARD POPULATED IN A WAY THAT ENSURES THAT OUR POWER IS **AUTHORIZED BY AND INCLUSIVE OF THE COMMUNITY IMPACTED BY THE WORK WE DO?** ARE WE DOING ALL WE CAN TO LISTEN TO WHAT OUR PROGRAMMATIC STAKEHOLDERS TELL US IS IMPORTANT?
(INSTEAD OF ASKING, "WHAT DO "WE" THINK IS BEST?" *without intentional reflection on how who "we" are informs our perspective*)

PURPOSE-DRIVEN BOARDS

https://ssir.org/articles/entry/the_four_principles_of_purpose_driven_board_leadership

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**BUT IT'S NOT EASY!
BOARDS MUST BE:**

Willing to make changes to the way that your board operates to become more diverse, inclusive, and equity-focused.

(i.e., Participate in racial equity training; become more intentional in recruiting for board demographic diversity; welcome differing points of view into boardroom deliberations)

**DIVERSITY, EQUITY, &
INCLUSION**

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COLLEAGUES
 BOARD MEMBERS OF OTHER NONPROFITS
 NEWS MEDIA
 SOCIAL MEDIA
 CURRENT VOLUNTEERS & BOARD MEMBERS
 DONORS
 COMMUNITY LEADERS
 SMALL BUSINESS OWNERS
 PROFESSIONALS RELATED TO MISSION
 LOCAL LEADERSHIP PROGRAMS

**BUILDING A GREAT BOARD:
 HOW & WHERE?**

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GO BEYOND YOUR NETWORKS
DEEP NETWORKING

OTHER COMMUNITY ORGANIZATIONS
 LEADERS IN YOUR CURRENT OR PAST CLIENT COMMUNITY
 POST BOARD POSITIONS PUBLICLY (WEBSITE, SOCIAL MEDIA)

STRATEGIC BOARD RECRUITMENT ISN'T ABOUT SPEED AND EASE — IT'S ABOUT **TAKING THE TIME TO GET IT RIGHT.**

**DIVERSIFYING YOUR BOARD:
 HOW & WHERE?**

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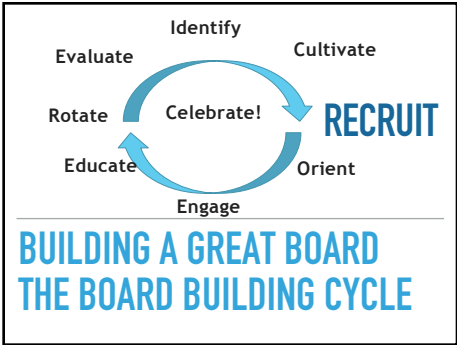
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Evaluate Identify Cultivate
 Rotate Celebrate! Recruit
 Educate Orient Engage

**BUILDING A GREAT BOARD
 THE BOARD BUILDING CYCLE**

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ASK POTENTIAL BOARD MEMBERS: **RECRUIT**

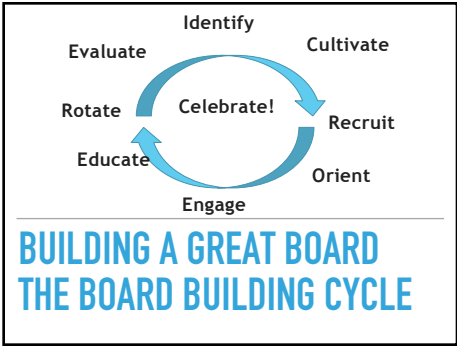
- In reading through our nonprofit's strategic plan (or whatever background documents we gave you ahead of time), **what things excite you?**
- **What specific skills, experience or networks do you think you could bring to the table** in order to help us move forward on our goals?
- **Ensure the potential board member understands the responsibilities of serving** (e.g. time & financial commitment, committee service, length of term)

**BUILDING A GREAT BOARD
THE BOARD BUILDING CYCLE**

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https://www.godaddy.com/507170816-1281-questions-to-ask-a-potential-board-member?ref=sd-6048584&id=sd-5731-C&cid=

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ARE THEY WILLING TO DO WHAT IT TAKES?

WAYS TO HELP PUBLIC CHARITIES:

- BECOME A MEMBER OF A BOARD (GOVERN)
- BE A VOLUNTEER (HELP)
- BE A STAFF PERSON
- BE A DONOR

EVERYONE IS IMPORTANT!!!!

BOARD BUILDING

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LEGAL DUTIES & BASIC RESPONSIBILITIES OF NONPROFIT BOARD MEMBERS
BUILDING A GREAT BOARD

TRENDS IN BOARD STRUCTURE

BUILDING HIGH PERFORMING BOARDS

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TYPES OF COMMITTEES

- STANDING COMMITTEES
 - GOVERNANCE
 - FINANCE
 - AUDIT
 - EXECUTIVE***
- AD HOC COMMITTEES
- FUNDRAISING COMMITTEE

TASK FORCES

- BYLAWS REVIEW
- CAPITAL CAMPAIGN
- EMPLOYMENT POLICY REVIEW
- EVENTS
- EXECUTIVE SEARCH
- PUBLIC POLICY
- STRATEGIC PLANNING

LEADING PRACTICES IN GOVERNANCE

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EXECUTIVE COMMITTEE

ARE COMMITTEE MEMBERS ESSENTIALLY ATTENDING TWO BOARD MEETINGS?

IS THE EXECUTIVE COMMITTEE ACTUALLY MAKING ALL OF THE DECISIONS?

IS THERE INFORMATION ON THE EXECUTIVE COMMITTEE HAS THAT THE REST OF THE BOARD IS NOT PRIVY TO?

IS THE EXECUTIVE COMMITTEE ACTUALLY DOING OTHER COMMITTEES' WORK? (E.G. FINANCE, GOVERNANCE)



NONPROFIT GOVERNANCE TRENDS

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Executive Committee*

IF YOU HAVE ONE:

- LIMITED ROLE
- TWO PURPOSES: REVIEW THE CEO AND HANDLE EMERGENCIES
- MEET ONLY IF NEEDED
- LIMIT DECISION-MAKING
- ACCOUNTABLE TO THE FULL BOARD.
- ENSURE PROMPT REPORTING BACK
- BYLAWS SHOULD DETERMINE WHO IS ON THE COMMITTEE (NOT THE COMMITTEE'S WHIM)

DONT HAVE ONE!!! UNLESS YOUR BOARD.

Meets ≤ quarterly AND has >15 members

TRANSPARENCY IS KEY

TRENDS IN COMMITTEE STRUCTURE

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TRENDS IN BOARD TERMS
 TWO 3-YEAR TERMS OR THREE 2-YEAR TERMS
 2-YEAR TERMS FOR BOARD CHAIR – OR A STRONG VICE CHAIR/CHAIR SUCCESSION PLAN

USE NON-BOARD MEMBERS ON COMMITTEES
 NEW EXPERTISE & DIVERSITY
 EXPANDS THE NUMBER INVOLVED WHILE AVOIDING AN UNWIELDY BOARD
 TESTING GROUND FOR POTENTIAL BOARD MEMBERS
 MORE PEOPLE LEARN ABOUT THE ORGANIZATION
 INVOLVES THOSE PEOPLE UNABLE TO COMMIT TO BOARD

**NONPROFIT GOVERNANCE
 LEADING PRACTICES**

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TRENDS IN COMMITTEE STRUCTURE

- Committee Descriptions which include responsibilities and expectations; limited to those things explicitly delegated by the board
- Committee meetings are open to all board members.
- Committee Minutes ☑ Committee Reports
 - Committee minutes go out within a few days to committee members (to check accuracy and inform those unable to attend)
 - Committee reports are shared with the full board at its meetings.

**NONPROFIT GOVERNANCE
 TRENDS**

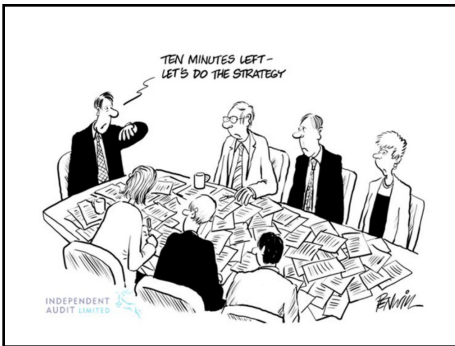
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GOVERNANCE COMMITTEE
 TAKES THE LEAD AND RESPONSIBILITY FOR

- NOMINATING & RECRUITMENT
- ONGOING BOARD DEVELOPMENT
- LEADERSHIP DEVELOPMENT
- BOARD AND MEMBER ASSESSMENT AND BOARD EDUCATION
- ENSURING THAT THE BOARD IS EQUIPPED WITH PROPER GUIDELINES AND STRUCTURE TO DO ITS WORK MOST EFFECTIVELY (AKA BYLAWS & POLICIES REVIEW)

**NONPROFIT GOVERNANCE
 TRENDS**

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Welcome
CONSENT AGENDA e.g. Board Minutes, CEO Report, Committee Reports
FINANCIALS What are the key takeaways?
COMMITTEE WORK What does the committee need from the board?
MISSION MOMENT
Questions to Consider
EXECUTIVE SESSION Board Meeting Evaluation

STRATEGIC THINKING

Items can be removed from a Consent Agenda by request of any board member if discussion is needed.

STRATEGIC AGENDA

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VIRTUAL BOARD MEETING TIPS

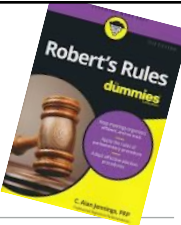
- ENSURE ALL BOARD MEMBERS KNOW HOW TO USE THE TECHNOLOGY
- CREATE WAYS FOR PEOPLE TO ENGAGE AT THE BEGINNING OF THE MEETING
- FOLLOW SOME OF THE SAME RULES – ARRIVE ON TIME, READ MATERIALS AHEAD OF TIME, DON'T MULTI-TASK
- IDENTIFY WAYS FOR EVERYONE TO ENGAGE
 - ROUND ROBINS, CHAT BOX
 - ADDRESS CONFLICTS OF INTEREST

MEETINGS

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WHY?!

- HELPS SHORTEN MEETINGS
- PROTECTS THE VOICE OF THE MINORITY – *IF USED WITH THAT INTENTION*
- HELPS YOU AVOID GETTING SUED
- SET THE TONE AND FORMALITY NEEDED FOR DIFFERENT MEETINGS



RULES OF ORDER!

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Dashboard!

Act

Watch

Celebrate

	Finance		
	Target	6 Months Ago	Now
Days of unrestricted cash on hand	45 Days	65 Days	18 Days
Net surplus or deficit YTD compared with YTD budget	Within \$25K or better	\$42,500 worse than budget	\$28,000 worse than budget to date
Government funding YTD (52% of budget)	Within 3%	\$39,000 worse than budget	\$3,200 worse than budget
Days from end of month to financial statements	24 Days	87 Days	48 Days

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BOARD EVALUATIONS

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**PEOPLE WILL SUFFER IF I
DON'T DO MY JOB WELL.**

WHY THIS MATTERS

"EVERY MAN IS GUILTY OF ALL THE GOOD HE DIDN'T DO."
-VOLTAIRE

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Questions?

LEGAL DUTIES & BASIC RESPONSIBILITIES OF NONPROFIT BOARD MEMBERS
BUILDING A GREAT BOARD
TRENDS IN BOARD STRUCTURE

**BUILDING HIGH PERFORMING
BOARDS**

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Evaluations!

Thank you!

Felicia Goodman
felicia@cooperfdn.org
o 254.754.0315 m 254.644.2363



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