

# Optimizing Board Performance: Attract, Engage & Assess

Roo Solutions

July 19, 2011

# About the Council...

- **Mission: Mobilize informed donors and accountable nonprofits for the greater good.**
  - ▣ **Accountability Standards**  
(Public Disclosure, Governance, Financial Activity, Fundraising)
  - ▣ **Accountability Wizard for nonprofits**
  - ▣ **Resources for informed giving**
  
- [www.smartgivers.org](http://www.smartgivers.org)

Host: Jenna Salinas,  
*Charities Review Council*



# WELCOME KELLY!

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Guest Presenter:

**Kelly Rietow**, *Roo Solutions*

# Agenda



- Marketing Your Opportunities
- Orientation and Onboarding
- Accountability
- Ongoing Engagement
- Board Performance Appraisal
- Closing and next steps

# Board Membership Motivators



- Passion for the mission – critical success factor
- Personally involved with the organization
- Professional or personal relationships
- Build his/her resume
- Challenges & Opportunities
  - Want to help
  - Don't always know what they are signing up for
  - Unfamiliar with skills required and time commitment
  - Limited orientation

# Marketing your opportunities

# Marketing your opportunities



- Similar to a job posting
  - Roles & Responsibilities
  - Required skills
  - Time Commitment
- Success strategies
  - Find the right audience
    - MCN, MAP, LinkedIn, current / past volunteers or beneficiaries of services
  - Write well
    - Up front expectations
    - Make it sizzle

# Board Opening Sample - Poor

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- ABC, Inc is in search of a board member with CFO or other relevant financial experience. Must attend quarterly board meetings and represent ABC at community events. Fundraising is a requirement. Diversity candidates encouraged.



# Board Opening Sample - Better

- Join ABC, Inc. in our mission to end the cycle of poverty for children and families in the Twin Cities and beyond. As a board member, you will play an key role in developing our strategic plan, and furthering our ability to serve. You will have the opportunity to build collaboration and leadership skills, personally influence donors, and x, y, z. The ideal board member has a passion for our mission, a willingness to dedicate 5 – 8 hours per month and actively participate in community events. Diversity of thought and life experiences are essential for success. Candidates with talents and experience with fundraising, financial management or marketing in particular would bring tremendous assets to our board.

# Board Opening - Best



- Title + Tag Line
- Gain interest
  - ▣ Compelling story
  - ▣ Appeal to audience interest
- Know your audience
  - ▣ What is important to them
- Know your organization
  - ▣ Who fits
- Know what you need
  - ▣ Key skills
  - ▣ Success criteria

# Screening



- Particular skills
- Fit
- Accountability
- Personal gifts to share
- STAR Criteria
  - Specific
  - Time-based
  - Action taken
  - Result

# Orientation & Accountability

Nuts & Bolts

# Key components



- Role Statement
- Organizational Knowledge
- Commitment
- Accountability

# Role Statements

What we do

Why it matters

Who can do it

How we do it

What success  
looks like

- Purpose
  - ▣ Role clarity
  - ▣ Define qualifications
  - ▣ Set expectations
  - ▣ Describes successful performance
  
- Focus
  - ▣ Task and results
  - ▣ Performance factors
    - Common criteria – all employees / volunteers
    - Role specific criteria
    - Relationships
    - Values / mission

# Board Member Role Statement

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## □ Role Specifics

- Responsibilities

Role is....

- governance
- strategy

- Time commitment

- Qualifications

Role is not...

- operations
- managing

## □ Mission

- Impact

- Alignment

## □ Values

- How work is accomplished

## Board Member Role Statement

Board Position: \_\_\_\_\_

Term limit: \_\_\_\_\_

Approved By: \_\_\_\_\_

Reviewed Date: \_\_\_\_\_

### Reason board position exists:

1.

2.

### Primary Accountabilities:

1.

2.

I will have served the organization well, when I:

1.

2.

## Board Member Role Statement

[Board Member Role Statement.docx](#)



# Organizational Knowledge – Board Member Orientation

- History & mission
- Constituents served
- Organizational structure
- Strategic priorities
- Financial picture
- Board roster
- Conflict of interest

Format:

- 1:1 with Board Chair or ED
- Handouts

# Commitment



- Board Meeting Expectations
  - Attendance
  - Participation
  - Preparation
  - Procedural matters
- Fundraisers and events
- Engagement
- Legal responsibilities & Liability concerns

# The Four C's of Accountability™



# The Four Cs of Accountability



- Communication
  - Ongoing, dialogue, mutual understanding
- Clarity
  - Importance, Expectations, Outcomes
- Commitment
  - Follow through, results
- Connection
  - Between people, tie to organizational need

# Onboarding

A process, not an event

# Onboarding Strategies



- E.D. meet with board member before / after first board meeting
  - ▣ What to expect
  - ▣ debrief
- 1:1 with Board Chair
  - ▣ Relationship building
  - ▣ Expectations review
- Assign a boot camp “buddy”
  - ▣ Norms
  - ▣ Practices
  - ▣ Questions

# Onboarding: 30-90-180 check ins



- 30 day
  - Clarification: role, responsibilities
  - Debrief: 1<sup>st</sup> board meeting experience
  - Reaffirm decision to join board
- 90 day
  - Effectiveness of orientation process
    - What worked
    - What didn't work
  - Explore concerns or surprises
- 180 day: suggestions for improvement

# Ongoing Engagement



# Engagement – beyond the board meeting



- Occasional invitations
  - Company meetings & luncheons
  - Organizational events
- Share letters and thank you notes
- Recognition
- Board Member newsletter contributions
  - Why I volunteer
  - Impact of service
  - Commitment to mission

# Engagement: Regular Rhythm



- Standardized meeting time / date
- Meeting intention: discuss, inform, decide
- Common practices
  - Opening tradition – e.g., share stakeholder story
  - Closing tradition – e.g., meeting highs / lows, commitments
- Clarity
  - Decisions made
  - Action items: who, what, when

## *Board of Directors Standard Meeting Agenda*

Date:

Time:

Location:

**ROLES**

**TOPIC**

**PRESENTER**

**TIME**

Welcome

Board Chair

5 minutes

Status Update

Facilitator

5 minutes

- Action Items
- Priorities

Organizational Update

Executive Director

15 minutes

Working Session

Facilitator

45 minutes

Open forum

Facilitator

15 minutes

Next Steps

Facilitator

5 minutes

Closing Tradition

Board Chair

5 minutes

## Meeting format

[BOD meeting agenda short.doc](#)

# Board Performance Assessment

# Performance Assessment Challenges



- Limited relationship outside of board meeting
- Assessing “volunteers”
- Tying meeting attendance to mission
- Discomfort providing feedback

# Self assessment (personal reflection)



- How is your role as a board member contributing to the success of the organization and its mission?
- Am I prepared for meetings and do I participate?
- I am comfortable disagreeing, raising questions and expressing concerns?
- Do I promote the organization to others?
- Am I offering my best thoughts, ideas, and actions to board service?
- Would you recommend board service to others?

# Board Effectiveness Assessment



- What is working / not working as a board?
- Are we focused on the “right things”? If not, what needs to change?
- What should we start / stop / continuing doing?
- Are board members prepared and engaged?
- Does our structure encourage discussion and debate for the betterment of the organization?
- How well is our board contributing to the success of the organization and its mission?

# Assessment strategies



- Self assessment
  - Handout during board meeting
  - Share personal reflection and commitments at next board meeting
- Board assessment
  - Handout during board meeting, share thoughts and brainstorm improvements next meeting; or
  - Use survey monkey / outside party to gather the information; present at board meeting
- Do something with the information!



# Success Factors

# Success Factors



- Role Clarity
- Clear objectives
- Approved governance policies / procedures
- Standardized templates for repeating processes
- Fit skills to board role
- More dialogue than presentation
- Periodic “pulse check” – board member feedback
- Accountability

## Reflection

Key learning(s)

What will you do differently “back at the office”

Who will hold you accountable?

# QUESTIONS & ANSWERS



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Kelly Rietow, Principal

[www.roosolutions.net](http://www.roosolutions.net)

# Thank You!



Next FREE webinar Aug. 23<sup>rd</sup>:

**“Do Your Programs Work? Learn How to Evaluate Impact!”**

[www.smartgivers.org/nonprofit\\_events](http://www.smartgivers.org/nonprofit_events)

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