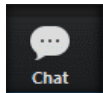


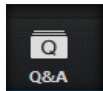
Before We Begin...

- If you are experiencing technical difficulties, please call us at **888.204.7665**.
- Questions will be addressed throughout the presentation as they are submitted.
 - Your questions can be submitted via the **Public Chat or Q&A Feature** at any time during the presentation.



Chat

The **Public Chat Feature** is located on the bottom of the screen. These questions will be discussed in the group.



Q&A

The **Q&A Feature** is located at the bottom of the screen. These questions will be submitted directly to the moderator and they will follow up after the session over email.

Before We Begin...

- The **PowerPoint slides and survey** for today's webinar were emailed to you this morning from Wegner CPAs and are available for download.
 - If for some reason you did not receive the presentation materials they will be emailed to you along with the recording after the webinar.
- The free **webinar recording** will be emailed to you within 7 business days of the event. The webinar will also be on our website under **Recorded Events** but this will have a fee associated with it.



Polls

You must answer all **poll questions** throughout today's webinar and return the **survey** at the end to receive CPE credit.



Engaged and Effective Not-for-Profit Governance

Melodi Bunting, CPA, CMA, CGMA, MBA
Wegner CPAs

Learning Objectives

- Identify primary responsibilities of board
- Assess techniques for optimizing meeting time
- Evaluate methods for engaging the board and leveraging their expertise and creativity

What does your board look like?



Board Basics



Regulatory responsibilities



Governance



Leadership



Where should meeting time be focused?

- A) Regulatory responsibilities
- B) Governance
- C) Leadership
- D) Other



Generative leadership

From *Governance as Leadership:
Reframing the Work of Nonprofit Boards*

Type 1 – Fiduciary leadership

Type 2 – Strategic leadership

Type 3 – Generative leadership

Generative leadership

- Deeper inquiry
- Exploring root causes
- Values
- Options
- New ideas

What will it take to move beyond linear thinking to a space of innovative and catalytic questions?

Getting there



Getting there

Is the board in agreement about the organization's vision for the future?

Is there mutual accountability and collaboration?

Is a high level of trust and respect present?

Communication

Is the direction and mission of the organization clear?

Communication

Do frequent mistakes or issues result from miscommunications?

Clarity and communication

- Mission and vision clarity
- Clearly define the person, deadline, and action for implementation
- Clarify purpose of strategic discussion to creatively explore an issue from different vantage points
- Define active listening
- Promote robust dialogue through questions instead of statements

Decision discussions

Are new ideas met with

A) Criticism

B) Constructive debate

C) Automatic rubber-stamping

Healthy debate

- Respectful
- Constructive
- Specific
- Avoids negative or absolute language

Meetings



Valuable meetings

- Advance communications for logistics and reports
- Use of consent agendas
- Pursue excellence and avoid status quo
- Expect members to come prepared
- Listen and encourage quiet members
- Effective minutes including actionable decision grid

Attendance

- Attendance is a good indicator of whether meetings are value-added
- When Mrs. Gates was a member of the national board of the United Way she never missed a meeting.
 - “If I join a board, I feel I’m obligated to attend. If I miss a meeting, I haven’t played my role.”
 - “I’m here to reject the mediocre.”
 - “I need to attend to bring unity and spirit.”

New members



Onboarding

- Critical in attracting and selecting board members
- What to look for in recruiting board members
- Effective onboarding of new members and new member packet

Team or Group



Team building

- Invest time at board meetings and retreats for relationship building
- Consider networking time before or after a meeting with food and beverages
- Incorporate activities into the meeting
 - Builds personal knowledge & trust
 - Share creatively
 - Inclusive participation

Retreat

Does the board invest time in periodic retreats?

Retreats

Having an annual retreat promotes

- Learning culture
- Stronger interpersonal dynamics
- Engaged discussions

Retreats

Maximize effectiveness of retreat

- Advanced planning
- Clear objectives
- Effective facilitator
- Ample breaks and informal interaction time
- Follow-up action plan
- Retreat summary and evaluation

Accountability



Performance assessments

- Identify areas a board needs to strengthen
- Develop plan to improve performance
- Mutual accountability
 - Each board member completes self evaluation and evaluation of other board members

End of term



Exit interviews

- Opportunity to learn and improve
- Chance to keep individual connected to the organization as supporter or donor
- Say thank you and recognize member's accomplishments

Best practices

- Clarity and communication
- Healthy debate
- Valuable meetings
- Onboarding
- Team building
- Annual board retreat
- Board performance assessments
- Exit interviews

Tools

- Consent agenda
- Pre-read materials
- Board job descriptions
- Biographies of board members
- Who leads / facilitates the meeting
- Meeting design
- Effective minutes
- Committees or task forces
- Brief surveys

Committees

- Pipeline
- Community involvement
- Key functional activities
 - Executive
 - Audit
 - Nominating

Nominating committee

- Critical in attracting and selecting board members
- What to look for in recruiting board members
- Effective onboarding of new members and new member packet

Implementation

- Dependent on current board culture and conduct
- Identify if incremental change or revolutionary change is more applicable
- Gain support for board enhancement versus fixing a problem

Measuring progress

- **Alignment**
 - Right people in the right roles
- **Engagement**
 - High levels of participation and attendance
 - Open debate and meaningful participation
- **Decision-making**
 - Healthy and robust discussions of issues and ideas
- **Configuration**
 - Focus on relationship building and common vision

Strategic Support and Expertise

- Measuring social impact
 - Identify indicators for tracking progress
- Business Planning
 - New opportunities
 - Challenges
- Expertise
 - Legal
 - Marketing

Quote

“Even if you’re on the right track, you’ll get run over if you just sit there.”

Will Rogers

Application

- What did you hear today that might be an opportunity for your organization?
- How will you get there?
- Questions?

Resource list

Websites:

- <https://www.boardsource.org>
- <http://www.bridgespan.org>

Books:

- Chait, Richard, William P. Ryan, and Barbara E. Taylor. *Governance as Leadership: Reframing the Work of Nonprofit Boards*. Hoboken, NJ: John Wiley & Sons, 2005. Print.
- Crutchfield, Leslie R., and Heather McLeod Grant. *Forces for Good: The Six Practices of High-impact Nonprofits*. San Francisco: Jossey-Bass, 2008. Print.
- Gazley, Beth, and Katha Kissman. *Transformational Governance How Boards Achieve Extraordinary Change*. Hoboken, NJ: John Wiley & Sons, 2015. Print.
- Panas, Jerold. *The Fundraising Habits of Supremely Successful Boards: A 59-minute Guide to Assuring Your Organization's Future*. Medfield, MA: Emerson & Church, 2006. Print.

Thank you!

Melodi Bunting, CPA, CMA, CGMA, MBA

Wegner CPAs

2921 Landmark Place Suite 300

Madison, WI 53713

melodi.bunting@wegnercpas.com

www.wegnercpas.com



wegnercpas.com/blog



facebook.com/WegnerCPAs



linkedin.com/company/WegnerCPAs



twitter.com/WegnerCPAs



google.com/+WegnerCPAs