

Tips for Creating the Board You Need

# Powerful Practices



*Board Development Training Series – January 25, 2017*

## Webinar Overview

1. The Proficient Board
2. Roles and Responsibilities
3. Recruitment and Onboarding
4. Effective Meetings
5. Planning for Success and Succession
6. Addressing Conflict
7. Q&A



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## The Proficient Board

Comprised of Board Members that are:

- Knowledgeable of their roles and responsibilities
- Engaged in the work of the organization
- Ready to commit resources
- Willing to be an Ambassador for the organization
- Attentive to the present, with an eye to the future
- Ready to serve with integrity



## The Basics

- The tax-exempt organization is a "Public Trust" governed by a Board of Directors (3 or more)
- The Board oversees operations and finances
- Legal Responsibilities - The Standard of Care:
  - Duty of **Care**
  - Duty of **Loyalty**
  - Duty to **Manage Accounts** (Fiduciary Responsibilities)
  - Duty of **Compliance**



## The Motivated Board Member

"I joined this board because I really enjoy attending the meetings."

*-No one ever*



ARE YOU LONELY?  
Working on your own?  
Hate making decisions?


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**HOLD A MEETING**

You can ...

- See People
- Draw Flowcharts
- Feel important
- Impress your colleagues

All on  
Company Time



**MEETINGS**  
THE PRACTICAL ALTERNATIVE TO WORK

A satirical poster titled "HOLD A MEETING" that lists benefits like "See People", "Draw Flowcharts", "Feel important", and "Impress your colleagues" as reasons to hold a meeting. It includes an illustration of four business people in a meeting and the text "All on Company Time". At the bottom, it says "MEETINGS THE PRACTICAL ALTERNATIVE TO WORK".

## The Motivated Board Member



- To give back to my community
- To make a difference
- Commitment to the Mission
- Networking
- Professional development
- Improve leadership skills
- Because "I was asked"



## The Returning Board Member

- Making a difference
- Loyalty and respect for the Org.
- Sense of duty & commitment
- Sharing skills and expertise
- Helping the group served
- Contribute to Org. success



## Board Types

- Startup board
- Operating Board
- Governance/policy board
- Fundraising board
- The “working” board
- The restructuring board



## Getting Started - Recruitment

“You never have to recover from a good start...”

- Where are your volunteers?
  - Business/property owners
  - Civic leaders
  - Change agents
  - Professionals
  - Retirees
  - Students



- *Anyone willing to support the mission...*

## Getting Started - Recruitment

- Initial Board of Directors
- The mature (or maturing) organization:
  - Specific representation
  - Specific skill sets
  - Specific demographics
- Finding volunteers:
  - Direct recruitment
  - Advertise (online, civic/special events, media)
  - Project-based connections



## Onboarding

- Project volunteer
- Committee/taskforce member
- Invite to board meetings
- Application/approval
- Orientation
- Slot "term" duration
- Connect to any digital subscriptions (Google groups, NMMS dashboard, etc)



*Understand the skills, motivation and 'fit', then connect those to your needs.*

*Consider how you'll engage individuals of differing age, gender, ethnic or cultural backgrounds*



## Orientation

- Initial meeting w/ Board Chair, Executive Director
- Present a board handbook (physical, virtual)
- Review organizational details
- Discuss organizational history and meeting culture
- Relay expectations
- Introduce them to rest of the board



# The Board Handbook

- Mission/vision statements
- Articles of Incorporation
- Bylaws
- Board roster/bios
- Meeting minutes (last 12 months)
- Current projects & commitments
- Policies
- Current plans (MRA, Cultural, ETS and work plans)



# The "virtual" orientation

Using digital resources to orient/inform board members

- Website
- Social media
- Secure folders

**About Nob Hill Main Street**

Nob Hill Main Street is a grassroots collaboration of dedicated residents, small businesses, and community organizations working together with local government agencies to revitalize blighted areas in the Nob Hill urban community. We established ourselves as an emerging Main Street community in 2009.


The National Main Street Program was formed 54 years ago by the National Trust for Historic Preservation. Under its direction, the New Mexico Main Street Program (sponsored by New Mexico Economic Development) has fostered the revitalization of numerous local downtown districts across New Mexico. To learn more visit [www.edc.state.nm.us](http://www.edc.state.nm.us)

Nob Hill Main Street, Inc. was created to bring the vision of the National Main Street Program and the National Trust for Historic Preservation to Albuquerque's Nob Hill District. To learn more visit [www.preservationnation.org/main-street](http://www.preservationnation.org/main-street)

**Our Vision:**  
To be a healthy, mixed use community that is an attractive place to live, work, and visit and that preserves and enhances the built environment, nurtures the arts, and serves as a catalyst for sustainable community development beyond our neon gateways.

**Our Mission:**  
To promote the continued vitality of Nob Hill through education, historic preservation, beautification, promotion of community and civic pride, and leveraging healthy, mixed use development.

**Our Work:**





## Effective Meetings

Put planning, dialogue and work in appropriate spaces...

1. Are you allocating enough time & frequency of meetings?
2. Consistency in meeting time and location?
3. Are discussion leaders prepared? (written summaries?)
4. Are board members prepared in advance? (reviewing info)
5. Are we attending to human needs? (food, beverages)



## Effective Meetings

Focus on **ACTION**, not just dialogue...

- Old business / new business
- Committee/taskforce/director updates
- Partition action items and updates
- Review financials
- Progress on projects
- Troubleshoot problems
- Address sustainability: roles, recruitment, staffing, resources, annual evaluation, succession and strategic planning
- Meeting minutes: Critical **information, decisions, actions**





## The Board Chair

Sets the tone for *everything*...

- Lead the organization, board, success and outcomes
- Connects resources
- Organizes and manages the board
- Oversees the Director
- Sets the agenda (in partnership with the Director)
- In board meetings:
  - Ensures attention to process, order and outcomes
  - Addresses long term and succession planning
  - Recognize, acknowledge, thank

Establishes a *Culture* of...?



## Role of the Executive Director

The E.D. is **not** the staffer for every board member...nor the Secretary

- Help recruit board members
- Help track term limits
- Prepare financial and other reports
- Prepare meeting materials, logistics
- Coordinate/liaise with NMMS, local government, etc.



## Board Conflict

### The Passive Board

- Going through the motions
- Complacent, status quo
- Most work done by staff

### The Embattled Board

- Often pressured by outside forces
- Besieged by power plays
- Paralyzed by factions, inaction

### The Synchronized Board

- Asset-based, respectful, blended
- Ownership of risks, challenges
- Accountable for results

Non-Profit Sector Leadership Program, Dalhousie University  
<http://www.orgwise.ca/sites/osi.ocasi.org.stage/files/resources/Managing Board Conflict.pdf>

## Types and Sources



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## Managing Conflict

1. Clarify roles, responsibilities, boundaries, practices
2. Establish a code of conduct (and culture)
3. Seek to understand underlying sources
4. Leverage healthy conflict to move forward
5. Address conflict openly and directly
6. Seek collaborative solutions
7. Role of board chair vs. contributors
8. Document solutions



Thank You!!

Questions?

Webinar #2 (March): Exploring the Board's Role in Fundraising

Webinar #3 (May): Evaluating the Board, Staff and Organization



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