

# GOOD GOVERNANCE I: NONPROFIT SUSTAINABILITY AND YOUR BASIC BOARD ROLES AND RESPONSIBILITIES

Valdez Museum and Historical Archive  
August 26, 2020



# THE FORAKER GROUP

## Our Core Purpose: Strengthen Nonprofits

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*Four lines of business that help us serve nonprofits, governments and tribes:*

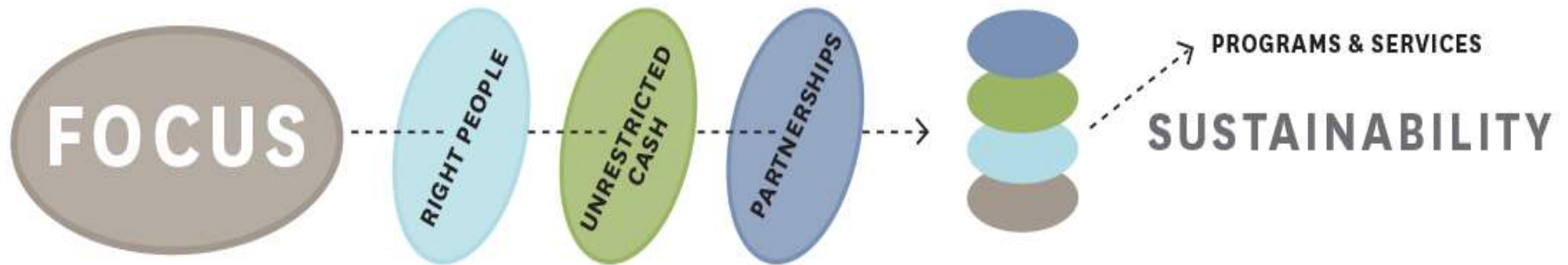
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1. Educational Opportunities (online and in-person)
2. Organizational Development (consulting, facilitation)
3. Shared Services (back-room services)
4. State Association (advocacy, research, statewide initiatives)

# AGREEMENTS IN THE ZOOM ROOM

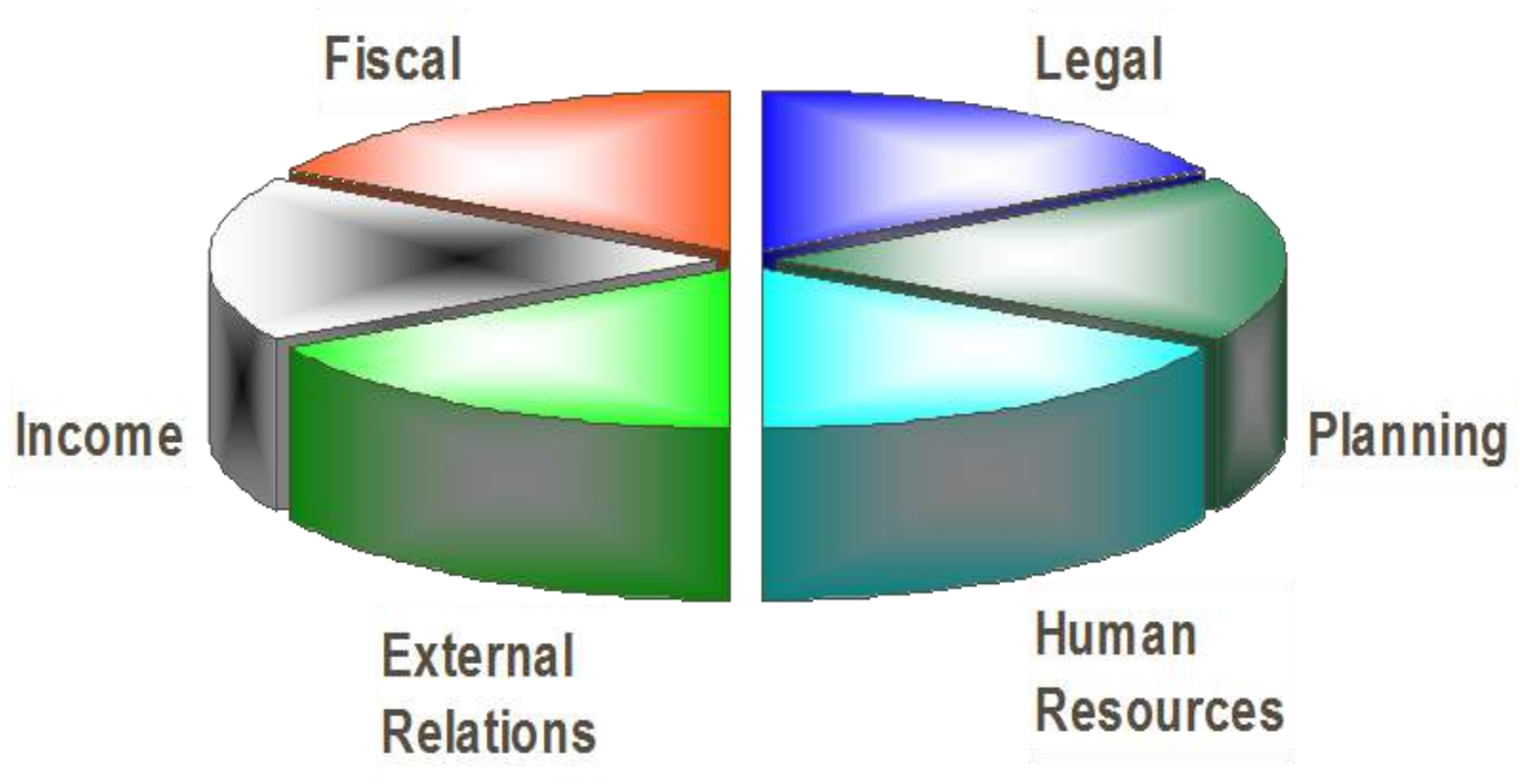
- Many ways to participate
- Set screens to “Brady Bunch” mode to see everyone
  - Note that anytime we “share the screen” with a document you might have to reset your view
- Keep the chat bar open or watch the signal that someone is chatting
- Take a Zoom Room Break when you need it – otherwise we recommend “camera on”
- Mute when not speaking – remember to unmute to talk

# THE BOARD'S BIG JOB: SUSTAINABILITY



- **FOCUS** on founding principles, making strategic decisions and looking ahead
- Recruit and retain the **RIGHT PEOPLE** (the right board and right staff ) working together effectively as partners
- Ensure there is sufficient **UNRESTRICTED CASH** to take advantage of opportunities and handle emergencies
- Seek & nurture strategic **PARTNERSHIPS** to maximize impact

# BASIC BOARD ROLES AND RESPONSIBILITIES



# LEGAL RESPONSIBILITY

- Alaska Law says: “A director shall perform the duties of a director...in good faith, in a manner such director believes to be in the best interests of the corporation and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances.”

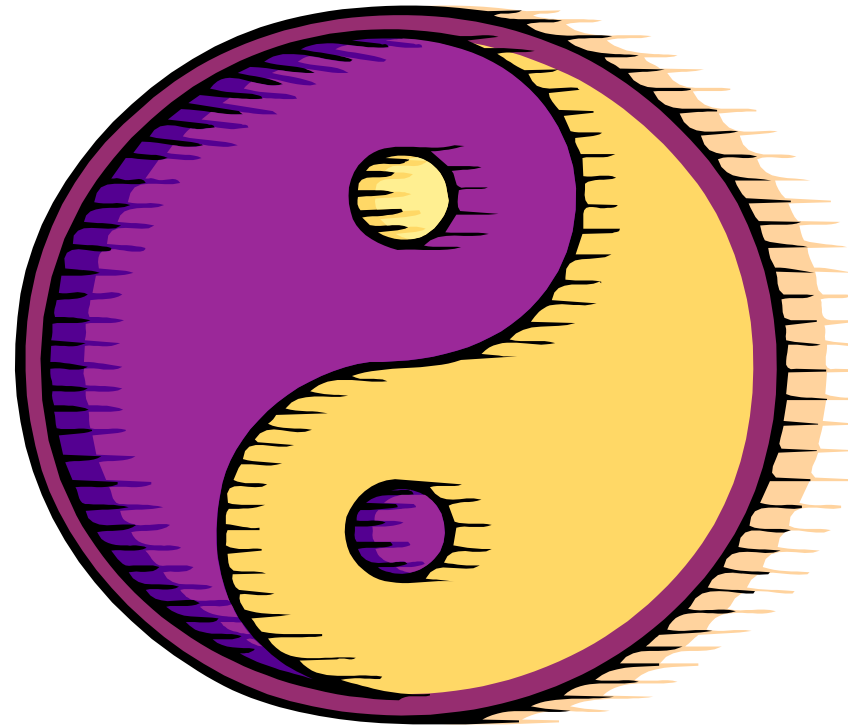
Alaska Statutes 10.06.450(b)

# MEET YOUR LEGAL RESPONSIBILITY

- Monitor budget & mission
- Be informed and ask questions
- Come prepared to meetings
- Act in “good faith”
  - Avoid conflicts of interest
  - Maintain confidentiality
  - Abide within the law & mission
  - Act as Deliberative Body – “Speak with ONE VOICE”
- Board members present at meetings are presumed to assent to decisions unless specifically noted in minutes

# PLANNING RESPONSIBILITY

- Encourage a culture of planning, develop a vision & set a course for the future
  - **Strategic Plan**
    - *Who are you? Where are you going?*
  - **Operating Plan**
    - *What is important to accomplish this year?*
  - **Business Plan**
    - *How do we get there?*





# AWESOME BOARDS FOCUS THEIR ENERGY ON WHAT MATTERS MOST

1. Agree on key strategic issues from next 12-18 months
2. Agree on Board's roles to add "most value" for each issue
3. Create Annual Operating Plan
4. Revise board committees as needed

# HUMAN RESOURCES RESPONSIBILITY

- **Board manages the board**
  - Through a Board Development or similar committee
- **Partnering with the Executive Director**
  - Hire, mentor, supervise, support, evaluate
- **Board in relation to other staff:**
  - Approve policies, approve new jobs, salary ranges
  - Never manage staff
  - **KNOW THE BOUNDARIES**

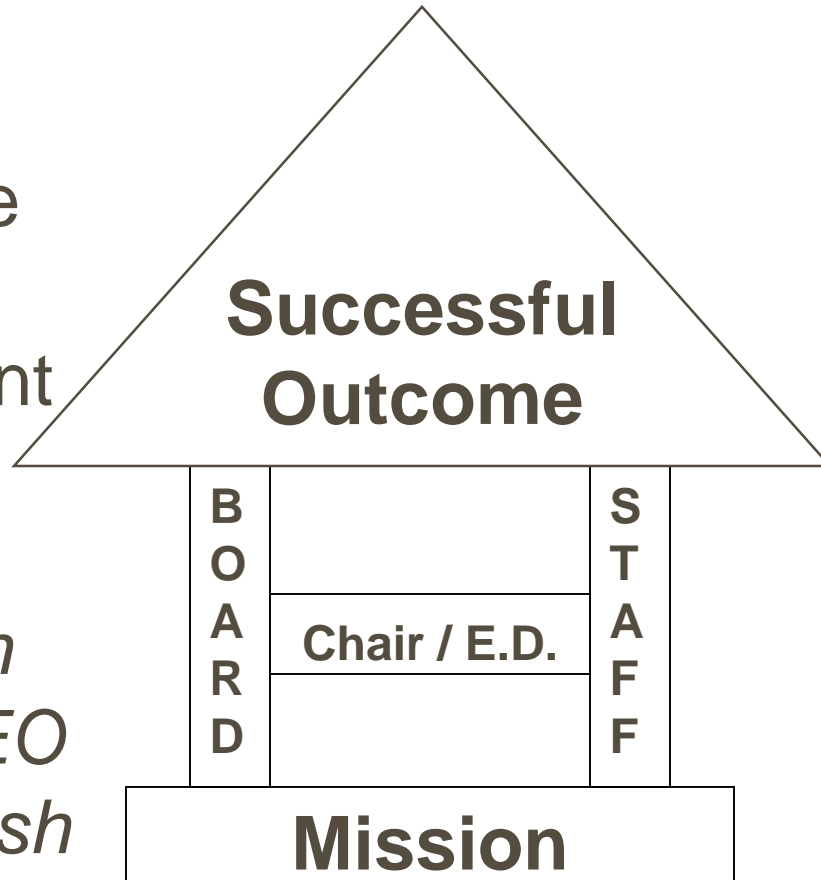


# BOARD & LEADERSHIP STAFF ARE PARTNERS

## Board

- Governance
- Policy
- Development
- Finance

• *Partner with the ED / CEO to accomplish mission*



## Staff

- Operations
- Management
- Finance
- Programs

• *Partner with the Board to meet goals*

# EXTERNAL RELATIONS RESPONSIBILITY

- Ambassadors
- Advocates
- Advisors on organization message



- In all things the board must “*Speak with One Voice*”

# DO YOU EVER TELL PEOPLE ABOUT THE “COOL THINGS YOU DO”?

- *You may be an advocate if...*
  - Advocacy is natural and expected
  - Advocacy is educating
  - Advocacy is building awareness
  - Advocacy is talking about what you do
  - Advocacy is asking people to share your vision

***Advocacy helps meet mission!***

# A STORY OF FOUR DUDES...

- *“There was an important job to be done and Everybody was asked to do it. Everybody was sure Somebody would do it. Anybody could have done it, but Nobody did it. Somebody got angry about that because it was Everybody's job. Everybody thought Anybody could do it, but Nobody realized that Everybody wouldn't do it. It ended up that Everybody blamed Somebody when actually Nobody asked Anybody.”*

# THE “60 SECOND SPEECH”

- Be ready for any occasion
  - Safeway squeezing vegetables
  - Starbucks having coffee
  - The Tanana Valley Fair getting a pretzel
  - School – game, class, lunch
  - Your local place of worship
  - Fish camp...
- You never know when you might get to advocate
  - Where are the board’s greatest opportunities to advocate for mission?

# INCOME RESPONSIBILITY

## Tasks

- Monitoring revenue and setting goals
  - Tied to program expenses
  - And strategic thinking
  - And Sustainability

## Types

- Sustainable Revenue
  - Earned Revenue
  - Donated Revenue





# BOARD'S ROLE IN REVENUE CREATION?

- Goal 1: 100% participation in raising money
  - There is a role for everyone in the process
    - Help Identify, cultivate Prospects and Donors
    - Participate in recognition and stewardship
    - Some are askers, others are not...
- Goal 2: 100% annual financial board giving
  - If asking, must be giving
  - Gift should be significant and meaningful to you
  - Confidentiality is key

# FINANCIAL CONTROL RESPONSIBILITY

- Oversee the overall financial health of the organization
  - Approve and monitor budget
  - Set revenue and expense policies
  - Approve investment policies
  - Ensure annual audits or an external qualified “look”



# ROLE OF THE FINANCE COMMITTEE

- Delegate the number crunching to a committee of folks who love numbers.
- Entrust them to look at everything.
- Committee should report regularly to whole board:
  - One page with pictures and big words that marks 3-4 benchmarks for success and staying on track.

# SUMMARY: BOARDS & STAFF

## BOARDS

- *Govern*
- *What*
- *Ends*
- *Affects the organization*
- *Approves budget*

## CEO/EXEC. DIRECTOR

- *Manage*
- *How*
- *Means*
- *Affects individuals*
- *Staff makes decisions within line items*