Hi, everyone.
So, we're going to get started.
I'm just going to start the recording.
Thanks for your patience.
All right.
So, hello, everyone and welcome.
My name is Lisa Kim and I'm from Futures Without Violence.

And hosting today's webinar titled Assembling the Pieces: Tools to Build an Effective Board. This is part of an ongoing webinar series on organizational sustainability, which is supported by the Department of Justice, Office on Violence Against Women and part of a training institute we host, called The Supporting Organizational Sustainability to Address Violence Against Women Institute (or SOS Institute). You will receive emails notifying you of additional webinars in this series. I think we have one more for this cycle and the topic is social media and communication strategies.

Please be on the look out for that.

Today's webinar will run until 11:30 am PT. During the webinar your phone line will be muted. You may ask a question or report a technical issue using the chat function on the right of your screen.

If you wish to listen to the presentation over your phone, please dial 1-888-850-452, your phone, please dial 1-888-850-4523, Participant Code: 755365#.

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I want to point out a couple of the features that we will be using today.

Closed captioning is provided in today's presentation.
Captions will appear in the box on the bottom of your screen.
You have the ability to scroll up and down in this box.
Please note that when you manually scroll through the text, the auto-scroll will be disabled.
To re-enable this feature, please click on the auto-scroll box located on the upper right corner of the captioning box.

At the end of the presentation, we will have a Question and Answer section.
Please feel free to type questions into the chat box throughout the presentation. The chat box is located on the right hand side of your screen.

This is where we have been writing our names and organizations and where we're tuning in from.

We'll do our best to answer all questions by the end of the presentation.

For technical support during the presentation, please send me a private chat message by The user name Anisa Ali.

You can click the chat box of the upper right corner of the box choosing the "Start chat with host" option.

You can also call 1-800-422-3623 for adobe tech support.

At the end of the webinar, you will be prompted to answer a short survey.

Please take a moment to give us feedback on today's presentation and also make suggestions for future topics.

We want to be responsive to your needs.

Also, as a reminder, a recording of today's webinar and a PDF version of the Power Point slides will be available on our website after the presentation.

In the lower right hand corner in the box titled "Files to".

As I mentioned earlier, today's webinar is part of a series that we are providing under the umbrella of the SOS Institute.

The institute was created in 2010 and offers an interactive 2.5 day training and ongoing technical assistance for OVW grantees to enhance their organizational infrastructure.

Participation for the training institute is built around teams of 3-4 individuals from the same organization, which may include the executive director, board member, and program staff.

We cover a broad range of topics from aligning your mission and core values to effective collaborations to staff development.

We have an extraordinary team of faculty who are veterans in organizational sustainability, given that they have either founded, have led, or are leading various DV/SV organizations.

And we have one of our faculty members here with us today - Amy Sanchez.

Amy is currently the CEO of Break the Cycle and has over 20 years of experience in the Domestic Violence Movement serving in various service Roles.

She previously served as an independent consultant and past CEO of the National Latin@ Network and Co-Executive Director of Casa de Esperanza, where she held a variety of leadership roles within the organization during the past 15 years.
We also have with us Monica Arenas, FUTURES’ senior program specialist, who has been managing the SOS Institute over the years: During the over 15 years at the organization, Ms. Arenas has participated in the development and implementation of training programs and conferences on domestic violence, human trafficking, and organizational sustainability for programs working with underserved communities.

Last but not least, we have with us Isabel Rubio, the Executive Director for the Hispanic Interest Coalition of Alabama (¡HICA!) a nonprofit organization that integrates, educates and connects Alabama’s Hispanic individuals and families through its educational, leadership, community development, and advocacy work.

Isabel is deeply involved in her community and serves on the boards locally, regionally and nationally. She is also an SOS institute a alum we’re happy to invite her back in the house as a guest speaker.

And given that our topic today is about the board of directors, all three of our speakers, in addition to their day jobs, are currently board members of the same organization.

So they can relate to program staff, EDs, as well as board members.

So without further adue I’ll turn it over to Amy who will start us of>> Thank you.

It was really about getting people who had multiple hats and multiple roles to work on the webinar together, thank you for your introduction.

It’s an honor for me to be here with all of you today and it’s an honor to be copresenting with Isabel and Mónica.

A couple of pieces that we wanted to say before we started we want this time together to be informative for all of you who are on the webinar and so please feel free to use the chat function like Lisa said to ask questions and what not we’ll do our best to answer the questions we’re anticipating having quite a bit of time at the end probably 15 minutes or so to be able to answer questions so keep those coming throughout the presentation.

The other thing that I wanted to say was that again in the spirit of being interactive we really wanted to let you no that we’re going to be -- each of us are taking a lead on certain slides but that we really wanted to be able to add our two cents, as we go.

I might be presenting a slide then Mónica, Isabel will jump in with an example or story or what not.

That’s the framework that we wanted to use today, again, to have it be more interactive and really you’ll see very quickly as I’m sure all of you know have experience with, many different examples, tools, best practices and stories that we can tell.

So, wanting to provide a format that can step into that rich environment of sharing.

I wanted to say stha up front as well.
We have two primary on jack tiffs, look at key strategies and best practices to build an effective board.

What we've tried to do you'll see is, how these different components of Board of Directors development, engagement and keeping people engaged as a continue on in the board whether they be brand new board members or seasoned board members so that -- goes in to the second goal or objective which is to have some actionable steps or actionable strategies for retaining an effective Board of Directors.

Before we get started one thing that we thought would be really helpful for us as facilitators to know, is quickly this poll.

Lisa, if you can pull that up for us?

Base you can y poll is, what is your role at your organization.

Executive director, program staff or board member.

If you could vote we'll take pause for 20 seconds for you all to vote.

Okay.

It looks like we have about nearly half of the people on the webinar are executive directors.

And a little over -- nearly 5% are board members so, good shout out to all of you board members I know you're volunteers and taking the time to participate on this webinar is really great.

Thank you for that.

The way that we have broap down the webinar are really concrete steps to success for having a successful board.

We'll go through each of these throughout the webinar.

The first step is really assessment and assessing where you're at.

The second is getting ready to grow or deepen the engagement and the work of the board.

What are the things that you need to have in place to make that big leap to doing things differently than the way that you've done them in the past.

Obviously some steps around recruitment of new board members, onboarding, what we mean is once you recruited them and you voted them on to the board how -- what are some things to bring them on to the board in a smooth as transition as possible.

The next step is building connections within the organization and he can terally.

The sixth step is getting on the same page so we'd be talking quite a bit about communication and direction.

Then the final step is really kind of a mixture of many different things, really best practices, how you then institutionalize the first six steps, institutionalize that in to your organization in to the work and advancing your mission.
With that I'll turn over to Isabel for step on. Thank you so much.

And as Amy said I'm just honored to be here with all of you and honored to share the time with Mónica and Amy and my other friends from futures to be with you on this webinar.

And to talk about how important it is to have the right Board of Directors who is helping you run your organization.

When we think about what it means to choose board members and sort of get the right people around the table, this becomes a learning process.

It's going to look different if you are just starting an organization as opposed to if you're an organization that is 10 15RBGS are 20 or 5 years old.

More likely than not, if you are a new organization you're probably going to have a lot of people around the table that are very, very passionate about the mission and might not know a whole lot about being on the Board of Directors.

That was certainly my experience when I was starting my organization about 17 years ago.

We all go through that as founders and we all learn along the way that it takes a little bit more than passion, you need to have a good set of people around the table with lots of different skills that they bring.

But passion is also very important, too, you never want to lose sielt of that.

There are many, many tools that available to us on the Internet that gives you grids about the different kinds of skills that we need.

You can find them, they're easily available to us, it's important to think about we need people who can help us with our legal needs, our financial needs, the human resource needs that we might have.

One of the things that my organization that we look at is because we are an organization that works with the immigrant Latino community, is we want to make sure that we are striving to have a board that is made up, at least 51% of our board being Latino.

Because we're located in the deep south, that is still really something that we have a hard time making that mark.

But we have written it in to our by laws because we think that it is that important.

We also have in our by laws we try to be gender equal in terms of having equal male and female representation on our board.

So there are lots of different ways that you can look at what is your board composition.

We also try to make sure that our board generally represents our community.
So when you think about tokenism, we have to be careful about that, because we don't want people who just represent one certain minority group, but we do want people who can certainly come from various communities that bring that authentic voice.

When we do work with spes you have I can communities that are directly tied with our mission, in our case, the Latino community we also work with people who are survivors.

You know it's important, are we going to have that voice that's an important voice to have on the board.

We also need to make sure that we are doing that in a way that is respectful and we are training those people to also be members of a board.

Because you can put people in a situation that they oftentimes might not be ready for.

The Board of Directors has the responsibility to help raise money, and is he that is a very critical piece of what the board brings to the table.

So having those members of the board who can help the organization, reach into the community with those community connections and even if it's somebody in our case from the immigrant community, doesn't mean that they have to be able to walk in to one of the corporate offices downtown but are we able to make connections more deeply into our Hispanic community here in Alabama.

All of those different connections are important to us.

There are many different ways that we have to think about looking at what is the composition of our board, what sorts of skills do we need to have around the table and making sure that we are then supporting those board members as we bring them on board and we'll talk about that in just a second.

So, when we're thinking about, now that we've got this board around the table we're thinking about we have to begin the strategic planning process, for that that happens about every five years.

And we're about to be doing that for HICA in this coming year.

It's always an interesting question to say, do we -- we are the one as staff that are in the trenches and that are doing the work.

How do we engage our board in that strategic planning process.

And so as a senior leadership team we get together and we talk and we talk together with our executive team, but I would like for you guys at this moment to take this little poll and let us know what you guys do in your organization.

I think, Lisa, if we can bring that poll up, do you engage your -- does the Byrd at your organization engage unyour strategic planning and thinking?

we got some board members on this it's going to be interesting to see what we come up with here.

Are we about done?

So, it looks like we got a good healthy two-thirds of us that say, yes, we do engage our board in the strategic planning and that is really important.
Because it is the board that has to communicate this message, really has to buy in to what the organization is doing.

I think that there is really a delicate balance between how the board engages in the work of the organization is able to translate that message to the broader community.

We certainly don't want our board to be in a micro management position with the organization and the staff is really informing the leadership about what direction the organization is going in terms of the programming work.

And we need to support of that of the board to do that strategic planning.

So, it's really -- it's a very important combined process, but the board has got to be behind that process 100%.

I'm glad to see that we've got a good healthy group of folks whose board sen gauged in that.

Amy?

We're going to bounce back to you.

>> Sure, thank you.

So, step two, getting ready to grow.

So, Isabel talked about the important of the strategic plan and having strategic direction.

For me it comes down to really key piece, everyone being on the same page as far as where you're going as an organization, for those of you who are leadership staff or executive directors or directors of development, leadership staff within your organization, you know just how critical that is, right?

So if you, for example, as executive director have a very concrete time of change and philosophy and programs that roll up into that, and your board is on a whole different level, it can cause many different problems both from administrative side but also from fundraising, communications, marketing, branding, there's lots of potential conflicts there.

For those of you who reported that your board does not engage in strategic planning, that would be one -- very concrete thing that I would bring back.

There is a role to the board in strategic planning.

Like I said, some of us about getting on the same page but also about part of their job or their responsibility as board members is to set the strategic direction in concert with the staff.

Because, again, in theory the board -- or in reality the community members from all walks of life and as non-profits, right, our board is our direct connection with community.

So the board has an intimate role in participating in setting out that strategic direction.

What we do not mean by that, is the board micro manages or tells you how to operationalize that strategic direction, that strategic plan.
So usually the board will be working on and approving a mix statement, for example, potentially very large, very lofty goals, organizational goals, right?

That they would not be saying, for example, if you say you want to do prevention, one of your core principles is preventing violence, right?

That would be appropriate for the board to sign off on and what not, but it's not appropriate then for them to say, okay, so prevention, we want you to do three after-school programs and two public media campaigns that reach out to young people, that's more operationalized, that's the staff's job under the executive director.

So, number two, what to do with inactive members, again, when you're ready to grow a board, when I say grow, I also mean deepen, it doesn't necessarily mean bringing on a whole bunch of new members but about deepening their engagement and their value to the organization.

So, we know that our boards are not perfect, right?

I don't think I've been on a board or been on a staff where the board that's been perfect.

But oftentimes there are members that are inactive, and it could be for a lot of different reasons.

One of the strategies that I've used that's been helpful for inactive members to really reach out to them.

Even better if you can have, for example, your board chair or maybe someone from the nominations committee reach out to inactive members and ask them really what is going on.

It could be that they're having -- they're in a hard crunch at work, right?

So maybe the month of April is really hard for them at work but they will be coming back.

It could be that something is going on in their personal life.

It could be maybe over extended.

Whether that be -- taking on a new job they just don't have the time any more.

Or it could be that they -- we see this as well sometimes unfortunately, some people make it kind of a career of being on the strategic board in your community they might be on five boards at one time.

Just physically and emotionally don't have the time to be able to really, truly engage with your board.

There are lots of reasons for members being inactive.

There's a couple of different strategies that you can take.

For me, board members are volunteers and it is about relationships, right?

And so it's about getting inactive members to recommit back to the mission, back to the organization and commit to being active members or to roll them off.

Roll them off of the board.

An example of way to roll them off would be -- this is really I think with the founders syndrome, number three.
One concrete strategy that you can think about is developing an Emeritus board or an advisory board which doesn't have monthly meetings or quarterly meetings, doesn't have any of the fiduciary responsibilities that a board of directors has, but there are people that still want to stay involved, stay engaged, maybe lend their voice or their name or their community standing to your organization.

So it's a way to roll them off of being board members but still having a position within your organization.

A place that I used to work we had an advisory -- we called it advisory board and really it was for -- two reasons.

Individuals in the community that didn't maybe have the time to be on a board, so it could be like a CEO of local corporation, for example.

Didn't have the time to be on our local board but wanted to lend their name to us, right?

So that they would be a member of the advisory committee.

Offer for past board members who were inactive or founders who have been on the board but now wanted to roll off.

So this advisory board met once a year in person, invite them for breakfast and would give them a report on how the organization had been doing, we would present a couple of challenges to them as an organization to get their feedback, insight, direction.

Again, it's a way of continuing to maintain those relationships, seeking their input, keeping them involved and engaged but acknowledging that they just don't have the bandwidth to be an active member of the board.

So, that would be some things that we wanted to highlight in that slide for getting ready to grow.

Mónica, number three,

recruitment>> Hello, everyone.

Recruitment is going back to the assessment that Isabel already discussed.

So, it is tied in a way, an effective board needs to have the right combination of members with expertise and skills needed to fulfill the governance and responsibilities and also support their organization with its mission.

So, the recruitment of the new board members needs to be thoughtful and with a process but not cumbersome that it takes too long or discourages potential candidates.

So, every board member is required to be committed and participate actively.

And other qualities of board members are expertise in a key topic area, credibility and strong connections to constituencies, knowledge and experience in fundraising and also ability to ask for money.

And also possibilities of introducing potential donors with resources.
So, before embarking on any recruitment, it is important to first determine which assets or skills are needed for -- or are missing from the current board as Isabel mentioned earlier.

So, for this it is helpful to look at the composition of your board and making a list of skills, tall epts and experience, is that would be ideal to have and then chart this.

And also include people who are on the board and currently and then what you would like to have, which may not be in the board already.

And then -- please feel free to share briefly in the chat bks your key strategies in recruiting board members, what has worked for you briefly.

And then some organizations may find it helpful to have nominating or board development committee this is for larger organizations, this committee can help with the development -- in developing the criteria, the chart, proposing potential board members, even though everyone can help with identifying board members as well as evaluating candidates, making invitations, also with the orientation.

As part of the selection process, also helpful to look out for candidates who may have more than one of the skills that you are looking for.

So, two or three of the different skills that you're looking for.

Also before making the collection it is important to have a meeting with the potential candidates and ask about their background and interest and explain exactly why you want them and the unique value that they will bring to the board as well as the individual requirements of the board service.

And this requirement are different from the general board responsibilities that will be reviewed later.

So the requirement are different, may include number or frequency of board meetings, participation in committees, review of materials and financial documents, make annual financial contributions, participate in fundraising and serve as resource or advisor on specific topic.

So, once you agree you assess that they would be a good fit, then you already can make the nomination or continue with the processor election for approval and share the Bio with a whole board.

So, everyone can play a role in identifying a potential board member.

As a tool for identification, we can chart a circle for potential candidates and then -- so this circle, we can do this as an exercise right now you may want to grab a piece of paper and draw three circles, one inside the other.

And so this tool can be used to identify potential board members, donors, potential partnerships so in the center it would be -- you would be in the center.

Then in the second circle you would have the individual donors, potential partnerships, potential board members the closest to you.
That would be like colleagues, friends, person from the faith community and then the third circle that would be people that are connected to you but not so intimate, like friend of a friend, someone in a church or another organization that you don't really know very well.

And then -- do you want to share?

Let me see if anybody share any ideas for identifying or recruiting new member>> This is Amy.

Just mention couple of things about this circle exercise, I've used this in the past like Mónica said, for example, when you're looking at how do you engage new individual donors into your organization, it really the sirk sell way for you to capture in visual space the networks that you have that are very close to you and that are further away from you.

So, if you're in the nominating committee of the board, for example, you think about yourself personally, who are colleagues that might want to be on this board, right?

Or who like Mónica said who are people from the faith community that I am personally connected to that might want to be on the board.

The next ring is connections that you have to people but they are less firm, less solid connections.

Could be a leader, the mayor in your local -- in your community, that you know, maybe is in the same place of worship but you're not good friends with her or him but that's not the person that you put on the outer ring, it's really for you to capture and amplify your perspective on, who do you touch in a normal -- in your normal daily work personally and professionally.

What are the relationships that you have that you might not think of, are you in a professional fundraising association, right?

Or local women's auxiliary or whatever those kind of community groups, you're interacting with people on a daily or near-daily basis those are all potential board members that you could hav>> One of our participants said that the whole staff has come up with recommendations for people to participate on boards.

This is Isabel.

So, this is something that we can talk to everybody in the organization about it's not just something for senior leadership, but something that we should -- in our own organization we can ask everybody to help us put our heads together and think about who would be appropriate people to serve on boards -- on the boar>> And then in the previous slide, I'm going to go back a second, Monica, to highlight here for people, when we said to develop a thoughtful but not cumbersome process really that goes hand in hand with what Isabel is saying and Monica is saying, that if sometimes boards -- board members are recruited because someone will come up to you say, my gosh, we're struggling as an organization do you want to be on our board?

No one really wants to join a board, right, when asked that way.
That's like -- there's no process for recruiting.

But you also don't want to create such a cumbersome process that it takes a year and a half to get a board member on.

So, what works best for you and your organization, do you -- are you able to have a nominating committee so that staff can give names and board members can give names to the committee so they can vet that process.

Our part of looking at your mission and core values part of recruiting board members, so, if you're HICA, Isabel's organization you're serving the Latino community immigrant Latino community you would want to see that your board members have understanding or openness to working with Latino communities or immigrant communities.

How do you do some of that screening as part of your process for bringing your board members

o>> Thank you, Amy and Isabel.

So, I think just wanted to share how we all became part of a system, I was invited to assist the board many years ago and then over the years we needed new board members.

So, two years ago we identified Amy as potential board member so I recommended -- then Isabel was already part of technical assistance collaboration separately.

The leadership or executive directors invited Isabel separately.

They identified Isabel and we did interviews, we did -- not interviews but phone conversations, we gathered they're Bios, shared with the board, got feedback and approval.

So we went through the whole process for this nomination and recruitment as we discussed.

Of course, we identified key skills in them that we were looking for.

Or that we were missing in the board at that time.

Then one other area is that it's important -- it is good to bring new board members but not to bring two or three, four maximum at a time because there's time -- they need time for onboarding this is what Isabel will speak about right now.

Thank

yo>> Thaption, mob California -- Mónica.

You made very important point, depending upon the size of the board, at HICA which we try to do is basically have our board change by a third every year, it doesn't always work that way.

But you don't want to lose half your board at the end of one year because people have come to the end of their term.

So that is something to think about in terms of, if you have a board of 15 members and you have term limits of three years that we try to have -- we have more board members than that, but if you can do a third new, a third new, one every throw years then you sort of don't take a big hit in any one year.
In terms of what it means to onboard a board member, you have done the recruitment, you know what skills you need, you have vetted your person between having several board members meet them and you've met them as executive director.

It’s really important to take the time to do a thorough orientation.

What we do at HICA is normally before our first board meeting of the year, we prepare a binder and we set aside about an hour or hour and a half to have just sit down with the board chair and some of the senior staff members to do an orientation about the history of the organization, talk about the different programs that we offer.

Because the board member is going to walk into a board meeting and start hearing the financial information, start hearing about different programmatic work and it's going to be a lot of information to have at one time.

It’s really important to try and prepare this board member ahead of time about the organization.

Sometimes you’re lucky and you have a volunteer that has been working with the organization for awhile.

But otherwise you get board members that -- I'll just be really honest, board members come up to me after a year and a half, my whole first year I really didn't know anything that was going on.

And that’s really my fault as the executive director.

Because I should have done a better job at orienting that board member.

Somewhere along the way, I didn't do something right.

And so we have to always strive to do better.

In that orientation, it's really important to talk about what the expectations are.

And the board chair leads this, to talk about the commitment to come to the meetings, the commitment to make that individual a gift.

The commitment to help the executive director gain other resources by going on fundraising meetings and helping solicit other gifts really important.

One of the things this we have seen happen over the years at our organization is -- that has been really awesome when board members form relationships between themselves outside of just the HICA board meetings.

Those independent relationships sort of making -- not really forcing the board buddies but that just sort of evolves naturally.

But it also does help when you can pair a more seasoned board member with an oncoming -- a new ondtion boarded board member to sort of show them the ropes.

It really makes it a lot easier for them in that process.

We always sort of list out what our expectations are.
Like I mentioned the whole giving and the fundraising.

That is never an easy subject to talk about.

It just isn't.

But it's a necessary subject to talk about.

For us in our community, dprant applications are getting more and more rigorous about just flat out asking, does 100% of your board support your work.

And that is the conversation that we have in our board at every meeting, in every meeting we have that conversation.

So, it's just the right thing to do to be very clear and up front with our board about that in the process.

As I mentioned before, for some people who are coming to serve on your board, if in our case maybe you work with a community that doesn't have experience being on a Board of Directors, it's important to provide some basic, how to be a board member 101 so that becomes also part of that onboarding process that we can't overlook if we really want to have an organization that is practicing best practices in the field.

Like I said before, the passion is so, so important.

But we also need to have board members who really knows -- who really know what it means to be a board member.

That we have the fiscal responsibility for the organization, that we need to contribute financially to the organization and that this is serious business.

It's not just only because it's a

passion

One thing I wanted to say if I could about fundraising I see a question pops up about how much board members should give.

That's always a big question.

One of the things that I would suggest as tool or framework for you all to think about this, there are some organizations that you will see that there's minimum requirement, right?

And other organizations don't have that.

So the way in which I think about what we do at break the cycle, when I came on we did have minimum requirement for board members to give.

And so, again, for those of you on webinar who participated in the SOS institute that Futures presents all we talk about is mission, mission, mission.

How your mission drives your organizational development.

So, when I think about the mix at break the cycle, inspiring young people.
We're an organization that serves young people.

And if I look at our board and we have a minimum board level of -- in our case it was $2,500.

There are young people that have lots of money, right?

But that could be limiting to getting different kinds of young people involved in our board.

So the board really then engaged in a conversation about what they wanted to do.

I'm not trying to tell you to have a minimum or not.

But it is about what your mission and how do we ensure that the board represents that from a funding perspective.

So, it is important like Isabel said that we have 100% giving.

And what we do at Break the Cycle is that board has committed to each person doing an individual contribution to the organization at a level that is significant to the>> Exactly.

A personally significant gift.

>> A personally significant gift.

From my perspective, that opens it up so that you can get people who don't have as much money to be on your board and value their contribution.

But it also opens it up to those individuals maybe that have lots of money.

So if your minimum is $2500 you have someone that has capacity to give $25,000 they're still going to give $2500 because that's what everyone is giving.

If you switch it so that it's there, it's a meaningful gift to them you can get donations all over the board, that's something to think about those of you who are board members on the webinar, it's different framework than having a minimum gift.

>> That's very good point, Amy, thank you so much for bringing that up.

Because I know when I get a gift, monthly recurring gift from a community member of $15 that that is a personally significant gif>> Exactly.

That's exactly righ>> Building connections.

We wanted to highlight a couple of different things, the first point -- next two slides are spes you have I can't about this first point of board and staff relationship and responsibilities.

I'll go into that in the next two slides.
Community relationships, I think one other concrete tool is ensuring that your board member -- your board members have very large representation from all different community relationships that you think are important.

So, it could be relationships with funder communities, that could be corporations. Family foundations, for example, community foundations in your local area.

Also be partner organization that you have.

If you have strategic relationship with -- I'm trying to think, a domestic violence shelter you have strategic relationship with employment organization, non-profit, right.

You might want to have someone from that organization on your board or someone who is an expert in employment on your board.

Really depends on where is your community emphasis and ensuring that representation on your board.

Another way in building connections is really having the board members have the tools that they need to be able to talk to others in your community.

When I say talk to constituency.

[ no audio

>> I think, Amy, your mic has gone out.

Sorry everyone, hang tight.

Amy, are you still there?

Isabel, mob carks can you say anything while we wait for Amy to hop back

 o>> Sure.

Let's see.

Amy was talking about -- let me just -- the reality is, is that the board members aren't going to be as steeped in the work as we are, as executive directors, board members, you know that that is the truth.

We have got to arm you with the tools that you need to talk to the constituencies that we need to help support our work.

So, it's important for us to give you those elevator speeches, those snippets of -- you know, just the 30-second speech that you can use to talk to the people that we need you to speak to.

So, one of the things that we do here at HICA is we actually have several little trainings that we give our board members to help them know how to message the work that we do.

This morning I went to visit a bank president with two of my board members and my board members did a very good job of saying exactly what they needed to say, they went through messaging training.

That is exactly the right way that we get them on the same page.
Because it's difficult for them to know the ins and the outs, but when we have those training it really helps to support them.

When we think about how to stay connected with our board in between meetings, our board meets every other month.

Some boards only meet quarterly.

It's difficult when a board meets quarterly for the board to really know what is going on in between the time.

Because so much happens on a daily basis in a non-profit organization.

It's really helpful from -- for the board to get a monthly update.

Probably a weekly update is a little bit too much for the board.

The executive director and board chair are probably in very much -- or in lot more communication but board briefings are really important.

Because that board member is going to be out in the community, is going to run into funders and it's really important for the board member to know what is going on in the Oregon newsakes, when a funder says we just gave your organization money to do this project, how is that project going?

We want the board member to be able to say, I just read that board briefing I know what is going on in this program.

Those are really important.

Am I --

>> This is Amy, can you hear me

no>> I

ca>> I'm so sorry to everyone I'm not sure I could hear -- I could hear Lisa saying, we can't hear you I'm not sure what happened.

But I am back just wanted to let you know that I'm here.

Were you able to do step five or any other pieces that I needed to run

ove>> I didn't really get to the committees

par>> Thank you.

The final piece on the building connections, oftentimes traditionally boards have the committee structures have been made up of -- board members only, so, one thing to think about as a tool is to bring in volunteers that are not on your board to form part of your committees.

So, for example, in your finance committee you could have your treasurer, obviously, from your board.

Maybe another board member, but maybe have someone from your local bank, maybe someone from the local PTA who is in charge of the treasury for the local PTA.
People who have finance background make financial invest or or financial advisor, right?

A personal financial advisor, people with financial background but that are not on your board.

Same thing with fundraising committee with the HR committee or like development committee, it's -- first of all you get different perspectives from different people in your community, you're building community buy in through your organization.

It's also a really great way to screen for new board members.

If you have a committee member that is a volunteer, they're very active, they might then be someone who you might want to consider in the future bringing on the board.

It's good for succession planning, if you have treasurer on your board for four or five years, having another committee member who now knows the finances, knows the way the organization is run, et cetera.

Then could be ready and willing and trained and able then to come in to the treasurer position.

So, it's -- some organizations do their committee work and others don't, snag we want to consider.

I'm going to move on to the next two slides which really look at point number one which is board staff relationship and responsibility.

With that it might be help to very quickly go over the responsibilities of boards for those of you who have board members on the phone, but also again for executives and program staff as well.

I'm just going to read through these quickly, responsibilities are again like I said to determine the mission and the purpose of the organization.

To select the executive, the chief executive, usually executive director of the organization and to support and evaluate that person.

So, if you have your board members, for example, wanting to do performance reviews for your advocates or front line staff even middle management, that is inappropriate.

Their job and their responsibility is to evaluate the head person, the executive director.

High level effective planning which again builds into the strategic direction and strategic planning process.

Support and trek then programs and services so that could be through volunteers that they may know or, for example, if they -- if you have the need in one of our programs to develop and print a really great new curriculum that you're doing in the schools, the board member might know the owner of a local print shop and can get the printing donated in kind.

That's -- when we say programs and services not about the board members doing the programs or providing the services, but it's about them using their own networks and their own influence to support the work of the staff to do the programs and the services.

The next slide, it goes without saying ensuring adequate financial resources.
The way which I think about that piece specifically as executive director is, my job really is to have the board -- have the tools that they need to be able to go out and help us get the financial resources.

Know what is going on in the organization, can they do their elevator speech and talk about the impact of our organization.

Do they have a personal story that they can share.

What are the tools that they need to be able to go out and ask people for money.

If they are board members, because there are always, board members this don't feel comfortable asking for resources, right, how do you then as staff, as the lead, maybe go with them so they can talk about why they're involved in your organization then you make the ask.

Or that board member who is uncomfortable with fundraising, pairing them up with another board member who is -- who loves to do that.

So, those are all examples of what you can do.

Protect assets and provide financial oversight, that's a key component, reviewing financials on a regular basis.

Of ensuring the financial policies, all of those pieces are critical.

Building a competent board that's both grounded in the realities of your community and your mission and vision but also have the oversight, for example, essential positions are someone who has finance background hopefully someone with non-profit finance background.

A lawyer is always a great person, having legal skills and mindset, HR, some key skills that you need all roll up into the competent board.

Ensuring legal and ethical integrity, that goes without saying.

Then enhancing the organization's public standing.

Which also goes without saying, those are the ten very basic responsibilities of non-profit board>> Thanks, Amy.

Now to getting on the same page.

Each year -- what do we want to do this year, how does your board plan for the year.

I sort of touched on some of this when -- that we've got to keep our board informed so we've got to think about how we are going to look forward to each coming year.

Some boards do work plans, Amy, do you want to talk about those work plan>> One thing for you all to consider is that I assume that many of you do work plans from an operation side, many programs will do work plans, what is the scope of work, what do you want to accomplish in your programs, what are your benchmarks, on jack tiffs, all the things we have to do for funding but also to ensure the quality of the programming that we're doing.
One thing to consider is to do a similar thing for the board, that the board, you as executive support your board to do their own work plan.

Couple of ways to think, either by doing in the committee, the finance committee has a work plan.

The fundraising commitment has a work plan, nominations has a work plan.

If that is too detailed maybe just one general work plan for the board.

It's really thinking about from what do you want to accomplish as a board for the year.

So, if there are big things, for example, like strategic planning if you know that is something that you want to do, how do you build that accountability in a work plan.

You as staff you know that you want to increase your individual donors, for example, how do you take that goal, have that on the board work plan then they can say, well, if if one of our goals increasing our individual donors we'll have five or three or one dinner that a board member hosts with new potential individual donors.

It's really about them thinking about their responsibilities and then creating work plan which can help them hold themselves accountable because we all as staff know that in our staff we don't hold the board accountable, the board has to hold themselves accountable.

So, work plan is an easy strategy to use so that everyone is on the same page, board members can create together so they agree on it then be used as a tool to hold each other accountable as the year progresses.

Thank you so much.

Getting down to step seven, institutionalizing the mission.

I just want to point out that when we talk about fundraising expectations, we've talked about that some, I think most everybody on the call is probably a grantee, we aren't doing any fundraising with our OVW funds.

We're doing fundraising with our unrestricted funds, OVW funds don't go for that.

You know, we've got to make sure that we are keeping our fundraising expectations focused on the mission.

When we set -- when we set our sights on the mission and the work that we're going to do we have got to stay focused on that.

It is oftentimes easy to get pulled in different directions, but we've got to stay focused on the reason that the organization exists and stay focused on that work.

It is certainly easy for us to get pulled in different directions when a pot of money gets dropped in our lap or prospect of a pot of money, but it's really important that if we are going to begin to shift our folk us that we look at, is this the right thing to do, dootion it make sense, is the community growing in such a way that it makes sense for us as a whole organization to do this.

And how do we come together back with the board to get on the same page and look at, is this the right thing for us to do.
Talk about this with the board.

In terms of thinking about cessation planning, when we talked earlier about term limits and that sort of thing it's really important that we continue to look at how we are building a leadership bench in our Board of Directors.

It's fairly coming for boards to have or three-year terms some boards will allow the lead aren ship -- say the chair to serve extra time once they have moved into the chair position.

That's not always the case.

But it's really important that we are looking at how we are building the leadership bench, because all too often people get pulled on to boards and because they are, one, passionate.

Two, maybe have good relationship with the executive director, get put into positions of leadership maybe before they are really ready to do that in an organization.

That's not always the best thing for the organization.

It takes time to build the depth of knowledge that is important for board members to have to be the most effective board members that they can.

As I mentioned earlier, when you can stagger term limits and always be thinking about, who do I have in the wings to come on next.

Say, for instance, you have a good relationship with the corporation in your town, don't just be thinking about the person who is on your board now from that corporation.

But how be in conversation with that person say, who behind you in this corporation would be another person that could follow behind you on the board and be getting to know that person, have that person be getting to know the organization.

Because it's really important to have that continuity.

It's from a fundraising standpoint, we want to keep that relationship with the company.

But we also want to keep that relationship -- want to begin building that relationship with the person.

Because it's critical, it's very disruptive for those of you organization, is that are small who are on the call, we depend upon our board members as skewtive directors you know that there are not a lot of places that we can turn for advice so our board members become really, really important to us.

So having a good board that supports us is really, really important.

Having term limits, we've talked -- I know there's a question that we'll get to in just a little bit, about the founders syndrome.

All of us on -- all of us presenters I think would agree that having term limits is really, really important.

It's just best practices.
Sometimes it's very difficult for people who are founding board members to leave, but as Amy said, you know, there are ways that they can still remain involved but it is not really to the ultimate health of the organization to have long-term founding board members remain in an active role in the organization.

You need for the health of an organization to have those term limits.

And pretty much standard is -- two or three-year terms.

We are running out of time and we want to get to best practices -- I mean to questions.

Amy, do you want to wrap it up with --

>> Sure.

>> The final board meeting tips?

>> The board meeting tips obviously with expectations and responsibilities of the board to approve, for example, your annual budget, to do a review of the executive to, approve the audit, all of those things that are responsibilities.

One other thing to engage the board is the board learning.

How do you incorporate a new topic, for example, if you're going to do new programming -- a new program on trafficking, for example.

How do you get the board to come up to speed, not on the ins and outs of provide services to victims of trafficking.

But to understand what trafficking is.

Are there trafficking victims in your community?

How do you decide to make this decision to start doing trafficking work.

What are some of the common hits that we have about trafficking victims, for the board to have an understanding, even if it's basic, right, of some of the issues that are going on in your community.

You could also do board learning that is separate from content and more around responsibilities.

For example, if your board saying they they don't really understand how to read financials ub could do board learning on, you have your treasurer do board Americaning for the members on how to read financials, right?

It depends on where your organization is with that learning cone innocent makes the meetings less dry, less boring, right?

And everyone then is continuing to learn as the organization progresses.

As far as the committees go, again, essential piece, a lot of the work can be done -- especially meeting quarterly a lot of the work can be done in committee which can be very helpful.

Committees, especially if you bring in volunteers outside of the board like we talked about earlier.
It can be really great support for staff, right, to bring in new expertise, new connections, ideas, critical thinking.

Or if there is an area where you don't have a lot of expertise like social media or marketing, right?

A committee -- ad hoc committee or just regular committee can be a really great support for the staff, for your mission and way to keep board members engaged and involved.

So, I think from this, I wanted to say this last slide here, just few examples that we have from a tool kit. Governance practices which we didn't talk specific detail about.

All of the governance issues, but there's some tips for you there.

A contract, for example.

Different things that you need to know around fundraising, those some are examples for you and now open up for questions.

Lisa, do you have questions that have come through?

>> I have a lot of good questions.

Isabel, you mentioned -- Isabel and Amy you touched on this a little bit just ask one more time can you say more about the founders syndrome and what to do to prevent or intervene when it occurs?

You mentioned term limits and what not but any other tips and if you could explain it a little more.

>> Sure.

The founders syndrome, when you look at most non-profits in general and definitely within this base that we all work, in areas of domestic violence or sexual violence, trafficking.

All of those issues, usually the organizations are founded by somebody, an individual or a group of individuals or collective, who are very passionate.

They see a need in the community and they found an organization, traditionally how it goes.

And those are usually visionary individuals, people who have tons of passion and over the years that's really great what you need as start-up when you need those people involved -- usually volunteers, they are starting organization, no fund can, they're volunteers, oftentimes those founders are the founder will move into the Board of Directors role, in organizational history of being able to hire staff.

But what happens, it's really when the organization is at such a place that maybe they're going in a new direction that the founder didn't -- that the founder didn't anticipate or maybe the paid staff have a different style of leadership or style of working in the community, different than the founder.

Or the new staff members want to run the quote, unquote, business differently.

Maybe they want to create a hierarchical structure, right?
Or the founder wanted it to be corrective structure, could be lots of differences in the way in which the founder's vision for the organization is different than the staff.

So when you are at the -- especially if founder is still on the board.

It happens quite often, actually, there can be lots of conflict between the staff and the board especially the founder of the organization.

So, when it comes to a situation where it's very difficult, starting to get in the way of the success of the organization, I think it is about the board and staff leader coming together being able to have very honest conversation about this.

And valuing and verbalizing that value to the entire board of the founder, because you're all there because the founder had this idea, but that may be -- it would be time for the founder -- again this has to come from the board, if the board member -- if the founder is a board member this cannot the executive it has to be the board recommending this.

Maybe it's time then for the founder to lead -- to found an Emeritus board, for example.

Or advisory board for the organization.

It allows them to -- allows you as organization to be able to value the contributions of the founder and at the same time, understand that the organization has evolved in to such a place really that the founder now has has a different kind of role which could, for example, be advisory capacity or what not.

The relationship is critical you don't want to end that relationship, unless obviously it's very unhealthy which most of the cases, it isn't.

Usually just a different philosophy from the founding principles to where the organization has come.

I'm not sure -- hopefully that answers your question.

Next question.

This is a short one.

Should the board gifts be kept confidential?

Yes.

That does not need to be shared with anyone except the board, may be the skewtive director knows but finance person or the development member.

Board members don't need to know what each other gives and -- yes, it should be private.
This question comes -- organization is comprised of partners, like hospital, state agencies, et cetera, that pay partner dues, the board members are representatives of those entities, in other words, it isn't completely voluntary some people are there because they have to be there.

While everybody shares a passion for the mission, some are more enthusiastic about it than others.

So, we have one board member that donated a large sum of money, but then some don't contribute anything at all.

And to keep the organization as a funding partner you must have seat for them on the board.

The questions what is your advice when it comes to having assigned board members that represent a partner agency and it's not 100% voluntary board.

I think this could be a question that is applicable to even voluntary board members who just aren't very engaged any more.

Any tips on how to deal with

thaaa I think -- this is Amy.

I think starting out when you are recruiting board members, I think -- even -- I understand of having a partner organization like having a chair on your board, but I think having this expectation up front and stating that to people is really important.

So, one of the responsibilities, expectations that we have if you're going to come on to our board is that you make a personal financial contribution.

And really for me the bottom line is, Isabel references earlier when talking about this point. Funders are more and more asking, I do get this question as the executive.

What percentage of your board members give?

And so when you have to be able to say 100%.

That's very basic.

Why would you ask someone else, a community foundation or corporate foundation to support your organization when the leaders of your organization aren't supporting it, right?

So, putting that expectation out there right away when you're recruiting people, usually helps.

Now it doesn't help if you're in the current situation, right, of having half of the people giving or what not.

So, in this case specifically I would bring it and have it be large conversation at a board meeting.

And you being able to express the importance of why you need them to give.

The other thing when we talked about earlier about not having a minimum gift, because really something that is meaningful to the person, so a meaningful gift to a person who works another nonprofit, for example, that doesn't make a huge salary, a meaningful gift could be $25.
So, we're not talking about hundreds or thousands of dollars here, it's really about everyone contributing something to the organization.

Fuppeders are asking, it really is

important>> Great.

Another question.

What is your advice when the board states that they don't want the agency to focus on a certain population, such as human trafficking

survivor>> Isabel, do you want to respond or me respond and you add to

i>> Well, I was going to say, not knowing a lot of the context about what the organization serves already, there's a lot of stuff we don't know.

I mean, that would sort of -- that would be a big conversation, I guess, to have with the board to sort of discern what is going on there.

Is there a need in the community for that services there not -- what's the bigger picture of the community?

Is it a board, is it a specific board member?

Amy, please jump

i>> Couple of things come to my mind right away.

If your mission, again, always helpful to go back to your mission.

If your mission is about ending violence within your local community and your local community has human trafficking victims in it, right?

It's a mission question.

You have to support -- you have for able to serve human trafficking victims because they're a part of your community if again that's your mission.

The other piece -- really starting out with what your mission says if this falls in to it, which it should, I can't really say it wouldn't.

There's really no question.

The other piece is, programming, the way that I see it, programming is operation.

It's what I was saying earlier about strategic plan and board can give you -- setting strategic direction but then you are doing programming.

You as staff are implementing the programming.
So, doing a new program focused on a new population such as human trafficking victims is an operations decision.

So, that would be another way that I would enter in to the conversation.

This is a program operations decision, it falls within our mission.

We have the funding to do this.

You're making argument all the reasons why it makes sense.

Those would be couple of ways that I would talk about it I think with the board.

>>

Ye>> This is Mónica.

In terms of the topic of human trafficking especially for domestic violence and sexual assault organizations, it's important to also highlight the intersection.

Some organizations don't want to focus because it's a different topic, but there is an intersection.

That is another --

>>

Sorr>> Then there's other areas, LGBT organizations wanting to focus on DV.

Others wanting to do more outreach and focusing on community outreach and prevention, that's a conversation to have during strategic planning meeting as

wel>> Exactly.

>>

Ye>> I think we have time for one or two more.

Here is one question.

Hi, good to have you on.

Should the executive directors be board members?

We have seen that in other organizations, what is the benefit?

Is there

an>> This is Isabel.

I'm a member of my board, I'm a non-voting member but I'm a member.

I think that it is important just to be there.

Ye>> This is Amy.
I am not a member of my board.

So this is actually good because you're getting both sides, both perspectives.

The way in which -- psych they'll we did, I'm at all of the meetings, actually my senior staff I have at all of the board meeting as well.

Really our job is staff to report to the board, to answer questions.

To support them in any thinking that they're doing.

But we are -- I'm not a member of the board.

Again, I don't think there really is a best practice.

Lots of good arguments for being -- the executive being member also lots of good arguments for executives to not be a member of the board.

Goes back to again, what is the reasoning for it.

What are you trying to accomplish as executive raising that issue to the board chair.

For example, the cycle of the board can go into skewtive session which is a time that they have conversations without me.

Sometimes executive session could be conversation that they have with me there then I leave so, for example, if they're talking about my performance review, for example, they would go in to executive session where they're not taking the board meeting minutes.

We have a conversation about my performance review then I would step out of the meeting and the board would continue to have a conversation without me being present.

That is an example of when you're executive director and not a member of the board.

There really is different ways to do

i>> We do it similar.

We always have an executive session and I am present and no other staff is.

But if it's around my evaluation and that sort of thing, I leave the meet

in>> We have a question from actually one of our faculty members that's here with us today.

Her question is, does board giving include supporting events, sponsoring, et cetera.

It's a debate that she's encountered recently.

So board members, they support events but that's classified under event revenue and may not reflect in budgets of board giving.

What is your take on

tha>> Board members should support the events and board members should make a gift to an annual fund.
Board members unfortunately get hit up every time there's an opportunity to hit up a bore member. That's why I'm laughing because both.

They do need to make annual contribution then hopefully they are also able to buy a table at fundraising event or sell ten tickets, you do you know what pile saying?

They have multiple reasons to bring in money to the organization.

But it's not one or the other.

Great.

One more that I saw.

Can you say anything about board evaluations, selfie value waiks or what not?

>> This is Amy.

One of the things that we do at break the cycle when we're starting the fiscal year we sit down with the board and we ask them to have -- each individual board member what their goals are or the year, what they want to accomplish whether it be fundraising or other things.

Then towards the end of the year we go back and we sit down with them see if they have accomplished their individual goals then also what are they thinking about for the future.

That's about as much evaluation as we do at our organization.

There is a lot of value unit.

It is another tool to keep board members engaged.

Exactly.

I think we're going to wrap things up now.

Thank you so much for joining us today.

Please remember to fill out our evaluation which should pop up on your screen when you exit the meeting.

You can also access it by clicking on the link below.

Your feedback is very important to us and I want to thank you all for being here.

I want to thank you -- thank all of our fantastic speakers.

The file is available for download, the power point slide is in the book titled "Files to" we'll send e-mail out to everyone with the link to this entire recorded session.
It will have the closed captioning, it will have the chat function, it will have audio so please feel free to share this with your colleagues and your board members.

So, thank you again everyone.

Have a great rest of the day.

>> Thank you.