



Board Chairs Get Ready for the New Year!

December 9, 2024

About DANA

Mission: To Shape and Advance the Conditions and Systems that Empower Nonprofits to Amplify their Impact in Delaware

- ☐ Advocacy
- ☐ Capacity Development (information, resources, workshops, mentoring, consulting)
- ☐ Networking/collaboration facilitation

Provide Guidance to Nonprofits

- ☐ Engaged & Effective Nonprofit Boards
- ☐ Sustain their Organizations
- ☐ Strengthen Leadership Capacity

An alliance of 550+ nonprofits, foundation, & business partners

Thank you to DANA Alliance Partners

LONGWOOD *foundation*

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Agenda

- ❑ Board Chair Performance Expectations
- ❑ Setting Clear Engagement Expectations.
- ❑ Strategies to empower and engage your board
- ❑ Running Impactful Board Meetings
- ❑ Effective Executive and Board Evaluation
- ❑ Building a Succession Plan for Board Leadership

Community Ownership

- Government gives tax-exempt status for charitable revenue as “profit” is invested into community benefit
- Community is required to resource nonprofit
 - Donations
 - Patrons
 - Customers
 - Volunteers
 - Advocates
- Nonprofit accountable to community



The Board of Directors

A Collective Leadership Body that ensures..

the assets they shepherd...

are being invested effectively and efficiently....

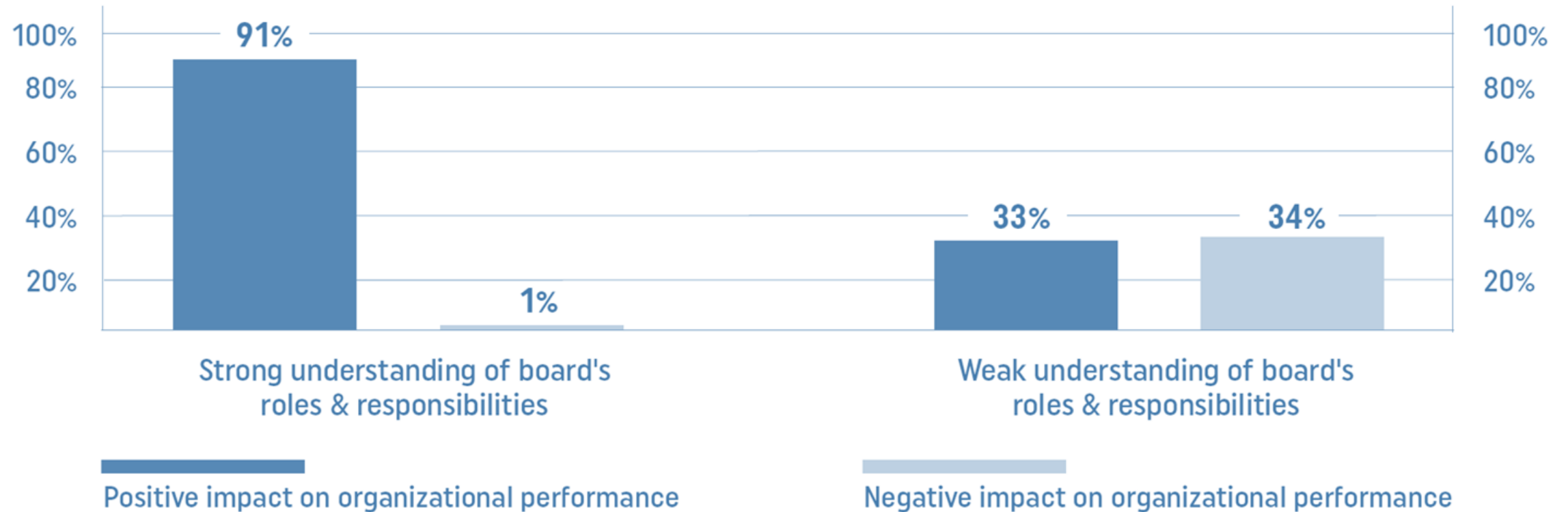
to advance the organization's intended community outcomes...

in a way that is viable today and into the future



Strategy – Oversight – Resource Provision

EXECUTIVE PERCEPTIONS OF ROLE UNDERSTANDING AND THE BOARD'S IMPACT ON ORGANIZATIONAL PERFORMANCE



The Board Chair Holds Different Roles

- ☐ Leader
- ☐ Manager
- ☐ Facilitator
- ☐ Partner

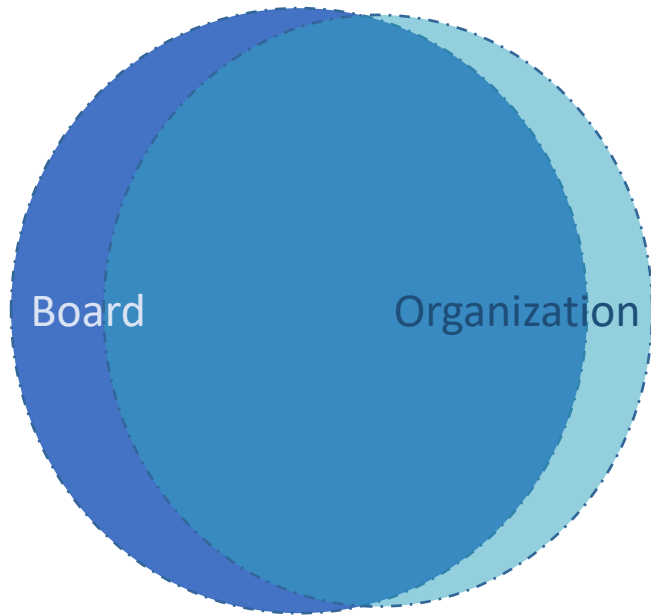


Is there a position description with performance expectations available for reference?

Role Is Influenced By Stage of Development

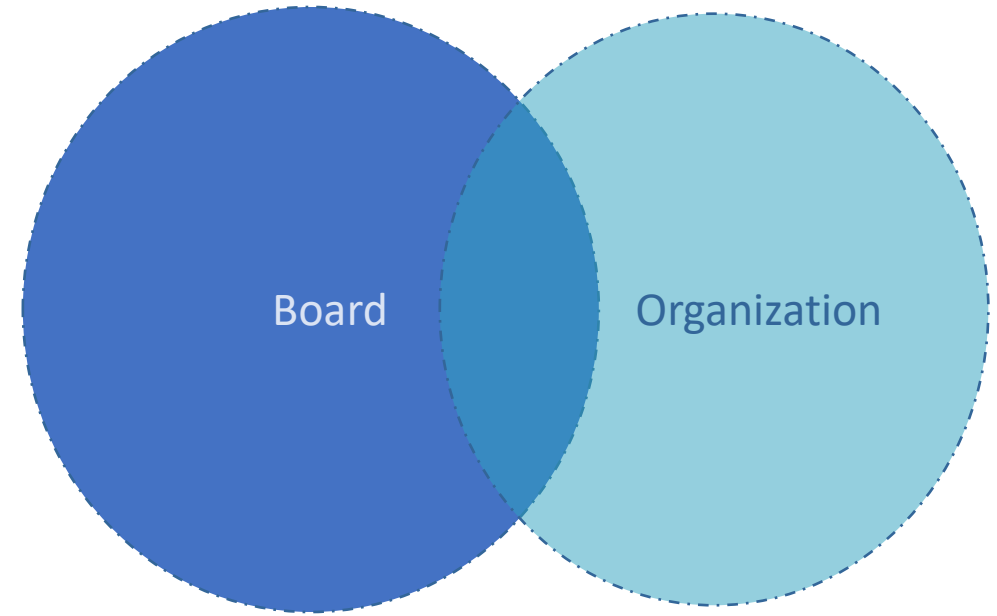
Start Up:

Board President and Organizational Leader



Growth:

Board Chair in Partnership with an Executive



Understand Distinction between Governance Leader and Operational Leader

Bylaws – Board Chair's Guidepost

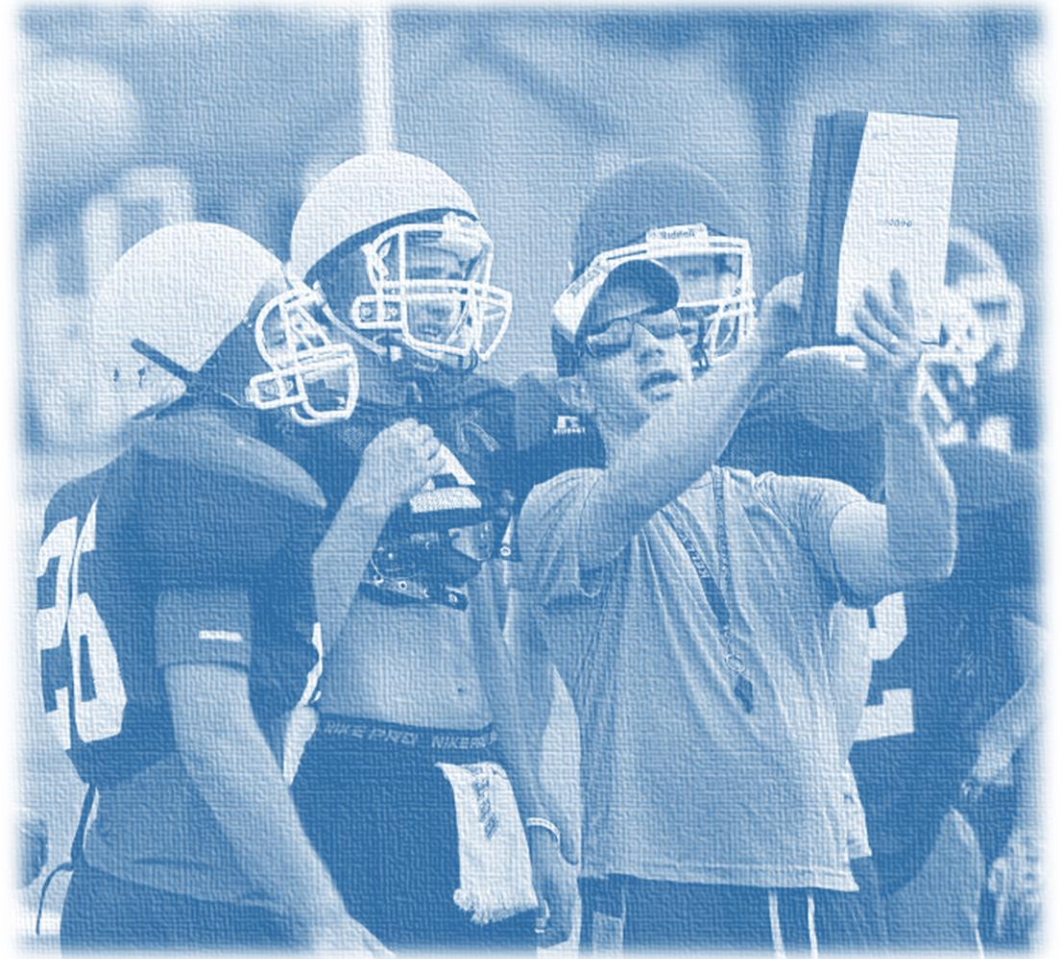
- ☐ Purpose of the Organization
- ☐ Membership
- ☐ Composition & Conduct of the Board
- ☐ Officers
- ☐ Committee Structure
- ☐ How decisions are made & who has authority
- ☐ Indemnification



Board Chair Expectations - CEO % rate as Excellent

- ❑ 48% - Fosters an environment that builds trust among board members
- ❑ 34% - Encourages board members to frame strategic questions
- ❑ 25% - Ensures there are clear expectations of board service
- ❑ 33% - Is able to resolve conflict, build consensus, and reach compromise to enable the board to move forward
- ❑ 35% Ensures decision-making is shared among all board members

Great boards are
great teams



The Board Chair as “Coach” to the Board Team

- ❑ Builds trusts among Directors
- ❑ Sets Expectations on Performance
- ❑ Outlines roles and responsibilities for each “game”
- ❑ Gives specific guidance for certain roles
- ❑ Expects board members to be prepared and ready to “play”
- ❑ Wins and loses together
- ❑ Reviews successes and failures to improve



What does success look like for your board in 2025?

- Engagement targets/project attainment/recruitment/succession
- Discuss at first board meeting
- Write them down
- Review periodically progress towards achievement

Social Time Matters for Board Effectiveness

	No social time	0.5 - 2 hours	Overall Average	2.5 - 4.75 hours	5 - 7 hours	8 - 10 hours	Greater than 10 hours
Success is celebrated on the board	3.67	3.89	4.14	4.23	4.34	4.39	4.39
The board encourages higher performance from its members and from the organization	2.99	3.40	3.53	3.65	3.80	3.66	3.50
Board members take collective responsibility for failures and mistakes	2.85	3.21	3.35	3.49	3.55	3.53	3.35

Factors that Influence Board Engagement

□ **Their Role**

- Understanding their role
- Understanding expectations
- Confidence in performing the role
- Interest in and passion of the role

□ **Their Attitude**

- Obligation vs Passion
- Desire to learn new things
- Relationships
- Curiosity



Factors that Influence Engagement

❑ Feeling Valued

- Listen to their ideas
- Recognize their accomplishments
- Ask them for their help

❑ Being Connected

- Share a story of mission success
- Talk/email outside of board meetings
- Celebrate full board success



Managing the Meeting

Average Annual Meeting time

19.5 Hours

7.5 meetings

What % of time is spent reviewing
the past vs the future?

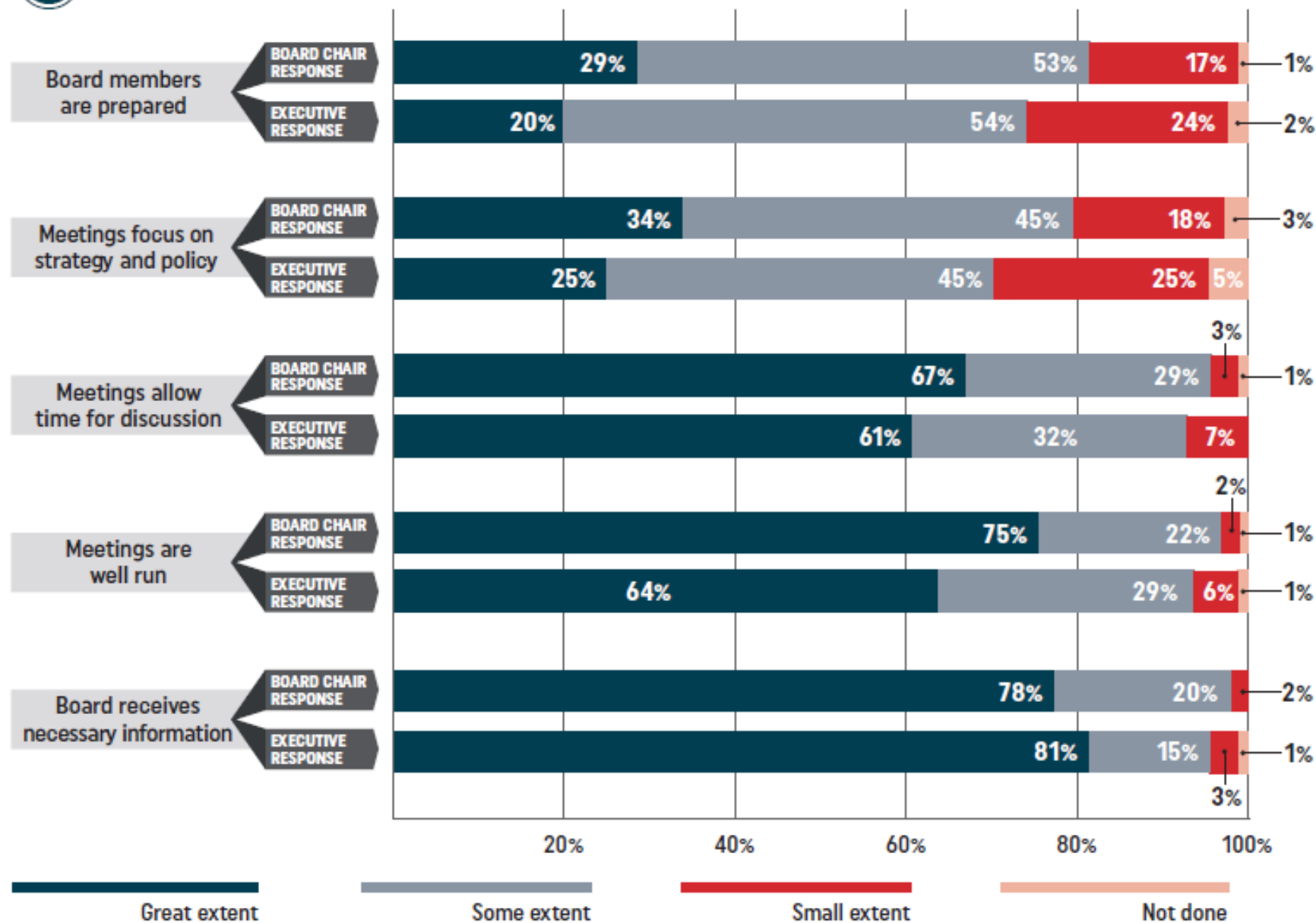


Help the Board Stay Organized - Create A Board Calendar

- ☐ Board meeting dates – including annual retreat
- ☐ Annual meeting - annual budget approval, election of offices, evaluation of strategic plan progress
- ☐ Annual Review/Decisions – 990, Audit, Executive Evaluation, Board Evaluation, Board Giving Attainment
- ☐ New board member orientation
- ☐ Date for performance review for Executive Director and Board
- ☐ Special fundraising/program event dates
- ☐ Times for policy review to ensure they are up to date & compliant

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INDICATORS OF BOARD MEETING QUALITY



DATA - A STANDARD FOR EXCELLENCE TRAINING

Planning for the Meeting

Set Agenda based on Desired Outcome

- ❑ What decisions must be made?
- ❑ What information is required?
- ❑ What Discussions to guide future work?
- ❑ What background is helpful?



Planning for the Meeting

What is Required vs What is Desired

☐ Required

- ☐ Approval of prior board minutes

- ☐ Board Decisions

☐ Desired

- ☐ Mission Time/Board Team Building

- ☐ Education

- ☐ Progress Reports

- ☐ Strategic Conversation



While 78% of CEOs indicated that there is a formal strategic plan or framework for the organization, when asked what the board's impact is on defining strategic priorities, only one third of executives and half of board chairs reported the board's impact as very positive:

Setting the Agenda

- ☐ Co-developed?
- ☐ Know what is required vs what is desired
- ☐ Written vs Verbally Information(Consent Agenda)
- ☐ Celebrations of success and lessons learned
- ☐ Future-oriented vs past
- ☐ Team building
- ☐ Performance Review & Measures of success (org/CEO/board)



- ☐ Put most important issues at the beginning
- ☐ Spend most time on most important issues
- ☐ Executive Session

Mission Statement: Reminds Board Members Why the Organization Exists
Vision Statement: Reminds the Board of the Transformative Community Impact they wish for the Future

Board of Directors Meeting

Date and Time

Location and Address

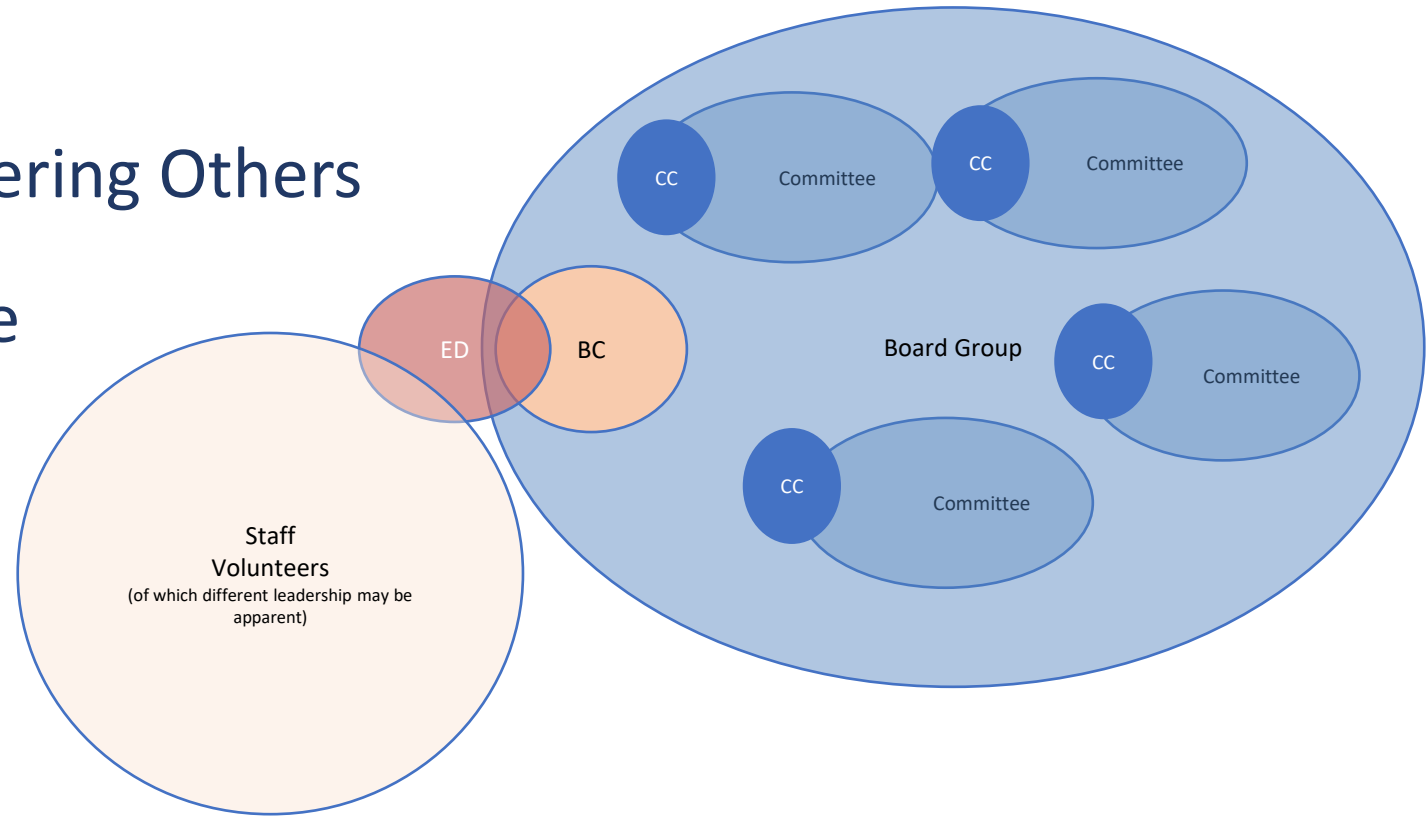
Call-in or Video Link

Agenda

Welcome	Board Chair	
State of the Organization/Mission Example	Executive Director	5 min
Consent Agenda	Board Chair	5 min
Financial Reports	Treasurer	10 min
Board Votes & Discussion (see packet for details)		15 min
<ul style="list-style-type: none"> Committee Plan for New Project Audit and 990 Board Officer Slate 	Facilities Committee Chair Audit Chair Governance Committee Chair	
Board Education – Government Issues	Staff Member	15 min
Strategic Discussions		45 min
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Board Executive Session		20 min
With CEO to discuss legal issue Without CEO to discuss CEO compensation		
Meeting Adjourned		Target Time

Sharing Leadership requires intentionality

- ❑ Sharing Power
- ❑ Understanding Roles & Empowering Others
- ❑ Holding each other Accountable
- ❑ Potential for Succession



The Important Relationship between Board Chair and CEO

- ❑ Plan Transition from one Board Chair to Another
- ❑ Onboard the CEO
- ❑ Establishing relationship parameters
- ❑ Partner vs Coach vs Supervisor
- ❑ Evaluation Process & Executive Compensation
- ❑ Succession Planning



“the single best sign of a healthy nonprofit is a strong relationship between the Board Chair and the CEO” - Joan Garry

The Board's Behavior Influence CEO Job Satisfaction

FACTORS IMPACTING CEO JOB SATISFACTION			
	Board's Impact on the CEO's Job Satisfaction is...		"Gap" between rating of factor for boards having a positive vs. negative impact
	Positive	Negative	
The amount of money that the board raises for your organization.	14%	41%	27%
The extent to which the board adds value and perspective as a part of strategic conversations.	47%	28%	19%
Your working relationship with the board chair.	32%	16%	17%
The extent to which the board allows you to lead your organization autonomously and independently.	35%	20%	15%
The extent to which the board sees their responsibility for the success (or failures) of your organization.	27%	36%	9%
The extent to which the board sees CEO as responsible for the success (or failures) of your organization.	13%	19%	6%
The amount of money that the board gives to your organization.	2%	7%	5%
The extent to which the board understands the distinct roles of the board and staff.	28%	30%	2%

Executive Evaluation: A Mutual Process

- ☐ Evaluation Philosophy
- ☐ Agreement on evaluation process
- ☐ Clarity of expectations
- ☐ Aligned understanding of what success means
- ☐ Board's Role in CEO's success
- ☐ 360, self-evaluation



Board Evaluation: A Mutual Process

- ☐ Evaluation Philosophy
- ☐ Agreement on evaluation process
- ☐ Clarity of expectations
- ☐ Aligned understanding of what success means
- ☐ Executive/Staff Input
- ☐ Individual members, Board as a whole, Board leadership



Ensure Board Sustainability

- ❑ Understand Leadership Capacity Need within the board
- ❑ Prepare for leadership transition: Board, Committee and CEO
- ❑ Identify process for selecting successor
- ❑ Determine who is responsible
- ❑ Develop training opportunities before transition
- ❑ Onboard new leaders for success



The Board Chair Sets the Tone for Performance and Improvement



❑ Evaluation leads to questions:

- What lessons have we learned?
- What do we need to stop doing?
- What can we do better?

❑ Answers can create a plan:

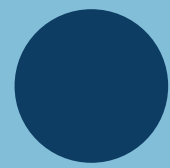
- What skills/systems are needed?
- Who can help us get these improved?
- How do we measure success?

❑ Follow through to make it happen:

- Who will lead make this happen?
- When will we ask for updates?

How to Get Started

- ❑ Review Roles/Responsibilities of the Board/Affirm Charters of Committees
- ❑ Ask the board their thoughts on how the meeting could improve
- ❑ Facilitate a discussion on what board performance for 2025 should look like
- ❑ Add a Consent Agenda – moving most important discussions to the beginning
- ❑ Ask the board what type of strategic discussions they would like to have
- ❑ Plan the next meeting with outcomes in mind



Thank you

Contact: Sheila Bravo
sbravo@delawarenonprofit.org