



Advancing Philanthropy Worldwide

CARTER



Leveraging a Strong Board/Staff Partnership

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FAM

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**THE
BISHOP**
Museum of
Science
and Nature



Welcome and introductions!

Today's Agenda

- ▶ Leading Practice thoughts
- ▶ Our thoughts
- ▶ Your thoughts





The Leadership

High Performing organizations are led by a board chair and CEO committed to a constructive partnership built on:

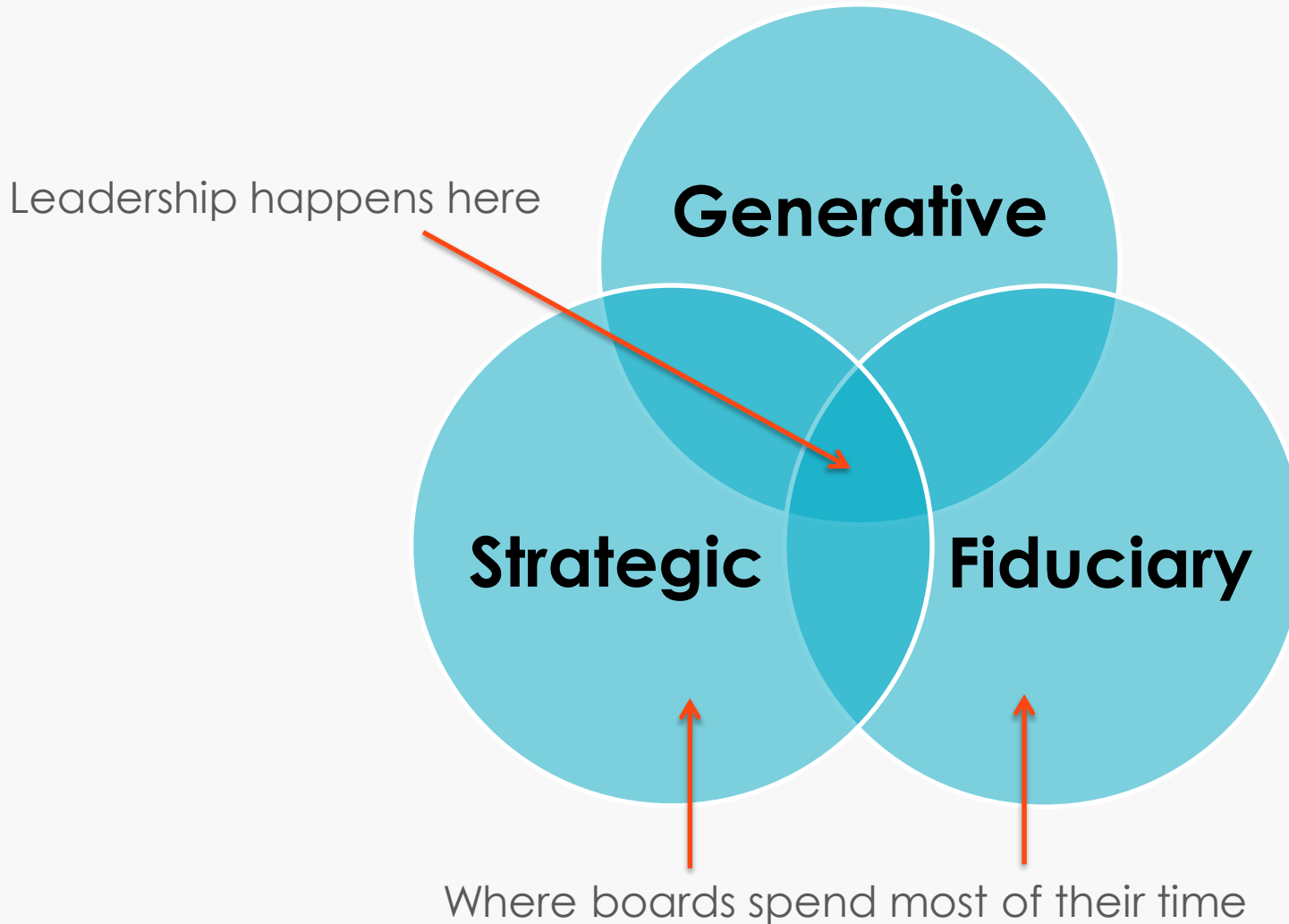
- ▶ a shared understanding of mission and vision,
- ▶ reciprocal communication
- ▶ mutual trust, respect, and support for each other and the partnership.

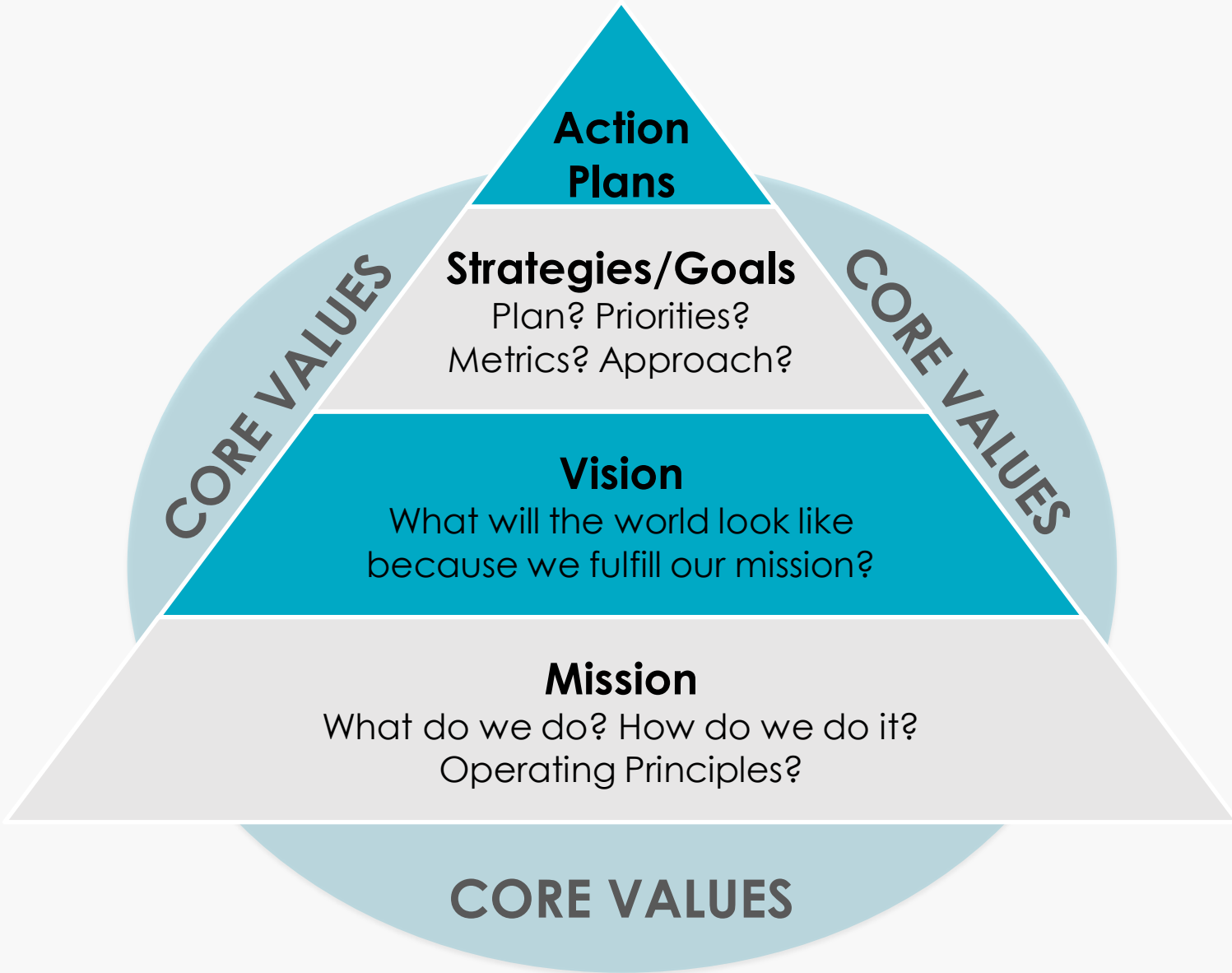


Clarify roles and responsibilities



Three Board Roles







Role of the Board

As a Collective Unit

- ▶ Lead strategically
- ▶ Ensure financial sustainability
- ▶ Ensure fundraising resources
- ▶ Be an ambassador
- ▶ Support the chief professional officer
- ▶ Ensure healthy governance





Individual Board Member Responsibilities

▶ Duty of Care

- Participate actively in making decisions
- Exercise best judgment in decision making
- Stay informed; prepare for and attend all board meetings

▶ Duty of Loyalty

- Put interests of the organization before personal and professional interests when acting on behalf of the organization

▶ Duty of Obedience

- Ensure the organization complies with the applicable federal, state, and local laws and adheres to its mission



Basic Board Responsibilities

- ▶ Set the mission and vision
- ▶ Select, support and evaluate the chief professional officer
- ▶ Ensure effective organizational planning
- ▶ Ensure adequate resources
- ▶ Manage resources effectively
- ▶ Adhere to legal and ethical standards and norms





Basic Board Responsibilities (continued)

- ▶ Determine and monitor programs and services
- ▶ Enhance the public image
- ▶ Serve as ambassadors
- ▶ Assess their own performance
- ▶ Evaluate needs and recruit new board members

Set Direction...Ensure Resources...Provide Oversight



Staff's Role

- ▶ Staff assist the chief executive in efficiently implementing the Board's directives within the strategic plan and annual budget parameters and in a manner consistent with all organizational policies





Staff

- ▶ Use their expertise to implement the mission
- ▶ Help the CEO develop materials to educate the Board and donors about the organization's work
- ▶ Provide informative reports to the CEO
- ▶ Create dashboards to help the Board evaluate organizational effectiveness
- ▶ Support work of Board Committees (as assigned by CEO)
- ▶ Respond to board inquiries through the CEO



Role Activity





Role Activity

Whose Role Is It?

- What are the responsibilities of the Board?
- What are the responsibilities of the CEO/staff?
- What responsibilities are shared?

▶ In your small group, assign each responsibility into one of the three categories:

- Board
- CEO/Staff
- Shared



BOARD

Hire & Delegate Daily Operations to CEO/Evaluate

Select Board Members

Ensure Thorough Education of Board Members

Approve Mission & Vision/Strategic Plan

Adopt Organizational Policies

Review/Approve Budget

Assess Org's Achievement of its Goals

Assess Board Performance

CEO/STAFF

Operationalize the Strategic Plan

Hire/Evaluate Staff

Enforce Policy

Manage Fiscal & Program Resources

Develop New Programs

Create the Budget

Provide Board with Information for all Informed Decisions

Liaison Between Board and Staff

Media Relations

SHARED

Fundraise

Schedule Strategic Planning

Generate Organizational Values

Thank Donors

Set Board Meeting Agenda

Advocacy

Board Training

Board Information System

Legal Obligations for Operations

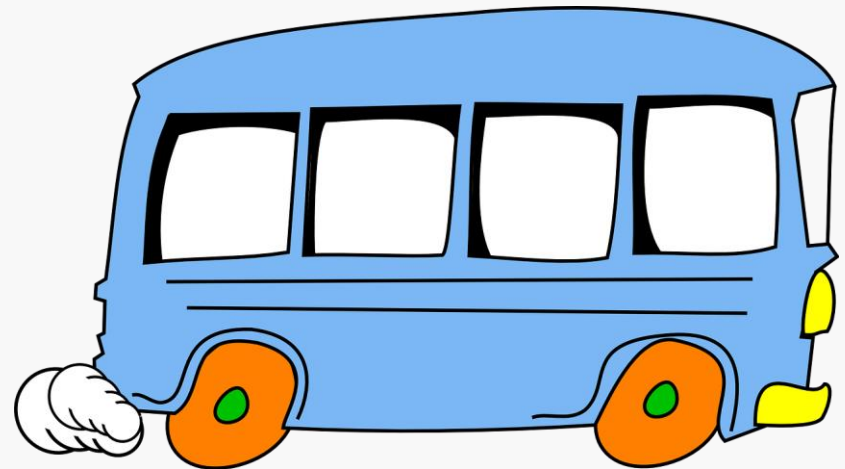
The WHO Matters



Board and Staff Composition Matters

- ▶ Right people in the right positions, with the right mission....

Success is within reach!!



Intentional Board Building





Year-Round Board Development

- ▶ Create a pipeline of prospective board members
- ▶ Develop cultivation and recruitment plans
- ▶ Understand the unique purpose of each new board member
- ▶ Construct a thorough board member orientation
- ▶ Offer new board member mentoring
- ▶ Make continued board training a priority



Board Governing Documents and Structure Matter



The Board Management

- ▶ Smart bylaws
- ▶ Utilize term
- ▶ Expectations for the board and individuals
- ▶ Board engagement agreement
- ▶ Build the team
- ▶ Use your committee structure for the work
- ▶ Embrace strategic planning together
- ▶ Use a consent agenda and allow for generative and **strategic discussions regularly**

Staff Role in Board Development



Mission Matters

Cultivate the board's passion for the mission

- ▶ Share the organization's accomplishments, emerging trends
- ▶ Inspire personal meaning in the mission
- ▶ Let them experience the mission in action
- ▶ Have them talk to people who have experienced the mission
- ▶ Lead by example



Know the Organization

Inspire confidence by learning and understanding

- ▶ Share the organization history
- ▶ Keep former board close to help tell the stories
- ▶ Understand the Organizational Culture
- ▶ Establish a learning culture
- ▶ Scan the external environment for changes and opportunities
- ▶ Use strategic planning as an opportunity to refine culture and values.



Inform and Communicate

- ▶ Information is everything-critical intellectual asset
- ▶ Gather high quality and relevant information and share with the board
- ▶ Prepare the board for making the right decisions



Board/CEO Partnership Summary

The Board as an asset:

- ▶ It takes a village-many brains
- ▶ Nurture leadership and interest
- ▶ Discover everyone's value and maximize
- ▶ Partnership is interdependent-sets the tone for all





Prepare for Transitions

- ▶ Board member pipeline-build the best team!
- ▶ Succession planning for CEO and Board Leadership





To Summarize



Characteristics of a Successful Board/CEO-Leadership Partnership

- ▶ Trust
- ▶ Collaboration
- ▶ Division of labor
- ▶ Agreed on processes for communication
- ▶ Clear expectations
- ▶ Strategic thinking
- ▶ Culture of candor





Characteristics of Effective Boards

- ▶ Plan appropriately and provide ongoing education
- ▶ Establish realistic goals
- ▶ Allocate sufficient resources to achieve plan goals
- ▶ Actively participate in the fundraising process
- ▶ Require accountability
- ▶ Recruit board members based on identified gaps
- ▶ Use the Board's interest, intellect, influence and engagement





Characteristics of Great Board Members

- ▶ Appreciate the fundraising role of the Board
- ▶ Can tell their own personal story
- ▶ Know the metrics
- ▶ Are active leaders
- ▶ Are donors themselves
- ▶ Are educated enough to talk to the mission
- ▶ Understand donor moves management
- ▶ Have a vested interest in helping with fundraising
- ▶ Hold themselves accountable



Questions? Comments?

Thank you for participating today!