



Advancing Philanthropy Worldwide

CARTER



Building Board Leadership From Recruitment to Term End



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Presented by:

Rob Overton
Brynne Anne Besio, CFRE

ED/UWF Historic Trust
Managing Director, Carter Global



Intro

- ▶ Who we are and our experience
- ▶ Who are you and your type of Museum (private nonprofit, public-private partnership)



Today's Agenda

- ▶ Overview of Leading Practices in Governance
- ▶ Building boards with intention
- ▶ Continuing education
- ▶ Building the leadership paths
- ▶ Team building
- ▶ Culture of Inquiry



The Board is the.... Brain trust





What is Board Governance?



- ▶ To steer or guide
- ▶ Not implement or execute

With the integrated combination of

- Systems
- Guidelines
- Processes

to make decisions, hold decision makers accountable, and take action.



Board Governance Principles

- ▶ Every organization's governing board will only be as effective as its individual members.
- ▶ The level of expectation for board members is consistently articulated by the organization and its leaders.
- ▶ Board members know and understand their legal obligations as an individual and as a
- ▶ A well-balanced and functioning board depends on the sustained diligence of the **Governance Committee.**



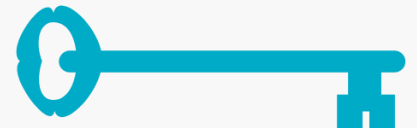
Great Boards: Key Concepts

Organizations become more effective with...

- ▶ Increased board effectiveness
- ▶ Ongoing board development
- ▶ Clarity surrounding roles

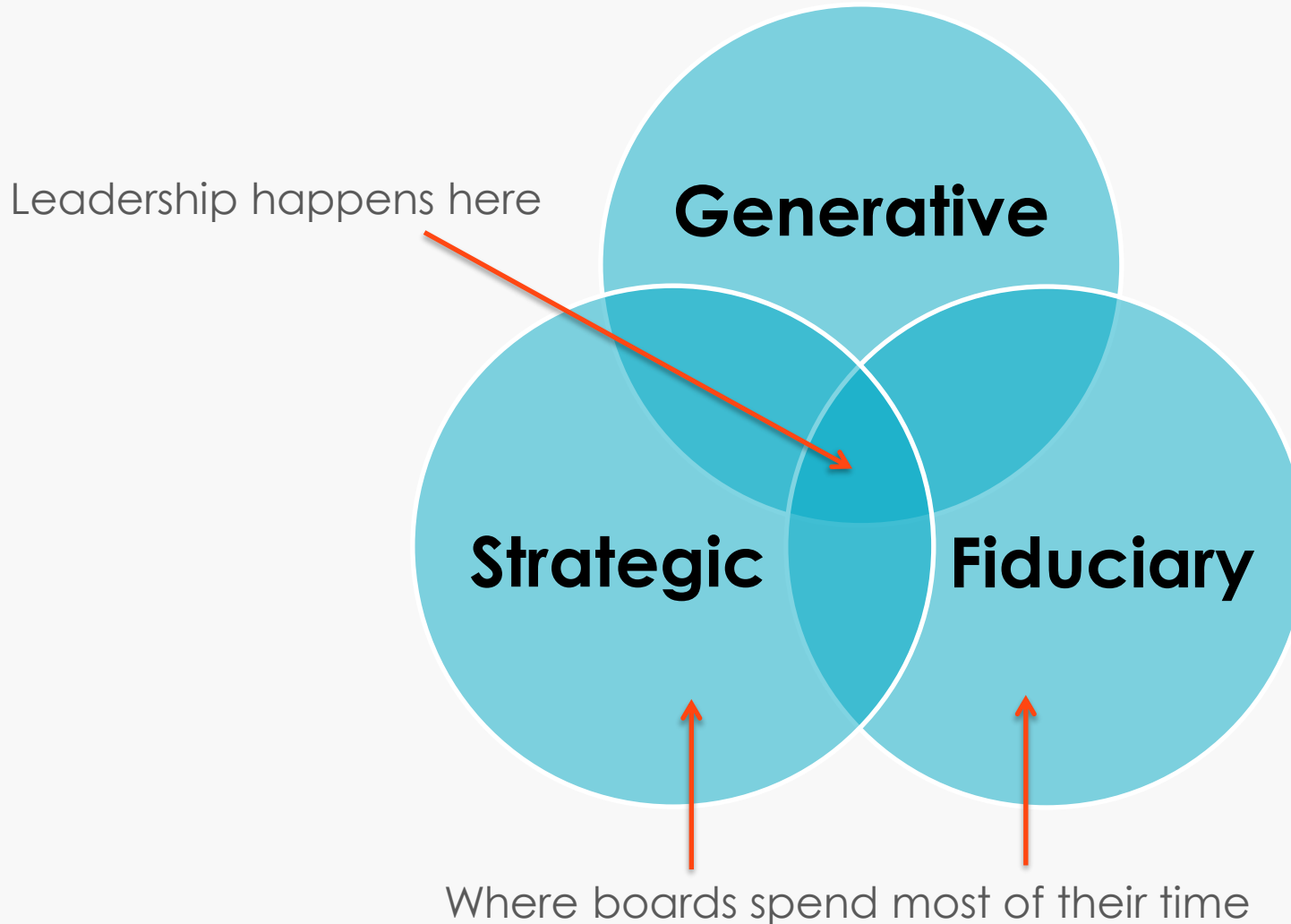
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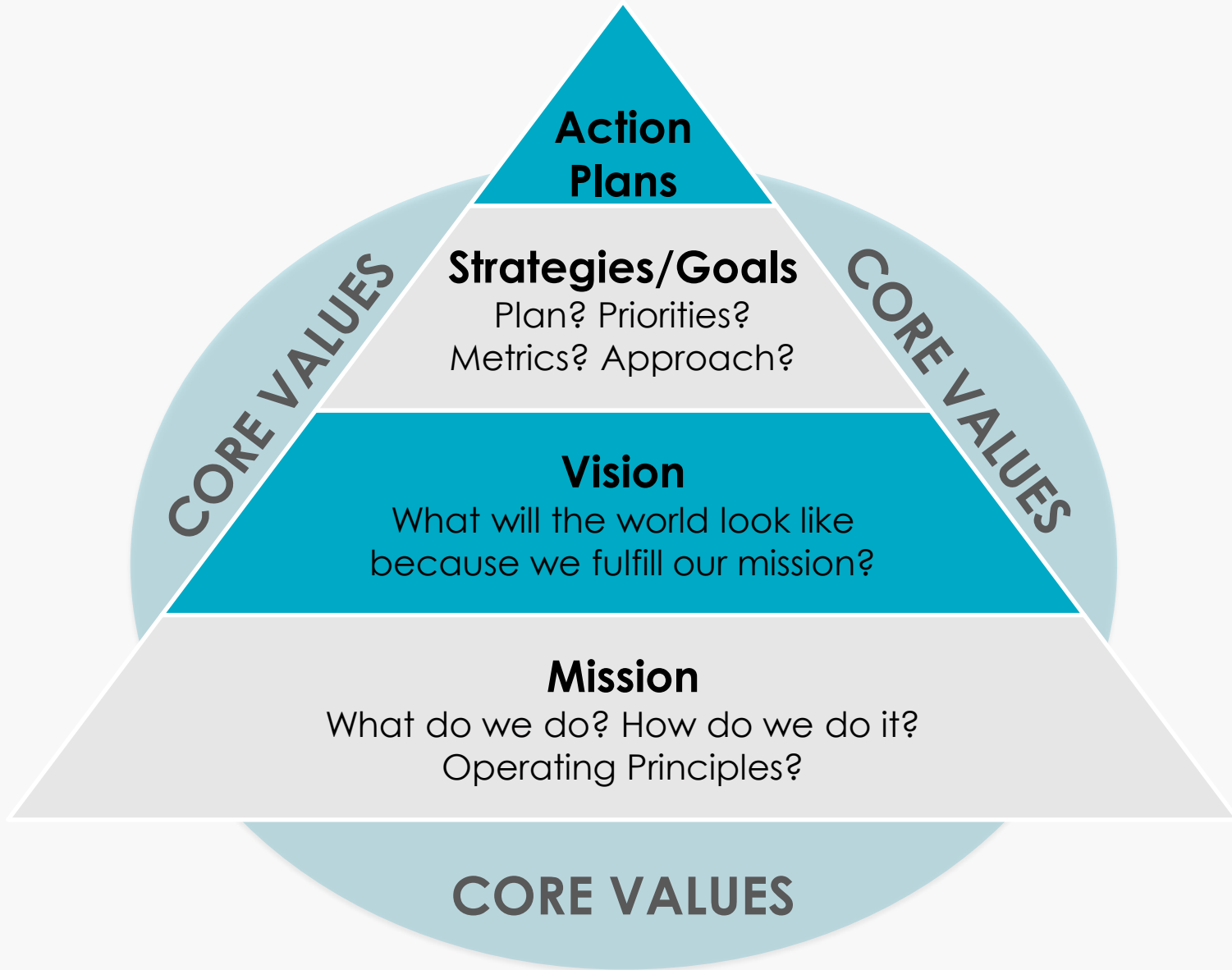
- ▶ Governance structures that change with the stages of the organization's lifecycle





Three Board Roles







10 Basic Responsibilities for Boards

▶ Set Direction

- Determine mission and vision
- Ensure effective planning (i.e., goals/strategic plan)

▶ Ensure Necessary Resources

- Hire capable executive leadership (CEO)
- Manage resources (i.e., Financial oversight)
- Promote positive public image
- Build a competent board

▶ Provide Oversight

- Monitor and Evaluate Programming for Impact
- Legal and moral (ethical) oversight
- Evaluate the Chief Executive
- Assess its own performance





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



BOARD

- Adopt Organizational Policies
- Hire and Delegate Daily Operations to ED/CEO
- Evaluate CEO
- Govern themselves-
- 1. Select & Train Board Members
- 2. Assess their performance
- Determine Mission & Vision
- Approve Strategic Plan
- Review/Approve Budget

CEO/STAFF

- Hire & Manage Staff
- Operationalize the Strategic Plan
- Enforce Policy
- Manage fiscal & program resources
- Develop new programs
- Create the Budget
- Media Relations
- Liaison between Board and Staff
- Provide Board Information

SHARED

- Fundraise
- Schedule Strategic Planning
- Generate Organization Values
- Thank Donors
- Set Board Meeting Agenda
- Advocacy
- Legal Compliance
- Board Training and method of delivery

Intentional Board Building





Board as the roots of your community:

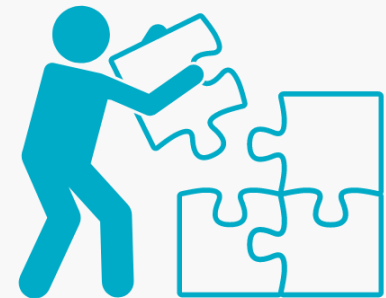
- ▶ Reflect the demographics of your Museum Community
- ▶ Serve as a link to that community
- ▶ Have a passion for the mission
- ▶ Have connection to resources
- ▶ Bring their expertise to moving the strategic plan forward



Best Governance Scenario: One Continuous Cycle with 3 Interconnected Phases

- ▶ Strategic recruitment
- ▶ Effective engagement
- ▶ Intentional revitalization

Who does this work?-Governance





Board Building Cycle



Before

- Identify board needs
- Cultivate & Recruit

On Board

- Orient
- Involve & Educate

Over Time

- Evaluate, Rotate & Celebrate!



Board Composition

What do you have vs. what do you need?

- ▶ What relationships do you need to take your organization forward to meet the strategic goals?
- ▶ What skills do you need?
- ▶ What connections in the community/region?
- ▶ Who are better outside advocates or those who inspire...



A Strong Board Begins With Its Members

- ▶ Passion and commitment for the mission
- ▶ Diverse backgrounds
- ▶ Mix of leadership/personality types
- ▶ Skills and expertise
- ▶ Connections to community and resources
- ▶ Engaged and prepared
- ▶ Focus on strategy and oversight and not operations



Board Profile Tool-Who you have

- Create a current Board profile tool
 - Diversity (age, gender, race/ethnicity)
 - Geographic residence
 - Career/Employment history (entrepreneur, salaried professional)
 - Spheres of influence (country clubs, service clubs)
 - Skills and abilities
 - Mission-related experience
 - Mission-related interests
- Identify gaps to understand who you need



Strategic Plan-Defines who you need

- What are the organization's long-term goals?
- What resources are defined as needed to accomplish the goals?
- What relationships do you need to accomplish the goals?
- What skills and knowledge need to be in the Board brain trust?
- Is board development part of the plan?
- Does the board have a role defined and accountabilities?



Example Strategic Goal and what might be needed to move the goal forward.

▶ **Strategic Goal #1**-YOUR ORG will be on solid financial footing having established a sustainable fundraising program, including an endowment plan, and explored other earned income revenue opportunities.

▶ **Board Skills/Knowledge of value to look for:** Nonprofit financial management, Extensive fundraising experience, active board member experience, corporate execs with access to company foundations or marketing funds (like banking), people with connections to wealth/resources who have a passion for YOUR ORG's Mission.



Where do you find candidates?

- ▶ Members
- ▶ Donors
- ▶ Community leaders
- ▶ Corporate investors in your organization
- ▶ Academic partners
- ▶ Event committees
- ▶ Advisory Committees
- ▶ Affinity groups

Engagement & Education





Engagement/Education

- Thoughtful onboarding
- Immersion in your mission
- Activate early and often (committees, task forces)
- Provide on going education (Museum moments) in board meetings
- Help them build their own stories of the impact of your work.
- Encourage them to bring people to the Museum
- Help them be proud of the work of the Museum

Do you have a board engagement plan for each member?



Effective Board meetings-Utilize the brain trust

- Is there productive & relevant strategic discussion each meeting?
- Is fundraising discussion a part of every board meeting?
- Are board candidates discussed at every board meeting?
- When operations needs advice are board members with the expertise asked to advise?

Leadership





Leadership

- ▶ Critical for successful boards to have many with leadership skills
- ▶ Training alone does not work- seasoned members must model behavior for the rest of the board
- ▶ Ensure they get leadership experience
- ▶ Build a pool of leaders so succession planning can be actually planned and not a reaction to someone leaving



Building the Leadership Path

Recruitment thru First Year

Name submitted to Gov Committee by a Board member

Candidate invited to an Org event by Gov Chair, meet board members

Gov recommends, voted on the Board

Orientation with Gov. Committee and Staff

Board chair meets with her on her engagement plan.

Assigned to Ad Hoc Committee on Fund Development

Attends all board meetings and events, shows leadership potential

Year 2 and 3

Year 2

In review with Board Chair, plan for more involvement

Asked to run an ad hoc strategy exploration committee.

Assigned to Governance Committee and continuation of Ad Hoc position on Fund Development.

Year 3

Third year-new committees: asked to be on Finance Committee and Exec Board

Year 4 and 5

Year 4

Serves as Treasurer. Finance chair, Exec Bd

Year 5 and 6 Gov. nominated her as Chair, voted in and she holds the position for two years.



How do you build your board leadership?

Group discussion

Board as a Team





Essential Team Elements

- ▶ Culture of Trust and Loyalty
- ▶ Managed Power Dynamics
- ▶ Culture of Inquiry
- ▶ Culture of Innovation
- ▶ Transparency



Build a Team Culture

- ▶ Have the right people in the right seats with:
 - Individual attributes you seek (honesty, respect, humor, etc)
 - Good interpersonal skills (communication, plays well with others)
 - Group process skills (facilitation, consensus building, conflict resolution)

- ▶ Utilize a mentorship program with seasoned board intentionally modeling the behavior the board expects

- ▶ Encourage interaction among members at a personal level-dinners, lunches

- ▶ Hold regular strategic discussions



Build a Team Culture

- ▶ Encourage problem solving
- ▶ The Leadership models great communication
- ▶ Keep the board up to date on org. knowledge-ensure institutional knowledge transfer.
- ▶ Create a board mission statement that shows their common purpose.
- ▶ Create annual goals for the board
- ▶ Break into small groups to discuss issues (small groups encourage people to speak up)

How do you build team?

Group Discussion



▶ **Questions? Comments?**

▶ **Thank you for participating today!**