



Session Two: Governance and Strategic Planning



Board Governance

What is Board Governance?

- Nonprofit organizations are governed by a volunteer Board of Directors, who are legal guardians of the organization
- They are granted the Authority to make decisions on behalf of the organization and must be accountable for organization performance.
- Boards have a responsibility to the Mission of the organization.

Governance vs. Management

**Governance determines the "What",
creates the vision.**

Management determines the "How".

Essential Practices

- Meeting Attendance. Every board member must make it a priority to attend all board meetings and to miss a meeting only under exceptional circumstances.
- Term Limits. Regular turnover among board members encourages the board to pay attention to its composition, avoid stagnation, and provides a respectful and efficient method for removing unproductive members.

Recommended Practices

- Strategic Board Recruitment. The board must be strategic about member recruitment and define an ideal composition based on the needs/priorities of the organization
- Strategic Planning. The Board must take an active role in developing, approving and supporting organizational strategy.
- Budget Approval.
- Chief Executive Job Description. Develop a written job description and define annual expectations with the CEO.
- Chief Executive Evaluation. The board must evaluate the chief executive's performance annually.
- Audit. It is the board's role to select the auditor and meet with them in an executive session without staff present to discuss the results.

The Board Chair and Chief Executive Partnership



Governance and management complement and support each other-together focused on mission through different perspectives and actions.

5 Steps to a strong CEO Board Chair Relationship

From Joan Garry

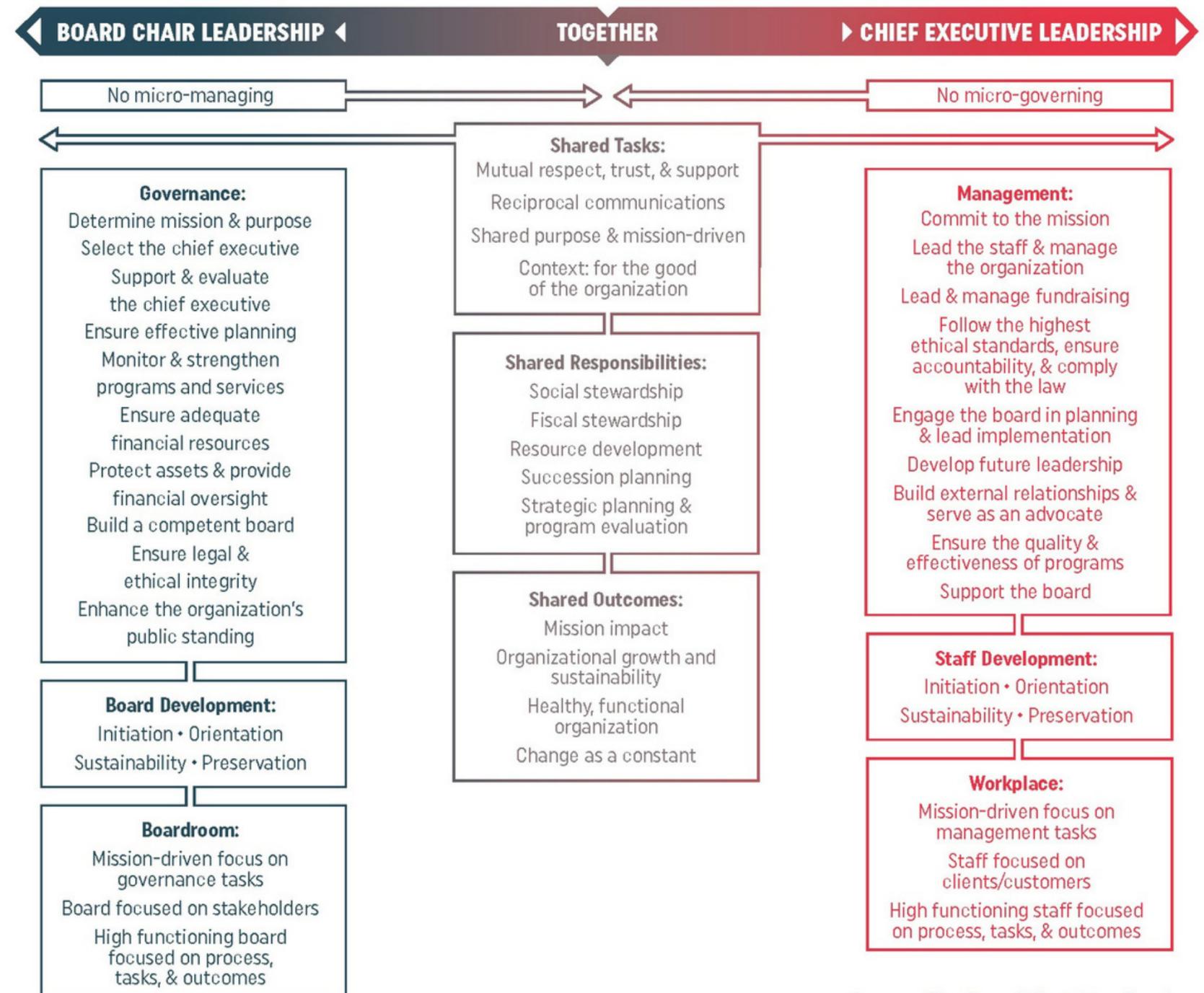
Board Chair and CEO are crazy about the organization. Their shared passion drives them to spend time having strategic, difficult conversations in order to propel things forward.

Board Chair actually wants and understands the job.

Chair and CEO plan Executive Committee Calls together.

Chair and CEO plan Board Meetings together.

Chair and CEO meet weekly.



The Board and driving the organization forward.



What is an organization's Mission?

- The reason the organization exists, the need it is meeting in the community.
- Provides a basis for judging the success of the organization and its programs.

What is a Vision Statement?

- What you see in the future for your community if your organizations succeeds at its mission.
- The vision statement guides the overall long-term thinking.

Board Responsibility to the Mission

- Define the organization in both present and future
- Approve or affirm the mission
- Approve or affirm the key goals that will result in mission accomplishment
- Ensure that operating plans and strategies lead to attainment of goals

Strategic Planning

Boards of Directors should take an active role ensuring the mission and vision are on track through the creation of strategic planning.

What is a Strategic Plan?

- A strategic plan is the plan of action to take an organization in a particular direction to fulfill the organizations mission.

Strategic Planning Process

- Where do you want to be in the next year, or 3 years from now?
- What do you want your organization to be? Who will be involved?
- How will you get there?
- What do you need to get there?
- What barriers might you encounter and how will you deal with them?

Strategic Plan



A nonprofit board of directors is responsible for short-and long-range planning for the organization, as well as oversight of all departments and operations. The duties of nonprofit board members ensure that the nonprofit continues to make progress towards its mission.

Let's hear from an expert Elizabeth Fabor

