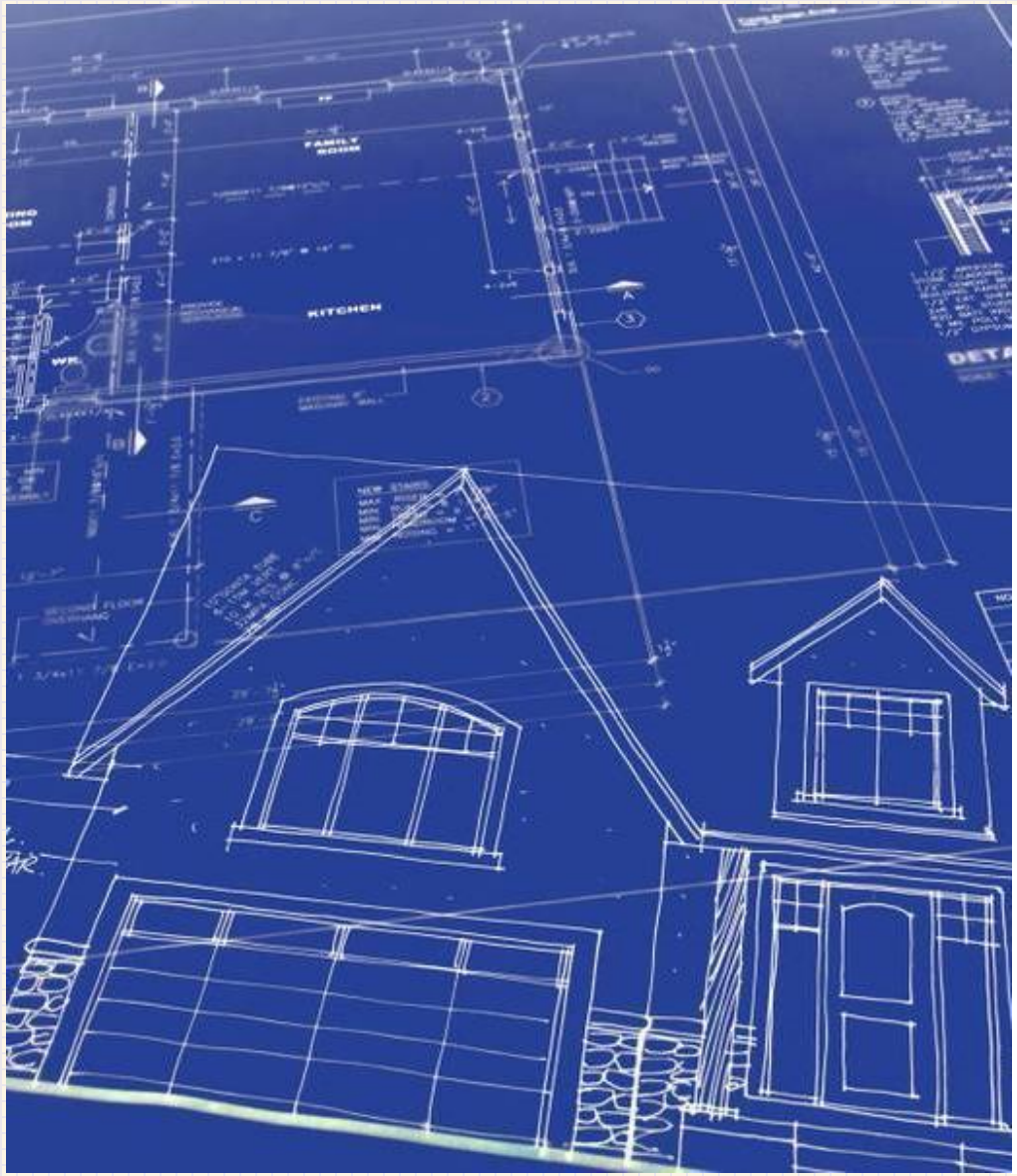
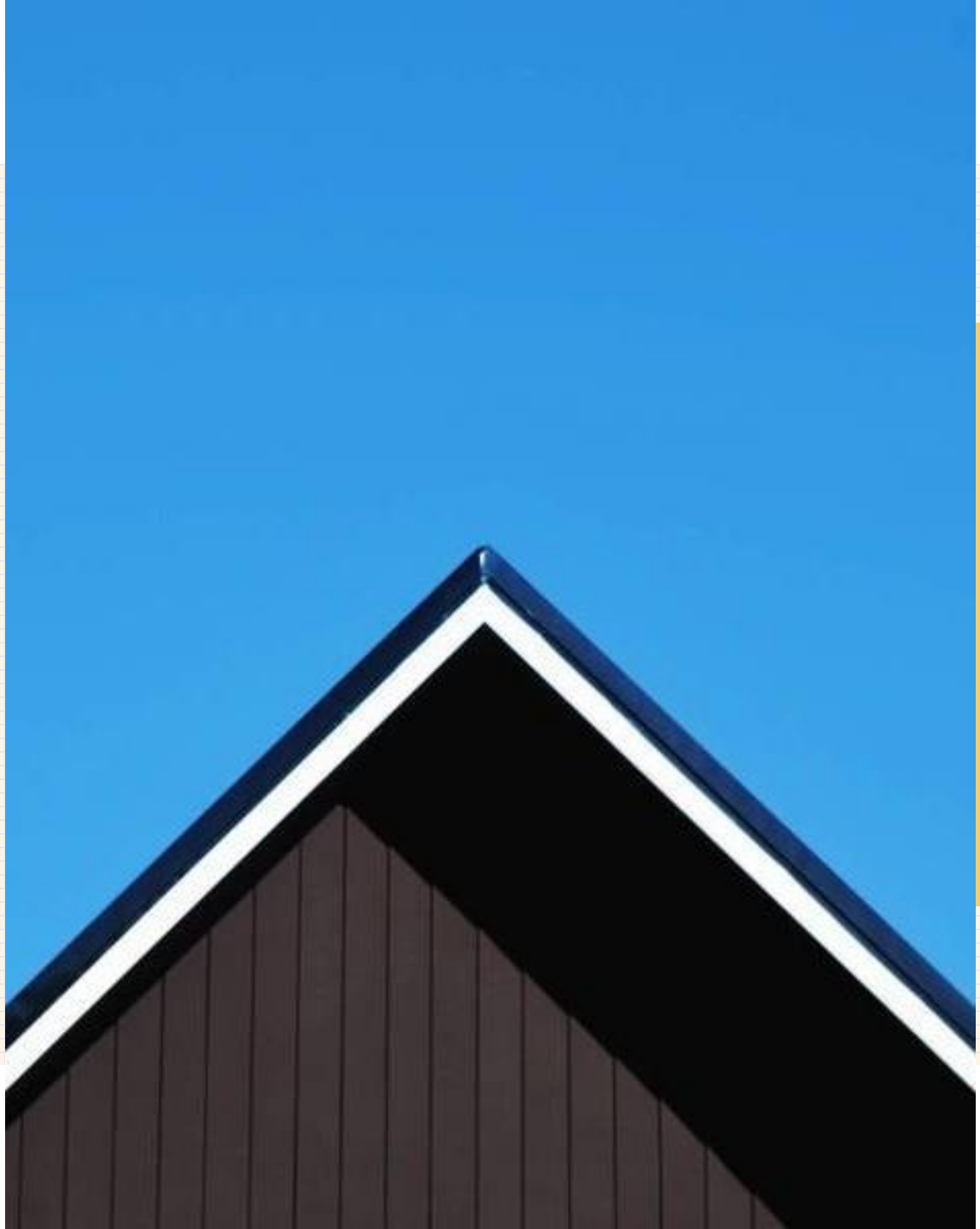


Building a Better Board

Fuller Center for Housing (FCH)



Board Roles and Responsibilities

Duty of Care
Duty of Loyalty
Duty of Obedience

Board Roles and Responsibilities

Framework

- Creates and updates the mission and vision statements
- Defines what benefits (or end results) the organization is providing to whom and what it will cost to deliver them?
- Determines how organizational performance will be measured.

Accountability

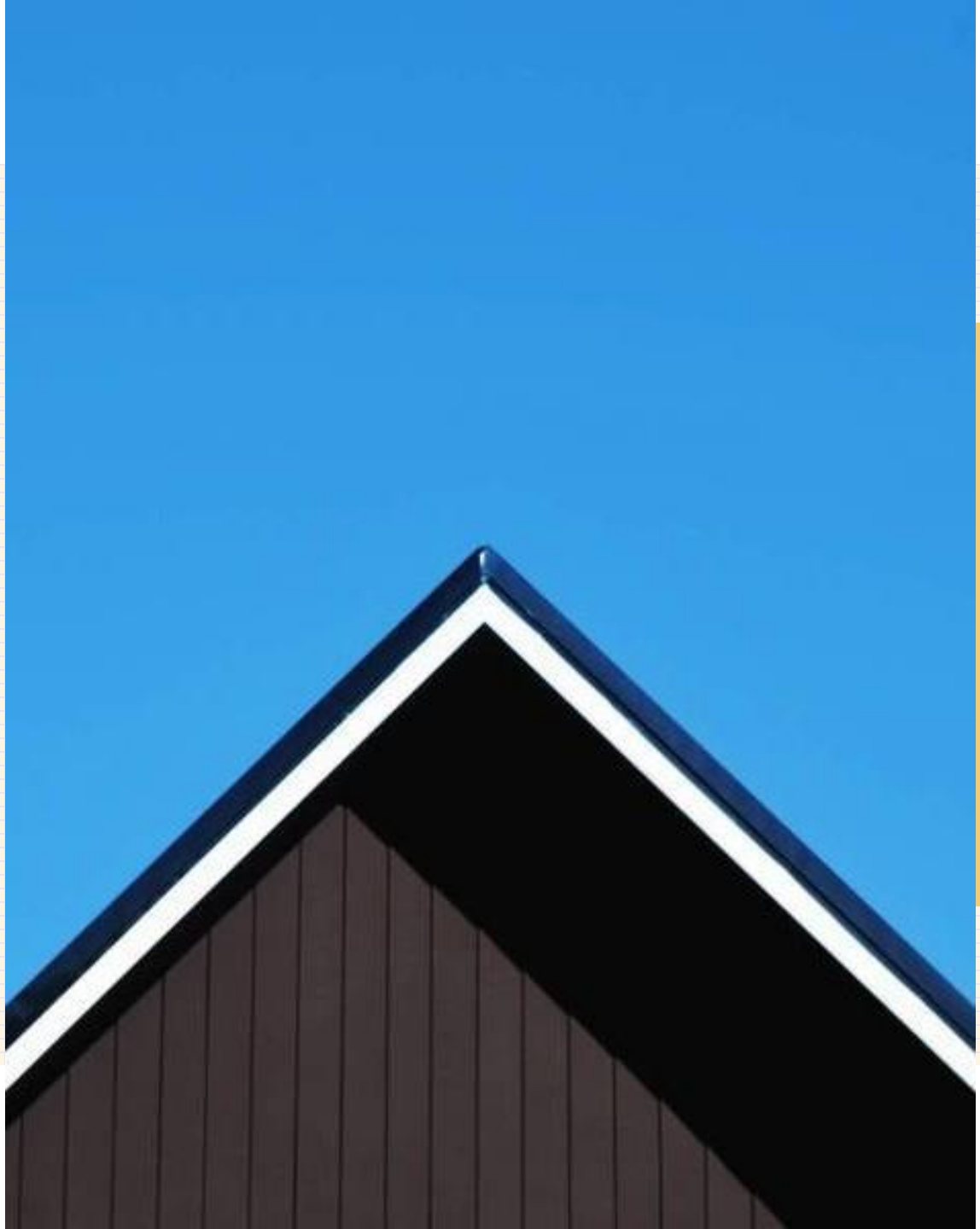
- Establishes the code of ethics for the board and executive, including policies related to private inurement and conflict of interest, and sets the tone for organizational behavior.
- Ensures legal and ethical integrity
- Hires, defines expectations, evaluates and terminates the executive director.
- Monitors and operational performance.
- Provides strong fiduciary oversight and financial management
- Ensures there is adequate funding to achieve the mission.
- Selects an auditor and receives the audit report.

Direction

- Sets goals and approves and monitors the strategic or business plan
- Develops organizational policies, including the policies that govern how the board will operate.

Good Will and Support

- Supports the organization by making personal financial donation, garnering resources and advisors and assisting with fundraising.
- Serves as active advocate and ambassadors for the organizations.
- Communicates the value of the organization to prospective donors.
- Attracts donors, supporters, favorable press, and new board members
- Leverages connections

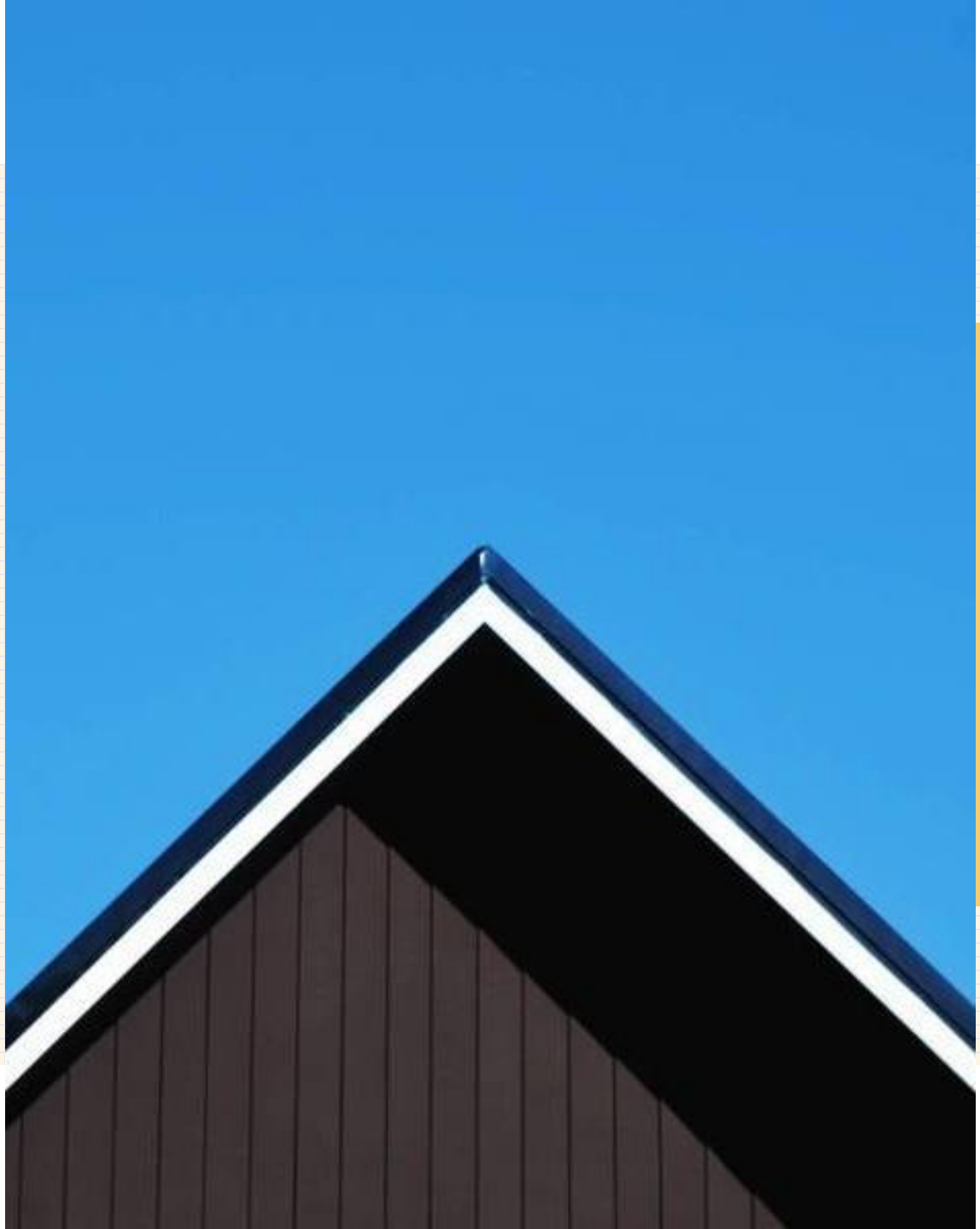


Board Development

What is involved in board development?

- Recruiting Board Members
- Holding Elections of New Board Members
- Providing Orientation
- Providing Training
- Ongoing Support and Recognition
- Succession Planning

What is one of the challenges facing your organization as it relates to board development?



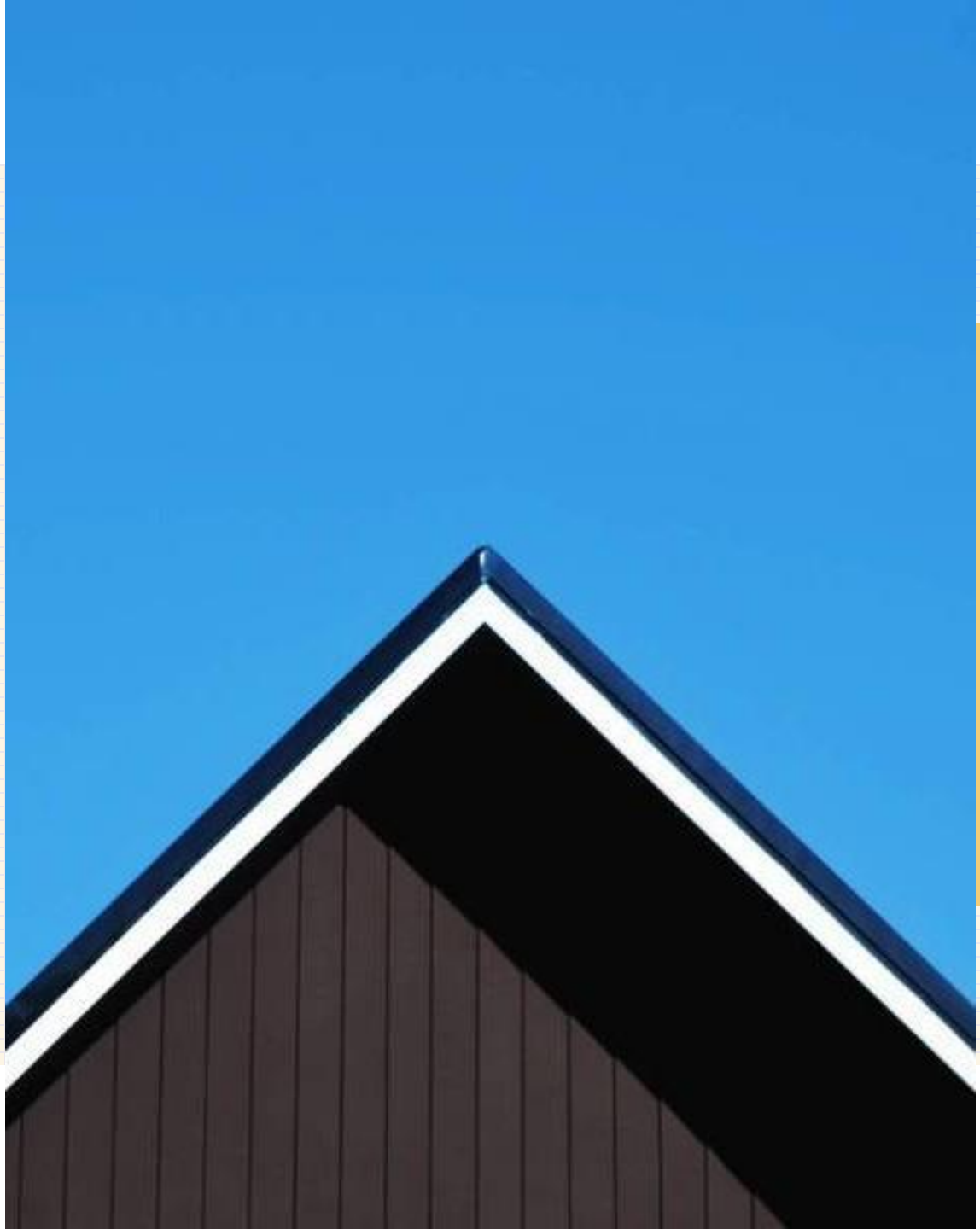
Board Recruitment

Board Recruitment Consist of

- Identifying
- Approaching
- Selecting

Example of Board Matrix Worksheet

Board Matrix Worksheet	# of Current Members	# of Prospective Members	Total Members
Areas of Expertise/Leadership Qualities			
Administration/Management			0
Early-stage organizations/start-ups			0
Financial oversight			0
Fundraising			0
Government			0
Investment management			0
Law			0
Leadership skills/motivator			
Marketing, public relations			0
Human resources			0
Strategic planning			0
Physical plant (architect, engineer)			0
Real estate			0
Understanding of community needs			0
Technology			0
Other			0
Resources			
Money to give			0
Access to money			0
Access to other resources (foundations, corporate support)			0
Availability for active participation (solicitation visits, grant writing)			0
Community Connections			
Religious organizations			0
Corporate			0
Education			0
Media			0
Political			0
Philanthropy			0
Small business			0
Social services			0
Other			0
Personal Style			
Consensus builder			0
Good communicator			0
Strategist			0
Team member			
Visionary			0
Age			
Under 18			0
19 – 34			0
35 – 50			0
51 – 65			0
Over 65			0
Gender			
Woman			0
Man			0
Transgender			0
Non-binary/non-conforming			0
Prefers not to respond			0
Race/Ethnicity			
African American/Black			0
Asian/Pacific Islander			0
Caucasian			0
Hispanic/Latino			0
American Indian/Alaska Native			0
Other			0



Board Orientation and Training

Board Orientation consists of:

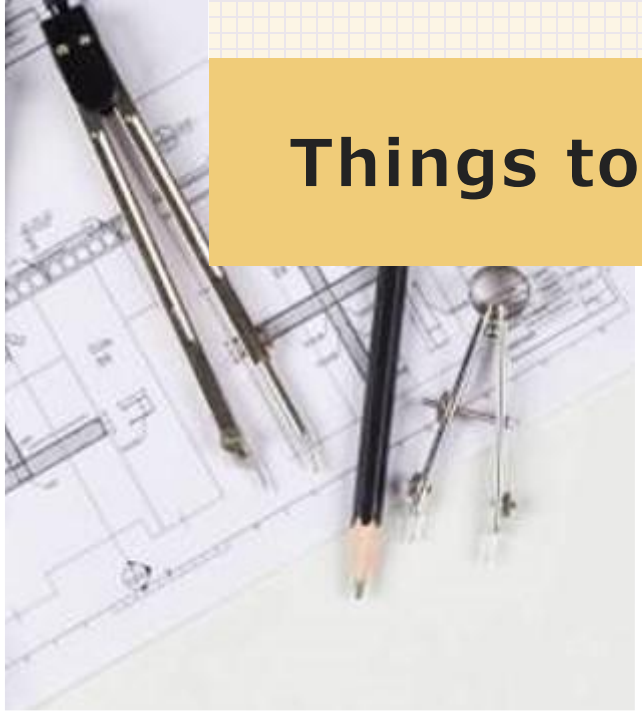
- Your nonprofit's mission and history, and its statement of values
- Board Policies and Procedures
- Bylaws and Certificate of Incorporation
- Recent Financial Statement and audited financials
- Current budget
- Determination letter from the IRS and certificate of tax exemption from the state
- Summary of Directors' and Officers' insurance coverage
- Board Job Description
- Annual Board Report or other document that lists the nonprofit's donors/funders
- Copy of Strategic Plan
- Board roster and list of committees, chairs, and who serves on them
- Staff list with titles (if applicable)
- Robert's Rules of Order
- Program Highlights for Year to Date
- Board Meeting Minutes for the past 3 or 6 months
- Calendar of meetings for the year ahead
- Agenda and documents for their First Board Meeting (if immediately following the orientation).

Where do you find Board Training?

- Board Member Orientation
- Online Webinars and Podcasts
- Statewide Nonprofit Associations
- Local United Way
- The Fuller Center for Housing teleconferences, regional meetings and national conferences

Exercise

CREATING A CALENDAR



Things to put on the Calendar

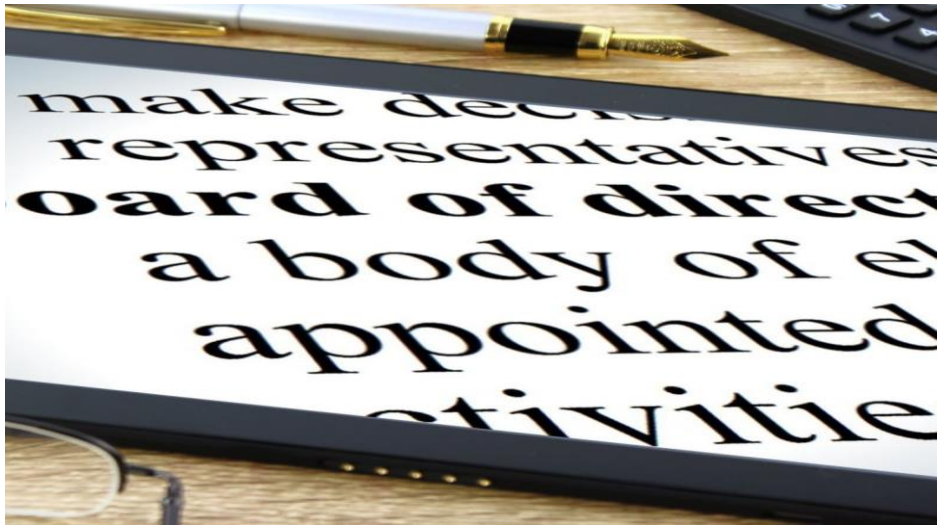
- Annual Filing with Internal Revenue Service (Form 990)
- State filing requirements – Annual/Biennial renewal registrations, fundraising reports (if fundraising permit required in your state) and tax returns (if applicable)
- FCH for Housing requires Annual Activity Report and copy of IRS 990
- Annual Review of required policies and procedures
- Community speaking engagements
- House Groundbreaking

Best Practices

- Establish a Clear vision and purpose (no mission creep)
- Recruit the right people - Right mix of expertise on the board; diversity is key
- Ensure that all board members have a thorough orientation to how the organization operates and their roles and responsibilities as the governing body
- Have an Engaged Board – effective leadership comes from ALL board members
- Provide Board Meeting Agenda and documents sent in advance of the meeting

Best Practices

- Maintain legal compliance and integrity (adhering to all Federal, State and Covenant Partner requirements, etc.)
- Effective and Open communication which also allows for constructive conflict
- Oversee Financial Management (Financial Health of Organization is known by the board)
- Have Policies and Procedures in place
- Celebrate Successes and Strategize annually what expectations and objectives are for the upcoming year



Thank you

| PATFREDERICO@LINNELLASSOCIATES.COM| 609-513-1610