

Session 1

Build a Healthy Board



Defining Board Member Roles

- The Governance Hat
- The Volunteer Hat
- The Participant Hat



Affirm Your Governance Model and Tools

- A variety of governance models are represented in this room.
- We have no intent to throw your governance model under the bus today.
- Many of the tools we will discuss today are helpful with any governance model.



What are the “bridge” qualities of the board chair?

- Integrity
- Trust
- Humility





Defining Board Member Roles, Responsibilities, and Calling: The 3 Board Hats

Presenter:

John Pearson - Governance Consultant & Author





The Board Member's 3 Hats

The Board Member's 3 Hats

- Q1: Yes and No answers with red and green straw vote card
- Q2: Around-the-table: short answer: True or False?
- Q3: Note any Next Steps or Assignments on Page 65 of your workbook

Affirm Your Governance Model and Tools

- Clarify your governance *philosophy* and *model*.



Affirm Your Governance Model and Tools

#1 Reason Carver and BPM approaches fail:

The policies are not well written and therefore the policies are not as helpful as they should be.



Affirm Your Governance Model and Tools

Secret of the Day

- Do not rely on a board model for good governance. Models will let you down.
- Excellence in governance is all about the effective use of good model.





Discern God's Voice When Electing Your Board Chair

Presenter:

David McKenna - Governance Author





My “1 Big Take-Away” from this Session

Session 2

Guard Your Leader's Soul



Guard Your Leader's Soul

- Soul care defines: “Thoughtful and careful attention to your inner being”
- A Board Prayer: Why some boards read this prayer together at every board meeting
- Soul care “encouragement” topics for the board to discuss with their top leader





Soul Care Defined: “Thoughtful and Careful Attention to Your Inner Being”

Presenter:

Jenni Hoag - Soul Care Author





Soul Care

Table Topic

Q1. Has “soul care” been a priority for our board in the past? Be specific.

Q2. TRUE or FALSE: “It would be better to invest time in soul care now—versus addressing the fall-out from a moral failure in the future.”

Q3. TO-DO-LIST. What are our next steps or assignments for our board?



A Board Prayer

- Why Some Boards Read This Prayer Together at EVERY Board Meeting
- See pages 24-26





Soul Care “Encouragement” Topics for the Board to Discuss With Their Top Leader

Presenter:

Steve Macchia - Soul Care Author





My “1 Big Take-Away” from this Session

Session 3

Recruit Effective Board Members



Recruit Effective Board Members

- Board member cultivation and recruitment: Pray before you prospect; “Date before you propose!”
- Board member orientation: Develop creative ways to onboard new board members—and systemize the orientation content.
- Engage: Communicate expectations during the recruitment phase—and expect to have highly engaged board members.





Board Member Cultivation and Recruitment: Pray Before You Prospect; “Date” Before You “Propose!”

Presenter:

Holly Duncan - Nonprofit CEO &
Licensed Professional Counselor



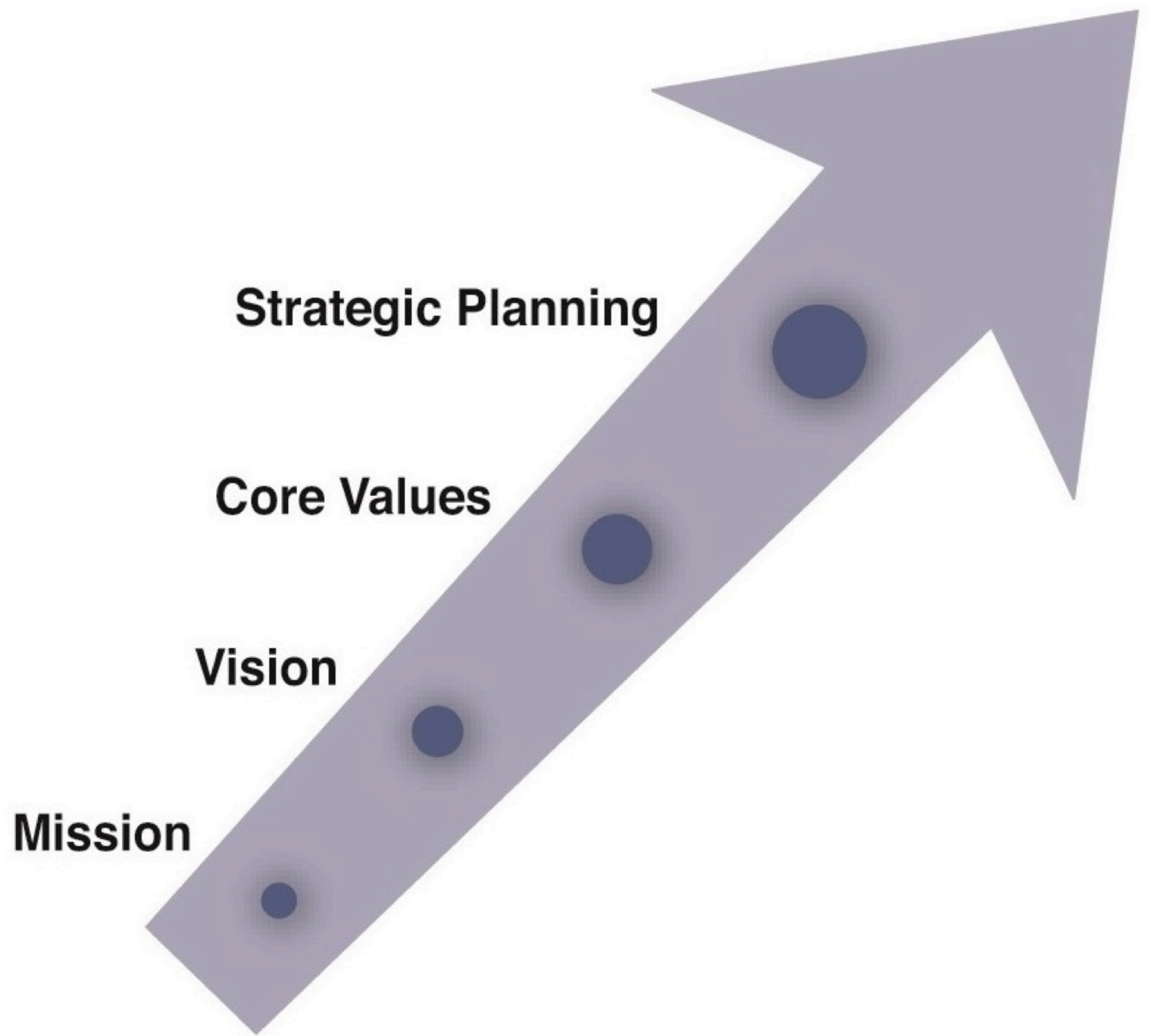


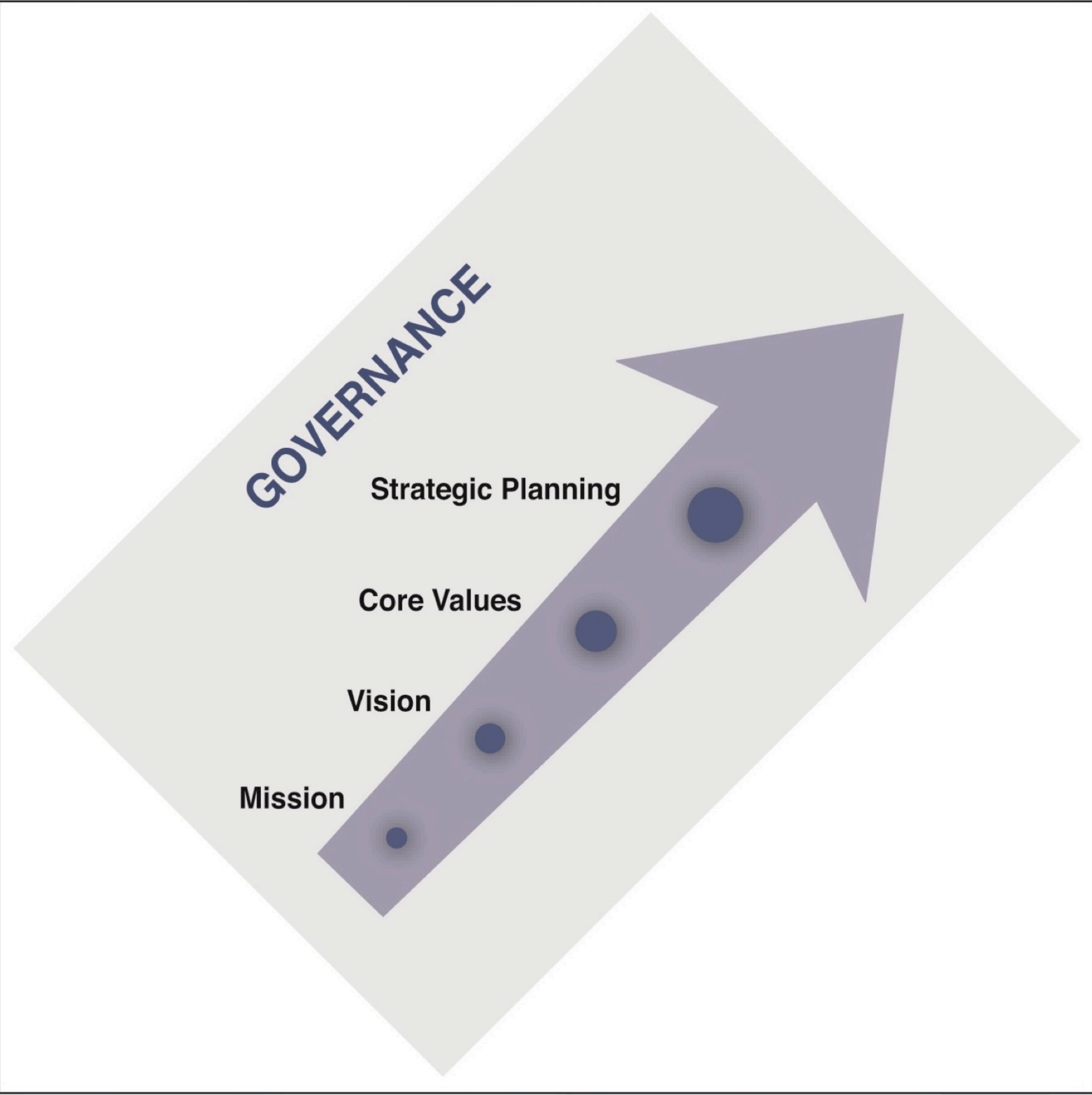
Board Member Cultivation and Recruitment

Board Member Engagement

1. We Align.







Board Member Engagement

1. We Align.
2. We Steward.



The Times When A Board Member Should Say Adieu

- Your passion for the board has waned.
- You joined the board for the wrong reason.
- You determine the board significantly lacks independence.
- You have significant potential conflicts of interest.
- The ministry is not conscientious about obeying the law.
- The board is not rowing in the same direction.



Board Member Engagement

1. We Align.
2. We Steward.
3. We Leverage.
4. We Learn.
5. We Pray.
6. We Discern.



Ruth Haley Barton's

Pursuing God's Will Together

A Discernment Practice for Leadership Groups

1. Take full advantage of the opportunity provided to become settled in God's presence.
2. Listen to others with your entire self.
3. Do not interrupt.
4. Pause between speakers to absorb what has been said.
5. Do not formulate what you want to say while someone else is speaking.



Ruth Haley Barton's

Pursuing God's Will Together

A Discernment Practice for Leadership Groups

6. Speak for yourself, expressing your own thoughts and feelings.
7. Do not challenge what others say.
8. Listen to the group as a whole.
9. Leave space for anyone who may want to speak a first time before speaking a second time yourself.
10. Hold your desires and opinions lightly.



St. Ignatius 3 Possibilities on Spirit-filled choices

- A **revelatory** time
- A **discerning** time
- A **waiting** time



“Most boards are led by well-meaning, gracious-hearted thought-provoking leaders. But without a continued dependence upon God, we ultimately shift towards human wisdom, and without meaning any harm, we end up missing the Tap! Tap! Tap! of God’s spirit. That’s God at work and we don’t want to miss his presence, power, direction, and peace.”

Steve Macchia



Board Member Engagement

1. We Align.
2. We Steward.
3. We Leverage.
4. We Learn

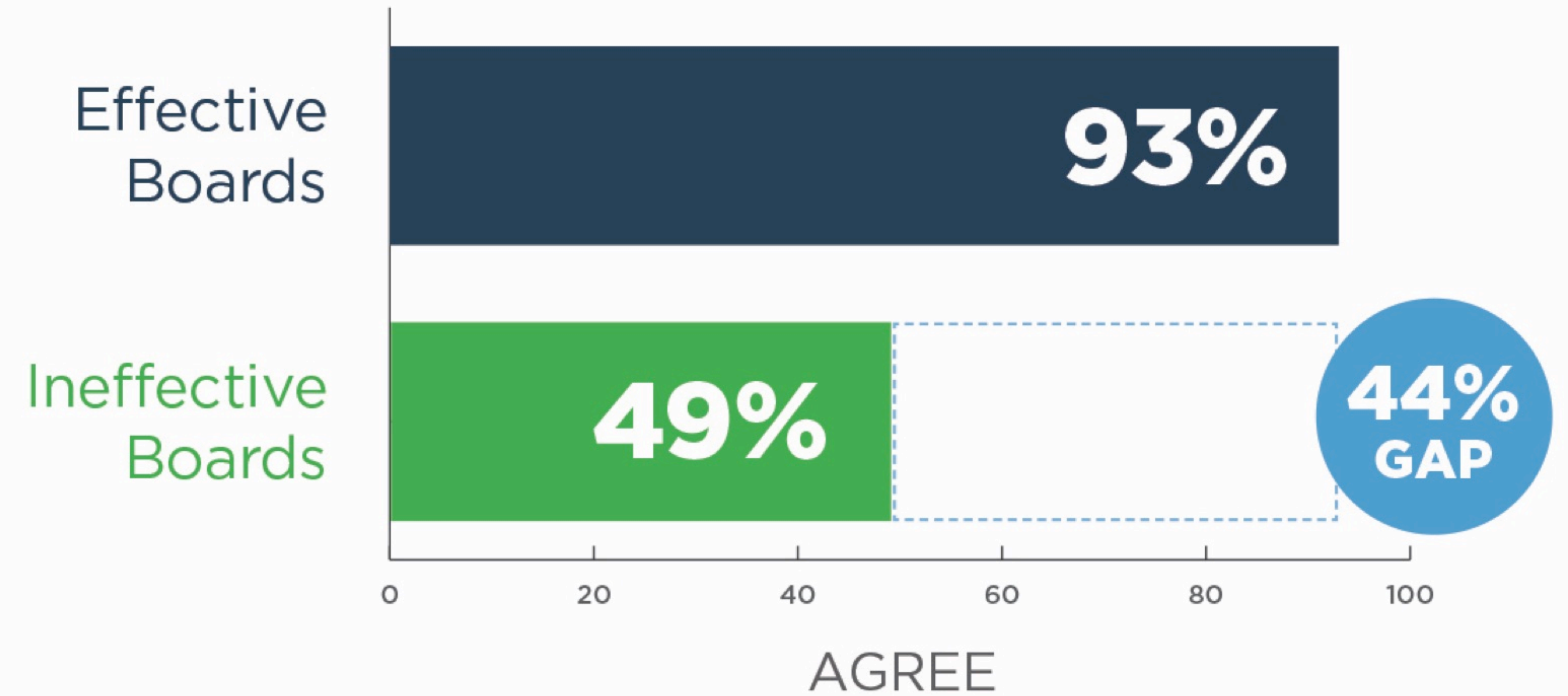
5. We Pray.
6. We Discern.
7. We Self-Assess





5. Increase Board Member Passion

“Our board members are passionate about our organization’s primary mission/vision and invest time, talent, and treasure in personally enhancing our mission.”





Board Member Orientation: Develop Creative Ways to Onboard New Board Members—and Systemize the Orientation Content

Presenter:

Jim Galvin - Organizational Consultant & Strategic Facilitator





My “1 Big Take-Away” from this Session

Session 4

Assess Risks and Buses!



Assess Risks and Buses!

- Ensure robust risk management: Monitor staff's assessment of primary risks and contingency plans
- Think succession planning year-round so you're prepared for executive transitions:
- Create the expectation that you can “Elevate the [board] to heights beyond their wildest expectations”





Ensure Robust Risk Management: Monitor staffs Assessment of Primary Risks and Contingency Plans

Presenter:

Mike Batts - Governance Author





Risk Management

Table Topic

- Cybersecurity
- Property
- Human
- Resources
- Legal
- Financial
- Charitable Gifts
- Children
- Reputational
- Emergency (active shooter, medical)



Succession Planning

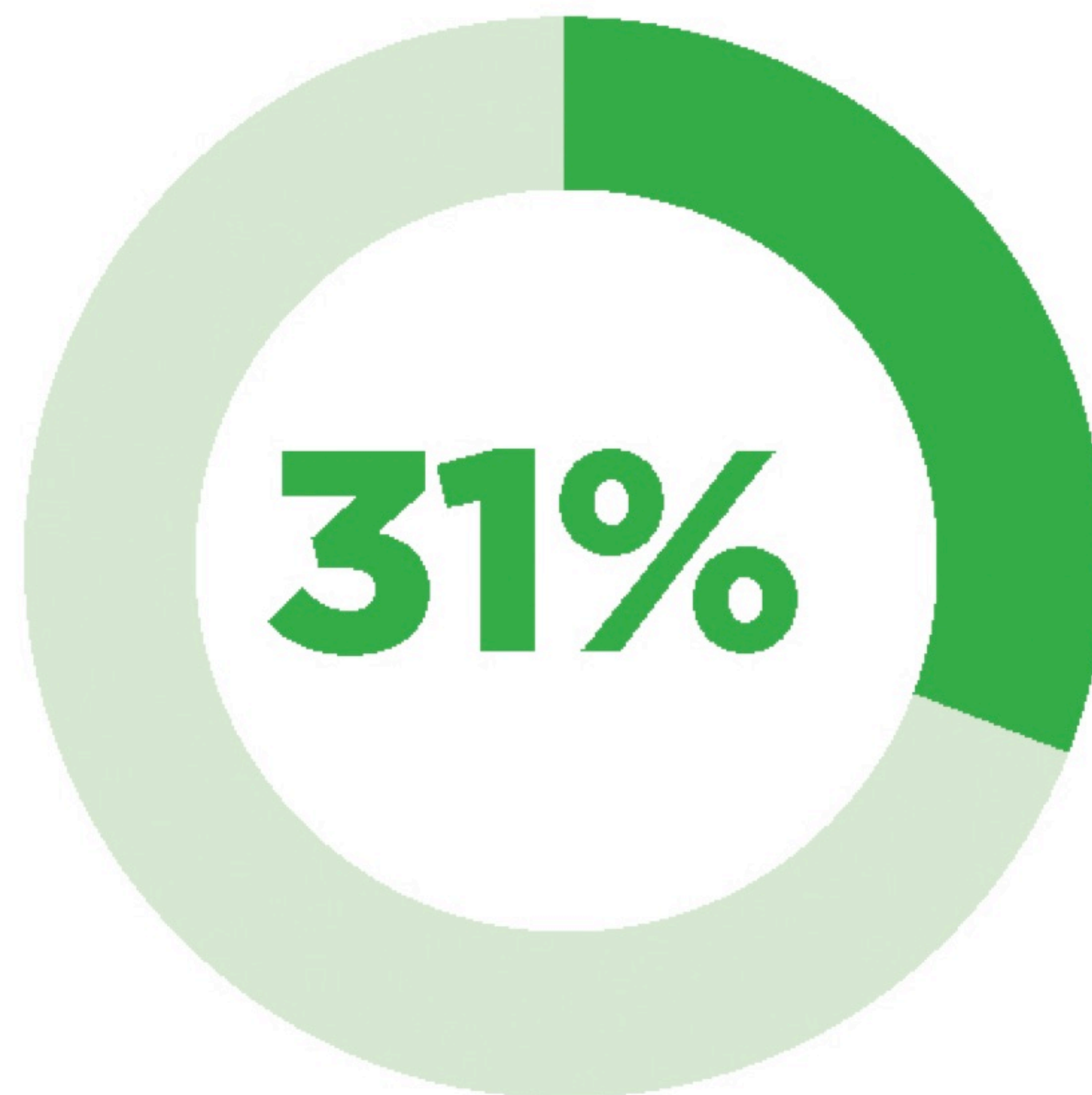


Succession Planning

Succession planning, however, is too often a random, too-little-too-late exercise of an ill-prepared board.

Let's change that!





only 31% said yes to “Does your board have a written succession plan in the event of the CEO’s death, long-term illness, or unexpected resignation?”



Succession Planning

Plan A - Your Top Leader *retires*



Succession Planning

Plan B - Your Top Leader *resigns*



Succession Planning

Plan C - Your Top Leader is *terminated*



“The selection of the top leader separates Christ-centered organizations from other organizations because it is a sacred trust.”

David McKenna





Create the Expectation That You Can “Elevate the [Board] to Heights Beyond Their Wildest Expectations”

Presenter:

David McKenna - Governance Author





My “1 Big Take-Away” from this Session

Session 5

Govern With Accountability



Govern With Accountability

- The duty of board members to oversee financial operations.
- The board's role in assuring sound sustainability and stewardship.
- Guardrails for boards





The Duty of Board Members to Oversee Financial Operations

Presenter:

Mike Batts - Governance Author





Govern With Accountability

Q1. Thumbs up or thumbs down: I agree that the majority of our board members understand our budget, our financial reports, and our current financial position.

Q2. We have one or more “elephants in the room” regarding undisclosed conflicts or interest.

Q3. Are there any next steps or assignments for our board?

What should the board know about your ministry's stewardship practices?

#1. The board should know if the ministry is being truthful in its communication with donors.

#2. The board should know if the ministry is properly handling donor restricted gifts.



What should the board know about your ministry's stewardship practices?

#3. The board should know if the ministry is paying a percentage of gifts raised as compensation to outside stewardship resource consultants or its own personnel is not permitted.

#4. The board should know if the ministry is providing appropriate and timely charitable gift acknowledgements.



The Boards' Role in Faithful Administration of Sustainability and Stewardship Practices

#1. Know where you are

#2. Know where you want to be

#3. If #1 and #2 do not match, develop a plan to get to where you want to be.



#1 Knowing Where You Are

Primarily depend on Statement of Financial Condition



#2 Knowing Where You Want to Be

- Debt Level
- Loan to Value Ratio
- Cash Reserves



Cash Reserves are needed for growth!



Here is the secret:

Your cash reserves and unrestricted net assets will NEVER improve unless your unrestricted revenue exceeds expenses.

Start by budgeting for an unrestricted surplus.



What areas of your organization's financial sustainability do you need to address in the next 1-3, 3-5 years?

- Increase revenue,
- decrease or re-allocate expense,
 - increase cash reserves,
 - decrease debt, etc.





Guardrails for Boards

Presenter:

Gary Hoag - Governance Author





My “1 Big Take-Away” from this Session

Session 6

Leverage Governance Tools & Templates



Enrich Board Effectiveness with the Right Tool at the Right Time

- Why are tools and templates so important?
- Five tools you can start using this month!
- Reminder! The BPM Is a Foundational Tool for Good Governance.





Why Are Tools and Templates So Important?

Presenter:

John Pearson - Governance Consultant & Author





Time-Saving Tools and Templates

“Give me six hours to chop down a tree and I will spend the first four sharpening the axe.”

Abraham Lincoln



“Sharpen the Saw” — Sink the ships

Five Tools You Can Start Using This Month!

#3: Board Nominee Orientation: Table of Contents - pg 21

#10: The 5/15 Monthly Report to the Board - pg 101

#11: Monthly Dashboard Report - pg 109

#14: The Rolling 3-Year Strategic Plan Placement - pg 155

#16: Prime Responsibility Chart - pg 177





Reminder! The BPM Is a Foundational Tool for Good Governance

Presenter:

Bob Andringa - Governance Author





My “1 Big Take-Away” from this Session