

BOARD SERVICE

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PERSPECTIVES

- PERSPECTIVES – Your point of view – angle you are looking from.
 - Every person has their own way of looking at things. Even when we speak the same language, we can misunderstand each other because we can't see into other people's minds and hearts.
 - We come from different backgrounds, cultures, and have had different personal experiences.
 - Generally in life and on boards there are two types of conflicts – needs (over scarce resources) and values (over beliefs about what should be, what the “truth” is, what reality is, what's right).
 - When conflict involves values – there is often a need to convince others to see it, “your way.” The goal should be to listen to and try to understand the other's point of view – see them as a person and accept that they may see things differently than you do.

PEACE COMES FROM UNDERSTANDING, NOT AGREEMENT!



PERCEPTION

- PERCEPTION – how something registers on your senses.
 - Your understanding and/or interpretation of people, situations and the world around you.
 - Your mental impression.
 - Very personal – always includes a level of subjectivity because there are filters through which we experience our reality:
 - Role models
 - Beliefs
 - Preferences
 - Judgments

AN INTERNATIONAL BREAKFAST BUFFET

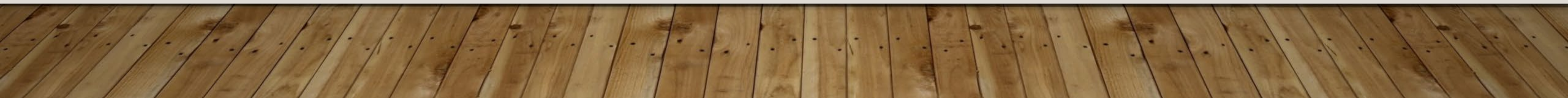
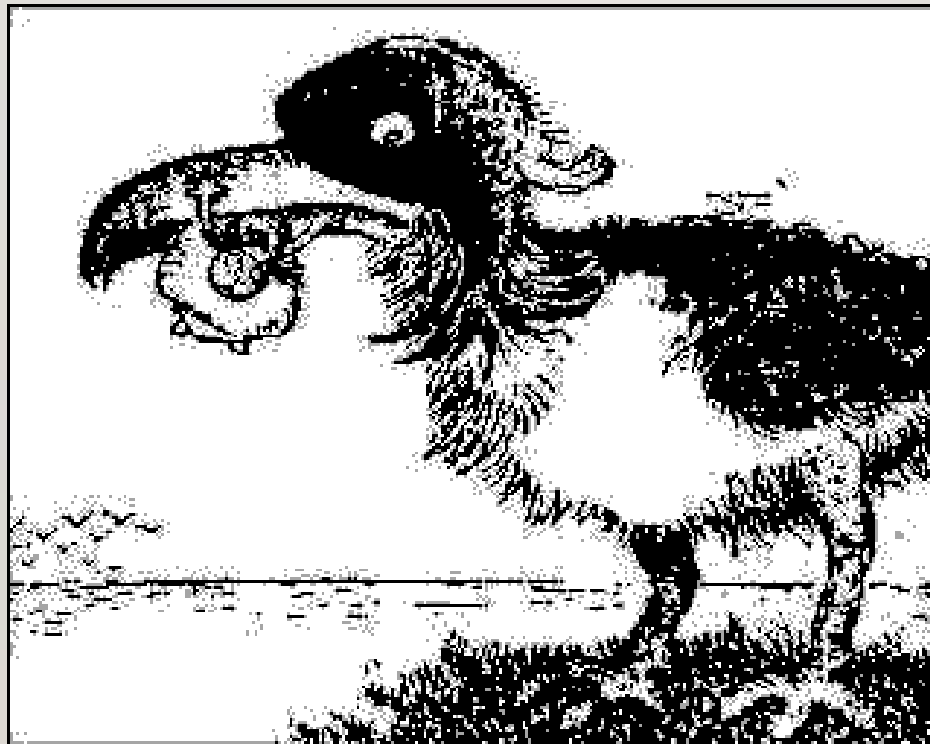
ACTIVITIES ...PERCEPTION & PERSPECTIVE

- I saw John steal food from the grocery store.
- Optical Illusions
- Circle Game

WHAT DO YOU SEE?



WHAT DO YOU SEE?



WHAT DO YOU SEE?



WHAT DO YOU SEE?



GROUP CIRCLE ACTIVITY

- What did you learn?

TIPS FOR GAINING PERSPECTIVE WILL MAKE YOU A BETTER BOARD MEMBER

- Be curious. Keep an open mind. Broaden your perspective.
- Gain perspective from someone else's perspective.
- Listen. Understand. Question. Clarify.
- Respect differences and other's beliefs.
- Step outside your comfort zone and into the learning zone.

THE THREE T'S OF NONPROFIT BOARDS: TIME, TALENT, AND TREASURE

- **Time** - The first 'T' stands for 'time.' Nonprofit board members are expected to spend significant time serving their organizations. This isn't just about attending board meetings. It also includes understanding the organization's purpose and strategy, participating in fundraising activities, getting involved with the community, advocating for the organization, and overseeing its financial health and the impact of its programs.
- The amount of time spent is important, but so is how that time is used. Effective board members are actively involved, using their time to stay informed, make thoughtful decisions, and contribute to organizational discussions and initiatives.

THE THREE T'S OF NONPROFIT BOARDS: TIME, TALENT, AND TREASURE

- **Talent** - Next, 'talent' refers to the skills, knowledge, and experience that board members bring. This can be anything from strategic planning and financial expertise to legal knowledge, marketing ability, or technological savvy.
- A diverse board is vital. Different talents lead to unique perspectives, stimulating discussions, effective problem-solving, and creative solutions. This mix of talent helps a board keep the organization relevant and strong, able to adapt to changes, and continually improve its operations and programs.

THE THREE T'S OF NONPROFIT BOARDS: TIME, TALENT, AND TREASURE

- **Treasure** - Finally, 'treasure' refers to the organization's financial support board members provide. Board members should be expected to give within their means, setting an example for other potential donors. This shows their commitment to the organization's mission and can encourage others to give as well.
- But 'treasure' isn't just about personal donations. It also involves fundraising efforts – reaching out to personal networks, securing corporate sponsorships, setting up partnerships, or organizing fundraising events. The board's involvement in fundraising can significantly increase the resources available for the organization to fulfill its mission.

BOARD GOVERNANCE - WHAT ARE THE BOARDS GOVERNANCE RESPONSIBILITIES?

- **Board's Role in Governance**
- Establish or redefine the organization's vision, mission, and purpose.
- Create and monitor the organizational strategic plans.
- Appoint and evaluate the chief executive.
- Nominate directors and make decisions on committee membership.
- Provide proper financial oversight.

MISSION, VISION, VALUES

- A nonprofit vision statement describes what the future would look like if your organization achieved all its goals.
- A nonprofit mission statement is the work you are doing every day to drive toward your vision — what you do, who you do it for, and the intended impact.
- Nonprofit organizational values guide an organization's actions, unite its employees, and define its brand.

BOARD'S ROLE IN STRATEGIC PLANNING

First, it's always appropriate to review the nonprofit's overall mission, vision, and values before working on the strategic plan.

The role of the Board of Directors regarding strategic planning in all organizations is to:

- Work with the Executive Director / management to set the strategy.
- Approve the strategic plan.
- Ensure that appropriate measures of performance exist in order to understand if the plan is being effectively implemented.
- Work with the Executive Director to ensure that he / she communicates to the Board on a regular basis regarding the implementation of the strategic plan.

LEGAL DUTIES OF BOARD MEMBERS

- **Duty of Care:** Take care of the nonprofit by ensuring prudent use of all assets, including facility, people, and good will;
- **Duty of Loyalty:** Ensure that the nonprofit's activities and transactions are, first and foremost, advancing its mission; Recognize and disclose conflicts of interest; Make decisions that are in the best interest of the nonprofit corporation; not in the best interest of the individual board member (or any other individual or for-profit entity).
- **Duty of Obedience:** Ensure that the nonprofit obeys applicable laws and regulations; follows its own bylaws; and that the nonprofit adheres to its stated corporate purposes/mission.

MISSION CREEP

- Mission creep is when your nonprofit organization expands its mission beyond the original goals that were set.
- A FEW TIPS TO AVOID MISSION CREEP
 - Communicate effectively across your entire organization. Mission creep can stem from many sources and remaining on the same page is key to remaining aligned
 - Develop, communicate, and use a process for organizational decision-making that is based on your mission. This will help maintain a clear mission focus on all of your decisions and the operations that come from them.
 - Don't let your mission, vision, or values fall to the wayside. When they are not in your everyday work, your mission can easily begin to creep. Centralize them within your organization. .

MISSION CREEP

- A FEW TIPS TO AVOID MISSION CREEP
- Know how to refuse new things. The areas your mission may creep toward are not themselves bad. We wish we could tackle all areas related to our mission, but it is just not feasible. Being willing to say no is key to preserving your mission.
- Keep your stakeholders in the loop. Stakeholders are key to your organization and often have a lot to say when it comes to staying on mission, particularly when their passion and resources are caught up in that work.

ROBERTS RULES OF ORDER

- U.S. Army Brigadier Gen. Henry M. Robert first published Robert's Rules of Order in 1876 to guide non-legislative bodies in how to conduct fair and orderly meetings.
- Roberts' Rules of Order - is the standard manual of codes and rules of ethics that govern discussions and decision-making in non-legislative organizations with boards of directors and committees. Simply referred to as Robert's Rules, this framework helps directors have systematic, orderly, and goal-oriented meetings.
- There are other guides to running a meeting that your organization may use.

BY-LAWS

- Nonprofit bylaws are the main governing document for your nonprofit corporation. They supplement the rules already defined by the state corporations code and will guide how the nonprofit is run.
- When you pursue federal tax exemption, the IRS will ask you to either attest to the fact that they have been adopted or request that you attach a copy to your application.
- This document guides the actions and decision-making of the board of directors while helping to prevent and/or resolve conflicts or disagreement.
- You should receive a copy – don't be afraid to ask for a copy!

BOARD MEETINGS – WHAT TO EXPECT?

- You should receive an orientation from the organization prior to your first meeting—could be a meeting with other board members and/or the director.
- Don't be afraid to ask questions initially and throughout your time on the board.
- If not provided ask for a list of other board members so you can get to know the people you will be working with – you may be assigned a board “buddy” at or prior to your first meeting.
- Review the materials sent prior to each meeting. Be ready to join a committee.

SOME RECOMMENDATIONS

- Be prepared – review the materials prior to the meeting.
- Remember your role is a director – you aren't there to “run the company.” You help set strategy and are the eyes and ears of the organization in the community. You are an important messenger of mission, vision and values for the organization.
- Ask questions – the tone of your questions should match the content of the questions.
- Nurture relationships with other board members.
- Join a committee – volunteer to help with a special event.

CLOSING THOUGHT....

- "[Non-profits] do something very different from either business or government....[A non-profit's] product is neither a pair of shoes or an effective regulation. Its product is a changed human being. The non-profit institutions are human change agents. Their 'product' is a cured patient, a child that learns, a young man or young woman grown into a self-respecting adult; a changed human life altogether" (p. xiv).
- — Peter F. Drucker, *Managing the Non-Profit Organization: Principles and Practices*

QUESTIONS

- THANK YOU FOR YOUR TIME AND ATTENTION
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