

Effective Boards

Friday, September 15, 2006

Sponsored by:
Colorado Library Consortium (CLiC)

Presented by:
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**Effective Boards
Colorado Library Consortium
Colorado Springs
September 15, 2006**

Training Agenda

- | | |
|------------|---|
| 8:30 a.m. | Registration |
| 9 a.m. | Welcome and Goals for the Day |
| 9:15 a.m. | Introductions/Icebreaker – “Good Board/Bad Board” |
| 9:45 a.m. | “Ten Stupid Things that Board Members Do to Mess Up Their Organizations” |
| 10:30 a.m. | BREAK |
| 10:45 a.m. | Function, Role and Responsibilities of Board of Directors
personal commitment, fiscal and legal responsibilities, liabilities,
job descriptions, make up of board, life cycles of board |
| Noon | LUNCH |
| 1 p.m. | Board Meetings
timing, preparation of agenda, conducting |
| 1:45 p.m. | Board Function Outside Meetings
committees, communications, planning |
| 2:15 p.m. | BREAK |
| 2:30 p.m. | Staff Role and Function in Working with Board of Directors
ends vs. means, lines of authority, executive job description and
evaluation, expectations |
| 3:15 p.m. | Fiscal and Fund Raising Responsibilities; Outreach to Community
budget, bookkeeping, financial reporting, checks and balances,
fund raising, marketing considerations, in/formal promotions |
| 3:45 p.m. | Final Comments and Questions; Evaluation |
| 4 p.m. | Adjournment |

Ten Stupid Things That Board Members Do To Mess Up Their Organizations

1. Members join boards of organizations they don't really care about. We fail to commit and fail to be engaged. The idea still exists that service on a board of directors is an "honorary" recognition, and it is not – it IS a lot of work and a serious challenge to lead through effective governance.
2. Members think that showing up for board meetings is the extent of their obligation, when membership entails more. The rule of thumb for a well-running organization is that a minimum six hours per month should be spent in board activity (credit Jeff Pryor at Anschutz Family Foundation):
2 hrs at board meetings – 2 hrs in committee work – 2 hrs in outreach (marketing, p.r., fund raising).
In reaching this level of commitment, understand when you're "wearing your board member hat" and when you're "wearing your volunteer hat." Additionally, members need to remember that efforts made by committees involve lots of hard work and should not be changed. Let the committees do their jobs!
3. Board members don't prepare to do the job correctly. There is a general tendency to NOT prepare for board meetings (reading materials, etc.) and a lack of understanding the role of governance, which is to establish the proper controls to allow the organization's work to be done in a cost effective, responsible manner. Board members don't always see "the big picture," which is their role – to protect and promote the mission of the organization.
4. Board members don't understand budgets and other financial presentations, leaving it to others to make sure funds are in place and being wisely spent. These same members are shocked when the organization is "in the red" or, worse yet, the victim of an on-going misuse or theft of funds. Boards have a strong fiduciary responsibility within nonprofit organizations, and each member needs to have a clear understanding of how monies are being brought in, managed and spent.
5. Members think that "the bottom line" in an organization is its financial status. In any nonprofit organization, there are two bottom lines: the finances and the mission. All programs and initiatives should be weighed in financial terms, as well as by how they serve the mission.
6. Board members fail to speak up, when every indicator says that s/he should. Members fail to ask questions. Members fail to "rock the boat" as it sinks deep into the ocean. It is the responsibility of each member to ask questions and speak his or her mind, leading to knowledgeable and informed decisions.
7. Board members don't do their duty to give, get AND get off! This means giving personally – financially, expertise, time – getting others to contribute the same, and getting off the board when it's time. Yes, fund raising and term limits are minimal expectations of the job.
8. Board members hire, retain and put up with the wrong executive director. We expect too little of this person. We know we're micro-managing, and it's because the director isn't getting the job done. The board needs to set roles that are clearly defined, and regularly "check in" to make sure that the Board is doing board work, the staff doing staff work.
9. Board members fail to be involved in long-range planning, sometimes not looking to the future at all. Board meetings are spent talking about past progress and what already has happened. The board needs to take its responsibility of long-range planning very seriously, setting a course for the future, and then spend significant time looking ever-forward at board meetings.
10. Board members engage in "parking lot conversations." It is frustrating for both staff and other board members when conversations occur and "unofficial" decisions are made after or between meetings. Board members' opinions need to be heard at meetings, not in closed door or under-the-table discussions.

Six Essential Tasks for Boards of Directors

The primary role of the Board of Directors is to *fulfill, promote and perpetuate the mission of the organization*. All of the following responsibilities and functions allow the board to legally and effectively perform in this role.

Fiduciary – Financial well-being of organization

- Develop and administer financial policies
- Provide for and review periodic financial statements and annual audit
- Maintain appropriate level of risk management
- Manage assets of organization

Governance – “Big Picture” direction and oversight

- Determine and approve policies – financial (above), programs, personnel, operations
- Establish organizational identity
- Provide continuity, including perpetuation of board
- Provide for accountability of program and management
- Set boundaries for staff and operations
- Set standards and evaluate board performance, both individually and as a group

Planning

- Create a vision for the organization and its future, including outreach/fund raising plans
- Set goals, objectives and workplans to further the mission of the organization
- Monitor the progress of goals, objectives and workplans

Outreach

- Educate the community, including specified target audiences, regarding the organization and its mission
- Determine and “sell” the organizational image
- Monitor the progress of outreach plan

Fund Raising

- Financially support the organization
- Actively participate in the fund raising process, including meeting with funders, connecting organization to resources, asking for money, etc.
- Monitor the progress of fund raising plan

Staffing

- Hire and fire Executive Director
- Set and evaluate performance standards for Executive Director
- Identify expected outcomes that staff is to achieve
- Support work of staff

In the course of performing these functions....

- Know the organization
- Share expertise and leadership; make self available for consultation

Board Member Job Description

JOB TITLE: Board Member

STATUS: Volunteer

REPORTS TO: Board of Directors

POSITION SUMMARY:

This position, together with other members of the board of directors, is legally, fiscally and morally responsible for all activities of the agency. The board is responsible for determining agency goals and policies; for evaluating organizational effectiveness, including that of its lead staff person; for approving and monitoring the organization's finances; and for bringing resources to the organization.

ESSENTIAL JOB FUNCTIONS:

- Policy Administration - continue the legal or corporate existence of the organization. Ensure that agency meets legal requirements. Adopt bylaws and ensure that the agency operates within them. Adopt policies that determine the purposes, governing principles, functions and activities of the agency. Assume ultimate responsibility for internal policies that govern the agency.
- Evaluation - regularly evaluate and review the agency's operations, maintaining standards of performance. Monitor agency activities, including reviewing reports of committees; confirm, modify or reject proposals; counsel and provide good judgment on plans of the Executive Director; and consider, debate and decide issues.
- Human Resources - select, employ and regularly evaluate the Executive Director. Approve policies that govern human resources management and administration. Participate in recruitment, selection and development of board members (primary responsibility with the nominating committee).
- Finance - approve and monitor the corporate finances of the agency, including the annual budget. Ensure that financial resources are available to meet the programmatic and administrative obligations of the agency. Financially to the organization. Authorize and accept the annual audit.
- Public and Community Relations, Outreach and Fund Raising - give credibility and prestige to the agency; inspire confidence in and raise funds and other resources to support our services. Understand and interpret the work of the agency to the community. Relate the services of the agency to the work of other agencies, and focus on social reform and progress for the community as a whole.

Expectations Agreement

New Board Member Name _____

Phone _____ FAX _____ E-Mail _____

Mentor's Name _____

Phone _____ FAX _____ E-Mail _____

(Mentor and candidate should read the questions, define the expectations and should discuss implementation strategies.)

_____ Mission -- I understand and can promote the organization's mission.

_____ Orientation and On-Going Training -- I am willing to participate in at least one activity annually affording me the opportunity to observe and better understand the organization's activities/services and people it works with.

Name of Activity _____

Date /Location of Activity _____

Contact Person/Phone _____

_____ Additional training -- I may need additional training in:

_____ Mentoring -- I will receive the support to build my confidence and capabilities (i.e. mentoring or buddy board member)

Describe _____

_____ Time - Knowing that good board participation requires _____ hours a month, I am prepared to dedicate the time.

_____ Meetings -I will be prepared for the meetings by doing the following:

_____ Assignment - I am prepared to accept a committee assignment:

_____ Schedule - I have a schedule as to when the board/committee meets:

_____ Outreach -- I am willing to make one call per month on behalf of the organization and host one outreach (breakfast) meeting annually

Schedule first three contacts and identify mentor/partner

Contact_____Mentor_____When_____

Contact_____Mentor_____When_____

Contact_____Mentor_____When_____

_____ Money - I am willing to make a financial contribution. \$_____

_____ Ending -- I know when my assignment ends. Date_____

Assess your other commitments at work, school, home and other activities. Give careful consideration, ask additional questions and make your decision.

_____ I understand the requirements

_____ I can be held responsible to meet the expectations

Any Other Special Conditions_____

Signed_____ Board Chair
New Board Member

Date_____

Board of Directors Recruitment Grid

NAMES OF CURRENT/ POTENTIAL BOARD MEMBERS	Jon	Sue	Ray	Etc.				
Age:								
Youth								
21-35								
35-60								
Senior								
Gender:								
Male								
Female								
Geography:								
Lamar								
Prowers Co								
Other								
Expertise:								
Program Dvlpmnt								
Human Resources								
Risk Management								
Legal								
Accounting								
Other								
Involvements:								
Business								
Service Club								
Church								
Country Club								
Other								
Resource Development:								
Can give \$								
Can get \$								
Can get in-kind								
Can get volunteers								

Application to Board of Directors

Applicant Name _____

Address _____

This address is: Home _____ Work _____

Phone/Fax _____

Email _____

Referred by _____

My greatest areas of interest in the work of the board of directors include:

- | | |
|---|---|
| <input type="checkbox"/> Governance | <input type="checkbox"/> Development of Policies and Procedures |
| <input type="checkbox"/> Financial Management | <input type="checkbox"/> Fundraising |
| <input type="checkbox"/> Planning | <input type="checkbox"/> Community Outreach (public relations) |
| <input type="checkbox"/> Board Perpetuation
(nominating, training) | <input type="checkbox"/> Other: |

The reason I am interested in serving on the board of directors at this time is:

The reason this organization is of interest to me is:

My past involvement with the organization includes:

The unique skills/expertise/perspective I am able to bring to this board of directors include:

I anticipate that the personal benefits I will receive by being on the board include:

I feel that the benefits to me To be an effective board member, I may need training or mentoring in the following:

I am willing to commit the following to the organization for my tenure on the board of directors:

_____ monthly participation in board-related activities (meetings, committee work, outreach) Number of hours each month: _____

_____ attendance at an annual full-day planning/training retreat

_____ an annual financial contribution to the organization

Other information I would like to be considered as part of my application to serve on the board of directors:

New Board Member Orientation

Sample Agenda

Overview of Organization

- Mission
- Niche in Community
- Structure for Doing Our Work
- Programs

Fiscal Considerations

- Budget
- Fund Raising

Board Structure

- Members
- Officers
- Committees
- Relationship to Staff
- Meetings

Expectations of Board Members

- Personal Commitment
- Involvement, Attendance
- Contributions – Expertise, Contacts, Financial
- Conflicts of Interest

Resources

- Board Notebook
 - Articles of Incorporation
 - Bylaws
 - Mission Statement
 - Goals and Objectives
 - Program Information
 - Strategic Plan
 - Minutes from Previous Board Meetings
 - Budget and Financial Information
 - Promotional Materials
 - Board, Staff Telephone Lists
- Monthly Mailings

Other/Questions and Answers

Board of Directors' Self-Assessment

This simple tool is designed to help the board identify areas for attention to its own development. Please circle the number that best reflects your opinion for each item:

5 - strongly agree 4 - agree 3 - neutral 2 - disagree 1 - strongly disagree

1. We have a good, written mission statement that is understood and followed.	5	4	3	2	1
2. The size of and diversity within our board is good for our organization at this time.	5	4	3	2	1
3. We do a good job evaluating and re-electing board members who should continue serving.	5	4	3	2	1
4. We do a good job in nominating, electing and orienting new board members.	5	4	3	2	1
5. Board members are given good and appropriate background materials for meetings.	5	4	3	2	1
6. Board meeting agendas are full of worthwhile items for discussion and focus on policy issues that are appropriate for the board to discuss.	5	4	3	2	1
7. Committees are well organized and contribute to the effectiveness of the board.	5	4	3	2	1
8. The overall quality of current board members is the quality the organization needs and deserves.	5	4	3	2	1
9. The board and chief executive are clear on their respective roles, as well as the role of other staff.	5	4	3	2	1
10. The board does a good job in setting the chief executive's performance objectives related to results/outcomes.	5	4	3	2	1
11. The board does a performance review of the chief executive each year.	5	4	3	2	1
12. The chief executive is doing well in fulfilling the board's expectations.	5	4	3	2	1
13. The board contributes what it should to the fund raising and marketing efforts of the organization.	5	4	3	2	1
14. The board leadership is planned for and effective.	5	4	3	2	1
15. The board has ownership in a good strategic plan to guide the organization for the next five years.	5	4	3	2	1
16. The chairman of the board is exercising appropriate authority and leadership.	5	4	3	2	1
17. The board is knowledgeable about the organization's current programs and services.	5	4	3	2	1
18. The board thoroughly discusses the annual operating budget of the organization prior to approval.	5	4	3	2	1
19. The board receives financial reports on a regular basis that are understandable, accurate and timely.	5	4	3	2	1
20. The board has an adequate amount of liability insurance, as well as risk reduction/ control policies and procedures in place.	5	4	3	2	1

What do you think is the most critical concern of the board at this time?

Time commitment:

On average, how much time are you giving to the organization? _____ hours/month.
 For you, is this amount about right? _____ too much? _____ not enough?
 How much time are you willing to give? _____ hours/month.

Fund Raising Commitment:

How much have you committed to give and/or raise for this organization this year?

Personal Contribution - \$ _____
 To solicit from friends, business contacts, etc. - \$ _____
 Assistance with special events, advertising, etc. - \$ _____
 Other - \$ _____

Strategic Planning

“A Journey, Not a Destination”

Keys to Success – the Process:

- Determine goals in going through the strategic planning process
- Find and take the time to get people together to sit down and discuss
- Get someone to facilitate the discussions
- Make sure you have the required background and external information
- Begin with the mission and the vision, then work from there
- Ask the hard questions
- Be realistic
- Set deadlines

Keys to Success – the Written Plan:

- Write the plan as a fluid document
- Do the condensed version after you’ve written the long version of the plan; keep this in an easily-accessible place

Strategic Plan Document Outline

There are many formats for preparing strategic plans. However, most include the following key sections:

1. Executive Summary
2. Organizational Background
 - Mission, Vision, Values and Culture
 - Governance and Leadership
 - Programmatic Objectives and Achievements
3. SWOT Analysis – (Internal) Strengths and Weaknesses, (External) Opportunities and Threats
4. Strategies and Recommendations for the Future, including Action Plan and Timeline
 - Management Practices (Administration and, as applicable: Purchasing, Operations, Facilities, Equipment, Maintenance)
 - Financial Management
 - Human Resources Management – staff, volunteer
 - Programming Design and Development
 - Client Services Marketing Analysis – management, services/product, referrals and recruitment, eligibility, pricing
 - Donor Marketing Analysis – management, services/product, pricing, promotions
 - Quality Assurance; Evaluation
 - Technology
 - Information Management
 - Risk Management

Outreach Opportunities for Board of Directors' Members

Board members have a unique opportunity to contribute to the success of an organization through formal and informal marketing opportunities. Board members, individually and collectively:

- give credibility and prestige to an organization
- inspire confidence in the services offered
- are the conduit of understanding and interpretation between the organization and community
- focus on social reform, the agency's part in that and the overall benefit to a community

Essential questions that must be answered affirmatively for board members to effectively market the organization include:

- Do board members know and understand the mission of the organization?
- Are board members enthusiastic about the work of the organization?
- Do board members have a plan for the future of the organization, and are they familiar with the direction being taken?
- Are board members knowledgeable about the organization's current programs and services?
- Are board members aware of similar service providers in the community, and the unique niche/role of the organization within this continuum of service providers?
- Have board members been trained in the "major selling points" of the organization?
- Do board members have good promotional materials available for distribution to others?

Opportunities to "sell" the organization to others are plentiful, and are easily taken advantage of when a board member is prepared. They often are not done "solo," but may include another board or staff person. Examples of such opportunities include:

- representing the organization in presentations to/meetings with potential funders
- representing the organization at others' special events
- being part of a speaker's bureau for presentations to service clubs, etc.
- being cognizant of community or media happenings, etc. that could involve exposure for the organization
- telling friends and family about the needs of the clients (not of the organization)
- including information on the organization in other newsletters and publications with which you are affiliated

Preparing a Board Meeting Agenda

(adopted from “Learning Facilitation Skills” training,
presented by Beth Filar Williams and Shelley Walchak, CO Library Consortium)

Meeting Name: _____

Date, Time, Location: _____

President/Chair/Facilitator: _____

Purpose (WHY are we meeting?):

Context (WHY does this matter? Examine how this meeting fits into the overall organizational goals. How does it relate to the last meeting? What events/issues will affect this meeting? How will this meeting affect other work activities):

Desired Outcomes (WHAT will we walk out with? Products – e.g. lists, plans, decisions, agreements – and/or knowledge – e.g. awareness/understanding so we can do X):

Attendees (WHO needs to be present? Who needs to make a special presentation, or provide information in advance?):

Process and Decision Making Method (HOW will we conduct business? e.g. open discussion, executive session, Robert’s Rules of Order, consensus, etc.):

Room Arrangement, Other Considerations:

Leadership AND Management: How Well Is Your Organization Meeting Its Needs?

What is the difference between leadership and management, and which is most important to our organizations? Leadership Theorist John Kotter says that effective managers must know how to lead, as well as to manage; he further states that organizations face extinction if leadership is not present.

In a competent nonprofit, our board members, executive director and other staff and volunteers pool their talents and training to both lead and manage the organization. If this does not occur, the community and the agency clients will get far less than what they should expect from the organization. Here's a quick test of YOUR day-to-day efforts. Use this to determine whether the organization has both the active leadership AND management skills required.

	Lead Staff Person Provides	Board Member(s) Provide(s)	Both Provide
Visionary	_____	_____	_____
Rational	_____	_____	_____
Passionate	_____	_____	_____
Business-Like	_____	_____	_____
Creative	_____	_____	_____
Persistent	_____	_____	_____
Inspiring	_____	_____	_____
Tough-Minded	_____	_____	_____
Innovative	_____	_____	_____
Analytical	_____	_____	_____
Courageous	_____	_____	_____
Structured	_____	_____	_____
Imaginative	_____	_____	_____
Deliberate	_____	_____	_____
Experimental	_____	_____	_____
Authoritative	_____	_____	_____
Independent	_____	_____	_____
Stabilizing	_____	_____	_____
Initiator	_____	_____	_____
Implementer	_____	_____	_____
Boss	_____	_____	_____
Coach, Consultant, Teacher	_____	_____	_____

(Source: Anatomy of a Leader: Where Are the Leaders of Tomorrow? by Genevieve Capowski)

Nonprofit Organization Division of Duties

Mark an "X" in the box under the person/persons best assigned to complete the stated activity. Discussion may ensue when the division of duties is not clear, or your organization has misplaced the stated duty.

Activity	Role of Board	Role of President	Role of Lead Staff (Exec Director)
1. Hire an executive director.			
2. Hire staff (not executive director).			
3. Amend bylaws.			
4. Recruit new board members.			
5. Develop mission statement.			
6. Develop new programs.			
7. Raise funds for organization.			
8. Develop agenda for board meetings.			
9. Develop organization's strategic plan.			
10. Evaluate executive director.			
11. Evaluate staff (not executive director).			
12. Recruit volunteers for the organization.			
13. Promote mission and goals in community.			
14. Oversee day-to-day operations.			
15. Provide necessary fiscal accounting.			
16. Examine personal conflict of interest issues.			
17. Evaluate effectiveness of programming.			
18. Be knowledgeable enough to present the organization's purpose, goals and objectives, etc.			
19. Mediate personnel issues.			
20. Facilitate board meetings.			

Executive Director Evaluation: Standards and Format

PERFORMANCE DEFINITIONS

OUTSTANDING - Performance at this level is clearly unique and far in excess of established expectations. The employee consistently exceeds expectations in the outcomes achieved in work quality, quantity and timeliness. The employee exhibits leadership among peers in all dimensions of the field of work performed.

SIGNIFICANTLY EXCEEDS EXPECTATIONS - Performance at this level often exceeds established expectations and standards for work quality, quantity and timeliness. The employee exhibits mastery of most dimensions of the field of work performed.

FULLY CAPABLE - Performance at this level is satisfactory on the established expectations and standards for work quality, quantity and timeliness. The employee competently achieves the requirements of the position.

NEEDS IMPROVEMENT - Performance at this level is minimally capable and below the level expected employee. Improvement is required in significant dimensions of the job in order to meet the expectations and standards for work quality, quantity and timeliness. The employee performing at this level may be denied merit increases until fully capable performance is demonstrated.

UNSATISFACTORY - Performance at this level is unacceptable. The employee often fails to achieve basic requirements of the position and has exhibited little or no improvement in job performance. The employee performing at this level should not be continued in this position; or where extenuating circumstances exist, should be retained only upon significant improvements within a fixed period of time to be defined by the Employer.

PERFORMANCE FACTORS

1. ADMINISTRATION

1a. **PLANNING:** Develops short and long range plans and goals to meet department objectives consistent with established priorities; sets appropriate priorities of needs and resulting services to be provided; anticipates and prepares for future requirements and devises contingencies; devises realistic plans

1b. **BUDGETING AND ECONOMIC MANAGEMENT:** Prepares an appropriate budget and subsequently adheres to it; utilizes finances, budgets, facilities, equipment, materials and products to minimize costs; actively practices cost containment.

1c. **ORGANIZATION OF WORK:** Structures work in order to avoid crisis, promotes productivity, attains cost effectiveness, and delivers work on time. Involved in this process are the tasks of allocating work, delineating responsibilities, scheduling activities, and adequately preparing for meetings and presentations.

1d. **COMPLIANCE:** Complies with established policies, procedures and directives; conducts department functions in accordance with applicable laws, statutes, and regulations.

1e. **PROBLEM SOLVING AND DECISION-MAKING:** Identifies problem and acts to rectify them by employing analytical thinking and sound judgment.

1f. **EVALUATION AND CONTROL:** Practices regular and systematic review of department operations to evaluate progress towards established goals; evaluates strategies employed in seeking those goals; implements remedial measures when necessary.

1g. **RISK (LIABILITY) MANAGEMENT:** Ensures that liability risk exposures are identified and treated when proposing new programs and services; evaluates and monitors established programs and services to identify areas which need revision due to changes in operation, legislation, policies and procedures; implements changes where needed to facilitate favorable loss experience; manages employee safety program, including appropriate training and corrective action when necessary.

2. INTERPERSONAL

2a. **ORAL COMMUNICATION:** Effectively communicates orally with individuals and groups, including public presentations; presents ideas in an organized, clear and concise manner, employs tact and discretion; listens well; offers appropriate feedback.

2b. **WRITTEN COMMUNICATION:** Prepares organized, clear, concise, accurate and informative letters, memos, reports and other documents which effectively fulfill content and timeliness requirements.

2c. **COORDINATION/COLLABORATION:** Works well with others at various levels; keeps information flowing to the appropriate parties vertically (down as well as up) and horizontally; facilitates communication and problems solving among parties when necessary.

2d. **SUPERVISORY CONTROL:** Effectively hires, assigns, directs, controls, evaluates performance, counsels and disciplines all other functions necessary or incidental to supervision; practices compliance with employment law guidelines and mandates.

2e. **LEADERSHIP:** Promotes cooperation and team work among employees; establishes high standards of conduct and job performance for subordinates; maintains open communication channels; delegates work; leads by example.

2f. **STAFF APPRAISAL AND DEVELOPMENT:** Provides good record of subordinate performance; reviews appraisal information with subordinates; aides subordinates in improving performance on current job; helps subordinates in setting up and implementing development plans and objectives; cross-trains employees; encourages subordinates to participate in training.

3. INDIVIDUAL

3a. **EFFORT AND INITIATIVE:** Requires little work direction; exhibits persistence and initiative; puts forth a consistent, energetic effort; assumes full and complete responsibility for accomplishment of department functions.

3b. **PROFESSIONAL/TECHNICAL COMPETENCE:** Realistic knowledge and competence of the field and applies up-to-date technical/professional principles, practices, and standards appropriate to the functions of the department; acts as a resource person upon whom others can draw; professional demeanor maintained on a consistent basis.

3c. **INNOVATION:** Displays original and novel thought in creative efforts to improve on the status quo.

3d. OBJECTIVITY: Assesses issues, problems and decision situations based on the merits of the case presented; personal loyalties, biases, etc., does not influence department decisions; personnel decisions made on the basis of equal opportunity and objective job-related criteria.

3e. CREDIBILITY: Through successful performance, instills the feeling of trust and dependability.

3f. FLEXIBILITY: Adapts well to change, both internally and externally.

4. LEADERSHIP

4a. COACHING: Communicates a positive attitude; serves as a catalyst for action and encourages employees to try new things and to take calculated risks; provides honest feedback; minimizes tension and defensiveness; creates an environment for success; teaches and guides employees rather than controls.

4b. EMPOWERING: Creates an awareness in others of their powers and self worth; involves others and shares powers in planning and decision-making; fosters leadership in others; challenges others to assume leadership roles and provides support by allowing them to risk, fail and learn; creates an environment in which others feel ownership for results and feel comfortable to take action to achieve desired results.

4c. MODELING: Believes in public service; treats all with respect and dignity and creates an atmosphere of mutual respect and trust. Serves as a catalyst for action and is a team player, believes in oneself and looks at problem as opportunities; uses powers in a positive way; keeps one's work: accepts responsibility for mistakes; insists on excellence (not perfection); communicates and reinforces by what they do - not what they say; adapts to changes as conditions and situations warrant.

4d. TEAM BUILDING: Builds group cohesiveness and pride; encourages cooperation; fosters and practices good communication, recognizes and rewards individuals and team accomplishments and contributions; shares success and rewards; manages conflict, which is inevitable.

4e. VISIONING: Establishes and articulates a vision of what could be; looks to and plans for the future; accepts new challenges, keeps an open mind.

4f. SELF-DEVELOPMENT: Is not static; prepares for the future; has the courage to identify and address shortcomings; is committed to self-improvement manages personal stress in positive ways.

Rank the executive director on the performance factors using the performance definitions:

5 – outstanding

4 – significantly exceeds expectations

3 – fully capable

2 – needs improvement

1 – unsatisfactory

1. ADMINISTRATION

Performance Factor	Performance (From 5 to 1)	Comments
Planning		
Budgeting and Economic Management		
Organization of Work		
Compliance		
Problem Solving and Decision Making		
Evaluation and Control		
Risk (Liability) Management		

2. INTERPERSONAL

Performance Factor	Performance (From 5 to 1)	Comments
Oral Communication		
Written Communication		
Coordination/Collaboration		
Supervisory Control		
Leadership		
Staff Appraisal and Development		

3. INDIVIDUAL

Performance Factor	Performance (From 5 to 1)	Comments
Effort and Initiative		
Professional and Technical Competence		
Innovation		
Objectivity		
Credibility		
Flexibility		

4. LEADERSHIP

Performance Factor	Performance (From 5 to 1)	Comments
Coaching		
Empowering		
Modeling		
Team Building		
Visioning		
Self-development		

OVERALL EVALUATION (Please check one.)

- Outstanding
- Significantly exceeds expectations
- Fully capable
- Needs improvement
- Unsatisfactory

What have been the executive director's performance highlights in the past year?

What could have been most improved regarding the executive director's performance in the past year?

What are the executive director's performance goals for the coming year?

Evaluator's Signature _____ Date _____

10 Practical Ways To Engage Your Board of Directors in Fund Development

A common complaint among staff and board leadership is that "our board won't 'do' fund raising!" And the complaint is usually well-founded, based on performance. However, it may be less the board members' fault than we like to believe. Here are a few tips for engaging the board in development activities, with the ultimate result being more resources for your organization. (The tools that are mentioned are available through Third Sector Innovations at no cost.)

1. Begin with the End in Mind. A principle that has really stuck with me from "The Seven Habits of Highly Effective People," this is a biggie when it comes to board involvement in fund raising. We must learn to recruit and orient our board members with the clear expectation and communication that bringing resources into the organization is part of the job description. When we do not communicate this fact, or if we knowingly bring on board members who refuse to be involved in this part of nonprofit life, then we have set up the board for fund raising failure and frustration.

2. Treat Board Members as You Treat Your Other Volunteers. This tip comes from Michaëlle Smith with Hilltop Community Resources in Grand Junction, CO. She reminds us: board members are volunteers, too, and require the same care and attention as all volunteers. Keep this in mind as you set up recruiting, orientation, training, supervision, retention, evaluation and acknowledgement systems for board members, particularly as these systems pertain to development duties. And, as my economics professor would say, "Make sure you get the incentives right!"

3. Provide Structure - Make sure that board members understand HOW they can be involved in the development efforts of your organization...WHAT do they actually need to do? Third Sector Innovations can provide you with a checklist that breaks fund raising activity down into "chewable bites." For instance, in developing individual donor contributions, the checklist allows board members to select (or not): "Brainstorm potential donor names," "Research service club funders," "Write letters to my personal contacts," "Call donors and personally thank them," "Host donor receptions," etc.

4. Create an Environment for Success - It is worth examining whether your organization has a "culture" that is conducive to development activities, and if you even are ready to seriously raise funds. Again, Third Sector Innovations can provide self-assessment tools for gauging these important elements. When the culture is right and your organization is ready, application of these "10 Practical Ways" - and a generous amount of fun - will create an environment where resource development can thrive!

5. No Unnecessary Meetings. Enough said!

6. Have and Clarify Expectations - Make sure that the development expectations include board engagement, involvement and success. Provide clear and simple written expectations and goals. And remember that when working with money, it's very easy to measure success!!

7. Determine the Jobs that Members can Comfortably Perform - As discussed in #3 above, it is helpful to break down the actual tasks involved in resource development so that board members can find an area in which they feel comfortable being involved. Most people who say they won't assist with fund raising really mean, "I don't feel comfortable with or know how to ask someone for money." There are MANY tasks - research, planning, relationship building, organizing, recruiting - involved in the development process. Don't let great assistance escape simply because a board member can't feature him or herself as a "sales closer."

8. Make Sure That Board Members Know the Product/Benefits - It will be very difficult to convince anyone to provide resources to your organization if your best agents - the board members - don't know what you actually do and how it benefits the community. Even further, do board members understand the product, benefits, etc. - the "marketing mix" - that meets DONOR needs? Ask about Third Sector's marketing assessment tool, which helps to identify the "offering" that makes sense for prospective donors.

9. Provide Effective Training - Resource development is not an inherent skill that most board members bring to your organization. Training in this area will be required, and likely some of your experienced members can help. And don't think of resource development training as a one-time need, but rather an on-going educational process.

10. Provide Effective Tools - This tip is listed last for a reason: Having the perfect brochure, the perfect case statement, the perfect DVD presentation are not going to bring money into your organization. And many groups will spend a hugely inordinate amount of time and money preparing these materials. So make sure you have some effective tools for the use of your board - an up-to-date business/strategic plan and a history of board financial support to the organization being top of the list - but don't focus too much effort here. While materials are important to the fund development process, people are far more important.

Give and Get Commitment Form

Board Member Name _____

My personal "giving" goal:

- I personally pledge \$ _____ to this organization to support our fund raising objective.
- I would prefer to make (please check):
 - _____ one annual payment
 - _____ quarterly payments of \$ _____
 - _____ monthly payments of \$ _____
 - _____ other _____

(Each board member should give what s/he can. Some will be able to give more than others. No matter the amount, it is important to set a giving example.)

My goal for "getting" donations:

- As a board member, I will personally get (raise) \$ _____ from outside sources, including support from the business community.
- I will solicit \$ _____ for our special fund raising event.
- I will assist in building our donor list by submitting the names of potential new donors.

I will contact
personally (circle)

I believe the following people can give \$100-999/year:

	Yes	No
	Yes	No
	Yes	No

I believe the following can give \$1,000-4,999/year:

	Yes	No
	Yes	No
	Yes	No

I believe the following can give \$5,000 or more/year:

	Yes	No
	Yes	No
	Yes	No

I agree to participate in other fund raising activities as needed. I accept this commitment as part of my responsibilities as a board member.

Signed _____
Board Member
Board Chair

Date _____

Note: Modify to list the specific areas of fund raising activity with which your organization is involved.

Board of Directors Fund Raising Interests Form

	Like/ Will Do	Don't Like	Don't Know Try Me!	I'll Find Others To Help
Constituency Development				
Brainstorm to bring in names	_____	_____	_____	_____
Bring in list of personal contacts	_____	_____	_____	_____
Brainstorm ways to involve my contacts	_____	_____	_____	_____
Help cultivate these relationships	_____	_____	_____	_____
Write letters to my personal contacts	_____	_____	_____	_____
Call my personal contacts	_____	_____	_____	_____
Call donors and thank them personally	_____	_____	_____	_____
Call donors and ask them questions	_____	_____	_____	_____
Write donor surveys	_____	_____	_____	_____
Host donor reception	_____	_____	_____	_____
Face-to-Face Solicitation				
Organize campaigns*	_____	_____	_____	_____
Recruit volunteer solicitors	_____	_____	_____	_____
Do team solicitation with someone else	_____	_____	_____	_____
Brainstorm prospect names	_____	_____	_____	_____
Bring in my own list of personal contacts	_____	_____	_____	_____
Solicit my own contacts	_____	_____	_____	_____
Let others talk to my contacts	_____	_____	_____	_____
Help determine gift amount to ask	_____	_____	_____	_____
Go to groups and make presentations	_____	_____	_____	_____
Solicit people I don't yet know	_____	_____	_____	_____
Phone-a-Thon				
Organize phone-a-thon campaigns**	_____	_____	_____	_____
Write solicitations script	_____	_____	_____	_____
Brainstorm names of prospects	_____	_____	_____	_____
Bring in my own list of contacts	_____	_____	_____	_____
Call my own contacts	_____	_____	_____	_____
Call other prospects	_____	_____	_____	_____
Process pledges at phone-a-thon	_____	_____	_____	_____
Special Events				
Plan event***	_____	_____	_____	_____
Serve on organizing committee	_____	_____	_____	_____
Brainstorm guest names	_____	_____	_____	_____
Invite my own contacts	_____	_____	_____	_____
Sell tickets to my own contacts	_____	_____	_____	_____
Work at the event	_____	_____	_____	_____
Serve as host and mingle at event	_____	_____	_____	_____
Direct Mail				
Organize direct mail campaigns****	_____	_____	_____	_____
Write letters	_____	_____	_____	_____
Brainstorm names of prospects	_____	_____	_____	_____
Bring in my own list of contacts	_____	_____	_____	_____
Sign letters to my own contacts	_____	_____	_____	_____
Have others write letters to my contacts	_____	_____	_____	_____

*Script writing, research, role playing, setting up the kick-off, etc.

**Get names in database, research phone numbers, prepare materials and pledge forms, recruit volunteers, help with training, etc.

***Determine theme, facilities, food, entertainment, prizes, invitations, thank yous

****Get names in database, address envelopes, write letters, do research, etc.