

Board Membership: Know What is Expected.

ULCT Mid-year
Conference

April 6, 2017



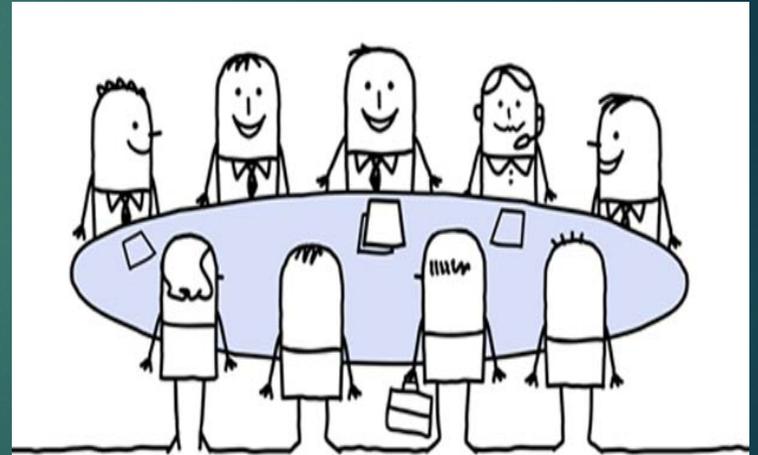
Our panel

- ▶ Wayne Parker, Chief Administrative officer, Provo City
- ▶ Roger Carter, City Manager, Washington City
- ▶ Diane Foster, City Manager, Park City
- ▶ Patricia Keehley, Assoc Professor Emerita, SUU

Objectives

- ▶ Share experiences and ideas to facilitate success
- ▶ Offer resources and best practices
- ▶ Discuss challenges

The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion.

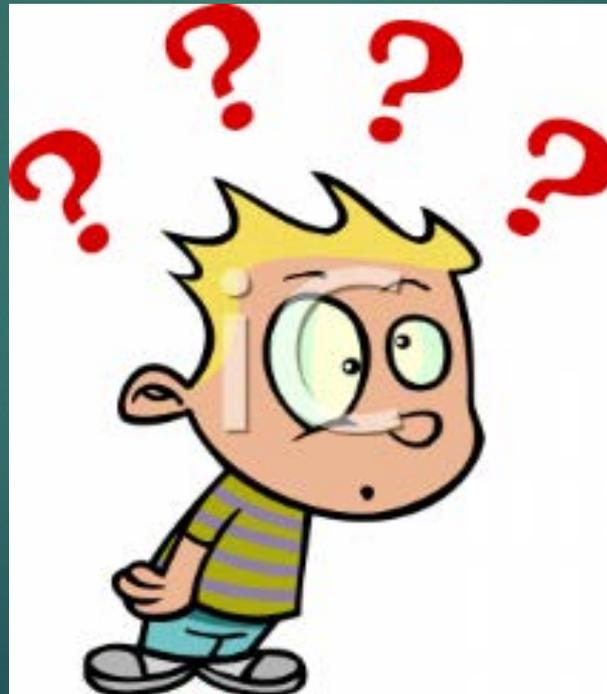


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Why are you here?



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Wayne Parker

1. Board experience
2. Greatest challenge
3. Best practices



Roger Carter, City Manager, Washington City

1. Board experience
2. Greatest challenge
3. Best practices



Diane Foster, City Manager, Park city

1. Board experience
2. Greatest challenge
3. Best practices

Resources & Ideas

1. Train board members on the mission, goals, fiscal and operational requirements
2. Ensure all board members understand and follow ethic guidelines
3. Ensure strategic goals are translated into measurable and accomplishable objectives
4. Hold the executive director accountable for organizational outcomes and performance
5. Conduct formal evaluation of the board, its members, and its operations on an annual basis
6. Set annual goals and objectives
7. Ensure all board members understand the alignment between the mission, goals, and operations
8. Review regular reports on key activities and financial indicators.

Thanks!



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Stanford

Ensure your organization's mission is focused and its skills and resources are well-aligned with it.

Ensure your mission is understood and embraced by the board, management, and other key stakeholders.

Establish explicit goals and strategies directly tied to achieving your mission.

Develop rigorous performance metrics that reflect those goals and strategies.

Hold the executive director accountable for meeting those performance metrics and evaluate his or her performance with a sound, objective process.

Compose your board with individuals with the skills, resources, generosity, diversity, and dedication that address the needs of the organization. This includes ensuring that there is a small group of committed and cohesive leaders.

Define explicitly the roles and responsibilities of board members to best leverage their leadership, time, and resources.

Establish well-defined board, committee, and ad hoc processes that reflect your organization's needs and context and ensure optimal handling of key decisions and responsibilities.

Regularly review and assess each board member's leadership contributions as well as the board's overall performance. This includes ensuring that board members view their time as well spent.

Board Effect

Compliance and Ethics. Evaluate and assess the scope of your compliance and ethics policies.

Ask if your board members, managers and employees are compliant with laws and policies in all areas.

Key Policies and Procedures. The board approves key policies and procedures. Evaluate your policy statements to see if they are clearly written, consistent, serve the board well in a key member's absence and can hold up to legal scrutiny.

Aligns Incentives. The board should align its incentives with organizational goals – and not just award incentives based upon financial metrics.

The board should insist on receiving regular reports that reflect key organization compliance and ethics metrics.

National Council of Nonprofits

- Consider using a [consent agenda](#) as a way of saving time during meetings, and focusing the board's work on high priority issues that benefit most from discussion and discernment. Many governance gurus suggest putting the most important item on the agenda first – in order to leave enough time for full discussion.

- [Evaluating the performance of the executive director](#) is one of the most-likely-to-be-avoided but most important roles that a board can play in su- See more at:

<https://www.councilofnonprofits.org/tools-resources/board-roles-and-responsibilities#sthash.K6h6WxnY.dpuf>

Their policies provide sufficient guidance to the board to govern the organization properly, are reviewed on a more regular basis, and are publicly disclosed. • Their board members are better able to read and understand financial statements, are required to sit on at least one committee, and require less lead time to carry out their responsibilities effectively. • They spend more time on board education and development and the person responsible for briefing the board is effective. • They conduct formal board evaluations and evaluate their CEOs based on pre-set criteria. • They have formal risk management and crisis management policies and have assigned risk management and crisis management responsibilities to a specific individual or group. • They have a strategic vision for the organization and have translated their strategic goals into measurable objectives and benchmarks for the board to monitor. • They set annual objectives for the board, and the board or its committees follow a well-delineated work plan that outlines how the board will achieve its goals. The work plan becomes the board's agenda for the year. • They spend more time at board meetings in lively debate of strategic issues. • Their board meetings are not dominated by one or two people. • They operate with a balanced budget.

Board Self-Evaluation

The board shall conduct a board self-evaluation annually using a survey, interviews, or other tools. The results of the self-evaluation should be prepared in written form and discussed with the board. The board's responses and or decisions based on the self-evaluation will be summarized in the minutes

Reviewing Board Operating Procedures

The board shall annually review and revise the board operating procedures, as needed.