

# Board Governance 101

Creating Effective Organizations that  
Foster Board Member Recruitment &  
Engagement



**StrengthenND<sup>®</sup>**

# Story of Strengthen ND

---

**Vision:** Strengthen ND works across North Dakota to elevate nonprofits and rural communities to support a high quality of life and resources for vulnerable populations through community development.

**Mission:** Strengthen ND supports and accelerates community development in rural North Dakota. We do this by 1) building the capacity of nonprofits and rural community leaders, 2) advancing regional issues, and 3) facilitating community solutions.



**Here's what we do:** Board and Staff Development; Fundraising Planning; Grant Writing; Community Planning; Strategic Planning; Organizational Action Planning; Program Design and Evaluation; Succession Planning; Project Management; Meeting Facilitation; and Other kinds of customized counsel and services.



# StrengthenND®

**Special  
Accomplishment**

**\$2.5 Million**

**U.S. Dept. of Education  
Perfect Score**

Grant sizes in 2018  
ranged from \$500 to  
\$200,000.

## *Strengthen ND by the Numbers: 2018*



**78 Emerging Leaders**

In 2018, we were able to provide intensive small group and one-on-one skill building to individuals working in the nonprofit sector, undertaking systems change, and thinking bigger for their rural communities.

**17,495 Miles**



Being present and meeting nonprofit organizations and community members where they are is one of our organizational values. To provide support and services in 2018, we traveled 17,495 to communities near and far across our great state. That's as many miles as it would take to drive lengthwise across North Dakota over 51 times!

**\$3,589,604.75**

Through grant writing and technical assistance in 2018, we have been able to support nonprofits to capture nearly \$3.6M in program and capital funding.



**99 Hours**

Through workshops, webinars, and nonprofit convenings in 2018, we have hosted an abundance of quality professional development opportunities for nonprofit professionals and volunteers.



**Over 200  
Hours**

Creating and facilitating a better North Dakota for all residents, regardless of their circumstances, is another of our organization's focus areas. To move this area forward, we spent over 200 hours in 2018 supporting resource development, skill building, and leadership in systems change across North Dakota.

# I'm a Board Member. Now What?

Dollars for Scholars



StrengthenND<sup>®</sup>

# I'm a Board Member - Now What?

---

- *No Boards are the Same*
- *Board Size*
- *Board Composition -  $\frac{1}{3}$  Wealth,  $\frac{1}{3}$  Work,  $\frac{1}{3}$  Wisdom/Wallop*
- *It's not about you - it's about the organization!*

# I'm a Board Member - Now What?

---

*Test Yourself! Are You Ready to Serve on a  
Nonprofit Board?*

*<https://PollEv.com/meganlaudens395>*

# That's Their Job?!

Dollars for Scholars



StrengthenND<sup>®</sup>

# That's Their Job?!

---

*Exploring the Duties of Loyalty, Care, and  
Obedience*



# That's Their Job?!

---

*Duty of Loyalty: undivided allegiance to the organization when making decisions affecting the organization*

# That's Their Job?!

---

*Duty of Loyalty: Conflicts of Interests, Corporate Opportunity, and Confidentiality*

# That's Their Job?!

---

*Duty of Care: 1) director be informed and 2) director discharges his/her duties in good faith, with the care that an ordinarily prudent person would reasonably believe appropriate under the circumstances*

# That's Their Job?!

---

*Duty of Care: 1) attend board meetings regularly (and review materials beforehand), 2) stay adequately informed, and 3) exercise independent judgment when voting*

# That's Their Job?!

---

*Duty of Obedience: mandates that directors carry out the purposes of the organization as spelled out in its articles of incorporation or other legal documents*

# That's Their Job?!

---

*Duty of Obedience: Internally and Externally*

*Internal: mission statement, bylaws, etc.*

*External: public laws (transparency), solicitations,  
and employment laws*

# Discovering the Board Member Continuum

Dollars for Scholars



StrengthenND<sup>®</sup>

# Discovering the Board Member Continuum

*Board Members often exist on a scale from Weak to Great - and the Great are hard to find.*

*(National Council of Nonprofits)*



# Discovering the Board Member Continuum

---



# Discovering the Board Member Continuum

---



# Discovering the Board Member Continuum

---



# Discovering the Board Member Continuum

---



# Discovering the Board Member Continuum

---





# Discovering the Board Member Continuum

---



# Discovering the Board Member Continuum

---



# Discovering the Board Member Continuum

---





# Discovering the Board Member Continuum

---



# Discovering the Board Member Continuum

---

*Moral: As you begin your board service, pick your animal: show horse, turkey, or goose?*

# Board Governance Best Practices

Dollars for Scholars



StrengthenND<sup>®</sup>

# Board Governance Best Practices

---

*Small Boards vs. Large Boards*

*What is better? It depends.*

# Board Size

---

- Depends on:
  - Mission
  - Life-cycle of the Organization (new or established)
  - Fundraising Needs
  - Geographic Service Area

# Large Boards

---

- Pros:
  - Easier to manage workload
  - Fundraising is less of a burden
  - More perspectives are represented

# Large Boards

---

- Cons:
  - Engagement
  - Scheduling Difficulty
  - Cliques and Core Groups
  - Loss of Individual Accountability
  - Difficult Discussions

# Small Boards

---

- Pros:
  - Communication and interaction easier
  - More satisfaction
  - Everyone's participation counts



# Small Boards

---

- Cons:
  - Burnout
  - Fundraising is major burden
  - Unequitable representation

# Board Governance Best Practices

---

*Meeting Frequency & Materials Dissemination*  
*(2x/year at Minimum)*

# Nominating Committee

---

- Identifies and reviews board member expectations
- Meets at least semi-annually to discuss board composition and identify potential new board members

# Board Member Expectations - Consider

---

- Attendance at board meetings
- Commitment of time
- Assistance in promotional and fundraising efforts
- Service on at least one board committee
- Willingness to be an advocate for the organization - beyond board meetings

# Board Job Description

---

- Translating the expectations into policies and an outline that all board members know and understand
- [Sample Simple Job Description](#)

# Self-Evaluation

---

- Allows for reflection
- Identifies training opportunities and weak points
- Opens the door for visioning/planning
- Should be done **annually!**
- Sample Self-Evaluation

# Code of Conduct

---

- Sets the tone for how the board will conduct itself, both publicly and privately
- Provides clear direction and documentation in case a board member needs to be excused
- Needs to be reviewed with each board member upon on-boarding

# Board Composition

- Depends on what your organization needs
- Old Adage:
  - $\frac{1}{3}$  Wealth -  $\frac{1}{3}$  Work -  $\frac{1}{3}$  Wisdom/Wallop
- Nominating Committee is crucial - shouldn't take anyone/everyone



# Board Composition

- Think about diversity, equity, and inclusion in your work
- Are you representative of your community?  
Service population? Individuals directly impacted?
- Skills Matrix



**StrengthenND<sup>®</sup>**

How does this all  
relate to new  
board member  
recruitment?

**CULTURE**

**BRAND**

**POOL OF  
MEMBERS**





StrengthenND®

