TEXAS HISTORICAL COMMISSION

REAL PLACES TELLING REAL STORIES

Tending the Field for a Strong Harvest: Board Development for Nonprofits

Welcome!

The webinar will begin at 10:00 a.m. CT.

While you wait:

1. Download PDF of the webinar slides under the “Handouts” tab of your control bar.

2. Confirm that your speakers are turned on and your audio is working by doing a sound check in the “Audio” tab of the control bar. Having problems? Exit and restart the webinar or switch to “phone call” for a phone number and access code to hear the audio through your telephone.

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Museum Services

The Museum Services Program provides support, resources, and training to museums in Texas.

- Consultations
- Webinars and workshops
- Resources

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Museum Services

www.thc.texas.gov/museum-services

On our webpage:

- Webinars
- Workshops
- Grants and Fundraising
- Helpful Resources
- Connect and Learn

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Museum Services

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Upcoming Free Webinars from Other Orgs

www.thc.texas.gov/museumconnections

- *Learn How to Tap the New COVID-19 Economic Relief Funds for the Arts*, Jan. 22, 1:00 p.m. CT, Americans for the Arts
- *Online Fundraising Compliance: How to Stay Compliant While Building Trust and Increasing Giving*, Jan. 26, 12:00 p.m. CT, Nonprofit Tech for Good
- *The Role of Evaluators in Reopening Museums*, Jan. 26, 1:00 p.m. CT, American Alliance of Museums
- *Museums Cannot Be Silent*, Jan. 26, 2:30 p.m. CT, SEMC
- *Social Media for All of Us: Creating Digital Content That's Inclusive and Accessible*, Jan. 27, 11:00 a.m. CT, Nonprofit Learning Lab
- *Reopening the Archives: Telling Queer Stories*, Jan. 27, 11:00 a.m. CT, New England Museum Association
- *Managing Cash Flow*, Jan. 27, 12:00 p.m. CT, Propel Nonprofits
- *Timely Strategies for Organizational Survival*, Jan. 27, 2:00 p.m. CT, Texas Commission on the Arts
- *Talking to Kids About Race*, Jan. 27, 6:00 p.m. CT, Discovery Museum
- *Preservation Advocacy During the First 100 Days of the Biden Administration and the 117th Congress*, Jan. 28, 2:00 p.m. CT, Preservation Leadership Forum

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Real Places 2021 Virtual Conference

PHOENIX I RESTORATION AND CONSTRUCTION PRESENTS

REAL PLACES

2021 CONFERENCE
PRESERVING TEXAS HISTORY

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FEBRUARY 3-5

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TEXAS HISTORICAL COMMISSION
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Recorded Webinars from Anjali Zutshi

www.thc.texas.gov/museumwebinars

- Together in the Sandbox: Board and Staff Relationships
- Best Practices for the Nonprofit World
- Grant Evaluation: Setting Goals and Measuring Impact
- A Case Study in Creating a Successful Case Statement
- COVID-19 Resources for Texas Museums

TEXAS HISTORICAL COMMISSION
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THC Friends Development Workshop Series

- **Elements of Successful Philanthropy**
  - March 25: Understanding the Basics
  - March 26: Getting Your Organization “Development Ready”
  - April 1: Understanding Grants and Grantors
  - April 2: Individual Giving and Capital Campaigns

- $189 for full series, $169 early-bird (before March 5)
  - $59 each for individual sessions

- Learn more and register at www.thcfriends.org

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Anjali Zutshi

TEXAS HISTORICAL COMMISSION

REAL PLACES TELLING REAL STORIES

FRIENDS OF THE TEXAS HISTORICAL COMMISSION

Tending the Field for a Strong Harvest – Board Development for Nonprofits

Welcome!

About the Friends of the Texas Historical Commission

On the menu today…

POLL 1

You are representing your organization as?

POLL 2

Size of your board?

WHY BOARD DEVELOPMENT AND A STRONG BOARD?

- Leaders of the organization
  - Standard bearers, architects and builders of the organization, planners
- The face of the organization – ambassadors in the community
  - Cheerleaders and fundraisers
- Provide good governance
  - Guide the organization to meet its mission and have financial stability
- Because staff cannot do it all
  - Skills required are broader than what staff might have
  - For many small, all volunteer orgs, board are the staff!

POLL 3

What are you looking for in your Board?

CHALLENGES IN BOARD DEVELOPMENT

- Recruitment
- Management
- Engagement
- Leadership
- Mismatched or misunderstood expectations
- Communication, or rather a lack there-of

(How to Build an Effective Nonprofit Board – The Complete Guide https://www.wildapricot.com/blog/build-an-effective-nonprofit-board#about-this-guide*)*

WHERE DO YOU START?

- Assess what you have
  - Board member engagement, leadership, etc.
  - Identify:
    - Initiators
    - Followers
    - Just present
  - Distribution in a good board
  - Steward the first, let them lead
  - invest in and cultivate the second

(How to Build an Effective Nonprofit Board – The Complete Guide https://www.wildapricot.com/blog/build-an-effective-nonprofit-board#about-this-guide*)*

Joan's Big BAT
Board Assessment Tool

Assessing Your Board On Things That Really Matter

BOARD MEMBER	DEAD WEIGHT (1) NEEDS ENCOURAGEMENT (2) SELF STARTER (3)	SELF INTEREST (1) Vs ORGANIZATIONAL INTEREST (5)	LEVEL OF PARTICIPATION IN ORG EVENTS AND ACTIVITIES (1) low (5) high	ABILITY TO MEET FUNDRAISING OBLIGATIONS (1) low (5) high	ACTUAL FUNDRAISING SUCCESS (1) low (5) high	VALUE TO ORG ABOVE AND BEYOND FUNDRAISING (1) low (5) high	LEADERSHIP POTENTIAL (1) low (5) high	ENGAGES STAFF PRODUCTIVELY/ CLEAR ABOUT BOARD ROLE (1) unclear (5) clear	LEVEL OF INFLUENCE ON THE BOARD (1) low (5) high (+) positive (–) negative

© Joan Garry Consulting

To learn more, please visit:
http://joangarry.com/board-assessment-tool

*Source: https://blog.joangarry.com/wp-content/uploads/2013/03/joan-garry-nonprofit-board-assessment1.pdf

WHERE DO YOU START? (cont'd)

- Assess what you need
  - Take time to identify and detail your needs
  - What kind of diversity do you need?
    - Skills/expertise
    - Geographic diversity or representation
    - Demographic representation
  - Using a board "affinity" matrix

Friends of the Texas Historical Commission
Board "Affinity"/Nominations Matrix

	Building the brand			Building the Bank			Build the Business				
	Marketing	*Online Communications / Social Media*	*PR/ Media Relations*	*Development Professional/ Philanthropy Community*	*Corporate/ Foundation Relations*	*Planned Giving Expertise*	*Historic Preservation*	*Architecture/ Development*	*Human resource/ Planning*	*Legal Expertise*	*Finance/ Accounting*
Geographical Area											
Hill Country/ Central Texas/Greater Austin											
Houston Metro Area											
Dallas-Fort Worth/ North Texas											
Greater San Antonio											
East Texas											
Texas Coast/Corpus Christi/Victoria											
South Texas/Rio Grande Valley											
West Texas/greater El Paso area											
Texas Panhandle											
I-10 Corridor											

Source: Friends of the Texas Historical Commission

POLL 4

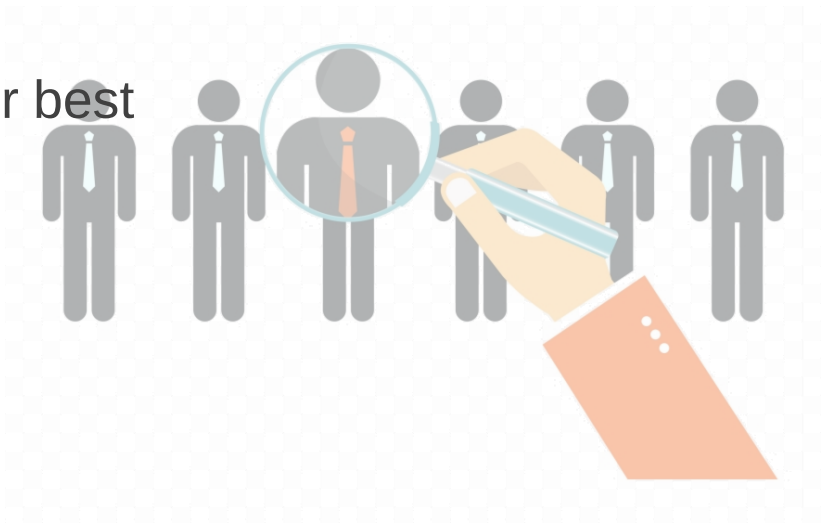
Nominations Committee?

RECRUITING THE BEST BOARD YOU CAN

- The Board you have is the Board you build
  - Invest time in board development
- Using the Affinity/recruitment matrix or tool
  - Create the matrix
  - Identify gaps
- The ED as part of the Nominations Committee
  - An eye on the gaps and the pipeline; offer ideas
- Engaging staff in the search
  - Ask the right questions – you know what your organization needs

RECRUITING THE BEST BOARD YOU CAN (Cont'd)

- The Nominations Committee
  - It should more than just nominate – board development and governance
  - Help develop roles and responsibilities/job descriptions
  - Help identify potential board members
- The recruitment process
  - Vetting and cultivating
  - Making the "ask" – peer to peer best
  - Board member agreement



DEVELOPING DIVERSITY ON THE BOARD – WHY & HOW?

WHY?

- Reflect the community you serve
  - Access to a broader set of resources (leadership and $s)
  - Potential for collaborations
- Diversity of perspectives leads to better decision-making & a clearer view of the opportunities and risks

HOW?

- Understand your “community”
- Board conversations about the need for diversity
- Expand your board “needs tool”
- Match your board need with your strategic vision

Propel Nonprofits Board Profile Worksheet

Categories to Consider	Board Member Name												Identified Need
	Term Ends				Term Ends				Term Ends				
Areas of Expertise/Skills													
Advocacy/Policy													
Business Analysis/Planning													
Finance													
Fundraising													
Governance													
Human Resources													
Legal													
Marketing/Communications													
Mission Specific Expertise													
Nonprofit Management													
Real Estate													
Social Enterprise													
Social Media													
Strategic Planning													
Technology													
Other:													
Other:													
Connections													
Client/Constituent													
Community Member													
Corporate													
Government													
Nonprofit													
Philanthropy													
Small Business													
Other:													
Other:													
Gender													
Male													
Female													
Transgender													
Other:													
Prefer not to say													

Propel Nonprofits Board Profile Worksheet

Categories to Consider	Board Member Nam												Identified Need
Qualities													
Critical thinker													
Connector													
Entrepreneur													
Leadership skills													
Team Builder													
Visionary													
Other:													
Ability													
Blind or low vision													
Deaf or hard of hearing													
Developmental or other cognitive disability													
Hidden or undisclosed disability													
Medical disability													
Physical or mobility disability													
Age													
Under 18													
19-25													
26-40													
41-50													
51-65													
Over 65													
Race/Ethnicity													
African/African-American													
Asian/Pacific Islander													
Hispanic/Latinx													
Native American													
White													
Mixed race													
Other:													

Additional Comments:

Source: Propel Nonprofits

SETTING EXPECTATIONS

- Board member job descriptions
  - Develop ahead of the recruitment process
  - Share with current board members – no ambiguity
  - Part of the recruitment packet – share with prospects
- Roles and Responsibilities
  - Participation – stay very informed but don't micromanage
  - Governance & oversight
  - Fiduciary responsibility
  - Fundraising

BUILDING ENGAGEMENT

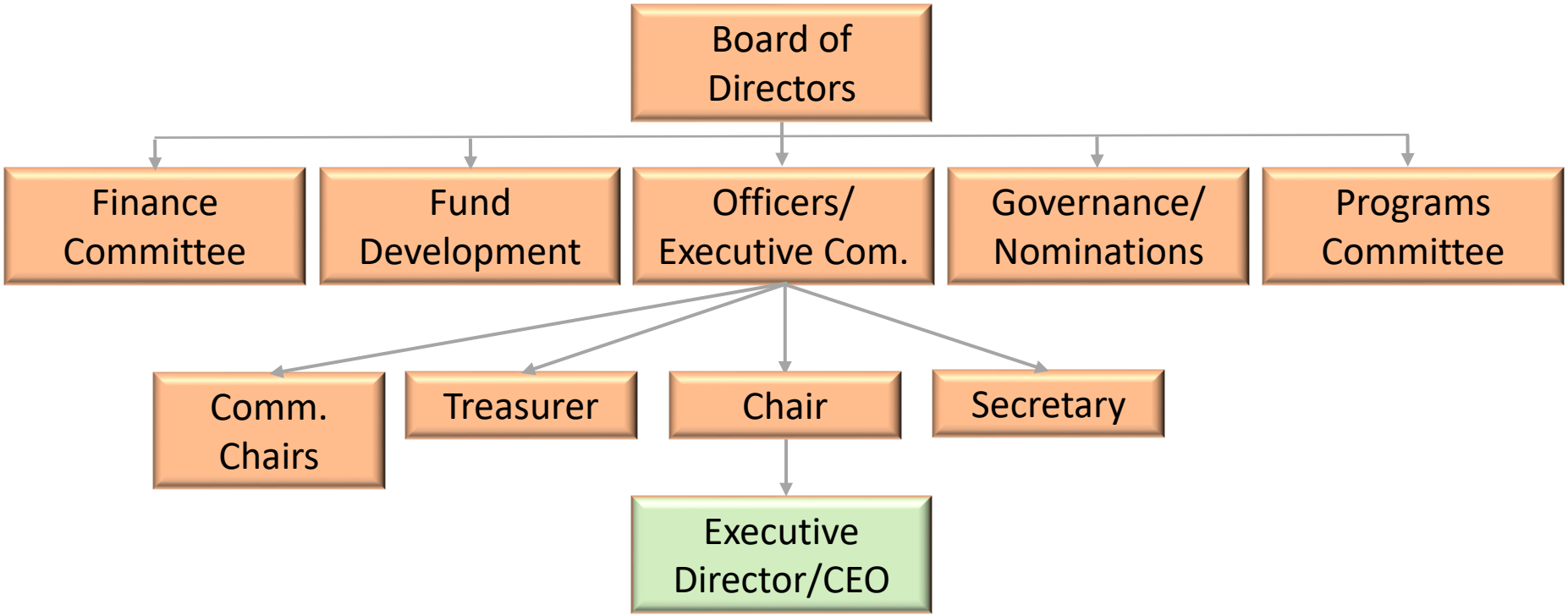
- Orient/train (new members)
  - Provide a context for involvement – mission, vision, programs
  - Equip them to review effectively (financials)
- Plan (for meetings)
  - Agenda – clear and focused
  - Use board members' time efficiently
  - Provide back-up info for review ahead of time
- Communicate and inform regularly
  - Invite conversations and small group discussions
  - Connect board, staff, and volunteers
- Involve in activities and events
  - Volunteer (programs, projects)
  - Fundraise

POLL 5

Terms and term limits?

DEVELOPING LEADERSHIP

- Building structure in the board - Committees



DEVELOPING LEADERSHIP (cont'd)

- Building leadership - recruiting the ideal chair
  - Committed to the mission
  - Owns their role as an ambassador - understand the needs you are addressing as an organization, and the impact if the needs are not met
  - A leader who shows up – in person and otherwise – and adds value
  - Willing to lead
  - Understands the work
- Cultivation is key

DEVELOPING LEADERSHIP (cont'd)

- Building accountability - Terms and term limits
  - A chance to evaluate
  - Allows for growth and refinement (of the board)
  - Refresh
- The dynamics between board and staff – understand and channel

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FRIENDS OF THE TEXAS HISTORICAL COMMISSION

BOARD/STAFF DYNAMICS – UNDERSTAND & CHANNEL

Board Leadership — **TOGETHER** — **CEO/ED Leadership**

No micro-managing → ← No micro-governing

Governance
Mission and vision
Select staff leadership
Strategic planning
Oversight – financial, programs, services
Lead fundraising
Guide legal and ethical integrity
Ambassadors in the community

Board development
Initiation/training
Building sustainability

In the boardroom
Mission-focused governance
Know and focus on stakeholders
Focus on outcomes

Shared actions
Mutual respect, trust, support
Reciprocal communications
Shared purpose/mission
Work or the good of the organization

Shared responsibilities
Social and fiscal stewardship
Resource development
Succession planning – board & staff
Strategic planning

Shared outcomes
Mission impact
Organizational growth and stability
Organizational health
Change and adaptation

Management
Commit to the mission and vision
Lead staff, manage the organization
Lead and manage resource development
Implement strategic vision - effective programs
Ethics, accountability, compliance
Engage & support board; succession
Advocate for the org and the mission

Board development
Initiation/training
Building sustainability

At the workplace
Mission-focused management & implementation
Know and focus on constituents/clients
Focus on process, tasks, outcomes

Source: *BoardSource "Board Chair & Chief Executive Partnership (see resources handout)*

BOARD/STAFF DYNAMICS – UNDERSTAND & CHANNEL

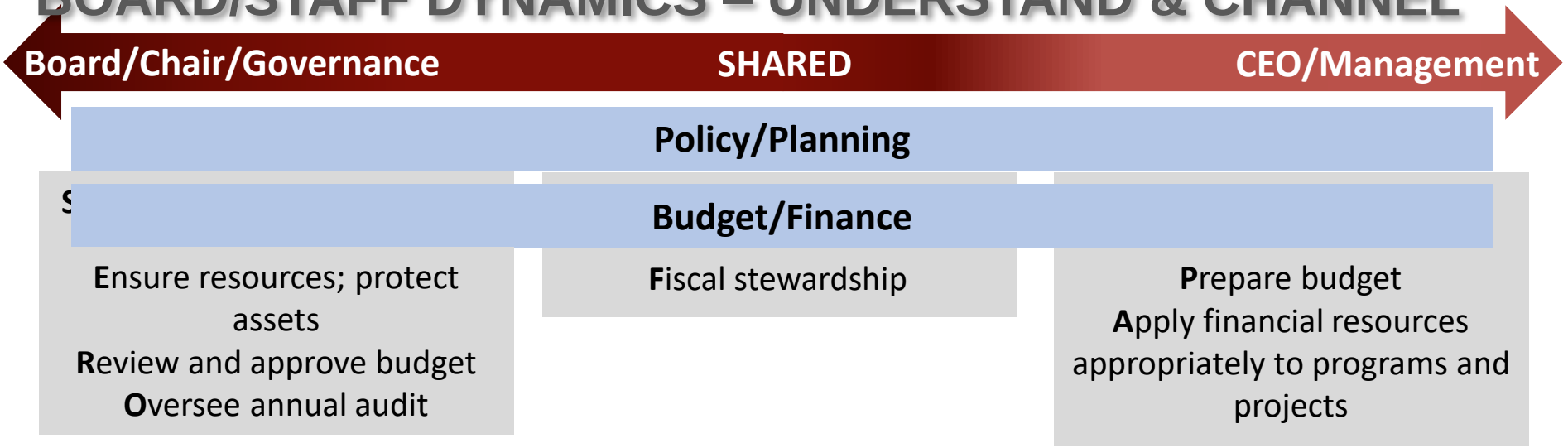
Board/Chair/Governance — **SHARED** — **CEO/Management**

Policy/Planning

Set guiding principles, policies **S**trategic planning **O**versight of programs	**S**trategic planning; **M**ission impact; **O**rg growth and sustainability	**A**dmin support for policymaking **E**ngage in planning; **I**mplement programs, monitor, evaluate

Source: *BoardSource "Board Chair & Chief Executive Responsibilities (see resources handout)*

BOARD/STAFF DYNAMICS – UNDERSTAND & CHANNEL



Source: *BoardSource "Board Chair & Chief Executive Responsibilities (see resources handout)*

BOARD/STAFF DYNAMICS – UNDERSTAND & CHANNEL

Board/Chair/Governance ← **SHARED** → **CEO/Management**

Policy/Planning		
Budget/Finance		
Development and Fundraising		
Participation in resource development – as donor; cultivation; solicitation **A**pprove fundraising plan	**C**ultivate and solicit outside donors **E**ngage board in FR activities **E**valuate effectiveness of strategies	**D**evelop fundraising plan **C**oordinate fundraising efforts **S**taff support to board for FR

Source: *BoardSource "Board Chair & Chief Executive Responsibilities (see resources handout)*

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BOARD/STAFF DYNAMICS – UNDERSTAND & CHANNEL

Board/Chair/Governance ← **SHARED** → **CEO/Management**

Policy/Planning

Budget/Finance

Development and Fundraising

Board and Committees

Lead, facilitate meetings (chair)
Establish committees
Chair ex-officio on all comms
Oversight on committee work (chair)
Board assessment
Cultivate leadership (chair)
Oversee hiring, compensation, evaluation of CEO (Chair)

Agendas
Review and implement committee structure to align with strategic goals
Engagement in the org
Evaluate board assessments
General oversight for strong staff resources

Provide all necessary materials for board meetings/discussion
Attend meetings, present info
Attend committee meetings
Build strong working relationship with board
Help identify board potentials
Assist the board assessment
Oversee and evaluate staff; set staff salaries

Source: *BoardSource "Board Chair & Chief Executive Responsibilities (see resources handout)*

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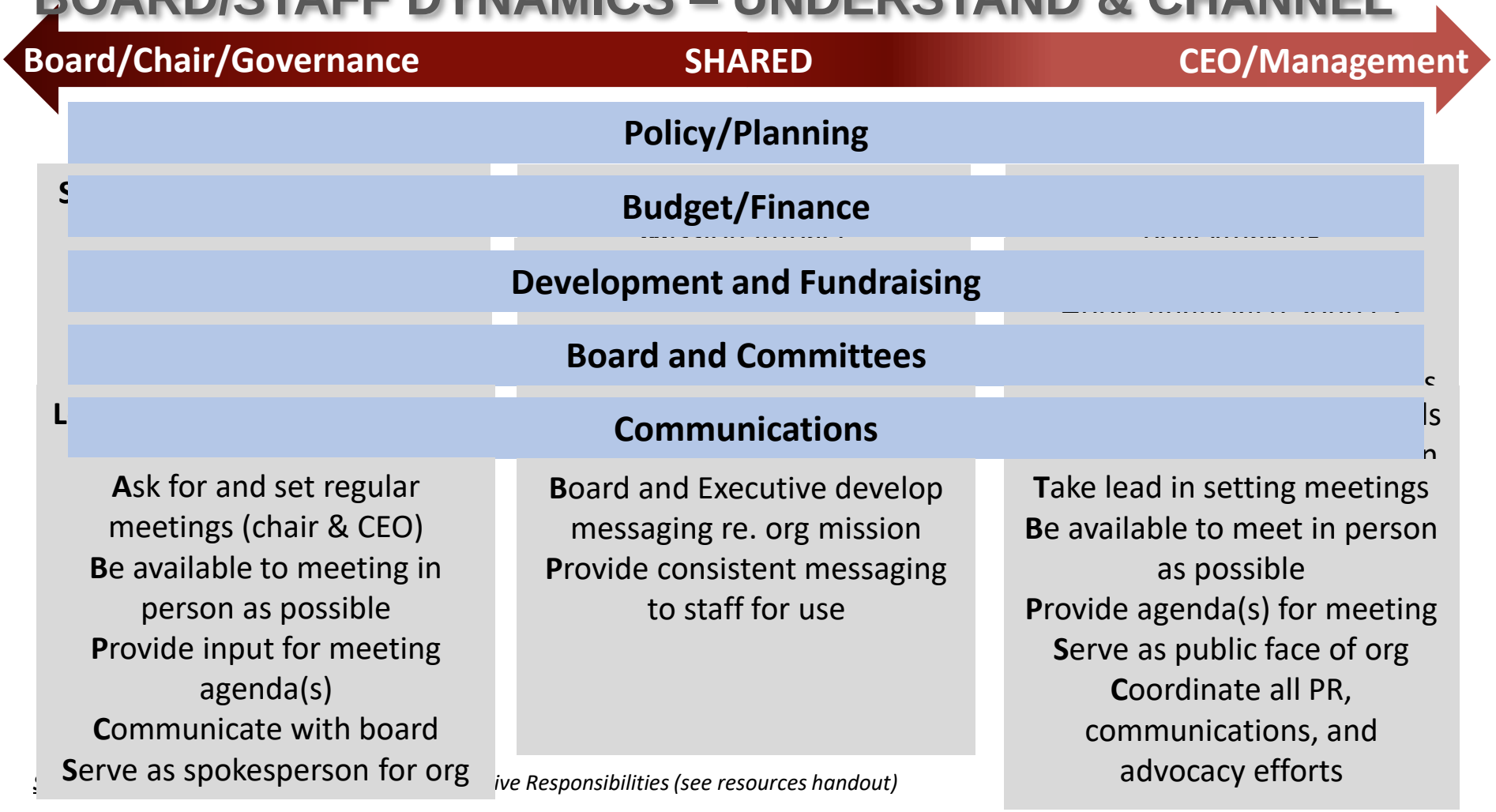
BOARD/STAFF DYNAMICS – UNDERSTAND & CHANNEL



ive Responsibilities (see resources handout)

FUNDRAISING AND THE BOARD

- Board Giving
  - Important to show financial support by the leadership
  - Evidence of commitment to mission and financial stability and sustainability
  - Strive for 100 % giving – some funders look for full participation
  - The organization at the top (or top 2-3) orgs supported by member
  - How much is appropriate? Set suggested levels – recommend giving “according to the board member’s means”
  - Annual giving separate from support for specific projects
  - The “Give and/or get” option

FUNDRAISING AND THE BOARD (cont'd)

- Board "Getting"
  - Asking for a handout vs. asking for an investment in the mission of your organization
  - There is a role for every board member in the development process
  - Be clear about fundraising expectations – access, network, cultivation, stewardship
  - Train board members for the process – they might find they enjoy it!
  - Build board ownership of fundraising goals

COMING FULL CIRCLE

- Evaluate your….
  - Leadership (by the Board development and governance committee)
    - Annually
    - Ask for feedback and provide feedback
    - Ask for renewed commitment
    - Advisory boards
  - Procedures and resources
    - Create a review schedule
    - Review for currency and appropriateness
  - Dynamics
    - Does the board work well with staff and vice-versa
  - Relationships
    - Amongst board members, with staff, with volunteers

FINALLY……

QUESTIONS?