

# Texas Association of Nonprofit Organizations



## Developing and Sustaining an Effective Board of Directors A Preface to Organizational Success

**Target audience:** Key professional and volunteer leaders who work with or serve on nonprofit Boards of Directors

### Session Description:

Join in a comprehensive and systematic – and sometimes humorous - exploration of how to achieve a highly effective Board of Directors. Underpinning all will be a focus on being “effective” – defined as being clear on one’s mission and having the means and ability to achieve that mission. Extensive resource materials will be distributed for each of the topics discussed and each participant will receive a complimentary copy of a 3.5 hour DVD on *Strengthening Your Nonprofit Organization* which includes material on strategic thinking/ planning, board roles, volunteer engagement, public relations and includes footage from START Center in San Benito) – a \$50 value. During the course, the following topics will be addressed:

- **Getting Perspective**
  - 6 Rules to Effect Change
  - Defining “effective” and eliminating unnecessary complexity
  - What is an effective Board?
  - Establishing Ground Rules for groups and Boards
- **Overall Strategic Thinking/ Planning Model**
  - Overview of an “engaging” Strategic Thinking Model
  - How does an effective Board fulfill the organizational mission?
  - What are the components of organizational capacity?
- **Understanding the Nonprofit Sector**
  - Defining the Sector and What is a nonprofit?
  - How do nonprofits and for-profits differ?
  - The legal framework within which nonprofits operate:
    - Federal and state laws and regulations
    - Articles of Incorporation/ Certificate of Formation
    - Role of Office of Attorney General of State of Texas
    - Quick overview of legal process to achieve 501 (c) 3 status\
  - Identifying and defining role of Stakeholders
  - Quick overview of Texas Nonprofit Sector
- **Role and Responsibilities and Board of Directors**
  - Underlying Principles & Expectations
  - Legal Duties
  - Basic Roles of Nonprofit Board
- **Sarbanes Oxley (SOX) Requires Higher Expectations of Board**
  - Ethical Concerns
  - What are SOX expectations and requirements?
    - Conflict of Interest Policy
    - Whistleblower Policy
    - Document Retention and Destruction Policy
  - How does this affect the nature and functions of the Board?
- **Qualities of Great Organizations & 12 Principles of Governance That Power Exceptional Boards**
- **Achieving an effective high performing Board**
  - Identify – Board Profiling
  - Cultivate – Invite Interest
  - Recruit – Invite Commitment
  - Orient – Welcome to the Board
  - Involve – Board Member Engagement
  - Educate – Develop a Well Informed Board
  - Evaluate – Board Reflection
  - Rotate – Keep the Board Fresh
  - Celebrate – Appreciation & Recognition
  - Defining, establishing and sustaining a Governance Committee
  - Dealing with problematic Board members: aka, yes! Board members can be fired!
  - Getting the “Right People” on board – Selecting New Committee or Board Members
    - Basic questions to consider in selecting Board and committee leaders and members

- **Founder's Syndrome: Identifying and Moving Forward**
  - **Getting Board's Work Done**
    - **Understanding and Valuing Governing Documents**
      - Articles of Incorporation/ Certificate of Formation
      - Bylaws
      - Policies & Procedures
    - **Advisory Councils**
      - Forming an effective Advisory Council
      - Identifying & resolving common problems with Advisory Councils
    - **Committees/ Working Groups**
      - Organizational maintenance
  - **Executive Director/ Chief Executive Officer & Staff Roles, Responsibility and Authority**
    - Ways to Turn Off Staff and Volunteers
    - 10 keys to a successful relationship between the Director and the Board
    - Chief Executive Officer/ Executive Director Roles
  - **Identifying & Understanding Internal & External Organizational Relationships**
    - Key Players Interfacing & Relationships
  - **Resources to Assist Boards and Staff**
- Other areas that can be addressed in follow-up sessions, include, but are not limited to:**
- **Leadership vs. Management**
    - Defining leadership and management
    - What are the differences between leaders & managers
    - Characteristics of Effective Leadership
    - Consequences for organizations with effective leaders
  - **Encouraging the Heart – Motivating & Recognizing Staff & Volunteers**
  - **Strategic Thinking/ Planning - Strategic Leadership Gatherings**

### **About the Presenter:**

Barry Silverberg has over 35 years of diverse leadership, management, resource development and communications experience within the nonprofit arena as both a professional and volunteer leader. Currently he leads the Center for Community-Based & Nonprofit Organizations at Austin Community College (ACC CCBNO), and the Texas Association of Nonprofit Organizations (TANO), as well as serving as adjunct faculty at St. Edward's University's New College. Barry is passionate about promoting "strategic creativity", fostering greater understanding and appreciation of the Nonprofit Sector as a Sector distinct from the Corporate/ Business and Government/ Educational Sectors. He is a strong advocate of promoting creativity, credibility and ethics throughout society; but especially within the Nonprofit Sector.

**For more information on this and other programs provided by the Texas Association of Nonprofit Organizations (TANO), please contact**

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