



FOR YOUTH DEVELOPMENT
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Board Governance

June 19, 2019

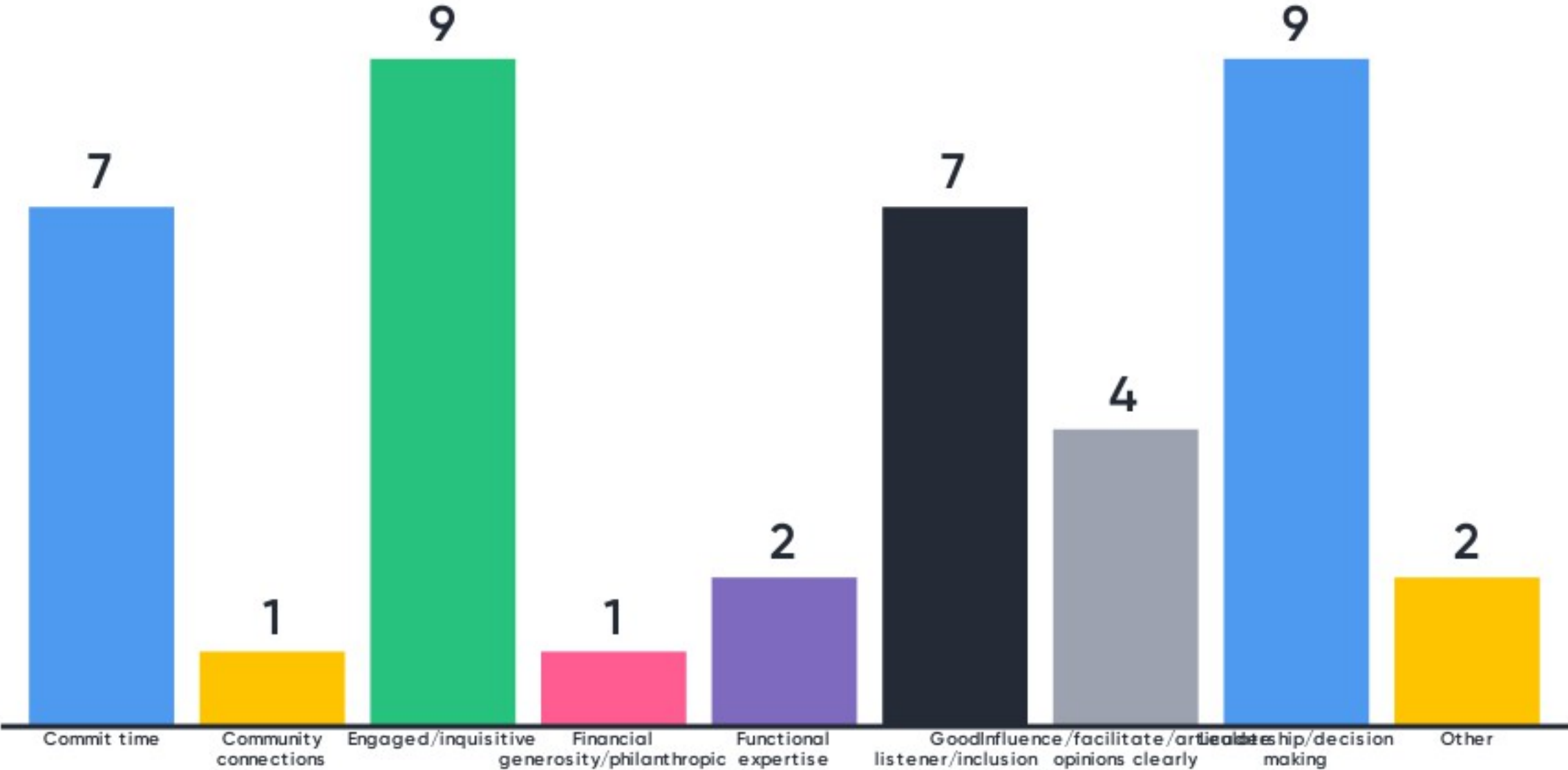
BOARD GOVERNANCE

Agenda June 19, 2019

Discussion Points

- Characteristics/competencies & determining the “must haves” and coming up with other “nice to haves” for discussion with the Board next week
- Establish a taskforce for onboarding
- If needed, discuss charter

Multiple Choice



Word Cloud



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Ten Basic Responsibilities of Nonprofit Boards

- 1. Determine mission and purpose.** It is the board's responsibility to create and review a statement of mission and purpose that articulates the organization's goals, means, and primary constituents served.
- 2. Select the chief executive.** *Boards must reach consensus on the chief executive's responsibilities and undertake a careful search to find the most qualified individual for the position.*
- 3. Support and evaluate the chief executive.** *The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization.*
- 4. Ensure effective planning.** Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.
- 5. Monitor, strengthen and measure impact of programs and services.** The board's responsibility is to determine which programs are consistent with the organization's mission and monitor their effectiveness.
- 6. Ensure adequate financial resources.** One of the board's foremost responsibilities is to secure adequate resources for the organization to fulfill its mission.
- 7. Protect assets and provide proper financial oversight.** The board must assist in developing the annual budget and ensuring that proper financial controls are in place.
- 8. Build a competent board.** All boards have a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate their own performance.
- 9. Ensure legal and ethical integrity.** The board is ultimately responsible for adherence to legal standards and ethical norms.
- 10. Enhance the organization's public standing.** The board should clearly articulate the organization's mission, accomplishments, and goals to the public and garner support from the community.



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GOVERNANCE COMMITTEE

Commission

The Governance Committee is a standing committee commissioned by the Board of Directors to strengthen the Board by evaluating the existing Board and establishing guidelines for Board Development. It mounts a year-round effort to enlist new Board members ~~in order~~ to ensure that a full complement of seats is filled under the Association bylaws. The committee monitors Board participation and takes necessary steps, including ~~identifying separating~~ inactive and/or ineffective members, to maintain high levels of Board involvement. It also evaluates the quality of the experience of serving on the Board and acts to make improvements.

Composition

The Committee is made up of ~~select~~ members of the ~~Board of Directors members~~ who are well acquainted with the YMCA's goals and current challenges. Committee members must be able to operate ~~independently~~, without undue influence from the status quo or a power element of the Board. The committee members should be ~~sufficiently~~ secure in their own professional and community positions to evaluate the Board objectively.

Duties

1. Conducts evaluations of the current Board ~~in order~~ to identify areas of strength and weakness.
2. Considering ~~in light of~~ the YMCA's goals, strengths and weaknesses of the current Board, the committee will determine the characteristics that new Board members must have in order to improve Board performance.
3. Reviews current ~~board~~ members and ~~recommends to the board~~ ~~determines whether or not~~ they should be retained, separated or challenged to become more involved and acts to do so.
4. Identifies qualified candidates to fill vacancies on the Board.
5. Recommends a slate of Board officers & new Board members for annual terms of service.
6. Holds all discussions of those under consideration for recruitment in strict confidence.
7. Cultivates and recruits ~~qualified~~ candidates elected to fill vacancies. While recruitment and cultivation are ~~is concentrated~~ in one quarter of the year, it is carried out year-round.
8. Monitors the proper ~~orientation~~, on-boarding, orientation and mentoring of new Board members.
9. Ensures that consistent, ongoing training is implemented throughout the year.

10. Works to maintain high levels of involvement in board committees, meetings, fund raising and special projects.
11. Reviews for possible change "Board member expectations" annually.
12. Develops and implements a plan to recognize the outstanding performance of Board members.
13. Evaluates Board of Directors meetings to insure ~~for regular and~~ consistent and on-going ~~constant~~ improvement.
14. Annually, evaluates the Board Committee structure and makes recommendations for improvement.
15. Holds (1) governance "Summit" at least annually.
16. As required, Regularly reports to the board the activities of the Governance Committee.

Draft Calendar for 2019-2020 Year of Preparation

Month	Agenda items – DRAFT FOR DISCUSSION
May 2019	<p>Bring current expectations document to the Board:</p> <ul style="list-style-type: none"> - Ask board them to consider the changes we have gone through since originally developed - Utilize polling as needed to ensure full board participation - Ask-Obtain board approval them to give committee the permission to suggest come back to them with suggestions with 3-5 characteristics that we expect of all Board members
June 2019	<p>Determine the primary purpose of the Board:</p> <ul style="list-style-type: none"> - Review the list of Board responsibilities as provided by Gigi. Determine Sort through which are done by Management and which are Board responsibilities <p>New Board member on-boarding:</p> <ul style="list-style-type: none"> - Create a taskforce to expand upon our current processes - Review current processes and materials provided to new Board members - Add/create new processes to better on-board new directors. board members
July-Aug 2019	<p>Review individual members</p> <ul style="list-style-type: none"> - Governance committee accepts take input from Board and will determine come up with 3-5 recommendations of key characteristics for board approval. to bring to Board
Sept-Nov 2019	<p>Review committee work:</p> <ul style="list-style-type: none"> - Do we have the right committees (as established by bylaws) and the taskforces for the 2019 year? - Determine and recommend desired characteristics of committee chairs - Committee chairs to review committee composition and recommend desired committee characteristics; committees should allow for have some “non-experts” on them as well as those who specialize in that field. - Committee chairs to establish succession planning processes - Review charts of work; Are agenda items on calendars achieving the goals of the commission?
Dec 2019	<p>Committee planning for next year:</p> <ul style="list-style-type: none"> - Each Committee discusses: <ul style="list-style-type: none"> o What they achieved during the year, and celebrate o What still need to do, which will carry into the next year - Board agrees on vision/values - Board agrees on what structure is needed for the following calendar year – standing committees & taskforces, and then commissions are drafted

Jan 2020	Review the Board as a whole as compared to race, gender, age, area served, etc. <ul style="list-style-type: none"> - Dolores to complete the spreadsheet - Develop draft guidelines as to what mix of demographics we would aspire to have on the Board
Feb-March 2020	Review the Chair role <ul style="list-style-type: none"> - Desired characteristics of chair - Chair succession plan process (could be an assigned task force): - How to identify more than one possible chair candidate 3-5 years into their terms - Process by which potential Board chairs sit on or leads certain committees prior to taking on chair role (finance, governance, etc.) - Education needed for future chair, and newly appointed chair
April-May 2020	Review & select assessment tool – 3 current vendors being considered <ul style="list-style-type: none"> - Make sure that assessment tool questions are geared toward volunteers and not employees - Make sure that assessment tool will measure the 3-5 characteristics we determine important - Ask each Board member to take assessment and chart results of key characteristics; look for gaps

Year 2: 2020-2021

Annually – Review Mission/Vision/Values – How we will accomplish the Mission, which will change to meet new or unrealized needs?

#6 Educate the Board

#7 Bring on new Board members

- #1 Identify the needs of the Board
- #2 Cultivate potential members
- Cultivate more potential members than needed
- #3 Recruit prospective board members for future
- #4 Orient new Board members

#8 Rotate Board Members

- Develop a Succession Plan Succession planning for the CEO