



# BOARD SERVICE

the drive-thru version

MAKO 2019 | Building A Better Chamber  
Luann Feehan | CEO Executive Director | Nonprofit Connect

# board role #1

## HOW DOES **NONPROFIT CONNECT** IMPACT KANSAS CITY?

..... For over 40 years, we've been helping nonprofits help Kansas City .....



Last year our  
programs engaged

**6,533**

nonprofit professionals,  
board members  
and volunteers.

**OVER HALF**

of programs are provided  
free of cost.

**2,918**

nonprofit jobs, internships  
and board positions were posted  
in our career center last year.

**91% OF NONPROFIT  
MEMBERS**

feel like membership with  
Nonprofit Connect has impacted  
their organization's ability to  
better achieve its mission.



The online nonprofit  
career center received over

**1.1 MILLION VIEWS**



We serve

**750**

members

**DETERMINE  
MISSION &  
PURPOSE,  
AND  
ADVOCATE  
FOR THEM**



# 5 CLASSIC LEADERSHIP TRANSITION TYPES

When an organization faces a chief executive transition, the first step the board must take is to identify what type of transition the organization is facing. The type of transition influences the challenges involved and the ultimate strategy the board will adopt to manage the process, as well as what issues it needs to address in order to ensure that the new executive can start the job on firm footing. Below are five classic transition types and their associated key challenges.

## TYPE 1 SUSTAINED SUCCESS

- ✓ Organization is well led.
- ✓ Most or all components are performing well or at an exemplary level.
- ✓ Transition discussions are peppered with comments such as, "We can't afford to miss a beat."

### Key Challenges for the Board

Resist the temptation to try to find someone just like the departing executive. The skills, abilities, and attributes that got the organization where it is today may not be what it needs to move forward. The board should be asking where the organization is headed and what kind of leadership it needs to get there.

Take a hard look at the executive's responsibilities and workload. The board should make every effort to make sure the executive job is doable.

## TYPE 2 UNDERPERFORMING ORGANIZATION

- ✓ Organization may be performing poorly or it may have peaked and could start to decline without a change in strategy.
- ✓ Funders, board members, and key staff may be wondering if the organization is doing enough, and if its work and strategies have "gone stale" and need to be revitalized.
- ✓ Transition discussions usually include worried statements about the organization's business model or operating methods.

### Key Challenges for the Board

Diagnose the problems. The main challenge in this situation is to properly diagnose the underlying issues facing the organization and to make sure they are addressed during the transition.

Reorient the executive's job to fit the organization's needs. Underlying questions about the organization's work and approach should be considered in the design of the incoming chief executive's job and the preparation of the organization to work more effectively with a new executive.

BoardSource

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# board role #2

## SELECT THE CHIEF EXECUTIVE

### Transition types

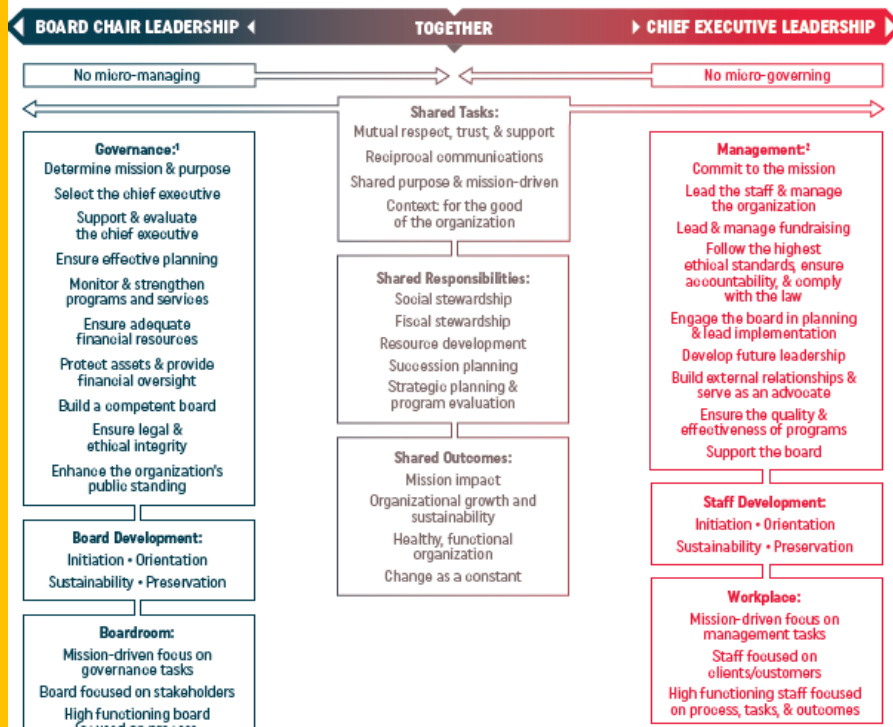
1. Sustained Success
2. Underperforming organization
3. The Turnaround
4. First Hired Exec
5. Hard-to-Follow Exec



# board role #2

## THE BOARD CHAIR & CHIEF EXECUTIVE PARTNERSHIP

The partnership of the board chair and chief executive provides a structure for accomplishing the tasks of the organization. Governance and management complement and support each other — together focused on mission through different perspectives and actions. The partnership itself is critical in providing a communications headquarter for sharing information, addressing issues, and planning next steps appropriate to the individual and collective responsibilities.



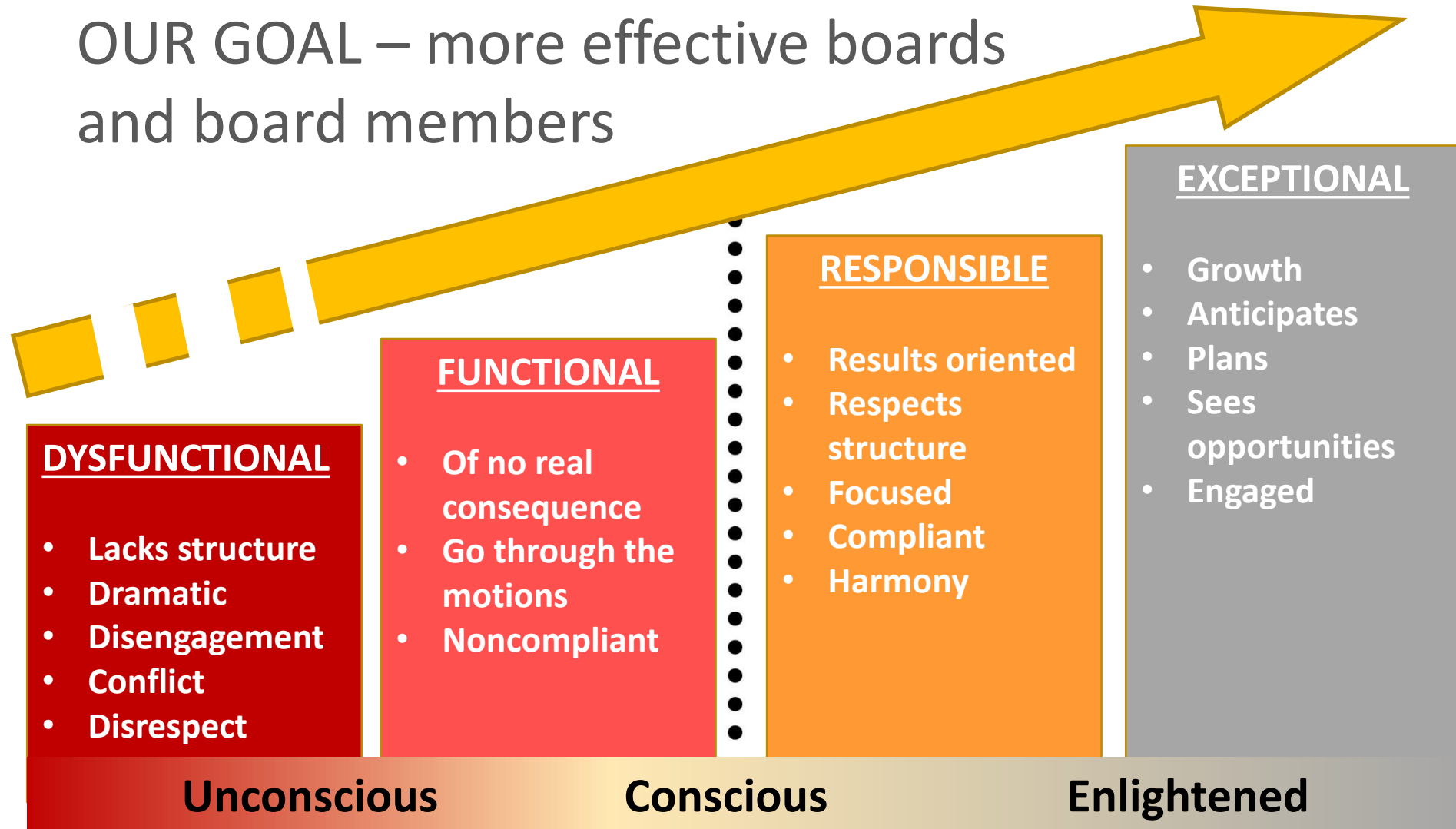
## SELECT THE CHIEF EXECUTIVE

Understand the partnership between the board chair and the executive



# board effectiveness - legacy

OUR GOAL – more effective boards and board members



Your incentive plan will be valued at \$000, evaluated and granted midway (August) and after year-end (February).

**Advancing organizational growth in two core areas (\$000):**

1. **Financial** - Achieve the financial expectations as outlined in the budget using the net operating income as the metric for measurement. (50%)
2. **Membership** - Develop and implement a strategy to retain and recruit members in order to obtain the membership revenue goal of \$000 and a minimum membership retention rate of 85%. (50%)

**Advancing growth in each of our strategic initiative areas (\$000):**

1. **Career** - Develop and implement a strategy to expand JobLink allowing for regional growth. The plan should include advertising and outreach with a goal of achieving our budgeted revenues of \$000. (25%)
2. **Education** - Build Institute presence by adding Fund Raising Institute, expanding Nonprofit Managers Institute and refine Executive Directors Institute. Couple this with delivering board training on location to assist nonprofit board development as well as in the business community. (25%)
3. **Resource** - Build eLearning resource by adding 00 new resources by FYE. Resources to include, video training, toolkits and webinars. (30%)
4. **Voice** - Partner within community to offer members information and insight regarding public policy and advocacy initiatives affecting the nonprofit sector. (10%)
5. **Convene** - Convene organizations with similar interests with the goal of having at least ten event/meeting by EOY. (10%)

## Executive Director Performance Goal

# board role #3

## SUPPORT & EVALUATE THE CHIEF EXECUTIVE

**Q1 [ED's]**

1. Successfully launch and market InternLink (Career)
2. Execute Executive Director Track  
Conclude 1st EDI, launch the 2nd EDI, ED Breakfast, MasterMind (Educate)
3. Proactively post and promote sector resources on website (Resource)
4. Onboard and orient new Board of Directors (Operations)

**Q2 [VOLUNTEERS]**

1. Successfully launch / produce VolunteerLink to connect volunteers to organizations in need (met if visible online and in use at any level by membership)
2. Execute Volunteer Manager Institute (Educate)
3. Philanthropy Awards Luncheon goal met (net \$84,830) (Convener)
4. Complete FY2014 audit with no reportable deficiencies in the management letter. (Operations)

**Q3 [BOARD]**

1. Launch BoardLink (Career) to connect prospective board members with organizations looking to add members to their board of directors (met if visible online and in use at any level by membership)
2. Moderate conversation regarding funder and nonprofit relationships (Convener)
3. Create membership marketing strategy & implementation plan to enhance exposure, heighten member experience, & improve brand awareness; present to board (Resource & Membership)

**Q4 [CAREER]**

1. Launch and market Career track (Career)
2. Establish a strategy toward development of what workshops (e.g. National Fund Raising, Event Planning, Succession Planning) are worthy of toolkits and create the plan with a timeline. (Educ.)
3. Trends of the nonprofit sector compiled and shared with membership at a new event/program (Resource & Voice)
4. Prepare financial plan, strategy and budget for 2016 that will further advance the organization and achieve financial goals; gain board approval.

**Annual [FINANCIAL & MEMBERSHIP]**

1. Budget revenue achieved at \$720,000
2. Membership enhanced with retention rate of 80% of memberships renewed and budget Revenue goal met at \$193,000.
3. Expense controlled at \$593,800
4. New structure defined for 2016 Awards Luncheon and presented with Board approval.

# board role #3

## board checklist

1. What grade would you give your board for their overall performance.  
A — B — C — D — F
2. What 3 things do you appreciate about your board?
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
3. What 3 things do you want from your board you are not getting now?
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
4. What 3 things would improve your relationship with the board chair?
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
5. What could you do to influence any of the above challenges?
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_

## SUPPORT & EVALUATE THE CHIEF EXECUTIVE

Board of Director  
Performance Goal






# board role #4

## ENSURE EFFECTIVE PLANNING

Update bylaws



### BYLAWS: DOs + DON'Ts

#### DRAFTING AND AMENDING

- ✗ Don't worry about drafting perfect bylaws the first time around. Start with very basic bylaws that cover major issues surrounding meetings and elections, and then slowly amend those bylaws over time.
- ✓ Note carefully when and how bylaws can be amended.
- ✓ Do review the bylaws periodically and ensure timely amendments when necessary.
- ✗ Don't feel obligated to make your bylaws public. Federal law does not require it.
- ✓ Have an attorney verify that the bylaws are in compliance with state statutes.

#### IMPORTANT CLAUSES

- ✓ Include a clause granting the board the ability to form committees and task forces as the need arises rather than naming all committees and their descriptions in the bylaws.
- ✓ If your board has an executive committee (not all boards should) and gives it the power to act on behalf of the board, the bylaws should define the limits of this authority.
- ✗ When addressing the size of the board, don't specify an exact number. A range allows for the most flexibility — e.g., "no fewer than five and no more than 15 members."
- ✓ Address virtual voting in the bylaws. Keep in mind, most state laws do not allow for email voting, but often voting via telephone or video conference is permitted.
- ✗ Don't include a full conflict-of-interest policy in the bylaws. Instead, reference a standalone conflict-of-interest policy housed in a separate document that can be quickly amended by the board.
- ✓ Consider including a clause allowing board members to be removed both with and without cause. If your board does not want to provide for the removal of directors without cause, a common alternative is to simply have short terms of office, which will allow underperforming board members to quickly roll off the board.

#### TERMINOLOGY

- ✗ Don't use the term "ex officio" without specifying whether or not these members have a vote.
- ✗ Don't forget that certain terms may have different definitions in state law — and that state law always takes precedence. For example, nonprofits often have varying definitions of "membership." However, under state law, a "member" is typically defined as a person (or entity) who pays dues or has more than a nominal connection with the organization and, in return, receives certain membership rights (often the right to elect or remove officers).

**Resource**  
[Better Bylaws: Creating Effective Rules for Your Nonprofit Board](#)



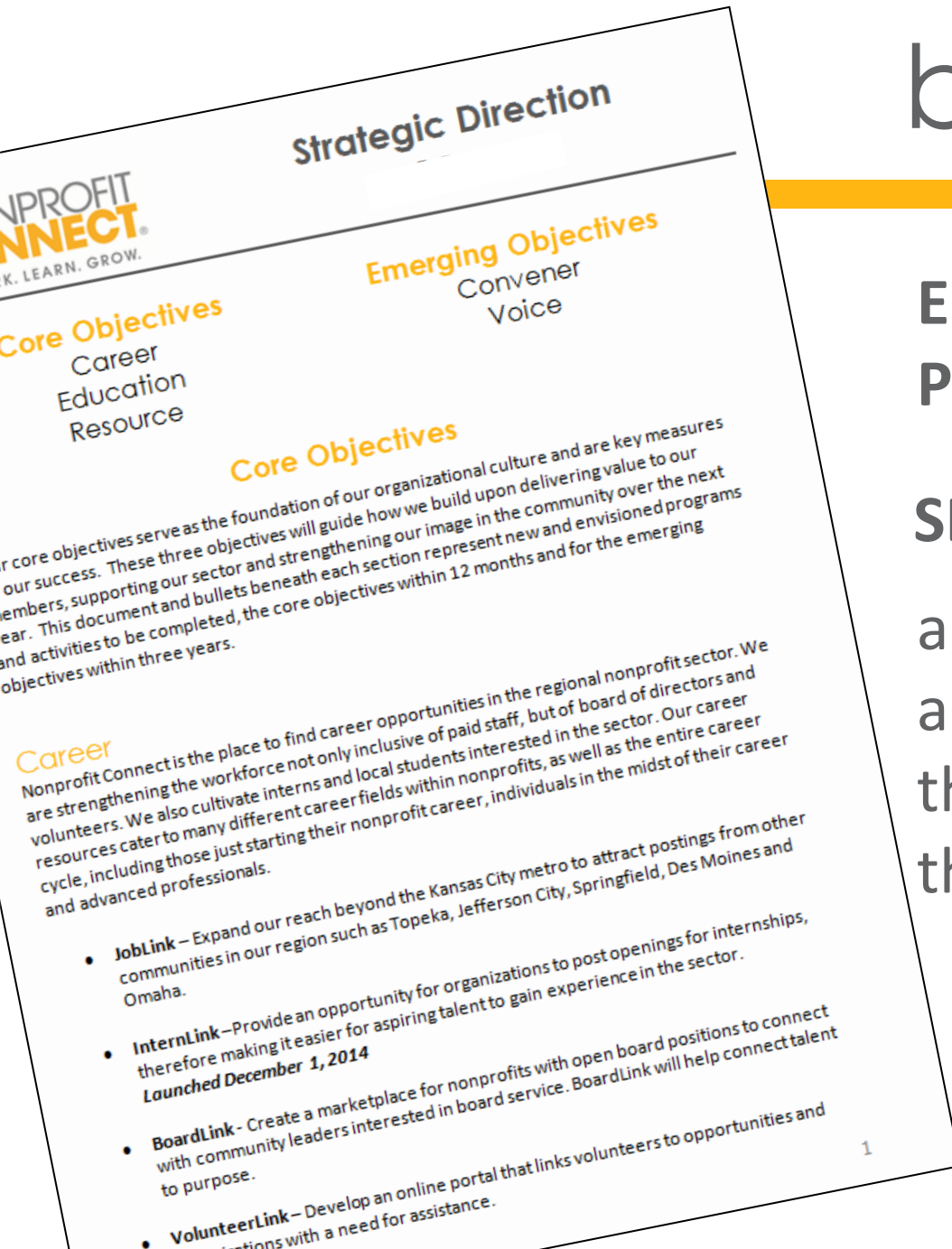


# board role #4

## ENSURE EFFECTIVE PLANNING

## SET THE GOALS...

and stick  
around  
throughout  
the transition.



# strategic plan simplicity

1. Why are your members (involved) with this organization?
2. In 1-word or short phrase, what 1 thing should this chamber be known for in 3-5-10 years?
3. Which of those words is the most aspirational?
4. Where are we strong today?
5. Where are the priorities?
6. What is missing?
7. What do we see our role to be?

## Consensus

- Resource
- Convener
- Education
- Career
- Voice
- Member Centric

### Why involved in NPC?

- Improve getting the word out among the business sector
- Expand engagement for the for-profit sector
- Provide career development for leaders in the nonprofit community

### In 1-word what one thing should NPC be in 3-5-10 yrs?

- WP: voice of nonprofit sector
- CJ: trusted resource, thought leader
- JI: expert

### Which of those words is the most aspirational?

1. academy
2. thought leader
3. voice of sector
4. we're "a" voice, but we want to be "THE" voice
5. synopsis

### Where are we strong today?

- We're a resource for nonprofit sector. We're the go-to.
- We're a good resource, but we're not THE resource.
- Nonprofit Connect doesn't have to be the answer; we just have to help find the answer.

### Where the priorities

- What are we doing to bring together the whole spectrum of the nonprofit community?
- Have Life-Cycle center. We have offers for starting and growing your organization.
- WE need national presence

### What is missing?

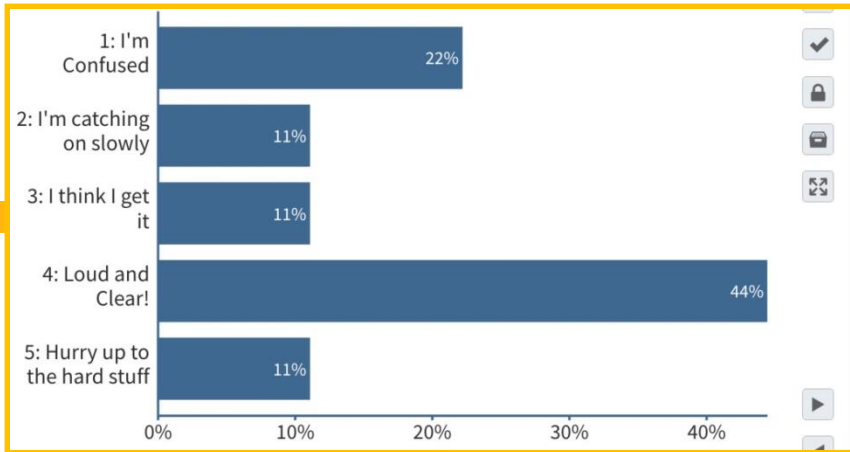
- A top notch resource center – a place every NFP can go to find templates, examples and ideas that they can implement immediately, without recreating the wheel.
- Web based trainings.
- Benchmarks for measuring our success.

### Consensus and Closure - How forceful is our leadership in our roles? What do we see our role is?

1. Resources- voice of the sector to being a lobbyist
2. Convener-
3. Educator-hosting someone else's program to have an accredited program
4. Career
5. Voice



# board role #5



## MONITOR & STRENGTHEN PROGRAMS & SERVICES

### Using your Strategic Plan

Board gives weight by scoring perceptions for current view and future desired goal

Poll Everywhere  
Kahoot


RESOURCE				
	Current View	(Goal) Future View	Element	Nonprofit Connect is...
The RESOURCE	6	8	<b>"The" resource vs "A" resource</b> Thought leader Life-cycle center (start-up to acquisition) Service Broker (Operations, finance marketing) Sector stats and research host	<i>Nonprofit Connect is "The Resource" for nonprofit information throughout the region.</i>
EDUCATION				
The ACADEMY	6	8	Academy school for nonprofit training Collaborative how-to: sign-up and line-up Metrics Center for output and outcomes Educator and informant of trends On-line/web-based training options	<i>Nonprofit Connect is educating nonprofit professionals, advancing knowledge and growing leaders.</i>
CAREER				
The WORKFORCE	7	10	<b>"The" Place to find career opportunities</b> Marketing and expansion of job board Mentor to the next generation Career development provider for the full career cycle	<i>Nonprofit Connect is strengthening the workforce of the nonprofit sector inclusive of paid staff, board of directors and volunteers.</i>



# board role #5

## MONITOR & STRENGTHEN PROGRAMS & SERVICES

Board discussion at each board meeting



NONPROFIT  
**CONNECT**  
| NETWORK. LEARN. GROW.

### Board of Director Agenda

June 20, 2017  
8:15 a.m. – 10:00 a.m.

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**Pictures:**

- 8:00 a.m. - Staff
- 8:15 a.m. – Officer photos
- 8:30 a.m. – Entire board group photo
- 8:40 a.m. – 9:00 a.m. – Candids of board meeting

**I. Board Meeting Call to Order** - President, Tondee' Lutterman

**II. STRATEGIC REVIEW: Education – Programs**

- A. Nonprofit Connect's programming led by Noreen Bridgham, Director of Programs
  - 1. Are there other buckets (areas served) of programming we should consider offering? Current key audience include:
    - Board Leadership
    - Executive Director/CEO
    - Fundraisers/grantwriters
    - Marketing
    - Admin/Operations
    - Volunteer Management
  - 2. Our Strategic Plan directs us to define and grow "Academy" offerings, such as EDI, VMI-I & VMI-II and the Manager Institute. Are there others we might consider developing?
- B. Strategic discussion in August: RESOURCE - Tomomi Summers, Director of eLearning

**III. President's Report**

**IV. Committee Reports**

A. Finance Committee	Treasurer, Colby
B. Programs Committee	Secretary, Barb
C. Membership Committee	Vice President, Valerie
D. YNPN	YNPN Chair, Drew
E. Philly's Committee	Committee Chair, Sheri

**V. Other**

**VI. Adjourn**

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**SAVE THE DATE:**

Wed., August 23<sup>rd</sup> - 8:15 a.m. to 10:00 a.m. -- Board Meeting at Nonprofit Connect



# board role #5

## GENERATIVE QUESTION BURSTS (in 30 mins)

Small Groups of 4 directors/group

Only questions, no problem solving or debating.

### 1. Challenge Session

Pick any strategic topic: Same or different for each group  
What can the board do to become stronger and more compelling?

5 minutes

### 2. Question Sprint

What questions come to mind about prior Qs responses?

3 minutes

### 3. Stretch Thinking

Ideas that are impossible, if money weren't an issue and totally absurd.

6 minutes

### 4. Summarize & Prioritize

What are the top 3-5 best ideas from this session?

5 minutes

### 5. Report Out

11 minutes 

# board role #6

**ENSURE  
ADEQUATE  
FINANCIAL  
RESOURCES**

## Scorecard

Revenues	
Membership	103%
JobLink	92%
Luncheon	101%
Program	132%
Expenses	92%
Days Cash	96
# Programs	115
# New Members	143
Member Retention	94%

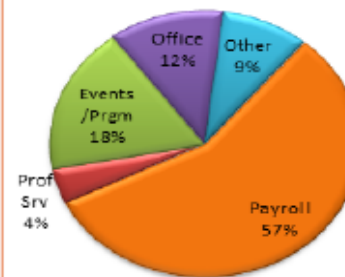
## Dashboard

### Condensed Statement of Activities

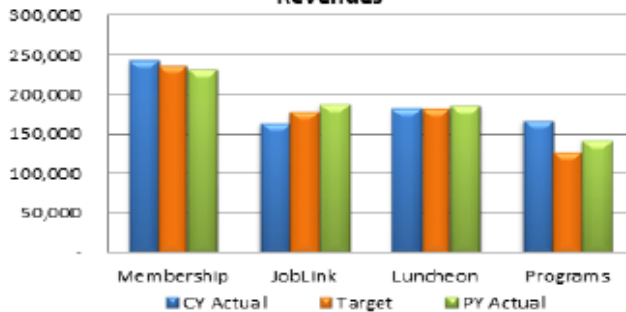
	CY Actual	Target	Variance	PY Actual
Revenues	\$ 1,000,291	\$ 880,178	\$ 120,114	\$ 902,740
Expenses	806,847	876,596	69,749	803,639
Net Increase	\$ 193,444	\$ 3,582	\$ 189,862	\$ 99,101

CY = Current Year PY = Prior Year

### Expenses



### Revenues



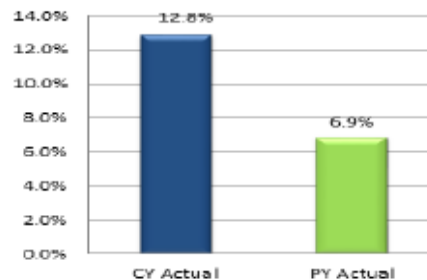
### Membership Revenue



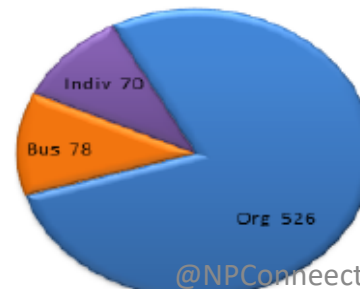
### Assets



### Investment Return




### Membership Mix




# board role #7

## PROTECT ASSETS & PROVIDE FINANCIAL OVERSIGHT

President's Talking Points	
 <b>Board of Director Agenda</b> April 27, 2016 8:30 a.m. – 10:00 a.m.	
I. Board Meeting Welcome – President, Bruce Scott	15 min
A. Call to Order	
• Laurie McCormack – Not Attending	
B. Good News	
• Jennifer Ingraham honored by Hats Off to Mothers luncheon in May.	
• Other good news??	
C. Board Insight & Highlight	
• Tondée Lutterman	
• Valerie Nicholson-Watson	
D. Approve February 24, Minutes [Handout] <<Requires a motion/approval>>	
II. Committee Reports	15 min
A. Finance Committee	Treasurer, Valerie
• March 2016 Dashboard [Handout]	
• Update on 2015 Audit Outcomes [Handout] <<Requires a motion/approval>>	
B. Programs Committee	Secretary, Barb
• Giving USA in June	
C. Membership Committee	Vice President, Tondée
• Update from recent meeting (Member Orientation, Biz Membership, Survey)	
D. YNPN	YNPN Chair, Drew
• Upcoming programming	
III. Presidents Report	10 min
A. Awards Luncheon Committee [Handout - Invitation]	Bruce Scott, President
• May 20th at Downtown Marriott Muehlebach	
• 11:00 doors open – 11:30 program opens & lunch	
• New development: Comicon is in town the day of the luncheon, and Central	
IV. Strategic Thinking & Discussion	20-30 mins
A. Career – Education – Resource – Convene – Voice	
• Based upon our Strategic Plan Development:	
• Review Outcomes Document [Handout / 1 pager & outcomes]	
• Discussion on ideas and next steps	
V. Executive Session	
IV. Adjourn	


Provide short,  
succinct board  
minutes.

 <b>Board of Director Agenda</b> April 27, 2016 8:30 a.m. – 10:00 a.m.	
I. Board Meeting Welcome	President, Bruce Scott
A. Call to Order	
B. Good News	
C. Board Insight & Highlight	
• Tondée Lutterman	
• Valerie Nicholson-Watson	
• Ray Smith	
D. Approve February 24, Minutes	
II. Committee Reports	Treasurer, Valerie
A. Finance Committee	Secretary, Barb
B. Programs Committee	Vice President, Tondée
C. Membership Committee	YNPN Chair, Drew
D. YNPN	
III. Presidents Report	Bruce Scott, President
A. Awards Luncheon Committee	
IV. Strategic Thinking & Discussion	
A. Career – Education – Resource – Convene – Voice	
Review Outcomes	
V. Executive Session	
IV. Adjourn	

### ACTION ITEMS:

- ARRIVE EARLY & STAY LATE: 32<sup>nd</sup> Philanthropy Awards Luncheon Friday, May 20<sup>th</sup> 11:00 a.m. to 1:00 p.m. (Board arrival at 10:00 a.m. appreciated) Please wear your Nonprofit Connect Board Name Badge.
- ENDORSEMENT: Assist in attracting new members and new sponsors.

SAVE THE DATE:



Board of Directors

Attendance

First

Last

Feb

Apr

June

Aug

Oct

Dec

YTD Total

Andrea

Allison-Putman

✓

✓

✓

✓

4/6

Charlotte

Barksdale

✓

✓

✓

5/6

Laura

Berger

✓

✓

✓

phone

✓

4/6

Harlan

Brownlee

✓

✓

✓

3/6

Jeffrey

Byrne

✓

✓

3/6

Drew

Elliott (ex-officio)

✓

✓

✓

✓

4/4

Barb

Head

✓

✓

✓

✓

✓

5/6

Jennifer

Ingraham

✓

✓

✓

✓

✓

✓

6/6

Courtney

Johanning

✓

✓

✓

✓

✓

✓

6/6

Sheri

Johnson

✓

✓

✓

✓

5/6

Colby

Jones

✓

✓

✓

4/6

Tondée

Lutterman

✓

✓

✓

5/6

Laurie

McCormack

✓

✓

✓

✓

✓

✓

6/6

Valerie

Nicholson-Watson

✓

✓

5/6

Wayne

Powell

✓

✓

phone

✓

3/6

Bruce

Scott

✓

✓

✓

✓

6/6

Jami

Shipman

✓

✓

phone

✓

✓

4/6

Ray

Smith

✓

✓

✓

✓

5/6

Board Agenda,  
Board Chair Agenda,  
Board Attendance

@NPConnect | @SmartConnectKC





# board role #7

## PROTECT ASSETS & PROVIDE FINANCIAL OVERSIGHT



### 20?? Board Member Agreement

I, \_\_\_\_\_ understand, that, as a member of the Board of Directors of the Nonprofit Connect, I have a legal and moral responsibility to ensure that the organization does the best work possible in pursuit of its vision, mission and goals. I believe in the mission of Nonprofit Connect and I will act responsibly and prudently as its steward. By signing this contract, I understand that I am committing to serve one three-year term. At the end of my first three-year term, I may be nominated to serve an additional three years.

**I will:** (please read and initial each item)

- ☐ Join and maintain membership in Nonprofit Connect.
- ☐ Review and comply with all Nonprofit Connect By-Laws and Policies, including but not limited to Anti-Fraud, Whistleblower, Personnel, Finance and Investment.
- ☐ Attend at least four (4) of the six (6) board meetings and other related activities of Nonprofit Connect as appropriate.
- ☐ Actively participate on at least one (1) committee of the board and/or task force.
- ☐ Make an annual personal financial contribution at a level that is meaningful to me.
- ☐ Actively participate in fund raising activities on behalf of the organization; e.g. personal solicitation/ major gift campaigns and or special events. Assist and support cultivation activities of new or existing corporate, foundation, individual and planned gift donors or prospects.
- ☐ Openly declare conflict of interest in relation to other personal and professional pursuits and excuse myself from discussions and votes where I have a conflict of interest.
- ☐ Actively participate in and take responsibility for making decisions on issues, policies and other board matters and abide by the decisions of the board in all matters relating to direction and policy.
- ☐ In good faith, support the staff and fellow board members in their decisions as it relates to administration and management.
- ☐ Maintain strict confidentiality of all business conducted in executive session.
- ☐ Assist in member recruitment and development.
- ☐ Promote Nonprofit Connect's work and values to the community and act as a spokesperson.

I understand that the role of the board member is critical to the success of this organization. If, for any reason I am unable to fulfill the above duties, I agree to discuss with the President of the Board my future obligations in serving on the Board of Directors.

\_\_\_\_\_  
Board Member Signature and Date

\_\_\_\_\_  
Board President Signature and Date

## Board Agreement



**Scope**

This Conflicts of Interest Policy applies to each of Nonprofit Connect's [members], directors, members of any committee appointed by the Board of Directors, officers, staff, and employees (each a "Covered Person"). This Conflicts of Interest Policy is not an exhaustive codification of rules of conduct, as no policy can be. Responsibility for integrity of operations must be fulfilled through individual compliance with the law and by careful and thoughtful adherence to the highest

**Conflict of Interest Defined**

A "conflict of interest" is defined generally as any situation where potential personal or private interest in any transaction or arrangement reasonably appear to impair his or her ability to act and discharge exclusively and solely in the best interests of the corporation, or perceived to prevent him or her from being able to act impartially between the interests of the corporation and his or her interest person. Conflicts of interest are not inherently illegal or to be resolved in the manner in which the integrity of the individual involved. It is the manner in which the Directors deal with a disclosed conflict that determines the propriety

**Process**

**General**

- Any Covered Person who believes that he or she has or may have a potential conflict of interest in any transaction or arrangement must promptly and fully disclose the potential conflict of interest and all material related facts to the Board of Directors, even if seemingly insignificant or immaterial where there is a question as to whether there is or is not a conflict of interest. The President or Chair may resolve the question by disclosure.
- Disclosure may be made to either the President or Chair in consultation with counsel when appropriate, will determine if there is a conflict of interest. The President or Chair may then find to the Board of Directors or to the disinterested members of the Board of Directors considering the transaction.

1 | Conflict of Interest Policy – (February, 2015)

**Board of Directors  
Gift Commitment Form**

Board Member Name: \_\_\_\_\_

Organization/Business Name: \_\_\_\_\_

My membership is current: ☐ Nonprofit ☐ Individual ☐ Business ☐

**Please consider an unrestricted in addition to event support:**

**Organization or Corporate Support**

- ☐ My organization will support Nonprofit Connect's 2015 operating budget of \$\_\_\_\_\_.
- ☐ My organization will sponsor the 2015 Philanthropy Awards the \_\_\_\_\_ level/amount.
- ☐ My organization will sponsor Nonprofit Connect programming (Please refer to the Sponsorship Menu.)
- ☐ Organization Name: \_\_\_\_\_
- Contact Name: \_\_\_\_\_
- Contact Phone: \_\_\_\_\_
- Contact Email: \_\_\_\_\_

**Personal Support**

- ☐ I will support Nonprofit Connect's 2015 operating budget with \_\_\_\_\_ You may support Nonprofit Connect through a design.
- ☐ I will sponsor the 2015 Awards Luncheon at the \_\_\_\_\_ I

**Circle of Influence**

- ☐ I will encourage other nonprofit professionals to join and engage with Nonprofit Connect.
- ☐ I would like to sponsor (purchase a membership) for a nonprofit organization that is not a member.

THANK YOU FOR GIVING

**Committee  
Sign-up**

**Please select a committee that you would like to serve on:**

☒ **Board Development & Nominating**

*Committee Chair: President, Bruce Scott  
Staff Liaison: Executive Director  
Officers/Executive Committee*

Ensure the continued success of Nonprofit Connect's Board through training and succession planning.

- Partner with staff and Nonprofit Connect's President to facilitate Board Member Orientation
- Facilitate a training component at each Board meeting
- Plan annual Board retreat
- Prepare and execute succession plan in alignment with Nonprofit Connect's strategic plan, including Board and Committee recruitment
- Submit slate of Directors and Officers for a vote of the Board

☐ **Finance & Audit**

*Committee Chair: Treasurer, Valerie Nicholson Watson  
Staff Liaison: Office Manager, Amanda Rehani*

Ensure the financial health of Nonprofit Connect through proactive oversight of all financial matters.

- Monitor Nonprofit Connect financial reports and stability
- Oversee annual audit process
- Ensure compliance with Finance and Investment Policies
- Monitor relationship with accountant

☐ **Membership**

*Committee Chair: Vice President, Tondée Lutterman  
Staff Liaison: Director Membership, Lindsay Nelson Hughes*

The Membership Committee is comprised of representatives who are responsible for continual outreach to prospective and current members. This committee provides hospitality and is a key component in our recruitment and member on-boarding process.

- Review current member benefits and assist in cultivating and creating new opportunities
- Review prospective member lists to assist in recruitment of new members, as well as suggest and/or follow up with other prospects not on the list
- Write a note of welcome and thanks to new members personally recruited
- Provide on-boarding outreach via phone to Nonprofit Connect members to see how their organization is doing, share new NPC opportunities, and invite them to upcoming training and event
- Participate in planning/attending Member Orientations
- Communicate with NPC staff any information regarding specific member concerns or general issues relevant to membership or NPC's image in the community
- Attend NPC training and events to speak to members about the value of their membership

# board role #7

## PROTECT ASSETS & PROVIDE FINANCIAL OVERSIGHT

## Conflict of interest Gift Commitment Committee Sign-Up



# board role #8

Nonprofit Connect Board Demographics

Page 1

Board Members		Board Service				Demographics												Skills								Committee Interest																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			
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**BUILD A  
COMPETENT  
BOARD**

Use a board  
metric



# explain the expectation

## • JOB DESCRIPTION

- Leadership/Governance/Oversight
- Public Policy/Economic Development
- Event Chair/Spokesperson
- Resource Development
- Terms/Participation

## • EXPECTATIONS

- Meeting attendance
- Committee engagement/attendance
- Give/get requirement
- Attendance at functions
- Outreach/Connections



### Board of Director - Job Description

We hope you will consider joining the board of directors for Nonprofit Connect. Our board meets six (6) times a year, typically from 8:15 to 9:30 a.m. currently held every other month on the last Wednesday morning of the month. If you were to fill this role the first meeting would be in early 2015 upon formal selection in December 2014. In addition, you would be invited to attend a new board member orientation before your initial meeting.

The following is an outline of director expectations.

- A member of the Board of Directors of the Nonprofit Connect has a legal and moral responsibility to ensure that the organization does the best work possible in pursuit of its vision, mission and goals. You should believe in the mission of Nonprofit Connect and act responsibly and prudently as its steward.  
*Our mission is to link the nonprofit community to education, resources and networking so organizations can more effectively achieve their missions.*
- By agreeing to become a board of director you would be committing to serve one three-year term. At the end of your first three-year term, you may be nominated to serve an additional three years.
- Your organization or business must join and maintain membership in Nonprofit Connect.
- Review and comply with all Nonprofit Connect By-Laws and Policies, including but not limited to Anti-Fraud, Whistleblower, Personnel, Finance and Investment.
- Attend (in person) at least four (4) of the six (6) board meetings and other related activities of Nonprofit Connect as appropriate.
- Actively participate on at least one (1) committee of the board and/or task force.
- Make an annual personal financial contribution at a level that is meaningful to you.
- Actively participate in resource generation activities on behalf of the organization; e.g. member recruitment, member retention, sponsor solicitation, personal solicitation or major gift campaigns.
- Openly declare conflict of interest in relation to other personal and professional pursuits and excuse myself from discussions and votes where I have a conflict of interest.
- Actively participate in and take responsibility for making decisions on issues, policies and other board matters and abide by the decisions of the board in all matters relating to direction and policy.
- In good faith, support the staff and fellow board members in their decisions as it relates to administration and management.
- Maintain strict confidentiality of all business conducted in executive session.
- Promote Nonprofit Connect's work and values to the community and act as a spokesperson.



# chair expectations

## BOARD CHAIR JOB DESCRIPTION

- Leadership
- Oversight
- Resource Development
- Terms/Participation
- Expectations
- Meeting Attendance
- Committee Engagement
- Give/Get Requirement
- Time Requirement
- Outreach/Connections
- Travel



### Board Chair

**Term:** One year (eligible for a second one-year term)

**Responsibilities:**

1. Provide leadership to the Board in carrying out the goals of the organization.
2. Guide the Board in fulfilling its stated roles.
3. Supervise committee chairpersons.
4. Represent the Board in supervising the Executive Director.
5. Represent the Board in important matters that affect the organization.
6. Chair Board meetings effectively; keep the focus on issues of importance to the organization; assure adequate discussion of matters that come before the Board, but also assure that decisions are made in a timely manner; and facilitate participation of all members in Board deliberations.
7. Utilize each Board member's time and talents effectively.
8. Develop selected Board members to assume future leadership roles in the organization.
9. Enhance the organization's image in the community.



# explain expectations

- ❑ **MISSION** what the organization does and why
- ❑ **STRATEGIC PLAN** share goals; determine alignment and passion
- ❑ **ENGAGE** as an active member beyond board meetings
- ❑ **CONNECTION** between prospective director and organization
- ❑ **AVAILABILITY** to serve; balance commitments
- ❑ **EXPECTATIONS** and responsibilities; job description for directors
- ❑ **RESOURCE** expectations (funds and/or friends)
- ❑ **ASSETS/CONTRIBUTION** of talents (pro bono)
- ❑ **TIME** commitment desired for solid board attendance
- ❑ **TERMS** of serving



## BOARD APPLICATION

We empower nonprofits: For over forty years, Nonprofit Connect has linked the nonprofit community in Kansas City to education, resources and networking so that organizations can more effectively achieve their missions. Find nonprofit jobs in our career center, learn from local and national experts in our training programs, and sharpen your skills with our online resources.

Candidate Name \_\_\_\_\_

Email Address \_\_\_\_\_ Phone Number \_\_\_\_\_

Current Position Title \_\_\_\_\_

Current Employer \_\_\_\_\_

Employer Location City \_\_\_\_\_ State \_\_\_\_\_

Please check area(s) of expertise/contribution you feel you can make to further our mission:

- |  |   |
|--|---|
| <input type="checkbox"/> Educational Programming | <input type="checkbox"/> Marketing/Social Media |
| <input type="checkbox"/> Event Planning          | <input type="checkbox"/> Member Development     |
| <input type="checkbox"/> Financial/Accounting    | <input type="checkbox"/> On line/eLearning      |
| <input type="checkbox"/> Foundation/Grantmaking  | <input type="checkbox"/> Policy Development     |
| <input type="checkbox"/> Human Resources         | <input type="checkbox"/> Public Policy/Advocacy |
| <input type="checkbox"/> Leadership Development  | <input type="checkbox"/> Research /Evaluation   |
| <input type="checkbox"/> Legal                   | <input type="checkbox"/> Strategic Planning     |

Please check which sector you serve in:

- |                                    |                                       |
|------------------------------------|---------------------------------------|
| <input type="checkbox"/> Nonprofit | <input type="checkbox"/> Government   |
| <input type="checkbox"/> Business  | <input type="checkbox"/> Not employed |

If you selected nonprofit, please check your organization's primary service area:

- |  |   |
|--|---|
| <input type="checkbox"/> Human Services          | <input type="checkbox"/> Community/Economic Development |
| <input type="checkbox"/> Education               | <input type="checkbox"/> Religion Related               |
| <input type="checkbox"/> Healthcare              | <input type="checkbox"/> Environment/Animals            |
| <input type="checkbox"/> Arts                    | <input type="checkbox"/> Government                     |
| <input type="checkbox"/> Culture                 | <input type="checkbox"/> Business                       |
| <input type="checkbox"/> Humanities              | <input type="checkbox"/> Foundation (Grantmaking only)  |
| <input type="checkbox"/> Public/Societal Benefit | <input type="checkbox"/> Amusement & Entertainment      |
| <input type="checkbox"/> International Relations |   |

Organizations Budget:

- |  |  |
|--|--|
| <input type="checkbox"/> Up to \$499,000       | <input type="checkbox"/> \$1,000,000 - \$4,999,000 |
| <input type="checkbox"/> \$500,000 - \$999,000 | <input type="checkbox"/> \$5,000,000+              |

# application

How familiar are you with Nonprofit Connect? Please share an experience.

Please list prior experience serving as a board member for other nonprofit organizations.

What other volunteer commitments do you currently have?

Why are you interested in serving as a board member for Nonprofit Connect?

Please share any other information you feel important for consideration for your application as a board candidate.

### Agreement and Signature

By submitting this application, I affirm that the facts set forth in it are true and complete.

Name (printed)	
Signature	
Date	

Thank you for completing this application and for your interest in Nonprofit Connect.

Please feel free to attach your bio or resume.

Please send application to [feehan@npconnect.org](mailto:feehan@npconnect.org) by October 5, 2018

### FOR BOARD GOVERNANCE USE:

Candidate has had communication with:

- ☐ Nominating Committee Member
- ☐ Board Chair/President
- ☐ Executive Director



# what to do

1. **Attend:** the meetings (Show up!)
2. **Prepare:** be prepared and informed
3. **Embrace:** know your organization, what it does, who it serves
4. **Speak:** your mind and ask hard questions (Participate)
5. **Give:** contribute your stewardship of the organization's needs and share in extending gratitude.
6. **Observe:** watch and listen closely to others at the table
7. **Engage:** lead a taskforce, attend programs, experience the services firsthand (Focus on the big picture)
8. **Champion:** be an ambassador and advocate regularly
9. **Respect:** commit your calendar and share your time
10. **Fun:** everyone benefits with a little levity



## Board of Director Orientation

# orientation

### Agenda

- |    |   |  |
|----|---|--|
| 1. | Welcome and Introductions   | President  |
| 2. | Board Structure   | President  |
| 3. | Nonprofit Connect History   | ED   |
| 4. | Vision - Strategic Direction  | President  |
| 5. | Financial Overview  | President  |
| 6. | Programs and Services   | ED   |
|    | <ul style="list-style-type: none"><li>• <u>Membership Benefits</u></li><li>• <u>Careers</u></li><li>• <u>Educational Programs &amp; Training</u></li><li>• <u>Tools &amp; Resources</u></li></ul> | <ul style="list-style-type: none"><li>• <u>Signature Events</u></li><li>• <u>Communications</u></li><li>• <u>Sponsorship</u></li><li>• <u>Office Structure</u></li></ul> |
| 7. | Thank you - 1 <sup>st</sup> meeting   |  |
|    | Wednesday, February 22 <sup>nd</sup> , 8:15 a.m. at Nonprofit Connect   | President  |

*"Volunteers are paid in six figures... S-M-I-L-E-S"*  
~Gayla LeMaire, Indian Princess



# board role #9

## ENSURE LEGAL & ETHICAL INTEGRITY – policies & procedures

### FINANCIAL/ACCOUNTING

- Financial/Accounting Procedures and Policy
- Petty Cash Process
- Investment Policy
- Document Management Policy
- Gift Acceptance Policy

### PERSONNEL

- Personnel Handbook inclusive of vacations, holidays, sick leave and other benefits
- Expense Reimbursement Approval Form
- I-9's on file, separate file
- W-2'S, prepared timely
- Employee Status Change Form for promotions, exemption status changes, salary raises, leave of absence, termination, etc.

### INTERNAL CONTROLS

- Conflict of Interest
- Whistleblower/Grievance Policy
- Anti-Fraud Policy
- Capitalization and Depreciation Policy

### COMPLIANCE

- IRS 990's or 990 EZ
- ByLaws
- Articles of Incorporation
- EIN #
- Registration as a fundraising organization
- Registration as a lobbying organization



# board role #10

## THE BOARD'S ROLE IN ADVOCACY: AN EXPECTATION FOR ENGAGED LEADERSHIP

STAND  
FOR YOUR  
MISSION

Advocacy is a powerful way to leverage the important work that your organization does. Board members — as influential community leaders — can help increase the likelihood of your nonprofit's success by engaging in advocacy. Being an advocate is directly connected to each board member's fundamental responsibility to champion the organization's work — to stand for your mission.

### An Opportunity. An Expectation. A Responsibility.

By joining a board, an individual is making a public commitment to support and strengthen an organization by providing her or his leadership, expertise, and influence to advance the organization's mission and impact. Many boards spend a lot of time "going inside," focusing on their organization's internal matters, such as accountability, finances, and programs. And while this kind of oversight is important, board members must also advance their mission by "going outside" the organization serving as connectors, ambassadors, and advocates.

According to BoardSource's *Ten Basic Responsibilities of Nonprofit Board Members*, the definitive resource on the core roles and responsibilities of nonprofit board members:

- **The board's responsibility to advocate is about fulfilling your organization's mission.**  
"A commitment to the organization's mission should drive the board's priorities...boards and their members should be conscientious ambassadors and advocate for their organizations."
- **Each individual board member should be an ambassador for the mission.**  
"While advocacy as an organizational strategy pertains to the full board, it is individual board members whose voices...matter the most."
- **Board members have a unique and important voice that decision-makers need to hear.**  
"The voice of the unpaid, volunteer board member, acting or speaking out of altruism and passion for a worthy cause, is potentially much more influential than the highest paid lobbyist. Never underestimate the impact that a volunteer board member [can have]."

"We know that boards are often composed of highly influential, connected, and committed individuals. Who better to make the case for why decision-makers should support an initiative that would make water safer to drink, or would enable students to participate in an after-school meal program, or would strengthen the local economy by providing job training programs to the un- or under-employed?"

Anne Wallestad  
President & CEO, BoardSource

## ENHANCE THE ORGANIZATION'S PUBLIC STANDING

Linked 



# board role 1 to 10

1. *Determine mission and purpose and advocate for them*
2. *Select the Chief Executive*
3. *Support and evaluate the Chief Executive*
4. *Ensure effective planning*
5. *Monitor and strengthen programs and services*
6. *Ensure adequate financial resources*
7. *Protect assets and provide financial oversight*
8. *Build a competent board*
9. *Ensure legal and ethical integrity*
10. *Enhance the organization's public standing*

# thank you

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You are the key to helping your organization  
become highly effective.

***YOU GET WHAT YOU WANT  
WHEN OTHERS GET WHAT THEY WANT.***



Luann Feehan | CEO/Executive Director  
[lfeehan@npconnect.org](mailto:lfeehan@npconnect.org) | [www.npconnect.org](http://www.npconnect.org)

