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David O. Renz, Beth K. Smith/Missouri Chair in Nonprofit Leadership,
Midwest Center for Nonprofit Leadership, University of Missouri, Kansas City

The Handbook of
**NONPROFIT
GOVERNANCE**



**BOARDSOURCE**
Building Effective Nonprofit Boards

THE HANDBOOK OF NONPROFIT GOVERNANCE

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THE HANDBOOK OF NONPROFIT GOVERNANCE

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Building Effective Nonprofit Boards

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BOARDSOURCE®

Building Effective Nonprofit Boards

BoardSource is dedicated to advancing the public good by building exceptional nonprofit boards and inspiring board service.

BoardSource was established in 1988 by the Association of Governing Boards of Universities and Colleges (AGB) and Independent Sector (IS). In the early 1980s, the two organizations had conducted a survey and found that although 30 percent of respondents believed they were doing a good job of board education and training, the rest of the respondents reported little, if any, activity in strengthening governance. As a result, AGB and IS proposed the creation of a new organization whose mission would be to increase the effectiveness of nonprofit boards.

With a lead grant from the Kellogg Foundation and funding from five other donors, BoardSource opened its doors in 1988 as the National Center for Nonprofit Boards. It had a staff of three and an operating budget of \$385,000. On January 1, 2002, BoardSource took on its new name and identity. These changes were the culmination of an extensive process of understanding how we were perceived, what our audiences wanted, and how we could best meet the needs of nonprofit organizations.

Today BoardSource is the premier voice of nonprofit governance. Its highly acclaimed products, programs, and services mobilize boards so that organizations fulfill their missions, achieve their goals, increase their impact, and extend their influence. BoardSource is a 501(c)(3) organization.

BoardSource provides

- Resources to nonprofit leaders through workshops, training, and an extensive Web site (www.boardsource.org)
- Governance consultants who work directly with nonprofit leaders to design specialized solutions to meet an organization's needs
- The world's largest, most comprehensive selection of material on nonprofit governance, including a large selection of books and CD-ROMs
- An annual conference that brings together approximately nine hundred governance experts, board members, and chief executives and senior staff from around the world

For more information, please visit our Web site at www.boardsource.org, e-mail us at mail@boardsource.org, or call us at 800-883-6262.

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INTRODUCTION

Service on a nonprofit board was once perceived as an honorary role requiring nothing more than periodic attendance at meetings and generous annual donations. But vibrant growth in the nonprofit sector has helped to change the nature of board service. Board members need to do more than just show up. They must understand and promote the organization's work, define measures of success, and assess how well the organization performs, using both subjective and objective standards. They must generate and allocate resources, hire the chief executive, develop plans, establish policies and programs, and monitor activities—all with a sharp focus on producing meaningful results.

Within these broad roles, board members have many functions. They are guardians of the mission, they ensure compliance with legal and financial requirements, and they enforce ethical guidelines for their organization. They are policy-makers, fundraisers, ambassadors, partners with the chief executive, and strategic thinkers. They monitor progress, evaluate the performance of the organization and the chief executive, and demonstrate integrity in everything they do on behalf of the organization. Because of their many roles, board members need more than enthusiasm for a cause, passion for a mission, or just good intentions. They need to understand all of their stewardship responsibilities and perform all of their duties.

Board service entails serious obligations, to be sure, but it can also deliver immense satisfaction. A board that knows what is expected of it and performs at

the highest level is a strategic resource for its organization and chief executive. And ultimately, this commitment by dedicated board members translates into mission impact in our communities.

About This Book

The Handbook of Nonprofit Governance is a comprehensive overview of the principles and practices of nonprofit boards. To compile this handbook, BoardSource drew on its extensive selection of books, articles, and topic papers by leading experts on nonprofit governance.

The book is organized in two parts. Part One (Chapters One through Five) addresses basic governance history, roles, and structures. Part Two (Chapters Six through Sixteen) examines nonprofit governance practices, drawing on the experience and wisdom of BoardSource experts to review basic approaches to board responsibilities and board self-management. Consulting the handbook provides answers to the following questions:

What is the nonprofit sector, and how does governance fit in? Chapters One and Two review the history of the nonprofit sector, its function in society, and the basic tenets of nonprofit governance.

What roles do nonprofit boards serve? Chapter Three explains the governance roles of the full board and of individual board members, broadly described as setting organizational direction, ensuring the necessary resources, and providing oversight. It links to other chapters in this handbook that explore elements of these governance roles in greater depth. Chapter Four examines board structure, including board size and the functions of committees, task forces, and other work groups. Chapter Five describes the board–chief executive relationship and offers suggestions to ensure its success.

Part Two examines nonprofit governance practices, drawing on the experience and wisdom of BoardSource experts to review basic approaches to board responsibilities and board self-management:

How does a nonprofit organization build and sustain a strong, active board? Chapter Six reviews the cyclical process of finding the best people, bringing them onto the board, and then creating an environment for board service that invites them to reach their full potential as board members. Building a board involves more than enlisting new members and training them. This chapter describes the full cycle: identifying, cultivating, and recruiting board members; providing orientation; involving all board members in meaningful work; promoting continuing education; evaluating the effectiveness of the full board and of individuals;

refreshing the board through term limits and regular rotation; and celebrating board accomplishments.

What are the legal and ethical responsibilities of the board and its members? Governance is serious business, with a set of duties that are defined by law. Chapter Seven opens with a discussion of fiduciary responsibility—the board’s obligations for financial accountability and effective oversight of the organization. Exceptional boards not only follow legal requirements, but also ensure that the organization’s work is conducted in an ethical, open, and responsive manner. Legal and ethical compliance, conflict of interest, legal liability, and the concepts of private benefit and private inurement are among the issues covered in this chapter.

How does the board carry out its financial oversight responsibilities? Ultimately, the board is responsible for the financial viability, the program success, and the survival of the organization. Chapter Eight reviews what board members need to know about financial integrity and solvency, safeguards and procedures to protect the organization, and signs of financial trouble. It explains the implications of the Sarbanes-Oxley Act for nonprofits, the importance of an external audit, and the financial systems that organizations need for safe, efficient operations.

What is the board’s role in fundraising? Fundraising begins with the board, because board members understand the organization well and are committed to helping it fulfill its mission. Chapter Nine outlines the board’s involvement in fundraising, step by step. Joining with staff to generate necessary resources, the board provides strategic guidance and direction, participates as donors and as fundraisers, and is responsible for stewardship and oversight of the funds raised. Beginning with an explanation of board members’ personal obligation for giving, the chapter reviews fundraising types, policies, and techniques, with tips for raising board members’ comfort level for joining in this important activity.

How does the board engage in strategic thinking and participate in strategic planning? Strategic thinking and planning move an organization toward fulfilling its mission and creating its future. Both processes—as described in Chapter Ten—are potentially enriching and energizing for the board. When strategic thinking becomes a habit, board meetings are dynamic, discussions are challenging and thought provoking, and the board identifies crucial issues that lead to more relevant, timely, and constructive decisions. This chapter outlines the rationale for strategic planning, describes basic steps in the process, and emphasizes the need to blend planning and evaluation.

What does the board contribute to communications and outreach? For nonprofit boards, strategic communications involves big-picture thinking, a clear understanding of appropriate roles, and hands-on participation when appropriate. Chapter Eleven reviews how board members can contribute to the staff’s work through

public speaking, relationship building, and advocacy. It explains lobbying and political activity by nonprofits, and it addresses communications during a crisis or controversy.

How do boards ensure effective chief executive transitions? The board's responsibility for hiring and supporting the chief executive can have an extraordinary impact on organizational effectiveness. Chapter Twelve explains that there's more to this responsibility than executive search. It begins with the proactive step of having a succession plan and compensation policy in place. This chapter describes the steps in a careful, thorough executive search, describes some characteristics to look for, and emphasizes the essential support that new chief executives need from their boards.

Why is evaluation important, and how is the board involved? Evaluation is a learning tool that, when embedded in an organization's culture, promotes the achievement of mission. Chapter Thirteen stresses the board's role in promoting continuing evaluation. Measuring organizational effectiveness, self-assessment for the full board, self-assessment for individual board members, and performance evaluation for the chief executive are all board responsibilities, described in this chapter. The staff is also responsible for evaluating an organization's core programs and practices.

How do bylaws and policies promote sound board decisions? Chapter Fourteen reviews the details of a nonprofit organization's governing documents (bylaws) and operating principles (policies). It explains the context for bylaws and policies and provides an overview of the issues and areas they should address. The chapter includes recommendations and examples to serve as a starting point for the documents that each organization should tailor to its own needs and circumstances.

What are the ingredients of a productive board meeting? At meetings, the board carries out its role as policy maker, sets direction for the organization, defines and follows its own ethical guidelines, oversees operations, and takes care of its own well-being. Chapter Fifteen offers recommendations for planning fast-paced, efficient meetings while maintaining the spirit of teamwork and collegiality among board members. Topics include deciding on frequency of meetings, developing an agenda, facilitating the meeting, preparing minutes, holding executive sessions, and evaluating the meeting.

How do board dynamics influence board effectiveness? The dynamics of working together on behalf of the organization can be complex, but boards need to promote a working environment that encourages collaboration, partnership, engagement, trust, respect, flexibility, and interaction. Chapter Sixteen addresses five key issues in board dynamics: building trust to support collaborative governance, developing a culture of inquiry, recognizing and avoiding micromanagement,

ensuring independent-mindedness, and dealing with the problem of troublesome board members.

Reflecting on board dynamics is a fitting way to conclude this handbook. While many principles and practices of nonprofit governance are well established, the essence of board interactions is often more difficult to express. When all is said and done, the board is a group of individuals with a collective commitment. How they engage with one another can make the difference between governance that is simply good and governance that is truly exceptional. The stakes are high, but the dynamic role of nonprofit organizations in our society attests to the fact that the women and men who serve on nonprofit boards fulfill their responsibilities with seriousness of purpose, dedication to service, and passion for their organizations' missions.



PART ONE

GOVERNANCE PRINCIPLES,
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