

## NONPROFIT BOARD GOVERNANCE WORKSHOPS

The workshops described below are designed as full-day seminars. Clients, however, may choose shorter seminar lengths. In shorter seminars, agendas are adjusted to accommodate the client's needs and the time available.

### Board Leadership and Engagement: Fundamentals for Success

This seminar is appropriate for any board that seeks greater clarity or understanding about its roles and responsibilities and expectations for board engagement, including the balance and partnership between board and staff. As a result of attending this seminar, board members will:

- have a shared understanding and working knowledge of the roles and responsibilities of nonprofit boards
- clarify and articulate expectations for board member engagement
- evaluate specific needs and action steps for better performance
- structure the board's work to better leverage the board's unique value.

#### Sample Agenda (full day)

- Board Roles and Responsibilities
  - Setting strategic direction
  - Ensuring resources
  - Providing fiduciary oversight
  - Legal duties of board members
  - Case study
  - Board member expectations
- Constructive Partnership Between the Board and Executive
  - Includes a discussion of expectations and mutual accountability - and how to achieve it
- Being Strategic and Focusing on What Matters Most
  - Constructing and deconstructing agendas
  - Dashboards
  - Meeting evaluations
  - Effective committee structures
  - Communications and time in between meetings
- Strengthening your Board
  - Discussion of where/how the board needs to grow
  - Identification of governance challenge(s)
  - Identification of specific action steps that are specific, measurable, attainable, relevant, and time bound

## **Strategic Board Recruitment and Development**

This seminar is ideal for any board that is looking to be more strategic about the way that it identifies, cultivates, recruits, and prepares potential members. As a result of attending this training, board members will:

- embrace the central role that strategic board recruitment plays in building an effective board
- cultivate an appreciation for the role that diversity and inclusion play in strategic board recruitment
- demonstrate a working knowledge of the critical steps of the process of finding, recruiting, and engaging board members
- understand how to engage new potential board members in a way that sets them up for successful board service that meets both the organization's and the board member's needs and expectations
- appreciate the role of the governance committee in supporting and strengthening overall board performance, including the strategic recruitment of board members.

### **Sample Agenda (full day)**

- **The Board's Role in Building the Board**
  - The case for a governance committee
  - Gap analysis and the board recruitment matrix
  - The importance of diversity and inclusion in the boardroom
- **The People: Cultivation and Recruitment of Board Members**
  - Potential sources of new board members
  - Cultivation as an on-going activity
  - Determining fit
  - Setting proper expectations before board service
- **The Work: Orientation, Education, Involvement**
  - Board orientations
  - On-going education regarding work of the organization, the onboarding process, and board governance
  - Utilizing the unique skills of every board member in a meaningful way
  - Communications and time in between meetings
- **The Culture: Evaluate, Rotate, Celebrate**
  - Understanding the board culture
  - Tools and processes for board evaluation
  - Term limits and refreshing the board
  - Maintaining connections

## **The Board/Staff Partnership: How to Share Leadership & Get Results**

This seminar is designed for nonprofit leaders who are working to deepen and strengthen the way that the board and executive work together. As a result of attending this seminar, board members will:

- understand the roles of the board and the staff, and the factors that influence the relationships between the executive and the board
- gain insights about how to cultivate an effective board-staff partnership to advance your organization's mission
- discuss, clarify and support realistic expectations for your board and staff to create a more cohesive and effective working partnership
- have a strong foundation for positive organizational culture by cultivating greater capacity for open and honest communication between the executive and the board of directors.

### **Sample Agenda (full day)**

- The Board's Roles and Responsibilities
  - Reviewing the board's three roles
- Creating Expectations
  - Why the board/staff partnership matters
  - Characteristics of effective board/staff partnerships
  - Potential sources of conflict and how to avoid them
- Constructive Partnership
  - Shared understanding of mission and vision
  - Communications
  - The board chair/CEO relationship
  - Building trust
- Sharing Leadership
  - When the board takes the lead
  - When the CEO takes the lead
  - Executive sessions
  - Board self-assessment and accountability
  - Assessment of the CEO

## **Show Me the Money: Creating a Fundraising Culture**

This seminar is ideal for board/staff leadership teams that are looking to expand the board's role in fundraising and understand specific steps and processes for success. As a result of attending this training, board members will:

- demonstrate a working knowledge of the roles that board and staff members generally play in fundraising
- understand different types of fundraising, with an appreciation for the ways in which each type fits in with the financial model of their nonprofit organization
- be familiar with how board members can be most helpful and supportive of different fundraising strategies
- discuss, clarify, and be better positioned to support expectations for board member engagement in fundraising
- build a common understanding around the prerequisites for successful fundraising by board and staff.

### **Sample Agenda (full day)**

- Fundraising Responsibilities
  - Board's role in fundraising
  - Board-Chief Executive partnership
  - Individual board member participation
  - Sample job descriptions
- Fundraising Facts
  - Motivations for giving
  - Sources of funding nationwide
- Types of Fundraising
  - Annual giving
  - Major gifts and campaigns
  - Planned giving and bequests
- Stages of Fundraising
  - Cultivation
  - Solicitation
  - Stewardship
- Resource Development Planning
  - Sources of support
  - Fundraising cycle
  - 9-step fundraising process
  - Resource development plan, program planning
- Presenting Your Case
  - Preparation
  - Elevator speech

## Practices of High-Performing Boards: What the Best Boards Do Well

This seminar is designed for boards that are eager to take their leadership to the next level of performance. It is especially appropriate for boards that understand governance basics and want to accelerate their performance for mission impact. As a result of attending this seminar, board members will:

- discover tools and practices of exceptional boards and learn how to bring them into the boardroom
- demonstrate a working knowledge of key governance principles that distinguish exceptional boards
- cultivate shared understanding and appreciation that fosters mutual accountability and engagement around exceptional board practices
- discuss and prioritize opportunities to implement lessons learned

### Sample Agenda (full day)

- Setting the Context for Performance
  - Organizational life cycle stages and impact on leadership capacity
  - Responsible vs. exceptional boards – What’s the difference?
- Reframing the Work of the Board
  - Differentiating the fiduciary, strategic, and generative modes of governance
  - Beyond compliance: moving the board to higher purpose and performance
- Practices and Principles that Power Exceptional Boards
  - Creating a culture of inquiry
  - Intentional board practices
  - Meetings that matter
  - Board engagement and dynamics
  - Accountability and measuring success
- Action Planning
  - Dedicated time for small and large group work and next steps based on the day’s discussions

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