

Tools and Samples

Self-Evaluation Checklist For Board Of Directors/Advisory Committees

Name of organization _____

Name _____ Date _____

Check all items where you feel that you would like more information.

√	#	Item
THE ORGANIZATION: DO I UNDERSTAND:		
	1	The stated purpose of the organization
	2	The organizational structure
	3	The by-laws of the organization
	4	The policies and procedures of the organization
	5	The goals of the organization
	6	How the organization plans to change
THE LEGAL SIDE OF BOARD MEMBERSHIP: DO I KNOW:		
	1	The role of the Board
	2	Whether it is a policy making Board
	3	Whether it is a working Board
	4	Whether it is an advisory Board
	5	What my legal responsibilities are as a Board member
	6	Whether I am insured
	7	What my liabilities are as a Board member
	8	How much lobbying and advocacy activity I can undertake in the name of the agency.
THE BOARD MEMBER: DO I KNOW:		
	1	Each member of the Board
	2	The position of each person on the Board
	3	What the skills are of each Board member
	4	What position each Board member holds in the community
	5	What part each person plays in the fulfillment of the purposes of the organization
	6	For what planning I am responsible
	7	What are my commitments of time and money
	8	For what scheduled assignments I am responsible
	9	To whom am I immediately responsible
	10	What are the occasional tasks for which I am responsible
	11	Who is immediately responsible to me
	12	For what records am I responsible

*Self-Evaluation Checklist
For Board Of Directors/Advisory Committees (continued)*

√	#	Item
THE BUDGET: DO I		
	1	Have a copy of the current budget for the organization
	2	Understand the organization's budget
	3	Know who develops, approves, and administers the budget
	4	Know if the organization keeps within its budget or has a deficient one
	5	Know the main source of revenue
	6	Know the procedures and revenue sources for capital expenditures
	7	Who audits the organization
	8	Know if there is adequate insurance
	9	Know what additional revenue sources are available
	10	Get funds for the expenses of the office/committee
	11	Know how I am reimbursed for expenses
	12	Know how the size of the budget is determined
FUNDRAISING:		
	1	Am I responsible for donating personally to the Board
	2	How much am I expected to contribute
	3	Am I expected to participate in fundraising
	4	In what way am I expected to participate in fundraising events
	5	Am I expected to advocate/solicit money for the organization
TIME: DO I KNOW HOW MUCH TIME:		
	1	I am expected to give to the organization monthly/yearly
	2	I am expected to give to Board meetings
	3	I am expected to give to fundraising
	4	I am expected to give to special events
	5	I am expected to give to committees
THE STAFF: DO I KNOW:		
	1	The Employee Handbook and procedures
	2	The staff organization
	3	The Director
	4	The key staff
	5	The volunteer coordinator
	6	The job descriptions for staff members
THE DIRECTOR: DO I KNOW:		
	1	How the Director intends to accomplish the goals of the organization this year
	2	If the Director keeps within the budget
	3	If the Director is good with personnel
	4	If the Director is a good organizer
	5	To whom is the Director specifically responsible
	6	Whether the Director works well with volunteers

Self-Evaluation Checklist
For Board Of Directors/Advisory Committees (continued)

√	#	Item
THE VOLUNTEER: DO I KNOW:		
	1	What the organization's policy is towards volunteers
	2	How the volunteer program is organized
	3	The role of the volunteer
	4	If there is a volunteer coordinator
	5	How many volunteers there are in the organization
	6	The makeup of the volunteers
	7	Who recruits volunteers
	8	What my role is in relation to the volunteer program
THE POWER STRUCTURE:		
	1	Who makes the decisions in the organization
	2	What are the assets and who controls them
	3	How is the system of communication structured
	4	How is criticism handled

Sample Board Self-Evaluation Form

Name: (optional)	1 Very Poor	2 Poor	3 Fair	4 Good	5 Very Good
All necessary skills, stakeholders and diversity are represented on the Board					
Board members clearly understand the roles and responsibilities of a Board					
Board members understand the organization's mission and its products / programs					
Nonprofit has clear organizational structure (Board, officers, committees)					
Board is actively involved in developing a relevant and realistic strategic plan based on survivor and stakeholder needs					
Board regularly monitors and evaluates progress toward strategic goals and product/ program performance					
Board attends to policy-related decisions which guide activities of Board and staff					
Board receives regular, accurate reports on finances/budgets, products/program performance and other important matters					
Board helps set fundraising goals and is actively involved in fundraising					
Board effectively represents the organization to the community					
Board meetings facilitate progress and focus on important organizational matters					
Board regularly evaluates Chief Executive					
Board has approved comprehensive Employee Handbooks which have been reviewed by a qualified professional					
Each member of the Board feels involved and interested in the Board's work					
All members are committed to actively participate in Board activities.					

Source: McNamara, Carter (2002), Field Guide to Developing and Operating Your Nonprofit Board of Directors. Minneapolis, MN: Authenticity Consulting, LLC.

Sample Board Self-Evaluation Form Continued

Please explain the most important priorities on which you believe the Board should focus its attention in the next 12 months. Be as specific as possible in explaining these priorities. Feel free to add more pages if you that would be helpful.

1.

2.

3.

4.

5.

6.

7.

8.

Board of Director Officer Roles and Responsibilities

The officer roles in nonprofit agencies may evolve differently across agencies. The types of roles and responsibilities shown are not requirements but are the common or average roles and responsibilities taken by officers in nonprofit agencies providing domestic violence services.

Role and Responsibilities of the President (or Chairperson) may include:

- Serves as head of the Executive Committee
- Presides over Board meetings after coordinating agenda with the Executive Director
- Interfaces with the Executive Director on Board issues
- Leads the Board to ensure its role of fiscal, legal and ethical management of the agency
- Assures all Board directives are carried out
- Presents the annual report
- Demonstrates leadership in fundraising efforts
- Coordinates the Board's involvement in strategic planning
- Facilitates the evaluation of the Executive Director
- Appoints committee chairs
- Serves as an ex-officio member of standing committees
- Facilitates the Board's evaluation of itself and its members and guides Board development strategies

Role and Responsibilities of the Vice President (or Vice Chairperson) may include:

- Performs all duties of the President in his or her absence or inability to serve
- Supports the President in carrying out his or her duties
- Often serves as the successor to the Executive Director
- Any other leadership duties the President or Board assigns.

Role and Responsibilities of the Secretary may include:

- Takes responsibility for documentation and review of the minutes of all meetings (including submission and review of committee meetings), and all other Board records, correspondence and documentation
- Maintains a list of Board members, their contact information, terms, committee membership, and other member information
- Monitors the meeting process and ensures that bylaw procedures such as quorum and voting requirements are carried out
- Sends notices of Board meetings

Role and Responsibilities of the Treasurer may include:

- In coordination with the Board, oversees the financial management of the agency
- Chairs the Finance Committee
- Coordinates financial oversight with the Chief Financial Officer and/or the Executive Director
- Ensures that all financial and accounting policies, procedures and records are maintained
- Ensures that the audit occurs, that audit reports are reviewed and responded to
- Reports to the Board on the audit and any financial conditions
- Presents the annual budget to the Board for approval

Sample Board Member Application

NAME: _____

TELEPHONE: home _____ work _____

OCCUPATION/BUSINESS/PROFESSION _____

EMPLOYER: _____

HOME ADDRESS: _____

Educational background, areas of specialized training, expertise, experience:

PRESENT MEMBERSHIP ON OTHER NON-PROFIT BOARDS OF DIRECTORS:

none

Organization name: _____

Date term began: _____ **Term expires:** _____

Offices held and number of years:

PARTICIPATION IN OTHER CIVIC ACTIVITIES: Please list civic activities and affiliations such as church membership, service organizations, and any offices held or special responsibility in the activity listed.

Activity or Group	Title/Project	Years
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Why are you interested in serving on our domestic violence program's Board of Directors?

Board Member Application
Page 2

How do you feel you could serve or help the agency as a Board Member?

How much time, not counting monthly Board meetings, can you contribute each month?

Each Board Member serves on one or two committees. Which committees are you interested in? Please indicate your first, second, and third choices.

- | | |
|--|---|
| <input type="checkbox"/> Budget/Finance | <input type="checkbox"/> Personnel |
| <input type="checkbox"/> Criminal Justice | <input type="checkbox"/> Property Maintenance |
| <input type="checkbox"/> Fundraising | <input type="checkbox"/> Speakers Bureau/Public Relations |
| <input type="checkbox"/> Long Range Planning | <input type="checkbox"/> Membership (Board Development) |

In addition, each Board Member is expected to participate in the agency's fundraising efforts. How can you help? (Check all that apply.)

- Volunteer time working at specific fundraising events
- Coordinate planning and implementation of fundraising projects
- Work on specific fundraising projects
- Identify prospective donors
- Solicit donations from individuals
- Solicit donations from civic organizations and businesses
- Assist Executive Director in contacting corporations and foundations and applying for grants

Other comments you wish to make:

How did you learn about this Board position?

Board Member Application
Page 3

Please indicate if any of the following possible conflicts of interest may apply to you:

- I transact sales or purchases with this organization**
- I deliver similar services to this organization**
- I deliver services that could require competing with this organization for funding**
- I am a family member of a current employee of this organization, or of someone who transacts sales or purchases with this organization**
- I am an attorney who represents perpetrators as respondents in Orders of Protection or as defendants in criminal court in domestic violence related charges**

Signature: _____ **Date:** _____

Sample Declaration of Confidentiality Statement For Boards of Directors

I, the undersigned Director of _____, do hereby declare that I will not disclose any confidential information pertaining to the business and operation of the agency. This will include, but is not limited to, all of the discussions undertaken and business conducted in executive sessions.

I further declare that I will not disclose the confidences if I should leave the Board of Directors of _____ for any reason.

Signed: _____ Date: _____

Signed: _____ Date: _____

(Board President)

Recruiting and Nominating New Members Worksheet

Nomination Criteria: Have you clearly defined the criteria for the qualities you are looking for in any new member? Check those that apply and add additional ones.

Potential Nomination Criteria

- ___ Responsibility
- ___ People skills
- ___ Board skills: Current ability and willingness to develop same, or prior experience
- ___ Ethical standards
- ___ Value for service and helping domestic violence survivors
- ___ Evidence of leadership abilities
- ___ Ability to commit to individual membership responsibility criteria
- ___ Others _____
- ___ Others _____
- ___ Others _____

Categories of Membership Selection Needs: See instructions below.

Categories of Selection Needs

- Demographics: Age, Gender, Ethnicity/Culture, Language, Other
- Geographic Location: County, urban/suburban/rural, neighborhoods,
- Expertise: Financial resources, financial management knowledge, fundraising, HR, etc.
- Degree of DV knowledge or service knowledge

List Current Membership Development Needs: Looking at the Potential Categories of Membership Selection Needs and at the current Board membership, should new positions become open, what are most important selection needs? Once you list the Needs to the left, go back and prioritize the needs rating them numerically with the most important needs receiving the rating of “1”, then the next “2”, etc.

NEEDS	RATING
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Suggested Nonprofit Board and Staff Responsibilities

The primary responsibilities of Board and staff ultimately depend on the priorities, culture and life cycle of the nonprofit. The following suggested responsibilities might be useful to consider.

Activities	Primary Responsibility
Organizational Planning	
Drive the process of strategic and organizational planning	Board
Provide input to mission and long range goals	Joint
Approve mission and long range, strategic goals	Board
Develop action plans (who does what and when) to achieve long-range goals	Staff
Approve action plans (e.g., in an annual Operating Plan)	Board
Implement action plans to achieve long-range goals	Staff
Follow-up to insure achievement of major goals and objectives	Board
Board of Directors	
Select new Board members	Board
Orient, train and organize members into committees	Board
Promote attendance at Board/committee meetings	Board
Plan agenda for Board meetings (joint with Board Chair and Exec. Dir.)	Joint
Take minutes at Board meetings (Board Secretary)	Board
Programs	
Assess stakeholder (customers, community, member, etc.) needs	Joint
Suggest program clients, outcomes, goals, etc.	Joint
Approve program outcomes and goals	Board
Oversee evaluation of products, services and programs	Board
Evaluate products, services and programs	Staff
Maintain program records; prepare program reports	Staff
Financial management	
Prepare preliminary annual budget	Staff
Finalize and approve annual budget	Board
Approve major expenditures outside authorized budget	Board
Insure annual audit of organization accounts	Board
Insure that expenditures are within budget during the year	Joint
Fundraising	
Establish fundraising goals (amounts / goals to be raised)	Board
Solicit contributions in fundraising campaigns	Joint
Organize fundraising campaigns	Joint
Manage grants (reporting, etc.)	Staff
Personnel Activities (staff and volunteers)	
Employ and supervise Chief Executive (Exec. Dir.)	Board
Decision to add general staff roles and / or volunteer roles	Staff
Select / train general staff and / or volunteers	Staff

Direct work of the general staff and /or volunteers	Staff
Public / Community Relations Activities	
Present / describe organization to community	Joint
Write descriptions of organization (newsletters, web, etc.)	Staff

Source: McNamara, Carter (2002), *Field Guide to Developing and Operating Your Nonprofit Board of Directors*. Minneapolis, MN: Authenticity Consulting, LLC.

Executive Director/Board Chair Relationship: The Key to a Vital Organization

The relationship between the Executive and the Board Chair is very important for the atmosphere of the organization as a whole. The following checklist highlights the areas where they should work together.

The Executive Director and Board Chair work together to:

1. Identify community needs
2. Define and realize agency purposes
3. Provide financial resources and other forms of support for the agency
4. Give leadership to development of programs and services
5. Develop an organizational structure that supports the program services
6. Give leadership to policy formulation and review
7. Evaluate the agency
8. Create an atmosphere for change
9. Maximize the contributions of all agency personnel, staff and volunteer
10. Maintain and describe the “big picture” for the organization
11. Take initiative in representing the agency to the community
12. Share leadership with other similar agencies with similar goals, values, and convictions as to what kind of community it should be
13. Develop and maintain a sense of trust and confidence in each other
14. Resolve problems with individual Board members
15. Plan and prepare for Board meetings
16. Arrive at recommendations they both can support, with the clear understanding that if they cannot reach agreement, the matter goes to the Board with the explanation that “the Chair and the Executive are on opposing sides”
17. Decide what priorities to adopt, what choices to make, and what decisions to make first

Sample Conflict of Interests Policy

Now therefore, be it resolved: the following policy of duality of interest is hereby adopted:

- Any duality of interest or possible conflict of interest on the part of any Board member should be disclosed to other Board members and made a matter of record, either through an annual procedure or when the interest becomes a matter of Board action.
- Any Board member having a duality of interest or possible conflict of interest on any matter should not vote or use his/her personal influence on the matter, and he/she should not be counted in determining the quorum for the meeting, even where permitted by law. The minutes of the meeting should reflect that a disclosure was made, the abstention from voting, and quorum situation.
- The foregoing requirements should not be construed as preventing the Board member from briefly stating his/her position in the matter, nor from answering pertinent questions of other Board members since his/her knowledge may be of great assistance.

Be it further resolved: that this policy be reviewed annually for the information and guidance of Board members, and that any new Board member be advised of the policy upon entering on the duties of his/her office. The Chairman and the Secretary are authorized and directed to see that the foregoing policy is followed.

Explanation of policy statement:

Members of the Board of Directors have an obligation to discuss and vote on every issue having to do with the governance of the organization. Consequently, it is important to consider whether or not an individual, their family, or their business would have substantial and/or ongoing conflicts of interest with the organization. For example:

- The organization leases the grounds and their physical facility from a person or another organization. It would not be wise to select that individual or a representative of the leasing organization to be on the Board, because it is very likely that the Board will be required to discuss and vote on issues having to do with that lease, or at worse having to contend with a lawsuit.
- A local attorney has a law practice in which they commonly represent criminal defendants. They would have an ongoing conflict of interest because they represent clients who are being prosecuted for assaulting survivors that are served by the organization. They are likely to discuss and vote on policies and procedures that impact both the clients of the program and also their own practice clients.

It is possible to use the talents of such individuals by asking them to serve in advisory capacities or on committees that do not present a conflict.

The organization can usually screen out members who have clear and ongoing conflicts of interest. It is not possible to see all such situations. Consequently the Board should have a policy for how to proceed when such an occasion arises. A conflict of interest or even the perception of one by the public can damage an organization beyond repair. It is best to abstain from discussion or voting on an issue at the mere hint of a potential conflict. When there is a bona fide conflict of interest, that member should not have lengthy discussion or vote on the issue at hand.

Examples of conflict of interest:

- A construction contract was awarded to a company partly owned by a Board member. This would create a public uproar, which would probably stymie the Board's efforts in raising much-needed money.
- A Board member is a car dealer and the organization needs to buy a new van. A potential conflict is there, but can be eliminated if the Board member announces a conflict of interest and abstains from voting.

Sample Conflict of Interest Statement For Board of Directors

I have read and am familiar with _____ Policy concerning Conflicts of Interest, and I have initialed each paragraph below.

- During the year _____, neither I nor, to the best of my knowledge, any member of my family has had an interest or taken any action which would contravene the policy.
_____ (initials)

- During the year _____, neither I nor, to the best of my knowledge, any member of my family has had any interest or taken any action which would contravene the policy except such interest or action which is fully disclosed below. _____ (initials)

(Signature)

(Position)

(Date)

Common Board/Staff Conflicts Worksheet

#	Does this happen?	The problem is:	Some solutions:	Your strategies:
1.	<ul style="list-style-type: none"> • Petty, nitpicking personalized complaints to staff from Board Chair and committee chairs • Staff and Board members fall over each other in trying to do a job 	<ul style="list-style-type: none"> • Failure to clarify difference between policy determination, administration, and direct service 	<ul style="list-style-type: none"> • Up-to-date written job descriptions for Board, Executive Director, and staff • Clear statement of difference between policies and implementation plans 	
2.	<ul style="list-style-type: none"> • Request for salary review by Executive is not acted upon by Board • Executive begins to put everything in writing, circulating copies to entire Board 	<ul style="list-style-type: none"> • Failure of Board to specify performance criteria and to evaluate Executive Director 	<ul style="list-style-type: none"> • Board develops written performance criteria, based on written objectives—do regular, periodic evaluation of Executive • Specify to whom (a committee, not an individual) the Executive reports 	

Common Board/Staff Conflicts Worksheet

#	Does this happen?	The problem is:	Some solutions:	Your strategies:
3.	<ul style="list-style-type: none"> • Executive does not consult staff to get facts before asking Board for decision • Staff feels Board actions are top secret 	<ul style="list-style-type: none"> • Breakdown in communications • No procedures for regular communication 	<ul style="list-style-type: none"> • Open Board meetings to staff • Prompt distribution of Board minutes and committee minutes • Exchange minutes of Board and staff meetings • Prepare special bulletins or newsletter summarizing actions 	
4.	<ul style="list-style-type: none"> • Old-time staff members complain to Board members about working conditions, etc. 	<ul style="list-style-type: none"> • Budget cutbacks affect morale and frustration mounts 	<ul style="list-style-type: none"> • Board take leadership to provide sufficient budget for good professional work and working conditions 	

Common Board/Staff Conflicts Worksheet

#	Does this happen?	The problem is:	Some solutions:	Your strategies:
5.	<ul style="list-style-type: none"> Some Board members shift interest and active support to other, competing organizations 	<ul style="list-style-type: none"> Insufficient motivation for service on part of Board members—desire just to have name on the letterhead Lack of specific, measurable goals and objectives for organization Board is controlled by old-line conservatives who fail to keep pace with changing times—thus driving away younger members 	<ul style="list-style-type: none"> Separation of member from Board Hold annual planning conference for Board and staff—develop written objectives and continually update them Staff provide Board with continuing education on issues in their field 	
6.	<ul style="list-style-type: none"> Staff and Board do not know each other's names Staff thinks of Board in terms of stereotypes: “conservative”, “materialistic”, “blockers of progress” 	<ul style="list-style-type: none"> Failure to provide opportunities to get acquainted 	<ul style="list-style-type: none"> Common orientation program for new Board and new staff members Informal social events Board committees have staff assigned 	

Common Board/Staff Conflicts Worksheet

#	Does this happen?	The problem is:	Some solutions:	Your strategies:
7.	<ul style="list-style-type: none"> • Community does not really understand what the organization does 	<ul style="list-style-type: none"> • Board thinks it's staff responsibility to capitalize on opportunities for public relations • Staff thinks Board does not do good interpretation job in the community and does not use normal contacts to tell agency story 	<ul style="list-style-type: none"> • Plan a public relations and publicity campaign—define responsibilities and roles for Board and staff members 	
8.	<ul style="list-style-type: none"> • Nothing seems to get done or to move forward 	<ul style="list-style-type: none"> • Outmoded and complicated agency structure makes it difficult to do business • Board members lack leadership skills required to function effectively 	<ul style="list-style-type: none"> • Plan and schedule annually a Board-staff leadership development retreat • Do annual agency evaluation • Top staff provide training in leadership skills for Board committee chairpersons 	

Appreciative Inquiry The Philosophy

Appreciative Inquiry is an articulated theory that rationalizes and reinforces the habit of mind that moves through the world in a generative frame seeking and finding images of the possible rather than scenes of disaster and despair.

Jane Magruder Watkins

If you want to build a ship,
then don't drum up men to gather wood,
give orders, and divide the work.
Rather, teach them to yearn for the far
and endless sea.

Antoine de Saint-Exupery

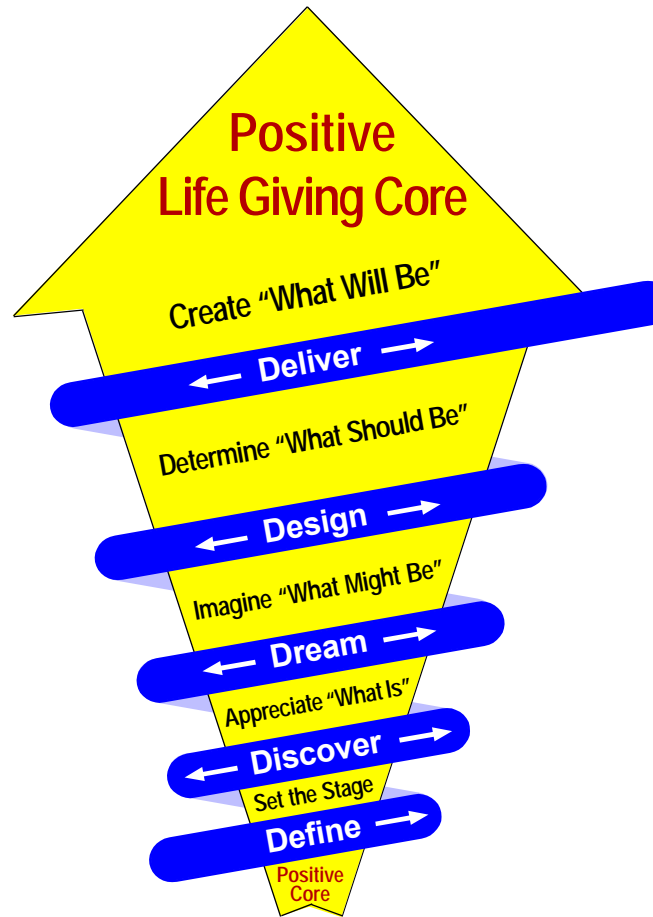
You cannot solve a problem from the
mindset that created it.

Albert Einstein

All the greatest and most important problems of life are fundamentally insoluble... They can never be solved, but only outgrown. This "outgrowing" proves on further investigation to require a new level of consciousness. Some higher or wider interest appeared on the horizon and through the broadening of outlook the insoluble problem lost its urgency. It was not solved logically in its own terms but faded when confronted with a new and stronger life urge.

Carl Jung

Appreciative Inquiry The Model



The Appreciative Inquiry 5D Spiral of Development

An iterative, generative, process that uses collaborative inquiry, and strategic visioning to unleash the positive energy within individuals and organizations

Appreciative Inquiry The Process

More than a method or technique, the appreciative mode of inquiry is a means of living with, being with and directly participating in the life of a human system in a way that compels one to inquire into the deeper life-generating essentials and potentials of organizational existence.

David Cooperrider

The Five Phases

5: Deliver

Co-creating a sustainable, preferred future.
Who, What, When, Where, How?
Innovating What Will Be.

4: Design

Aligning values, structures and mission with the ideal.
Developing achievable plans and steps to make the vision a reality.
Dialoguing What Should Be

3: Dream

What is the world calling our organization to be?
Developing common images for the future.
Writing provocative propositions.
Visioning the Ideal

2: Discover

Interview process and gathering of experience.
Inquiry into the life-giving properties of the individual or organization.
Valuing the Best of What Is

1: Define

Awareness of the need for development.
Preparing for an appreciative process.
Committing to the positive

Appreciative Interview Guide for Organizations

The Four Generic Questions

Instructions: In pairs interview take time to interview one another using the following questions.

Be a generous listener. Do not dialogue; rather, take turns to actually conduct an interview. If you need more information or clarification ask additional follow-up questions. Use this sheet to record the results of your interview. When your interviews are completed you will present the results to the wider group.

Before you conduct the interview take a minute to read the questions and decide how you will personally answer the question and make a mental note of your response. Now proceed with the interviews, paying full attention to the interviewee rather than to your story.

1. **Best Experience:** Tell me about the best times that you have had with your organization. Looking at your entire experience, recall a time when you felt most alive, most involved, or most excited about your involvement. What made it an exciting experience? Who was involved? Describe the event in detail.
2. **Values:** What are the things you value deeply: specifically, the things you value about yourself, your work, and your organization:
 - (i) **Yourself:** Without being humble, what do you value most about yourself- for example, as a human being, or as friend, a parent, a citizen and so on?
 - (ii) **Your Work:** When you feel best about work at your organization, what do you value about it?
 - (iii) **Your Organization:** What is it about your organization that you value? What is the single most important thing that your organization has contributed to your life?
3. **Core Value:** What do you think is the core value of your organization? What is it that, if it did not exist, would make your organization totally different than it currently is?
4. **Three Wishes:** If you had three wishes for your organization, what would they be?

Source: *Appreciative Interview Guide for Organizations* www.voyle.com Voyle and Voyle Consulting

Guidelines for Board Meetings

The following are recommendations to help keep Board meetings productive, focused and effective:

- Follow the bylaw requirements for a quorum and voting procedures.
- Hold deliberations that are free and wide-ranging with full participation and respect for divergent opinions.
- Follow set meeting procedures that encourage organization and participation, such as *Robert's Rules of Order* or a similar procedure.
- Provide agendas to all Board members prior to the meetings, and minutes afterwards.
- Strive for regular attendance of all Board members at all meetings.
- Have staff participation at both Board and committee meetings when appropriate.
- Have a written record of attendance at the meetings and a record of all agenda items discussed and formal Board decisions made during the meeting.
- Hold regular Executive Committee and other standing committee meetings, generating both written reports and oral reports back to the Board. Common standing committees often include finance, personnel, funding or resource development, program/planning, bylaws or other areas.

Leading A Meeting (Leader roles and responsibilities)

OPENING

1. Start on time.
2. State the purpose of the meeting.
3. State your ideas positively.
4. Use words that make your ideas sound interesting.
5. Limit your opening remarks to one and one-half minutes.

DURING

1. Leadership is an active force: Guide
 - Direct
 - Restrict
 - Contain
 - Expand
 - Elicit
2. Ground rules: Remain as impartial as possible.
 - Watch the pacing of the meeting.
 - Keep ideas flowing.
 - Watch for emotional build-up.
 - Pull out all background information.
 - Draw contributions from all members.
 - See that only one person speaks at a time.
 - Pin down opposing points of view.
 - Stress cooperation, not conflict.
 - Guide the meeting from problem to solution.
 - Clarify contributions.
 - Use humor to reduce tension.
 - Make frequent summaries.
 - Watch your time.

CLOSING

1. Point out the decisions reached.
2. Point out differences. State them clearly. Indicate if small or great.
3. Point to the future—state next steps to be taken.
4. Announce the next meeting.
5. Thank members.

Participating In A Meeting (Participant roles and responsibilities)

BEFORE

1. Picture what you will want to have accomplished when the meeting is over.
2. Be sure you are clear on the stated goal.
3. Establish a specific standard by which you will measure success or failure.
4. Determine what your goal is with the group as a whole and with each member.
5. Assess your basic relationship with each member. Evaluate their needs.
6. Envision the meeting as you would like it to take place and determine what must be done to make your desired vision a reality.
7. Consult with others whose cooperation is necessary in order to meet the goal.
8. Do your homework, and go at least one step beyond the expectation of others.
9. Form a tentative judgment on all issues.
10. Count the votes for issues critical to you.

AT THE MEETING

1. Approach the meeting and your partners with a positive attitude.
2. Reflect a positive attitude toward the tasks at hand.
3. Make sure you take notes of important information.
4. Contribute early, clearly, and often—but thoughtfully.
5. Divide big problems into sub-problems, and address them separately if possible.
6. Separate problems discussed from the people discussing them.
7. Make your points clearly and concisely.
8. Do not waste your “chips” on issues not important to you.
9. Whether you are winning or losing your point, know when to quit.
10. Listen attentively and demonstrate your attention to others.

AFTER

1. Assess the meeting in terms of your original goal—measure success.
2. Share the results with people who need to know.
3. Follow up assignments quickly.
4. Capitalize on gains and recoup losses by brief encounters as necessary.

Meeting Basics

FOUR BASIC TYPES OF MEETINGS

1. REPORT—direct presentation of information
2. DECISION-MAKING—draw together thinking, form into decision
3. CREATIVE OR DEVELOPMENT—concepts, strategies, theories
4. LEARNING OR TRAINING—teaching understanding

AGENDA FORMAT

Date:

From:

Type of Meeting:

Date of Meeting:

Place of Meeting:

Subject:

Estimated Length of Meeting:

Who Will Attend:

Present Position of Subject and/or Agenda:

Goal of Meeting:

FOLLOW-UP MEMO FORMAT

Date of Meeting:

Name of Sender:

Where Held:

People Present:

Subject:

Conclusions Reached:

Future Action:

SAVING OTHER PEOPLE'S TIME FORMAT (send out a form that reads):

I have asked (names) to meet with me (date), in (place), to discuss (topic). Please come if you think that you need the information or want to take part in the discussion. But you will in any event receive right away a full summary of the discussion and of any decisions reached, together with a request for your comments.