

Empowering Your Board to Lead: Understanding the Roles and Responsibilities of Your Board of Directors



The presentation is based upon a 2015 webinar series conducted by Cat Fribley, Resource Sharing Project and Kim Gandy, National Network to End Domestic Violence.

Our Time Today

- Learn the history, mission and principles upon which WVCADV stands
- Understand the basics of an effective and responsive board structure
- Understand the three duties and ten responsibilities of a BODs (Board of Directors)
- Understand the financial role of the board
- Learn about the key aspects of board governance

Modern Social Movements

Suffrage Movement

Labor Movement

Civil Rights Movement

Women's Movement

Lesbian/Gay Movement

Early years – 1970's

Rooted in women's lives

Breaking silence

Naming outrage

Speaking truth

Values

Voices of battered women and their children

Leadership development

Cultural competence and diversity

Spirituality

Connection among oppressions

Purpose

End violence against women

Promote respectful social
systems and public policy

Make a difference for the next
generation

Philosophy

Empowerment of survivors
and their children

Personal is political – work for
social change

History

1970s - Community-based organizations

1981 – Incorporated as a Non Profit

1986 – Advocacy Project

1988 – Staffed Office in Braxton County

1997 – Staffed Office in Kanawha County

2008 – Staffed Office in Elkview

WVCADV Mission

**End personal and institutional violence
against women, children, and men.**

**Develop network of shared resources and
support**

Provide safe space and quality services

Work for systemic change

Principles of Unity

- Abuse is a societal configuration.**
- Oppression contributes to violence.**
- Build coalition of domestic violence
service providers.**
- Work for social change at all levels.**
- Develop model programs.**

Principles of Unity

Support projects with regional focus.

Prioritize resources to victims of domestic violence.

Refer abusive partners.

Affirm autonomy of local programs.

Implement policies of non-discrimination.

Participate in regional and national networking

Complementing Work

Programs

- Community-based
- Intervention
- Direct services
- Personal empowerment
- Court advocacy
- Community education and training

Office

- Program membership based
- Prevention
- Public policy
- Social change
- Systems advocacy
- Statewide education & public awareness

Social Analysis & Action

Experience

Reflection

Critical thinking

Action

Exercise

From your perspective what do you consider to be the five most important values of the movement?

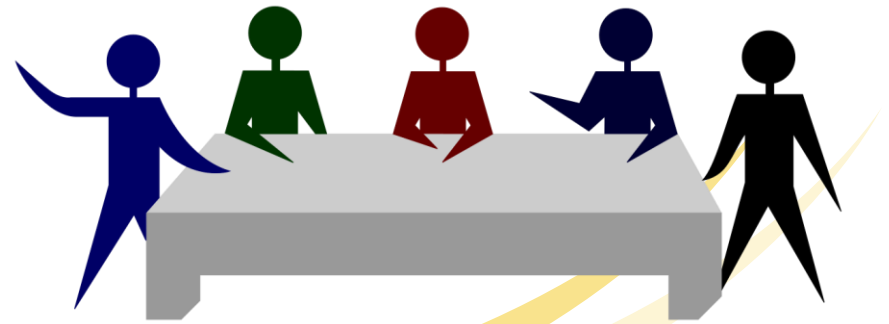
Consensus Decision Making

See By-Laws & Appendix for Process

- Presentation
- Clarification
- Proposal
- Clarification
- Discussion
- Are we prepared to make a decision?
- Call For Consensus

General Board Theory and Effectiveness

- ✓ Composition
- ✓ Diversity
- ✓ Structure



Board Composition

Membership composition makes a difference for organizational decision making: that for organizations to be responsive to a diverse society, their boards need to be composed of a diverse membership

Board Composition

Priority recruitment of these individuals should come from historically marginalized communities including but not limited to:

African American/African Descent
Native American
Multiracial
Survivor/Family member
Age 30 or less
Age 50+
Male
Immigrant/refugee
Latino/Hispanic
Asian/Pacific Islander
Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ)
Person with a disability

Additionally, recruitment should include individuals with expertise including but not limited to:

Non-Profit
Banking/Finance
Legal
Health/Mental Health
Marketing/Communications
Media Relations
Human Resources
Fundraising/Development
Strategic Planning
Business Owner
Educator

Process for Maintaining Board Diversity

- Board Development Committee Identifies Gaps & recruits based on need
- Membership elects Directors
- Directors must follow mission, principles of unity and corporate positions

Board Structure

Chart – Page 3 of By-Laws

Membership

Co-Chairs

Workgroups

Board of Directors

Chair/Co-Chairs; Vice Chair, Secretary &
Treasurer

Standing Committees


Three Duties of a Board

1. Duty of Care
2. Duty of Obedience
3. Duty of Loyalty



10 Responsibilities of Nonprofit Boards

1. Determine the agency's mission and purpose
2. Select the Team Coordinators
3. Support the TC's and assess their performance
4. Plan for the organization's development
5. Ensure adequate resources

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6. Manage resources effectively
 7. Determine and monitor the organization's programs and services to ensure mission
 8. Enhance the organization's public standing
 9. Ensure legal and ethical integrity and maintain accountability
 10. Board Development

- ✓ Conflict of Interest Policy
- ✓ Conflict of Interest Statements



It's not just about money!

Managing Your Liability

- Attend meetings and pay attention
- Know and follow policies and governing documents
- Know the laws that apply to your nonprofit
- Avoid conflicts of interest
- Request counsel when necessary

Key Roles and Responsibilities of a Nonprofit Board Member

- ✓ Supporting your Team Coordinators
- ✓ Setting policy
- ✓ Monitor finances and raise money
- ✓ Guide long range planning
- ✓ Participate in standing committees (Coordinating, Finance, Fundraising, Personnel and Development)

Communication is Key!

The secret to a strong and productive Board and Team Coordinator relationship is **communication.**



Is it Policy or is it Management?



- Separate management from policy
- Different Board and Team
Coordinator/staff responsibilities

Chain of Command

Who manages the people you serve?

Staff Members

Who manages supervisors?

Your Team Coordinators

Who manages the Team Coordinators?

The Board

Board Supervises Two Employees

Evaluation of the Team Coordinators

- Board policy on evaluation
- Importance of plan for evaluation
- Schedule of activities for evaluation
- Sample evaluation is available



Financial Responsibility

The board's financial responsibilities are:

- ✓ Set financial direction
- ✓ Delegate implementation of budget to the Team Coordinators
- ✓ Monitor financial status



Set financial direction



- ✓ Approve the annual budget
- ✓ Approve financial procedures
- ✓ Set financial policies

Monitor Financial Status

- Ensure that the organization is on target with planned expenses and revenues
- Ensure that the organization is financially solvent and has income to meet future expenses
- Review and understand the provided regular financial reports

Governance Role—ensuring that the organization has a realistic strategy for raising funds is **CRITICAL**

It must have three characteristics:

1. it will result in funding needed by the organization for its work
2. it will provide funding for emergency reserve, evening out cash flow, and organizational investments
3. it is in line with the organization's ethics and values (money from a gun manufacturer, liquor company, or adult entertainment establishment?)

This strategy will include a combination of efforts; some possibilities may include but not limited to:

- fee for service (registration fees, training fees)
- special events,
- mail or social media fundraising campaigns
- Grants & government contracts
- individual major donor gifts
- grants from private or corporate foundations
- gifts from local businesses and national corporations

The “Four Ws” of Fundraising

1. Work – you will be expected to volunteer time and effort to raise money
2. Wisdom – you’ll be asked to use your contacts and influence to generate contributions
3. Wealth – you may make a personal contribution that is commensurate with your resources
4. Wallop – you’ll exercise your influence on legislators and other policy makers



Long Range Planning



- Strategic plans guide the nonprofit
- The board and Team Coordinators plan together
- Team Coordinators implement as necessary (time, money constraints)
- Do problem-based planning with a focus on the future

The Strategic Planning Process

- Plan to plan
- Create a committee with staff and board representation
- Be realistic
- Keep it short – no more than a three year vision
- Create a document that can be referred to as needed.

Questions and Comments?

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