# USTA 

## NORTH CAROLINA

United States Tennis Association North Carolina Putting Workshop Concepts into Action

30 September 2023
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## What about Bill?



- Charleston, South Carolina
- CAE - ASAE
- US Chamber - IOM

- Jordan, Palestine, Lebanon, Turkey, Nigeria, Tunisia, Georgia, etc.
- Author
- www.AssociationOptions.com


## Resources via QR Codes (40!)




## Key Points

-Effective Boards
-Board and Staff Relationships

- Strategic Plans
- Actionable Steps
- Resources \& Tools
-Q\&A and Feedback


## Board Roadblocks

## Board Roadblocks

- Unprepared
- Lack of Quorum
- Conflicts of Interest
- Micromanagement
- "Snupervision"
- Disrespect
- People, ideas, staff
- Bullying
- Harassment
- Defamatory social media
- Abstentions

- Egos Checked at the Door
- Paralysis by Analysis


## Board and Staff Relationships

## Govern More - Manage Less!

## BOARD GOVERNS STAFF MANAGES

## Adopt a Governance - Management Model

## BYLAWS

The Association has adopted a model of management and governance to ensure the volunteer leadership and CEO effectively advance all aspects of the association. The Governing Body will focus on governance in accordance with the laws and governing documents. The elected officers and board will direct efforts to advance the mission, vision and strategic goals, serve and grow the membership, protect and build resources, and set a visionary direction. The Executive Director, as authorized in the bylaws and through contract, is responsible for the administration and management details, including staffing, physical locations, protection of assets and other responsibilities associated wit a corporate CEO. While the Board shall govern, the CEO/Executive Vice


President shall manage. They will work together, in partnership, to best position and serve the Association and the membership. With e Chief Elected Officer, the volunteer leaders will not direct staff or duties to include management and administration.

## High Performing Board



## High Performing Staff



## Boards are Responsible for Governance

To Govern is to Steer



## Board Members

- steer through STRATEGIC LEADERSHIP, selectively implement through RESOURCE DEVELOPMENT, and protect through OVERSIGHT

Chief Executive

- IMPLEMENTS an efficient and effective path forward, within boundaries, toward the Strategic Vision in ways that are responsive to stakeholders



## Gavel-to-Gavel Authority

## Gavel Drops

- Decisions Made

Gavel Drops...Again

- Board Business is done


[^0]
## Legal Responsibilities of a Board Member Trustee

## Duty of Obedience

- Faithful to mission and goals
- Following the governing documents
- Gavel-to-gavel authority


## Duty of Care

- Good business judgment at all times
- Due diligence in decision-making
- Utilizes expert advice when needed


## Duty of Loyalty

- Act in the best interest of the the organization and its stakeholders
- Avoid conflicts of interest
- The Board speaks with one voice


## Volunteer Commitment to Serve

I have been nominated, asked, or expressed an interest in serving in $a b$ committee role in the organization. Should I be elected or appointed, I w responsibly and prudently, and I consent to the following:

## - RESPONSIBILITIES

I understand the roles and responsibility of this position and have thoroughly reviewed the position description and have asked or will ask any questions I have regarding the post.

## 7 orientation

anderstand that I will be provided ith orientation materials which cludes general information about onprofit service, current policies, ackground on the organization, cent activities, and other formation relevant to my duties and :ommit to reading this information ior to my first meeting.

## I ACCOUNTABILITY

Inderstand that I may or will have gal, fiscal, and ethical ${ }^{1}$
sponsibility for the well-being of e organization. As such, I accept it ; my responsibility to:

- Be familiar with and protect organizational resources funds, and intellectual property.
- Understand the applic policies and programs oversee or support the implementation.
- Be responsible for ma decisions on organizat issues and matters, by an active participant a meetings.
- Respect the organizat values and recognize official channels of communication.
- Stay current on the pr of the organization and environment in which operates.
- Excuse myself from discussions, decisions votes where I may hav conflict of interest.
- Adhere to state and fe laws, as well as the organization's governi documents.


## ATTENDANCE

I understand attendance at $n$ in person or by technology, considered mandatory, recos that occasional absences ma

## Consent to Serve - Sample

excused. I will do everything possible to be present at duly called meetings. I understand absence as defined in the bylaws or policies may be cause for dismissal

## - COOPERATION

understand that I will work in good aith with my fellow volunteers and professional staff in a constructive collegial manner toward the achievement of the organization goals.

## $\square$ PREPARATION

understand effective meetings and asks require that I prepare by reading and asking questions.

## FIDUCIARY

I understand that I have fiduciary duties, including the principles of organizational loyalty, care, and obedience.

## D DISMISSAL

I understand that if I fail to fulfill these commitments to the organization, the chief elected officer, chief staff officer, or the executive committee may call upon me to discuss my responsibilities. Should there be a time where I am no longer able to fulfill my obligations to the organization, it will be my responsibility to resign my position

## THEREFORE.

As a volunteer, I understand that the organization has a responsibility to me in the following ways.

1. I will be provided with information updates about policies, resources, and finances at meetings
2. Opportunities will be provided for me to discuss with officers and/or staff the organization's programs, goals, activities, and status.
3. I can expect transparency and responsiveness so that I can fulfill my fiscal, legal, and ethical responsibilities to the organization
4. I will work as a team in good faith towards achievement of our goals
5. If the organization does not fulfill its commitments to me, I may call upon chief elected officer or executive director to discuss the organization's responsibilities.
6. My liabilities may be reduced through insurance, incorporation, volunteer immunity, and/or indemnification so long as I am prudent and follow governing and legal parameters.

## Tips for Incoming Presidents

More you prepare before installation, the better your year.

Work hard first $\mathbf{3}$ months; next 9 months smooth sailing.
The money belongs to the members or stakeholders.
It's not about you or any one person - team!
Your best partner is the Executive Vice President.

Respect boundaries.

Collaboration is key.
$100+$ Tips for the Incoming President

The first three months into your term are the most time consuming.
Two months before taking office is often the highest dividend for planning your year.
3. The association belongs to the members, not to you.

Invite a newer member to serve on a project, program or committee; you'll be surprised years later when they recall that you were first person to ask them to take
a leadership role. a leadership role.
Memorize the mission statement - it will frame discussion and decision
Volunteers want to make meaningful contributions - you are the conduit or facilitator
he president and the executive director work best
DOT ask staff to do anything personal for you association - not to manage you. Do away with "tired committees;" establish quick response teams and micro-task opportunities. You are the elected president; not the king or queen.
able to justify that it is in the best interest of the organization.
13. Know the law and the code of ethics - don't
14. break either.

If you write your
If you write your president's message in the
newsletter - do it with intelligence and good grammar, don't ask staff to write your message Consider that it will be in the association's permanent history.
Your term is most likely only 365 days; then


## What Reasons Cause You to Remove a Board Member?

Infractions including but not limited to:

- Failure to comply with the code of conduct;

Missing In

- Failure to disclose potential or perceived conflicts of interest;
- Failure to respect confidentiality;
- Use of a relationship or information for personal or professional gain;
- Unauthorized expenditures or misuse of organization's funds;
- Lack of respect or unwarranted attacks on any person;
- Misrepresentation of the organization;
- Lack of attendance exceeding policy requirements or without reason - Missing In Action (here to serve the members...period);
- Conviction of a felony.



## How do you let a board member go gracefully?

- One-on-one (who?)
- Focus on the organization
- Offer alternatives (if possible)
- Ensure respect and dignity
- Timely!
- Board evaluation process
- Term limits and rotations
- Third-party mediation
- Legal and governance procedures (automatic)
- Maintain the relationship

Do you ever listen to co-workers talking at work and just think to yourself...


## Antitrust - a \$10 Million Case

| manatas |  |
| :---: | :---: |
| FIC to Asscoitions Lak of Antitust |  |
| Connpiance can Facilite Coorimatoon and |  |
|  |  |
| \%, Jail time - 10 years |  |
| ${ }_{\text {In }}{ }^{-1}$ Individual Fines - up to $\$ 1,0000000$ |  |
| Corporations - up to $\$ 100,000,000$ m (trustee) |  |
|  |  |
|  |  |
|  |  |

Antitrust laws are rules that promote fair competition and prevent organizations, including nonprofits, from engaging in practices that could harm competition and consumers. For nonprofits, it means avoiding activities like price-fixing, colluding with competitors, or monopolizing a market. By complying with antitrust laws, nonprofits can ensure they operate ethically and foster healthy competition within their sector.


Sign In Sheet
$\qquad$

## SCAN ME

ANTITRUST AVOIDANCE
Meeting attendees are reminded that state and federal laws prohibit the exchange of information among ompetitors regarding matters pertaining to price, refusals to deal, market division, tying relationships and other topics which might infringe upon antitrust regulations, and that no such exchange or discussion will be tolerated during this meeting. These guidelines apply not only to the formal meeting sessions, but to informal discussions during breaks, meals or social gatherings.

CONFLICTS OF INTEREST
There is a fiduciary duty to disclose any conflict or potential conflict of interest at the meeting. Should a conflict arise, please inform the chief elected officer.

## CONFIDENTIALITY

Meeting discussions and handouts are for the purpose of discussion and deliberation. Please respect confidentiality after the meeting and recognize that the chief elected officer is the spokesperson for the board unless otherwise specifically indicated


## Governance and Operations Toolkit



## Governance and Operations Toolkit

## Board Vitality Index。

A discussion for the Board of Directors with the intent of improving performance and outcomes. Use a grading scale of A (Excellent Performance) to F (Room for Improvement.)

| Area of Concern | Description \& Success Aspects | $\begin{gathered} \text { Grade } \\ A-F \end{gathered}$ |
| :---: | :---: | :---: |
| Board Agendas | - Drafted in partnership between chief elected officer and executive director to facilitate topics that result in meaningful discussions. <br> - Easy to understand and distributed in advance to allow leaders to anticipate and prepare. <br> - Consistent, agreed-upon format, responsibilities indicated for reporting, and mission statement on the agenda and name tents. <br> - Reports distributed in advance or available on-line. |  |
| Board Preparedness | - The board comes prepared to the meeting and has obviously read all the materials <br> - Board understands their roles and responsibilities <br> - Board meeting is efficiently managed with good officiating by the chair or executive director <br> - Board members do not bring their personal agendas to the meeting and agree to the consensus both inside and outside of the board meeting |  |
| Meeting Minutes | - Meeting minutes formatted to identify board decisions, actions and commitments. <br> - Key elements include official approval of prior minutes, acceptance of the financial report, and properly made motions. <br> - Starting and ending time indicated as well persons in attendance and absent. <br> - In summary, if stakeholders-members read the minutes they would appreciate the significance of the board's work. At the same time - nothing is in the minutes that could be a liability to the organization. |  |
| Mission, Vision and Values | - The mission statement is current and often promoted. <br> - Directors are aware of how the mission (vision and values) frame and define their efforts. |  |
| Governing Documents | - Governing documents are in good order, readily accessible and serving their intended purpose, i.e. articles of incorporation, bylaws, policies. |  |
| Quorum | - Directors regularly attend meetings. All meetings have a quorum (majority) --preferably 100 percent of directors are in attendance. |  |

## Governance and Operations Toolkit

## Board Annual Self Evaluation (sample)

The purpose of this form is to increase each Director's awareness of his or her own level of performance. Your evaluation is personal and need not be shared with anyone else. If you want to discuss your self evaluation with the board president or executive director, the option is available.

Rate your performance on a scale of 1 to 5 where 1 means very satisfactory and 5 is not satisfactory.
I. COMMITMENT
A. I review the board information prior to each meeting.
B. Attendance at board meetings is a high priority for me.
C. I do my best to avoid interruptions from other business or 2345 personal matters during board meetings.
$\begin{array}{lllll}1 & 2 & 3 & 4 & 5\end{array}$
II. UNDERSTANDING MY ROLE
A. Once a decision has been reached, I support the board. $1 \begin{array}{llllll}1 & 2 & 3 & 4 & 5\end{array}$
B. I respect confidential information
C. I am willing to express my own views at board meetings.
D. I show respect for opinions expressed by others.
E. I listen thoughtfully to board discussions and presentations and avoid distracting side-bar conversations.

| 1 | 2 | 3 | 4 | 5 |
| :--- | :--- | :--- | :--- | :--- |
| 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 |
| 1 | 2 | 3 | 4 | 5 |

III. DECISION-MAKING

A. I seek necessary information prior to decision making.
B. I am willing to make appropriate risk-taking decisions.
C. My individual viewpoint is given due consideration
D. I can state my viewpoints clearly and concisely.
E. My decisions are based on the best interest of organization. 1

## Robert's Rules of Order



## Robert's Rules of Order Cheat Sheet!



GUIDE TO Meeting Rules of Order
An efficient and well-run
meeting is one where
everyone feels valued and
encouraged to contribute
equuraged to contribute
equaly putting in place
ruises of order is the best
way to ensure both progress
Way to ensure both progress
and Board satistation.
Which Motion to Make?




Debate During a Board Meeting (after a motion is made and seconded)

Speak- Do not Tert


w IVote
"Putting the Question"- If discusuion is doexd or you have a motion datat is orod dchatable, then the chair an "pur




Acknoweogoging the Votet- The Preident will decermine if de mation pasees (dependent upon mijority or $2 / 3$ vote)











How do Committees Fit In?
$\qquad$ Units - Commintees rur appointed to duccomplidh s sope of work as se by bye Board. Time limis can be assigned or commiteses an be standinge commiteses with an indefinite eimer. frame
 Quorum - hec commitec can only act when a quorum is present Recom mendations - The commitece provides recommend
to oche Board which may or may not be cepporved/dodopeced
Reporting


Minutes of a Meeting are Important
 the minutes prioe to sending to the Board. The Bardt typically approves the minutes of the past mecting at their
nexe metir
Agenda - The aggend is designed by the Secretary, in conjunction with the Executive Director, and appowed by Agenda - The
the President.
What Should be Recorded?
Type of mecting (regular, ppecil, adjourned regular or a ajourned ppecial)
Date, TIme and Location
Drte, Ime and Loction
Atendecs and those abser
Note raund appowal of
Notec around tapporaval of last minutes
Min molions
Other "Stuff" You Might Need to Know




SCAN ME

## Board Impact Workbook



## TABLE of CONTENTS

PART I - GOOD GOVERNANCE

- What is Governance?
- The Purpose of a Board
- Fiduciary Duties
- Directors' Responsibilities
- Characteristics of an Effective Board
- It Takes a Partnership
- The Brand Platform - Mission, Vision and Values
- Strategic Plan
- Governing Documents
- Unique Terminology for Nonprofits
- Risk Management
- Protections for the Board
- Policies that Protect
- Insurance Coverage

PART II - BOARD MEETINGS

- The Meeting
- After Board Meetings

PART III - RESOURCES


More Board Impact

## Board Impact Workbook



Fiduciary Duties
Members and stakeholders rely on the board to represent and advance their interests. Directors serve as fiduciaries on behalf of the members and are expected to minimize or eliminate conflicts of interest, nisks and personal agendas.

There are three legal duties applicable to every board member.


More Board Impact

## Board Impact Workbook



Consider the following list of responsibilifies and indicate who is accountable accordingly.

| Know Who is Responsible | Board | Exec Director | Committee |
| :---: | :---: | :---: | :---: |
| 1. Approve the annual budget |  |  |  |
| 2. Make staff hiring decisions (other than the Exec. Director) |  |  |  |
| 3. Develop (review) programs or services |  |  |  |
| 4. Assess the performance of the board |  |  |  |
| 5. Encourage and enforce board accountability |  |  |  |
| 6. Assess the performance of the Executive Director |  |  |  |
| 7. Review the 990-tax report for submission to the IRS |  |  |  |
| 8. Establish policies |  |  |  |
| 9. Set the agenda for the Board meetings |  |  |  |
| 10. Implement programs and services |  |  |  |

## Policies that protect

The IRS redesigned the annual Information Return (Form 990) in 2008 to query organizations about the existence of policies. Policies are the wisdom of the board to guide current and future actions. Form 990 prescribes the following policies.

| Policy | Description | Director Discussion |
| :---: | :---: | :---: |
| Audit and Audit Committee | Policy exists for some level of audit by an independent financial professional periodically. | Does the board review an audit? |
| Whistleblower | Policy allowing a person to approach the board with a disclosure; and the board follows a process. | What is the process if a director is approached with a claim or disclosure? |
| Compensation | Policy on appropriate compensation for senior staff. | What is the policy on compensation of senior staff? |
| Document Destruction | Policy on record retention and document destruction. | Is identify theft a potential liability? |
| Conflicts of Interest | Policy on annual disclosure of conflicts. | Have conflicts been disclosed regularly? |
| Public Records | Policy to comply with public record laws. | Does organization respond to requests for public records? |
| Minutes | Policy that board and committees with authority maintain minutes. | Are minutes recorded and maintained for board and committees with authority? |


(Be sure to consult with legal and accounting professionals regarding governing documents and policies.)

## Board Impact Workbook

## Part II

## BOARD MEETINGS

Board meetings are an opportunity for engaging discussion and strategic progress if they are implemented effectively. The following section offers best practices for maximizing time in the boardroom.

## The Meeting

## Productive Purpose

Convene when there is a reason to meet and agree to postpone unnecessary meetings. Be sure the meeting room environment is conducive to discussion, an open-U meeting set-up is preferable, and avoid distractions. Most boards conduct business quarterly.

If guests attend, set protocols for their participation. They are expected to abide by the same requirements (confidentiality, disclosure of conflicts, etc.) as the board members.

## Agendas

Craft an agenda that focuses efforts on the mission and goals. Make time for visioning and problem solving with the board. Eliminate the call for "new business" by asking that all agenda items be submitted in advance. Include the strategic goals on the agenda. Avoid agenda formats that exist because "we've always done it that way."

## Reports

Board meetings are not the time for reading and listening to reports. Distribute reports in advance, asking directors to come to meetings prepared. Use a consent agenda. A consent agenda is a practice that groups routine reports into one agenda item and is distributed in advance of the meeting. The consent agenda is approved in one action, rather than reading and listening to reports at the meeting; leaving time for more substantive discussions.


## Board Orientation



## Strategic Plan Implementation

## Strategic Planning - Simple and Easy

- Onsite Retreat (half to full day)
- Create Mission (all)
- Create Goals (all)
- Create Strategies (group)
- Performance Metrics (group)
- Report Out (all)
- Conclude
- Approve plan at next Board meeting or in between
- Virtual Process (2 Webinars)
- Create Mission and Goals (Webinar)
- Create Strategies and Performance Metrics (Webinar)
- Approve plan at next Board meeting or in between


## Strategic Plan Implementation

- Clear Communication
- Resource Allocation
- Monitoring \& Evaluation
- Community Engagement
- Continuous Training
- 6-Month Sprints
- Adaptability



## Strategic Plan Action Plan

|  | A | B | c | D | E | F | G | H | 1 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 2 3 4 | $\begin{aligned} & \text { Strofegic Plon Acfion Plan [Year]] } \\ & \text { Project Manager: [Executive Director] } \\ & \text { Project Team Members: [Committee Members, Board Members, Staff, Consultants] } \end{aligned}$ |  |  |  |  |  |  |  |  |
| 5 |  | Goals, Strategies and Tactics to Achieve Goals | Owner | Contributors | Due Date | Status | Actual Completion Date | FTE <br> Allocation | Budget <br> Allocation |
| 6 | Goal: Provide unmatched, high-quality programs and services that deliver exceptional member value |  |  |  |  |  |  |  |  |
| 7 | Strategy: Rationalize program and service offerings following the principles in Race for Relevance |  |  |  |  |  |  |  |  |
| 8 | 1 | Assign Board task force and charge them with completing program analysis | Exec. Director | Board President |  |  |  | 0.01 | \$0.00 |
| 9 | 2 | Utilize program matrix in Race for Relevance to evaluate each program and service offering | Sarah L | Education Dept, Education Comm |  |  |  | 0.05 | \$0.00 |
| 10 | 3 | Collect data on each program and service offering | Mark K | Education Dept |  |  |  | 0.05 | \$500.00 |
| 11 | 4 | Report data to Board | Education Chair | Executive Director, Mark K, Sarah L |  |  |  | 0.01 | \$0.00 |
| 12 | 5 | [Tactic] | [Name] | Board Task Force |  |  |  |  |  |
| 13 | 6 | [Tactic] | [Name] | Board Task Force |  |  |  |  |  |
| 14 | 7 | [Tactic] | [Name] | Board Task Force |  |  |  |  |  |
| 15 | 8 | [Tactic] | [Name] | Board Task Force |  |  |  |  |  |
| 16 |  |  |  |  |  |  |  |  |  |
| 17 | Strategy: [Enter Next Strategy] |  |  |  |  |  |  |  |  |
| 18 | 1 | [Tactic] |  |  |  |  |  |  |  |
| 19 | 2 | [Tactic] |  |  |  |  |  |  |  |
| 20 | 3 | [Tactic] |  |  |  |  |  |  |  |
| 21 | 4 | [Tactic] |  |  |  |  |  |  |  |
| 22 | 5 | [Tactic] |  |  |  |  |  |  |  |
| 23 | 6 | [Tactic] |  |  |  |  |  |  |  |
| 24 |  |  |  |  |  |  |  |  |  |
| 25 | Goal: [Enter Next Goal] |  |  |  |  |  |  |  |  |
| 26 | Strategy: [Enter strategy to achieve goal] |  |  |  |  |  |  |  |  |
| 27 | 1 | [Tactic] |  |  |  |  |  |  |  |
| 28 | 2 | [Tactic] |  |  |  |  |  |  |  |
| 29 | 3 | [Tactic] |  |  |  |  |  |  |  |
| 30 | 4 | [Tactic] |  |  |  |  |  |  |  |
| 31 | 5 | [Tactic] |  |  |  |  |  |  |  |
| 32 | 6 | [Tactic] |  |  |  |  |  |  |  |
| 33 |  |  |  |  |  |  |  |  |  |



## Strategic Plan Dashboard



## One Page Strategic Plan

The mission of WWTA is to promote the game and spirit of tennis in Western

| Goals |  |  |  |
| :---: | :---: | :---: | :---: |
| Growth and Expansion Achieve positive growth in established programs while introducing and rewarding new ventures. | New Events <br> Organize and successfully run new events and offer free youth programs for under-resourced kids. | Philanthropic and Community Engagement <br> Continue and enhance philanthropic efforts by supporting various community events and programs, and encourage more community participation through volunteering $\therefore \because$ and donations. | Infrastructure Development and Improvement <br> Focus on infrastructure by resurfacing existing courts and planning the completion/rebuilding of courts. |
| A | A |  | A |
| B | B | B | B |
| c | c | c | c |
| D | D | D | D |
| Committee Support |  |  |  |
| - Membership <br> - Program | - Events | - Fundraising | - Infrastructure <br> - Public Engagement |



Planning Survey

## Survey Sample

## Sample Strategic Planning Survey

## Desired Outcomes

1. Please complete this sentence to reflect what outcome(s) you desire for the meeting: The strategic planning session will be a success if we.

## Mission Statements

2. An organization's mission statement defines the organization and its core purpose (why the organization exists/its reason for being). [ORGANIZATION's) mission statement is [ENTER MISSION]. Do you feel this mission statement still accurately defines the organization?
a. Yes
b. No

If not, please explain and/or provide suggested language for a revision of the current mission statement:

Vision
3. An organization's vision statement defines the optimal desired future state of what an organization wants to achieve over time. [ORGANIZATION's] vision is [ENTER VISION]. Do you feel this vision statement still accurately defines what the organization should strive to achieve?
a. Yes
b. No
c. If no, please explain and/or provide suggested language for a revision of the current vision statement $\qquad$


SCAN ME

Board Assess

## Assessing Your Board: How?

## Board Assessment Toolkit



Board Assessment

## Overview

Board Assessments are designed to evaluate Board performance as a group, the composition and quality of the current Board, the strengths and gaps in the processes and procedures used to support the Board and Board and the Executive Director
relationship.

Board Assessments are used as a tool to hold Boards accountable for their performance, offer an opportunity to communicate openly and objectively and identify gaps in training, knowledge and composition with the goal of improving

It is recommended that Board Assessments be performed at annually, howeverer many organizations performed at annually, however many organizations
choose to perform an assessment every two years. choose to perform an assessment every two years.
Results can either be kept confidential for use by the Chief Staff and Chief Elected Officers or shared with the full Board to open a dialogue around improving Board performance and celebrating strengths and successes. Some Boards allow these assessments to be completed anonymously while others require Board members to list their name. The benefit of
anonymous surveys is the potential for more honest feedback while linking a Board member to their response allows for additional follow up if more information is needed. Your Board should determine how this assessment and the data would be used.


## Board Assessment Measures

## Board and Leadership Assessment

Please rate the effectiveness of the Board in the following areas:

## Performance as a Group

Excellent (5) \begin{tabular}{c}
Above <br>
Average (4)

$\quad$

Average (3) <br>
<br>
<br>
Average (2)
\end{tabular}

| Board and Leadership Assessment |  |  |  |
| :--- | :--- | :--- | :--- | :--- |
| Board-Executive Director Relations (if applicable) |  |  |  |
|  |  |  |  |


| Board and Leadership Assessment |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Board Training |  |  |  |  |  |
|  | Excellent (5) | $\begin{gathered} \text { Above } \\ \text { Average (4) } \end{gathered}$ | Average (3) | $\begin{gathered} \text { Below } \\ \text { Average (2) } \end{gathered}$ | Unacceptable <br> (1) |

## Board and Leadership Assessment

Process and Procedures



Refresh Plan

## Refreshing Your Plan

## Strategic Plan Refresh Toolkit



## Strategic Plan Refresh Toolkit Elements

| Aspect | Refreshing a Strategic Plan | Conducting a | Full Strategic P | Planning Session |
| :---: | :---: | :---: | :---: | :---: |
| Purpose | Update or refine strategies based on new data or circumstances. | Define or redefi the organizatio | Aspect | Refreshing a Strategic Plan |
|  |  |  | Scope | Adjustments to specific elements of the existing plan. |
| Frequency | More frequent, possibly annually. | Typically every : organizational s |  | Updated strategies or action items within the existing framework. |
| Duration | Shorter, a few days to weeks. | Longer, often si |  | Fewer resources, using existing knowledge and strategy. |
|  |  |  | Resource Requirement |  |
| Stakeholders Involved | Executive Director, select board members, and key staff. | Full Board of Di and potentially |  | Updated data related to current strategies and goals. |
|  |  |  | Requirement |  |
|  |  |  | Key Activities | Review progress, adjust goals, re-prioritize initiatives. |
|  |  |  | Communication | Executive Director communicates updates to Board and staff. |

Conducting a Full Strategic Planning Session
Strategic Plan Refresh Checklist
Refreshing your strategic plan is essential to ensure that your organization remains aligned with its goals and adapts to changing circumstances. Here's a comprehensive checklist to guide you through the process:

1. Revisit Mission and Vision Statements

Ensure they remain relevant and reflect the organization's core purpose.
Adjust if necessary to align with current realities
2. Maintain Core Foundations

While strategies may evolve, ensure the mission, vision, and overarching goals remain consistent.
Re-evaluate Current Strategies
Periodically assess the effectiveness of current strategies
Adjust or replace strategies that aren't yielding desired results.
4. Update Performance Measures

Redefine success metrics as the landscape changes.
Ensure metrics are relevant and aligned with objectives.
Engage Stakeholders
Regularly consult with players, coaches, community members, and other
stakeholders.
Gather feedback to gain insights into necessary adjustments.
6. Stay Informed

Keep abreast of trends, challenges, and opportunities in your industry.
Attend workshops, seminars, and conferences to gain new insights.
Technological Advancements
Stay updated with the latest tools and technologies that can enhance your strategies.
Monitor Societal Trends

- Understand shifts in societal values and behaviors that can influence your
Understand shifs in societal values and behaviors that can influence
organization's direction.
Consider Economic Factors
Be aware of economic conditions that can affect your organization's financial health.

10. Stay Updated on Regulatory Changes

Ensure compliance with any new regulations or guidelines.
Assess the Competitive Landscape
Understand your competitors' strategies and offerings
Differentiate your organization and offer unique value.


## Bonus! Committee Management

## Committee Liability

- Apparent Authority - Postings
- Confidentiality
- Original Works/ © Violations
- Antitrust
- Disrespect
- Quorums


## Reel in the Committees

(Includes 11 hyperlinks to committee resources.)
Bob Harris, CAE
Committees are a good way to supplement the work of the board and staff. They help develop future leaders.

Though, there are reasons committees can be a hindrance instead of an asset. Reel them in to maintain efficiency and maximize value.

Purpose - A committee should have a narrowly defined statement of purpose to frame its work. This helps avoid mission creep. Brief, two or three sentence Purpose Statements should be set, often documented in a Policy Manual.
Alignment - Committees should be aligned with the organization's strategic plan. For example, a goal of "Advocacy" is likely to have a 1) government affairs committee and a 2) political action committee, to advance the goal.

After the board's planning retreat, check that each goal has committee support. Goals without committee alignment are often left to the efforts of staff. When a committee makes a recommendation, it is fair to ask, "How does this effort advance our strategic plan?"

Authority - Committees have no authority to speak for or expend funds for the organization, unless explicitly stated. They get their authority from the board of directors and bylaws.

The principle of Apparent Authority would indicate that an organization can be held liable for the actions and statements by a committee. To reign in any misdeeds, all committee communications should go through staff.

Liaisons - Board and staff members may serve as liaisons to committees. A Staff Liaison functions as a resource to the committee chair; staff are not secretaries for a committee. A Board Liaison ensures the committee is on task, providing a channel of communication between board and committee.

Orientation - Bring together committee chairs and vice chairs for an annual orientation. Provide nuidance in nlanninc meptings nolicies and meptinn around rules and


## Reel in the Committees



## COMMITTEE ORIENTITION WORKBOOK

Improve
Committee Outcomes
18-pages
New Edition


Sunset CMTES.

## Committee Structure Revamp

Sunrise and Sunset Application
This is a request to $\square$ SUNSET $^{1}$ (terminate) or $\square$ SUNRISE (establish) a committee or task force ${ }^{2}$. Please complete and submit to the CEO or Board of Directors.

Committee Name or Proposed Name $\qquad$

1. Does the committee or task force advance our mission statement? $\square$ Yes $\square$ No Unsure
2. Does the committee or task force align with the strategic plan (goals and/or strategies?) $\square$ Yes $\square$ No Unsure

Please explain:
3. Does the termination, creation, or merger of this committee impact organizational resources, (funds, time, staff, volunteers?)
4. In a short statement provide the rationale for your recommendation:
$\qquad$
$\qquad$

Submitted by: $\qquad$ Date: $\qquad$

[^1]| strategies?) $\square$ Yes $\square$ No Unsure |
| :--- |
| Please explain: |

$\qquad$

Too Many Committees? Sunset

## Making a Committee Recommendation

```
MAINSTREET
ORGANIZATIONOF REALIORS:
```

MOTION SHEET

Committee:
|
$\qquad$
Date
Chair:
Staff Liaison: (s)
$\square$
Executive Committee Action: That the Executive Committee recommends to the Board of

Directors:
$\square \quad$ Approved
Approved
Approval with the following amendment:
$\square$

Board of Director Action:
$\square \quad$ Approved
$\square \quad$ Approved Exec. Comm. Reggmm Postponed until

- Referred to $\qquad$ for further study
Defeat
Approved with the following amendment:

$$
\square \quad \text { Approved with the following amendment: }
$$



Strategic Plan Critical Goals (please check all that apply):
$\square \quad$ Goal 1: Lead - Understand, engage and serve the broad spectrum of membership.
$\square \quad$ Goal 2: Promote - So members and consumers know we're the premier real estate resource.
$\square \quad$ Goal 3: Educate - Elevate and prepare members to succeed in delivering professional services. Goal 4: Advocate - Proactively protect and defend property owners and the industry.
$\square \quad$ Goal 5: Community - Strengthen the fabric of our communities through philanthropic efforts.

## COMMWTJE ANSWERS <br> Forms and Templates

for More Effective Committees


Bob Harris, CAE | bob@rchcae.com


SCAN ME

32-pgs. of Committee Answers, Tips \&
Templates (free)

## Tools

10

## Board Development



## Effectiveness Tools




## THE ESSENTAL HANDBOOK FOR <br> IOMPMOPIT LEDHS



## How can I help?

 What questions remain?


[^0]:    "Without the resonance of the gavel uniting our actions, a board fragmented into individuals loses its symphony, drowning the crescendo of collective wisdom in a cacophony of disjointed notes." - William Pawlucy

[^1]:    Action by the Board of Directors:
    $\square$ Agree $\square$ Deny $\square$ Study $\square$ Delay

