



# United States Tennis Association North Carolina Putting Workshop Concepts into Action

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# What about Bill?



- Charleston, South Carolina
- CAE ASAE





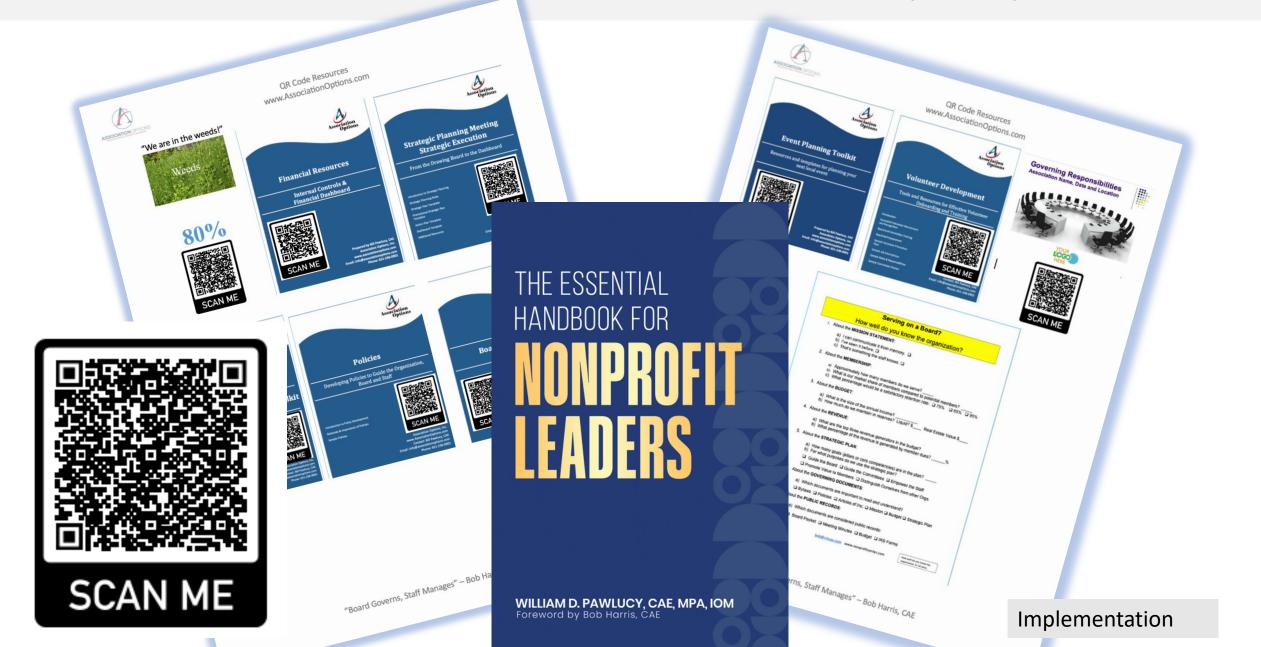
Author



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

ELMO, Enough, let's move on!



# **Board and Staff Relationships**

Chapter 10, Understanding Legal and Risk, Page 219 - 244



# 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.



Govern More - Manage Less!

# BOARD GOVERNS STAFF MANAGES

# **High Performing Board**



# **High Performing Staff**



Gov to Steer

# **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



# CLEAR CUT GOVERNANCE

The Board is the governing body responsible for (1) Strategy, (2) Policy, and (3) Oversight

# **STRATEGY**



Setting the strategic direction and vision.

Advancing the organization's multiyear strategic plan

# **POLICY**



Creating policies (internal) and positions (external) to benefit members and advancce the mision

# **OVERSIGHT**



Overseeing resource allocation, including adoption of the annual budget, and evaluating performance of programs, products, and services

The Executive Director is responsible for management of the organization, including staffing, physical office, protection of assets and other responsibilities associated with a corporate CEO.

# **Gavel-to-Gavel Authority**

## **Gavel Drops**

Decisions Made

### **Gavel Drops...Again**

Board Business is done



"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

# 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



#### Consent to Serve

(Board or Committee Commitment)

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.

#### ORIENTATION

understand that I will be provided th 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 commit to reading this information for to my first meeting.

#### ACCOUNTABILITY

understand that I may or will have gal, fiscal, and ethical1 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 application policies and programs oversee or support the implementation.
- Be responsible for ma decisions on organizat issues and matters, by an active participant at meetings.
- Respect the organization values and recognize official channels of communication.
- Stay current on the pro 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

Lunderstand attendance at r in person or by technology, considered mandatory, recog that occasional absences ma

#### Teeth/Enforcement

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

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

#### □ PREPARATION

I understand effective meetings and tasks 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.

#### ■ 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.

**Print Name** 

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.

Sig Tips

# Tips for Incoming Presidents

More you **prepare** before installation, the better your year.



- Work hard first 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

"Don't take yourself so seriously"...and other nuggets of presidential advice!

#### Preparing for Your Role

- The <u>first three months</u> into your term are the most time consuming.
- Two months before taking office is often the highest dividend for planning your year.
- The <u>association belongs to the members</u>, 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 <u>you were first person to ask them</u> to take a leadership role.
- Memorize the <u>mission statement</u> it will frame discussion and decision.
- Volunteers want to make meaningful contributions you are the conduit or facilitator.
- The president and the executive director work best as equal partners.
- 8. Serve food at meetings; but avoid too much sugar
- Do NOT ask staff to do anything personal for you. <u>Staff are paid to manage the</u> association – not to manage you.
- Do away with "tired committees;" establish <u>quick</u> response teams and micro-task opportunities.
- You are the elected president; not the king or queen.
- When you <u>spend money</u>, always be ready and able to justify that it is in the best interest of the organization.
- Know the <u>law and the code of ethics don't</u> break either.
- 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.
- 15. Your term is most likely only 365 days; then



Remove

https://www.dropbox.com/s/qzwkg8ye4mppqyc/100%2B%2 0Tips%20for%20Incoming%20President%208-17.pdf?dl=0

# What Reasons Cause You to Remove a Board Member?

Infractions including but not limited to:

- Failure to comply with the <u>code of conduct</u>;
- 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.

Missing In Action Board Members, P.64





Let go gracefully

# How do you let a board member go gracefully?

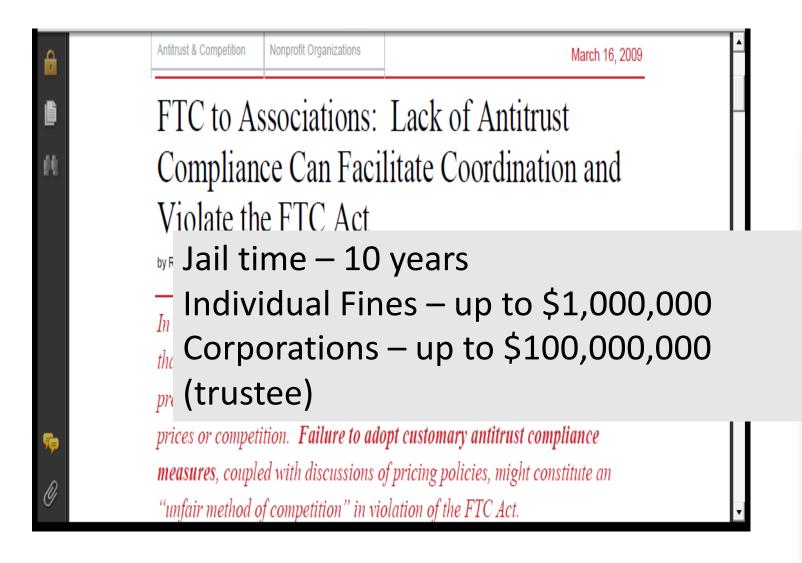
How to Fire a Board Member, P.82

- 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



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

Meeting Sign-In Sheet									
Meeting DateLocation									
ATTENDEES SIGNATURES REQUIRED									

#### ANTITRUST AVOIDANCE

Meeting attendees are reminded that state and federal laws prohibit the exchange of information among competitors 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.

#### MISSION STATEMENT

The mission of the organization is to advance and protect....[insert your mission statement.]

### Meeting Sign In

# SCAN ME



Gov and Ops Tkit

# Governance and Operations Toolkit



### **Governance & Operations Toolkit**

Sample Volunteer Job Descriptions

Roles and Responsibilities

**Committee Charter** 

**Nomination Process Flow Chart** 

Sample Board Agenda/Consent

Robert's Rules of Order

**Board Vitality Index** 

**Board Member Self-Evaluation** 

Association Options, Inc. www.associationoptions.com Contact: Bill Pawlucy, CAE Email: Info@associationoptions.com Phone: 651-236-0901

#### **Governance and Operations Toolkit**

Sample Job Descriptions

Included are sample job descriptions for members of the Board of Directors.

Roles and Responsibilities

It is important to delineate roles and repsonsibilities for committees, Board members, and staff. Samples are included here.

Committee Charter

This tool speaks to the importance of Committee Charters and includes a sample.

Nomination Process Flow Chart

This flow chart details steps to be considered for a successful nomination process

Sample Board/ Consent Agenda A sample Board agenda along with the importance of using the consent agenda.

Robert's Rules of Order

A two-page overview of the proper use of Robert's Rules of Order.

**Board Vitality Index** 

Use this tool to begin a discussion amongst the Board of Directors with the intent of improving performance and outcomes.

**Board Self-Evaluation** 

This sample annual Board member self-evaluation is to be used for improving performance and outcomes year over year by evaluating individuals Board member performance.



**Board Vitality** 

# Governance and Operations Toolkit

## Board Vitality Index<sub>©</sub>

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	rn Description & Success Aspects			
Board Agendas	Drafted in partnership between chief elected officer and executive director to facilitate topics that result in meaningful discussions.  Easy to understand and distributed in advance to allow leaders to anticipate and prepare.  Consistent, agreed-upon format; responsibilities indicated for reporting, and mission statement on the agenda and name tents.  Reports distributed in advance or available on-line.			
Board Preparedness	· · · · · · · · · · · · · · · · · · ·			
Meeting Minutes	Meeting minutes formatted to identify board decisions, actions and commitments.  Key elements include official approval of prior minutes, acceptance of the financial report, and properly made motions.  Starting and ending time indicated as well persons in attendance and absent.  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	<ul> <li>The mission statement is current and often promoted.</li> <li>Directors are aware of how the mission (vision and values) frame and define their efforts.</li> </ul>			
Governing Documents	<ul> <li>Governing documents are in good order, readily accessible and serving their intended purpose, i.e. articles of incorporation, bylaws, policies.</li> </ul>			
Quorum	• Directors regularly attend meetings. All meetings have a quorum (majority) —preferably 100 percent of directors are in attendance.			



Self Assess

# 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.

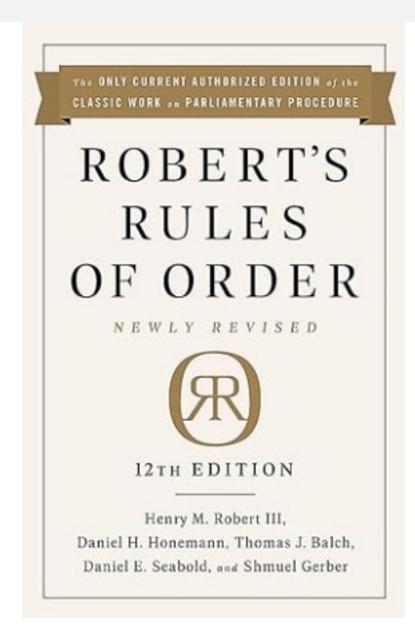
#### I. COMMITMENT

••	OOMMIN TIME!					
		Alwa			Never	
	<ol> <li>I review the board information prior to each meeting.</li> </ol>	1	2	3	4	5
	B. Attendance at board meetings is a high priority for me.	1	2	3	4	5
	C. I do my best to avoid interruptions from other business or personal matters during board meetings.	1	2	3	4	5
II.	UNDERSTANDING MY ROLE					
	A. Once a decision has been reached, I support the board.	1	2	3	4	5
	B. I respect confidential information	1	2	3	4	5
	C. I am willing to express my own views at board meetings.	1	2	3	4	5
	<ul> <li>I show respect for opinions expressed by others.</li> </ul>	1	2	3	4	5
	E. I listen thoughtfully to board discussions and presentations					
	and avoid distracting side-bar conversations.	1	2	3	4	5
III.	DECISION-MAKING					
	A. I seek necessary information prior to decision making.	1	2	3	4	5
	<ul> <li>B. I am willing to make appropriate risk-taking decisions.</li> </ul>	1	2	3	4	5
	<ul> <li>C. My individual viewpoint is given due consideration.</li> </ul>	1	2	3	4	5
	<ul> <li>I can state my viewpoints clearly and concisely.</li> </ul>	1	2	3	4	5
	E. My decisions are based on the best interest of organization.	1	2	3	4	5



RoR 800 Pages

# 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 equally. Putting in place rules of order is the best way to ensure both progress and Board satisfaction.

#### Running a Board Meeting

Agenda – Have an agenda and know how to make motions Address the President – Obtain the floor by addressing the President (Mr. President or Madam President – member who addresses the President first gets the floor) Motions – Make a motion before debating an issue (chair has the option to call to question if a motion is not made) "I move...", wait for a second and then start the debate with a final vote. If there is no second, then there is no motion on the floor to debate. The meeting moves forward

#### Which Motion to Make?

Main Motion - First motion on an issue and is debatable/open for discussion (i.e. motion to... accept, reject, adjourn, schedule next meeting, amend, ratify, repeal).

Attached Motions - These are attached to a main motion is debatable and open for discussion (i.e. motion to... table

the motion, previous question, limit/extend debate, delay, amend, table indefinitely).

Incidental Motions - These are motions that come up during the course of a meeting and are undebatable (i.e. motion

Incidental Motions – These are motions that come up during the course of a meeting and are undebatable (i.e. motion to...suspend rules, parliamentary inquiry, opening/closing voting, etc.).

Special Motions - These take precedence above all motions and are undebatable (i.e. motion for...adjournment, recess, call for orders, etc.).

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

Respect – Be respectful and speak when it is your turn and address issues by not naming the person but addressing the point of the "person who made the last remark".

Speak - Do not speak more than two times (give others a chance to speak).

Close – President should be vigilant to determine if a debate is closed. If yes, the President should ask, "Is the Board ready for the question!". If debate continues, the President should ask again. If the Board is ready for the question, the motion is made as is or amended. It is then open for discussion again.

No Debate - After two votes and two discussions, debate is closed for any other voting unless the Board approves further debate.

#### How do I Vote?

"Putting the Question" - If discussion is closed or you have a motion that is not debatable, then the chair can "put the question" or ask for a vote.

"Call to Question" – This is different from "putting the question". A Call to Question is to ask for a stoppage on the debate and look for an immediate vote. 2/3rds of the Board present must vote to stop the debate or discussion and then formally vote on the motion before them. This is rarely used to shut down those trying to prolong a discussion. The call to question is not debatable and must be voted upon immediately. If the call to question fails, debate or discussion can continue.

Voting Yay or Nay - Each member of the Board will be asked to vote either Yay (yes) or Nay (no).

Voting by Paper Ballot – Paper ballot is typically used to vote privately on sensitive issues.

Acknowledging the Vote – The President will determine if the motion passes (dependent upon majority or 2/3 vote)

Acknowledging the Vote – The President will determine if the motion passes (dependent upon majority or 2/3 vote) and let the Board know what passed at the same time by restating the motion.

Proxy Voting – Proxy voting is the practice of assigning your vote to a Board member's selected proxy if they are not able to attend the Board meeting. This practice is not common and typically explained in your bylaws. Invalid Votes – If a motion and a second is made with deliberation and an affirmative vote is received by a simple majority or as stated by the bylaws and conflicts with the state or federal statutes, legal or other guiding documents (articles of incorporation, bylaws, etc.) of the organization, then the vote is considered invalid.

Two-thirds Vote - Required only to adopt any motion that takes away a rule of order or modifies one previously adopted (i.e. amending, rescinding, suspending, limit debate, increasing the length of the meeting, remove an officer, etc.).

#### GUIDE TO Meeting Rules of Order coming



#### How do Committees Fit In?

Duties - The Board defines committee duties.

Limits - Committees are appointed to accomplish a scope of work as set by the Board. Time limits can be assigned or committees can be "standing" committees with an indefinite time frame.

Appointments - The President appoints/re-appoints committees.

Robert's Rules of Order - Parliamentary procedure applies to committees but less formal (consult Robert's Rules of Order)

Quorum - The committee can only act when a quorum is present.

Recommendations - The committee provides recommendations that were approved by the majority of the committee to the Board, which may or may not be approved/adopted.

Reporting - If called on by the President, the committee chair is then allowed to provide their report.

Voting to Accept the Report – If the Board votes to accept the report of the committee, they are legally adopting the report and all of its elements. If the report is only as a point of information, then the report should NOT be adopted.

#### Minutes of a Meeting are Important

Secretary - The organization's secretary is the recording officer of the Board.

Staff – Staff can take minutes of a Board meeting but will need to get approval by the Secretary of the draft of the minutes prior to sending to the Board. The Board typically approves the minutes of the past meeting at their next meeting.

Agenda – The agenda is designed by the Secretary, in conjunction with the Executive Director, and approved by the President.

#### What Should be Recorded?

Type of meeting (regular, special, adjourned regular or adjourned special)

Date, Time and Location

Attendees and those absent

Note around approval of last minutes

Main motions

Adjournment time

#### Other "Stuff" You Might Need to Know

Quorum – This is the number of Board members that need to be present in order to conduct Board business (stated in bylaws). Also applies to membership meetings where business is being handled.

Agenda – An agenda should always be established for meetings of the Board, Committees or any general assemblies. Nominations and Elections – Know your bylaws and the requirements. Not knowing or scheduling key dates may violate your nomination or election process, thus making it invalid or contested.

Bylaws - Know them and act in accordance with them.

Articles of Incorporation - This is your organization's relationship with the state. Understand them.

Mission Statement - These are one of your key guiding documents. Know the mission of your organization.

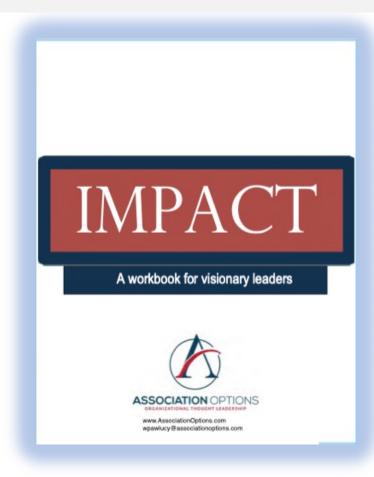
Available to Order: Meeting Rules of Order - Laminated © \$12 each, \$10 each for 2 or more plus shipping and handling. Email quantity to info@AssociationOptions.com for ordering



Association Options, Inc. Contact: Bill Pawlucy, CAE, MPA Email: Info@associationoptions.com Phone: 651-236-0901 www.associationoptions.com STRATEGIC PLANNING
BOARD DEVELOPMENT
EDUCATIONAL SEMINARS/WEBINARS
MANAGEMENT EVALUATIONS/SPECIAL PROJECTS



Impact Workbook



#### TABLE of CONTENTS

#### PART I - GOOD GOVERNANCE

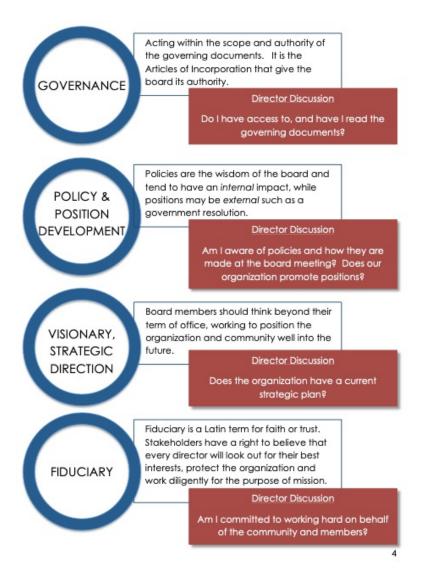
- What is Governance?
- The Purpose of a Board
- Fiduciary Duties
- Directors' Responsibilities
- Characteristics of an Effective Board
- It Takes a Partnership
- . The Brand Platform Mission, Vision and Values
- Strategic Plan
- Governing Documents
- Unique Terminology for Nonprofits
- Risk Management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

#### PART II - BOARD MEETINGS

- The Meeting
- After Board Meetings

#### PART III - RESOURCES

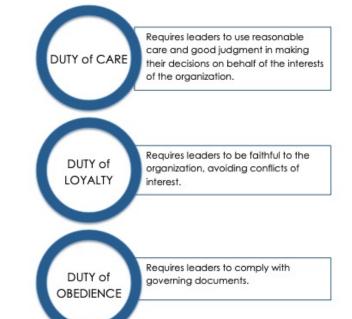




#### **Fiduciary Duties**

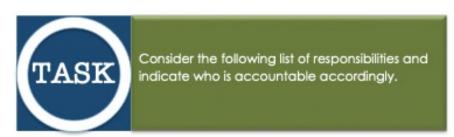
Members and stakeholders rely on the board to represent and advance their interests. Directors serve as fiduciaries on behalf of the members and are expected to minimize or eliminate conflicts of interest, risks and personal agendas.

There are three legal duties applicable to every board member.





More Board Impact



	Know Who is Responsible	Board	Exec Director	Committee
1.	Approve the annual budget			
2.	Make staff hiring decisions (other than the			
Exec. Dir	ector)			
3.	Develop (review) programs or services			
4.	Assess the performance of the board			
5.	Encourage and enforce board			
account	ability			
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.)

#### 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."

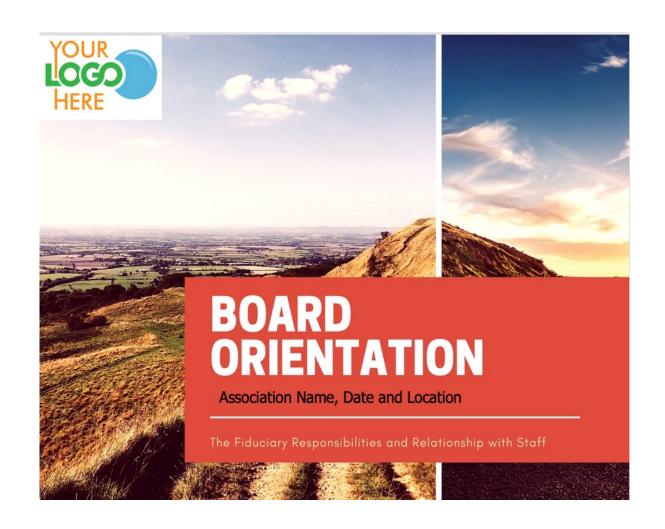
#### Reports

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.



**BOD Orient PPT** 

# **Board Orientation**





Implementing Plan

# **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 Planning Meeting Strategic Execution From the Drawing Board to the Dashboard

Promotional Strategic Plan

Strategic Planning Roles

Strategic Plan Template

Introduction to Strategic Planning

Action Plan Template

**Dashboard Template** 

Additional Resources

Association Options, Inc. www.AssociationOptions.com Contact: Bill Pawlucy, CAE Email: Info@associationoptions.com Phone: 651-236-0901



**Action Plan** 

# **Strategic Plan Action Plan**

		Strate	egic Plan	Action Plan [Y	earl earl				
1				: [Executive Directo					
1		Project Team Members: [C				f Consul	tantel		
-1		Project realitimembers. [O	ommittee ivi	ellibers, board wier	iibeis, stai	i, consu	itantsj		
		Goals, Strategies and Tactics to Achieve Goals	Owner	Contributors	Due Date	Status	Actual Completion Date	FTE Allocation	Budget Allocation
	Goal:	Provide unmatched, high-quality programs and services the	nat deliver ex	cceptional member	value				
	Strate	egy: Rationalize program and service offerings following th	ne principles	in Race for Relevar	nce				
	1	Assign Board task force and charge them with completing	Exec.	Board President				0.01	\$0.00
		program analysis	Director						
	$\overline{}$	Utilize program matrix in Race for Relevance to evaluate	Sarah L	Education Dept,				0.05	\$0.00
	- 1	each program and service offering		Education Comm					75.55
	$\overline{}$	Collect data on each program and service offering	Mark K	Education Dept				0.05	\$500.00
-	$\overline{}$			<del> </del>					T
ı,	4	Report data to Board	Education	Executive				0.01	\$0.00
			Chair	Director, Mark K,					
				Sarah L					
2	5	[Tactic]	[Name]	Board Task Force					
3 (	6	[Tactic]	[Name]	Board Task Force					
1	7	[Tactic]	[Name]	Board Task Force					
;	8	[Tactic]	[Name]	Board Task Force					
3									
	Strate	egy: [Enter Next Strategy]							
3	1	[Tactic]							
) ;	2	[Tactic]							
) :	3	[Tactic]							
	$\overline{}$	[Tactic]							
	_	[Tactic]							
-	6	[Tactic]							
-									
_		[Enter Next Goal]							
_	_	egy: [Enter strategy to achieve goal]							
	$\rightarrow$	[Tactic]							
1		[Tactic]							
) :	3	[Tactic]							
_	$\overline{}$	[Tactic]							
_	$\overline{}$	[Tactic]							
2 (	6	[Tactic]							



Dashboard

## **Strategic Plan Dashboard**

		YEAR]			
Strategic Goal	Strategy	[Current Year] Target/Measure	Champion	% Complete YTD	Status Update
Provide unmatched, high-quality programs and services that deliver exceptional member value	1.1 Rationalize program and service offerings following the principles in Race for Relevance	Collect data on current program and service performance (quantitative and qualitative) by Q2.	Joe Leader	•	
		[Enter target 2]	Joe Leader	•	
	1.2 Solicit member feedback via VOC and member opinion surveys to determine	[Enter target 1]	[Enter Champion]		
	value of current programs and need for future programs	[Enter target 2]	[Enter Champion]		
	1.3 Develop an understanding of current program and services contributions to the organization's margin	[Enter target 1]	[Enter Champion]		
	the organizations margin	[Etner target 2]	[Enter Champion]		
	1.4 [Strategy]	[Enter target 1]	[Enter Champion]		
		[Enter target 2]	[Enter Champion]		

#### Color Coding:

84% or above

56-83%

55% or less

Association Options, Inc focuses on practical strategic planning (corporate and nonprofit), management assessments, Baldrige Award process implementation, AMC search and evaluation, facilitation and governance modeling. Website: www.AssociationOptions.com



Use this template to track performance measurements and targets. This template is an excellent resource Board updates as a quick snapshot of where the organization is in achieving its goals.



**Example Dashboard** 

## One Page Strategic Plan



The **mission** of WWTA is to promote the game and spirit of tennis in Western Wake County.

9-29-23

	Go	pals	
Growth and Expansion Achieve positive growth in established programs while introducing and rewarding new ventures.	New Events Organize and successfully run new events and offer free youth programs for under-resourced kids.	Philanthropic and Community Engagement Continue and enhance philanthropic efforts by supporting various community events and programs, and encourage more community participation through volunteering and donations.	Infrastructure Development and Improvement Focus on infrastructure by resurfacing existing courts and planning the completion/rebuilding of courts.
A	A		A
В	B Ne Only	В	В
С	c Sample Only	С	С
D	D	D	D
	Committe	ee Support	
Membership     Program	Events	Fundraising	Infrastructure     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

  - c. 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:





**SCAN ME** 

## **Assessing Your Board: How?**



## **Board Assessment Toolkit**



#### **Board Assessment**

January 2022

Prepared by Bill Pawlucy, CAE
Association Options, Inc.
www.associationoptions.com
Email: Info@associationoptions.com
Phone: 651-236-0901

#### Overview

Description

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.

Purpose

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 performance.

Recommended Use It is recommended that Board Assessments be performed at annually, however many organizations 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.

Association Options, LLC

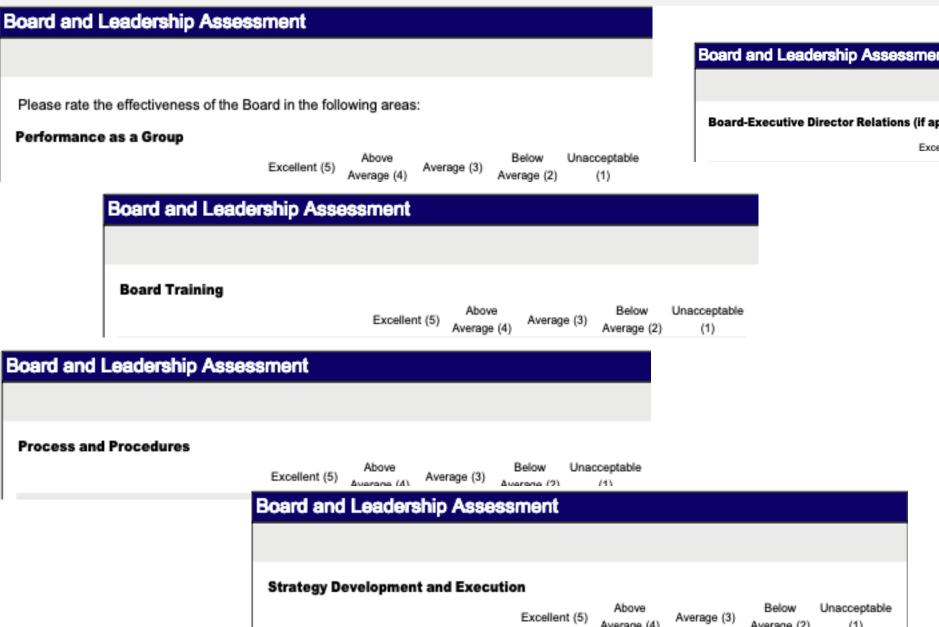
www.AssociationOptions.com





Measures what?

## **Board Assessment Measures**







Refresh Plan

## Refreshing Your Plan



## **Strategic Plan Refresh Toolkit**



- Revisit
- Maintain
- Re-Evaluate
- Update
- Inform
- Monitor
- Assess
- Communicate



Refresh Elements

William Pawlucy, CAE, MPA, IOM
ASSOCIATION OPTIONS LLC www.AssociationOptions.com

## Strategic Plan Refresh Toolkit Elements

Aspect	Refreshing a Strategic Plan	Conducting a	Full Strategic	Planning Session
	Update or refine strategies	Define or redefi	Aspect	Refreshing a Strat
Purpose	circumstances.	the organizatio	Scope	Adjustments to spec elements of the exis
Frequency	More frequent, possibly annually.	Typically every organizational (	Output	Updated strategies of items within the exist framework.
Duration	Shorter, a few days to weeks.	Longer, often si	Resource Requirement	Fewer resources, usi knowledge and strat
Stakeholders Involved	Executive Director, select board members, and key staff.	Full Board of Di and potentially	Data Requirement	Updated data relate current strategies ar

Aspect	Refreshing a Strategic Plan	
Scope	Adjustments to specific elements of the existing plan.	F a c t
Output	Updated strategies or action items within the existing framework.	i
Resource Requirement	Fewer resources, using existing knowledge and strategy.	1
Data Requirement	Updated data related to current strategies and goals.	۱ i
Key Activities	Review progress, adjust goals, re-prioritize initiatives.	4 12
Communication	Executive Director communicates updates to Board and staff.	( W VI

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.

#### 3. 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.

#### 5. Engage Stakeholders

- Regularly consult with players, coaches, community members, and other
- Gather feedback to gain insights into necessary adjustments.

- Keep abreast of trends, challenges, and opportunities in your industry.
- Attend workshops, seminars, and conferences to gain new insights.

#### 7. Technological Advancements

Stay updated with the latest tools and technologies that can enhance your

#### 8. Monitor Societal Trends

 Understand shifts in societal values and behaviors that can influence your 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.

#### 11. Assess the Competitive Landscape

- Understand your competitors' strategies and offerings.
- Differentiate your organization and offer unique value.
- 12. Environmental Considerations



Bonus – CMTE Mgmt

## **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 <u>Purpose Statements</u> should be set, often documented in a <u>Policy Manual</u>.

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 <u>Apparent Authority</u> 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 <u>Staff</u>
<u>Liaison</u> functions as a resource to the committee chair; staff are not secretaries for a committee. A <u>Board Liaison</u> 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.

## Reel in the Committees



# COMMITTEE ORIENTATION WORKBOOK



Improve
Committee
Outcomes
18-pages
New Edition



Sunset CMTES.

#### Committee Structure Revamp

	Sunrise and Sunset Application
	s a request to $\square$ SUNSET <sup>1</sup> (terminate) or $\square$ SUNRISE (establish) a committee or orce <sup>2</sup> . Please complete and submit to the CEO or Board of Directors.
Comn	nittee Name or Proposed Name
1.	Does the committee or task force advance our mission statement?
	☐ Yes ☐ No ☐ Unsure
2.	Does the committee or task force align with the strategic plan (goals and/or strategies?) ☐ Yes ☐ 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:
Subm	itted by:Date:
Action	n by the Board of Directors:
	ree Deny Study Delay
L Ag	lee Li berry Li Study Li beray
1 A Supr	set provision is used by government bodies to review, justify, or eliminate a program.

## Too Many Committees? Sunset



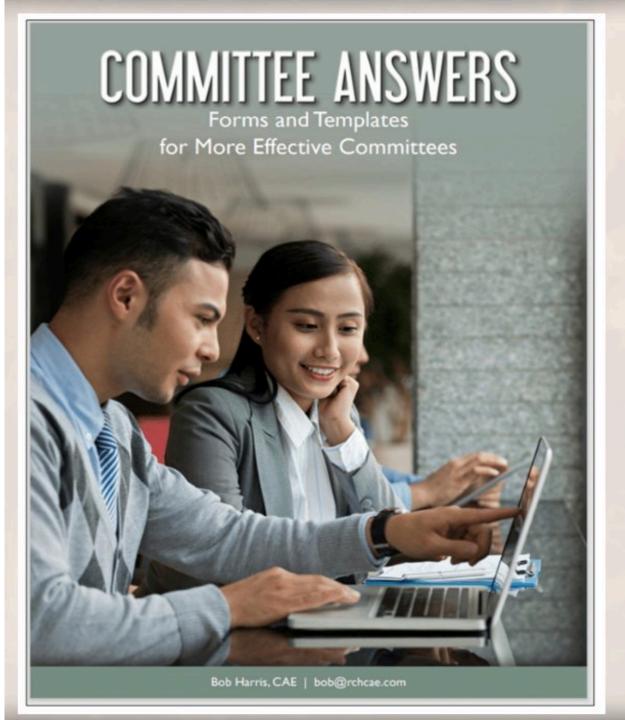
Com Rec Sheet

The Sunrise process addresses new programs. Both should include rationale and performance expectations.

<sup>&</sup>lt;sup>2</sup> A task force disbands after completion of its purpose; a standing committee serves continuously.

## Making a Committee Recommendation

ive Committee recommends to the Board o
Referred to for
further study Defeat
Approved with the following amendment:
hat apply):  Twe the broad spectrum of membership.  Mers know we're the premier real estate resombers to succeed in delivering professional and defend property owners and the industry.
u





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

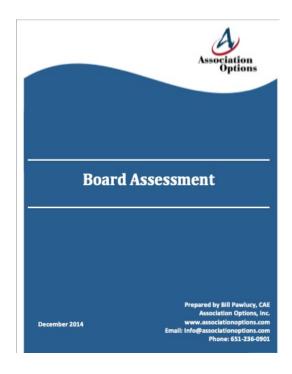




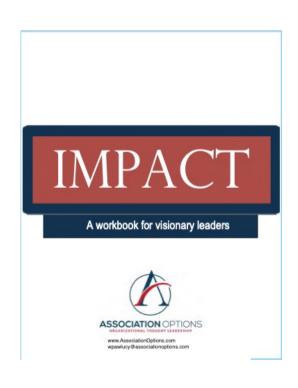




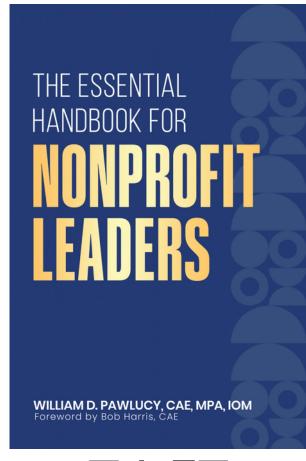
### **Effectiveness Tools**



















Contact Us

William Pawlucy Founder and CEO

