



Board Governance Training

Developing a High Impact Board | 24 April 2015





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Mary Stelletello, Principal



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Agenda

Definition of Nonprofit Governance

Board Development Cycle

Finance and Audit Governance (Part 1 & 2)

10 Responsibilities of Nonprofit Boards


Building an Engaged and High Impact Board

Questions & Closing



An overhead view of a meeting table with a large white sheet of paper in the center. The table is surrounded by several people in business attire. They are using various devices: a laptop, a tablet, and several smartphones. The devices display various data visualizations like charts and graphs. The background is a solid teal color.


Resources Around the Table

An overhead view of a business meeting around a large white table. Several people are seated around the table, each using a different device: a smartphone, a laptop, a tablet, or a small screen. The devices display various data visualizations like charts and graphs. The background is a solid teal color.

Web respond:
Pollev.com/wegnercpas
Text: wegnercpas to 22333

What do you believe is the most important attribute of high impact nonprofit boards?
(select only one)



An overhead view of a group of people sitting around a large white table on a green background. The people are using various mobile devices: smartphones, tablets, and a laptop. One tablet displays 'ANNUAL PLANS', another shows 'Statistics', and another shows 'Progress'. The central text 'Defining Nonprofit Governance' is overlaid on the white table surface.

Defining Nonprofit Governance

Nonprofit Governance

Definition

Governance is defined as “the legal authority of a board to establish policies that will affect the life and work of the organization while holding the board accountable for the outcome of such decisions.”

It is the means by which the community assures that the organization is operated in the public interest.

Governing boards are the caretakers of the public trust.

ICANN Status Check

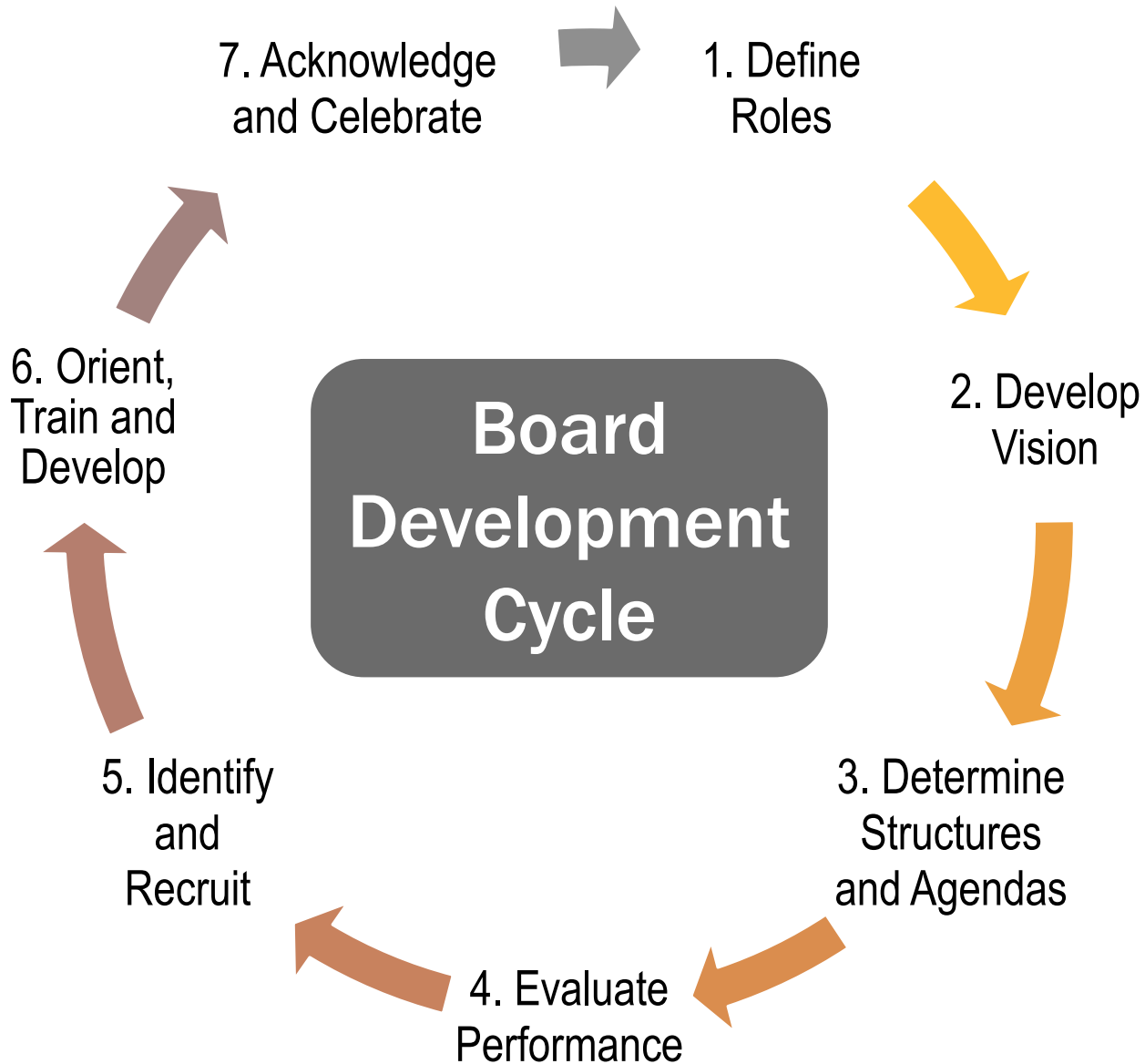
What is one positive attribute of the ICANN board?


What is one challenge that inhibits the ICANN board from being effective?



An overhead view of a group of business professionals sitting around a large white table on a green background. They are using various mobile devices: smartphones, tablets, and a laptop. The devices display business-related data such as charts, graphs, and reports. The text 'Reviewing the Board Development Cycle' is centered on the white table surface.

Reviewing the Board Development Cycle




An overhead view of a business meeting. Several people are seated around a large white table on a green background. They are using various mobile devices: smartphones, tablets, and a laptop. The devices display charts, graphs, and data. The text "Finance and Audit Governance" is centered on the table. The people are dressed in business attire.

Finance and Audit Governance



Exercise: Board v. Staff Roles

**Review the 20 statements on the handout provided
Circle 10 that are Board Responsibilities**



Ten Responsibilities of Nonprofit Boards

Building Better Boards

- **Right Mindset:** Continuous Improvement
- **Right Roles:** Level of Engagement
- **Right Work:** Actual & Desired Areas of Engagement
- **Right People:** Knowledge, Skills, Style
- **Right Agenda:** Focus on Strategic, Generative
- **Right Info:** Too little, Too much
- **Right Culture:** Norms, Beliefs, Values

Source: David Nadler, "Building Better Boards," *Harvard Business Review*, 2004, May.

10 Responsibilities of Nonprofit Boards

10. Organize the Board to Operate Efficiently

“Appoint committees that have clear charges and strong leadership”

9. Develop Board Capacity to Ensure Strong Engagement

“Recruitment, education, and evaluation of board members”

8. Select/Support the Executive Director and Review His/Her Performance

“Conduct a formal performance evaluation”

10 Responsibilities of Nonprofit Boards (cont.)

7. Enhance the Organization's Public Image

“Participate in marketing and community relations activities”

6. Determine, Monitor and Strengthen the Organization's Programs

“Ensure there is a program evaluation framework”

5. Ensure Adequate Resource

“Implement the organization's fundraising strategy”

10 Responsibilities of Nonprofit Boards (cont.)

4. Ensure Sound Risk Management, Legal and Ethical Integrity

“Ensure adequate insurance”

3. Ensure Effective Fiscal Oversight

“Monitor organizational budget”

2. Engage in Strategic Thinking and Planning

“Establish the organization’s direction”

1. Determine Mission and Vision



Building an Engaged and High Impact Board



Roles of the Nonprofit Board

Board Roles

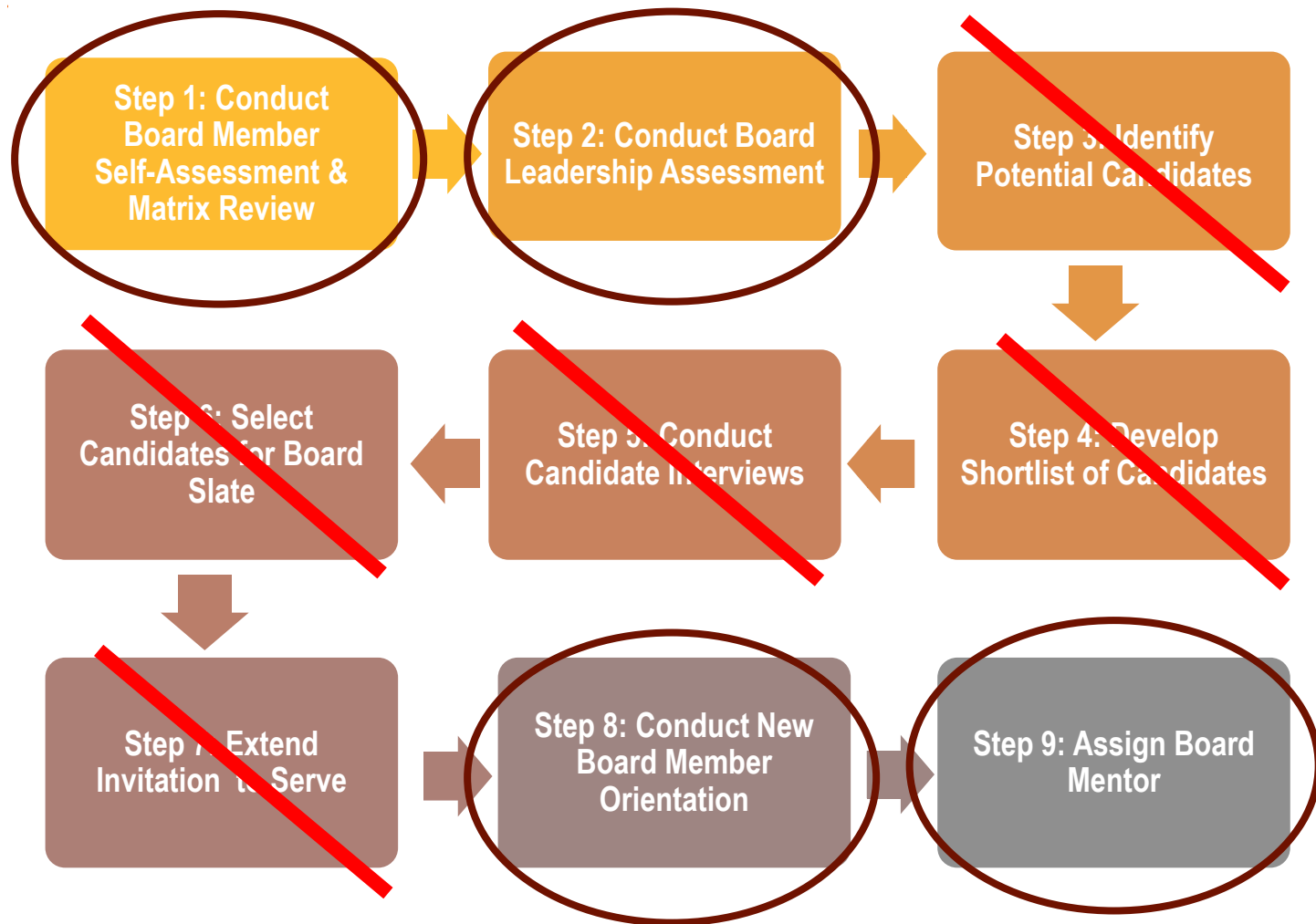
- Fiduciary
- Supportive

Board Member Legal Duties

- Duty of Care
- Duty of Loyalty
- Duty of Obedience



Board Recruitment and Orientation Process





Orient, Train & Develop Board Members

- Develop a program to orient and train your new board members
- Implement programs to build members' skills and capacity
- Ensure that your Executive takes a lead role in building board skills
- Constantly recruit and groom future board leadership

An overhead view of a diverse group of business professionals sitting around a large, bright green table. The table is covered with a large white sheet of paper. Several individuals are using mobile devices: a man in a white shirt uses a laptop and a tablet; a woman in a purple top uses a smartphone; a man in a blue jacket uses a tablet; a woman in a grey suit uses a tablet; a man in a blue jacket uses a smartphone; a man in a plaid shirt uses a tablet; a woman in a grey suit uses a tablet; a man in a white shirt uses a smartphone; a woman in a dark blue jacket uses a smartphone; and a man in a white shirt uses a smartphone. The background is a grey concrete floor.

Q & A



ICANN

Speaker Bio

Mary Stelletello, MA, MBA brings 25 years experience in the nonprofit and philanthropic sectors to her coaching and consulting work in the areas of governance, leadership development, strategy development, training, facilitation and organizational capacity building.

Prior to consulting, Mary held executive director positions with several youth-serving nonprofits, ranging in annual budget size from \$150,000 to \$13 million. In Mary's last position as an executive director, she served as Executive Director of AYUSA Global Youth Exchange, an international nonprofit providing high school exchange opportunities for youth from 60 countries.

In the philanthropic sector, Mary served as Director of Grant Management and subsequently as Director of Education and Leadership Programs for the International Youth Foundation. She has worked in more than 25 different countries on six continents.

Mary co-authored the eBook, *Proactively Plan for the Inevitable: A Guide to Leadership Transition and Succession*. Mary is a contributor to *The Leadership Challenge Activities Book*, by James Kouzes and Barry Posner.

Mary was named BoardSource Board Member of the Month for her service as Chair of the International Board of Directors for Amigos de las Americas, an international youth leadership organization.

Mary holds a MA in Latin American Studies and an MBA in International Management from the University of New Mexico. She received a BA in Political Economics with a minor in Spanish from the University of California, Berkeley.



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Thank you

Coaching and consulting to make a difference in the world.

