

SCAN ME



# *More* Effective Board Orientation



U.S. Chamber of Commerce  
Institute for Organization  
Management



# Will You Join our Board of Directors?



# WHY Train the Board ?

- “*I won’t say anything the first 6 months.....*”
- Annual – “*Refresh and Blend*”
- Knowledge transfer.
  - “*rusty trustee,*” “*board buddy*”
- Governing documents.
- Avoid “Snupervision.”
- Strategic results. (tactical not strategic)





# BOARD ORIENTATION WORKBOOK

## 20-Page Board Workbook

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ROLES, RELATIONSHIPS & ROADMAP

# Volunteer Commitment to Serve



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## Consent to Serve (Board or Committee Commitment)

I have been nominated, asked, or expressed an interest in serving in a board or committee role in the organization. Should I be elected or appointed, I will serve 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

I understand that I will be provided with orientation materials which includes general information about nonprofit service, current policies, background on the organization, recent activities, and other information relevant to my duties and I commit to reading this information prior to my first meeting.

### ☐ ACCOUNTABILITY

I understand that I may or will have legal, fiscal, and ethical responsibility for the well-being of the organization. As such, I accept it as my responsibility to:

- Be familiar with and protect organizational resources, funds, and intellectual property.

conducting myself with integrity and excellence.

- Understand the applicable policies and programs and oversee or support the implementation.
- Be responsible for making decisions on organizational issues and matters, by being an active participant at meetings.
- Respect the organization's values and recognize the official channels of communication.
- Stay current on the products of the organization and the environment in which it operates.
- Excuse myself from discussions, decisions, and votes where I may have a conflict of interest.
- Adhere to state and federal laws, as well as the organization's governing documents.

### ☐ ATTENDANCE

I understand attendance at meetings in person or by technology, is considered mandatory, recognizing that occasional absences may

## 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.

### 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 the 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.

### ☐ 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.

Print Name

Signature

Date



# Trustee

Board of Trustees

Board of Directors

Board of Governors

**Fiduciary** – A fiduciary is required by law to manage other's assets or property for their benefit, not for personal gain.

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## FIDUCIARY DUTIES

Directors serve a fiduciaries on behalf of the membership. These are guided by legal principles:

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



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# Read to Lead



## **Mission**

(Purpose for existence)



## **Articles of Incorporation**

(Relationship to gov't.)



## **Bylaws**

(Relationship to members)



## **Policies**

(wisdom of the board)



## **Strategic Plan**

(roadmap for the organization)



## **Annual Budget**

(financial position)

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## Commitment

1. Read and uphold the **governing documents**.
2. Work to advance the **mission**; serve the **members**.
3. Respect **confidentiality** of discussions and documents.
4. Disclose **conflicts** of interest.
5. Avoid **antitrust** violations.
6. **Support decisions** of the board.

*Signature* \_\_\_\_\_ *Date* \_\_\_\_\_



# ALTIMETER OF GOVERNANCE



**50,000'**  
**Board**  
**of Directors**

**25,000'**  
**Committees**

**10,000'**  
**Management**



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# **We are in the Weeds!**



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# High Performing Boards



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# Relationship

Govern More - Manage Less!

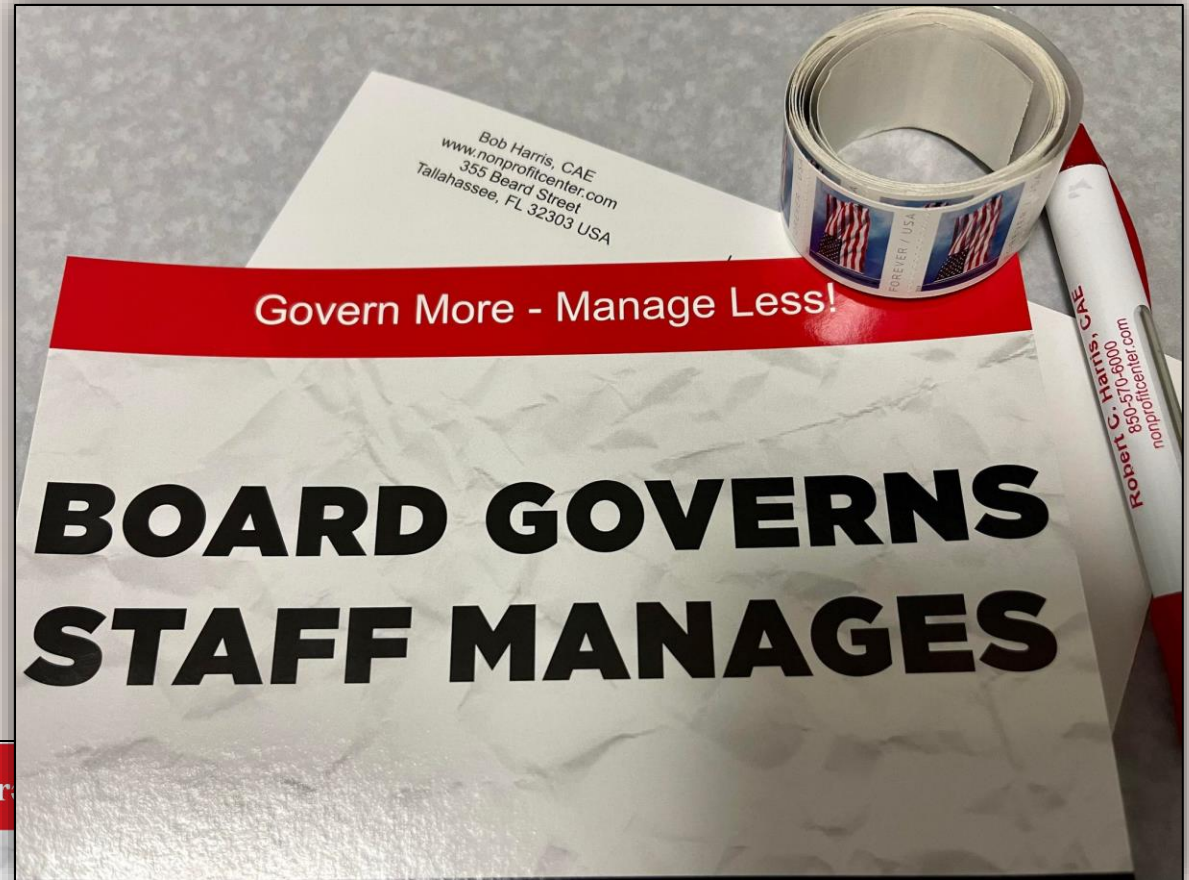
مجلس الإدارة يجب ان يحكم  
اكثر و يدير اقل

Govern More - Manage Less!

Руководи больше,  
управляй меньше!

Daha çox rəhbərlik et, daha az idarə et

ŞURA RƏHBƏRLİK EDİR,  
HEYƏT İDARƏ EDİR



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# Protecting the Board

1. Directors and Officers Liability Insurance (D & O)
2. Volunteer Immunity
3. Incorporated
4. Indemnification





**"I didn't say anything during the meeting,  
but I don't agree with the rest of the Board  
on this issue."**



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# Measure Performance

## BOARD EVALUATION

Board evaluation is an approach to improving *governance* --- with the intent to maintain a high performing board. The chief elected officer (not staff) leads the process. Input will be treated with confidence.

Indicate your understanding of and offer recommendations for these governance aspects.	Very Comfortable	Somewhat Comfortable	Somewhat Uncomfortable	Very Uncomfortable	Not Sure N/A
<b>Mission and Strategic Direction</b>					
1. Board efforts advance the mission, vision, values and goals.					
2. The strategic plan portrays an image of the organization in 3, 5 or 10 years.					
3. Meetings and agendas are organized to achieve the mission and goals (and avoid operating matters.)					
Comments:					
<b>Governing Documents</b>					
4. Board understands and upholds all governing documents.					
5. Policies are adopted and followed to guide current and future leaders.					
Comments:					
<b>Leadership, Succession and Transparency<sup>1</sup></b>					
6. Board selection process is transparent and ensures leadership succession.					
7. Board orientation and self-assessment is sufficient.					
8. New ideas and people are respected.					
Comments:					
<b>Budgeting, Finances and Infrastructure</b>					
9. Board adopts annual budget and is engaged in monitoring finances.					
10. Reserves/savings and investment strategies are appropriate.					
11. Financial reports are clear, accurate and timely.					
12. Annual audit and auditor's recommendations are reviewed.					



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"It offends me that they are now talking about evaluating our performance. They seem to forget we are volunteer board members."

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**ROH**  
Robert C. H.

# Gen. Colin Powell



s Kraft LLC/Corbis/Getty Images)

**Great leaders are  
almost always  
great simplifiers...**



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# Craft a Strategic Agenda



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## Board Meeting Agenda

Welcome, Conflicts of Interest, Antitrust<sup>1</sup>

**Approval** of Minutes

**Acceptance** of Financial Report  
Consent Agenda<sup>2</sup>

### **Strategic Plan Goals**

- A. Education and Training
- B. Advocacy and Government Relations
- C. Public Awareness and Marketing
- D. Organization Sustainability

Mega Issue!

Unfinished Business

New Business

What's Next?

Adjournment

### MISSION STATEMENT

"... to advance and protect the profession and consumers through education, advocacy and public awareness..."

<sup>1</sup>Chief elected officer reminds group about antitrust avoidance (FTC concern), asks if anybody has a conflict with today's agenda (IRS concern), and maintaining confidentiality.

<sup>2</sup>Reports are distributed in advance for Directors' review or available on the Board's portal.

# New Business Platform



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## NEW BUSINESS SUBMISSION TO THE AGENDA

### Board of Directors New Business Request

In an effort to better explore and position issues, provide solutions, and advance our mission and goals, directors are asked to submit new business topics in *advance* of the meetings. (Saving new business for the end of a meeting is a disfavor as the meeting comes to a close.) Submissions will be reviewed by the chief elected officer and the executive director. The intent is to review the submission and position it properly on a future agenda.

Topic, idea, or motion:

Rationale:

How it is related to the mission, vision, values, or strategic goals?

How is it measurable and what success will look like? What is the economic impact?

Person Submitting: \_\_\_\_\_ Position: \_\_\_\_\_

Date: \_\_\_\_\_ Signature: \_\_\_\_\_







Additional supporting documents/data/information attached? [ ] Yes [ ] No



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# Dashboard Reports

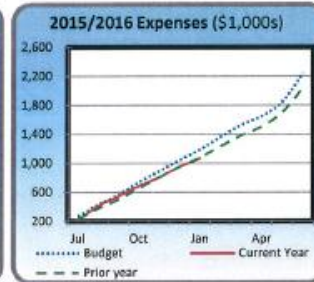
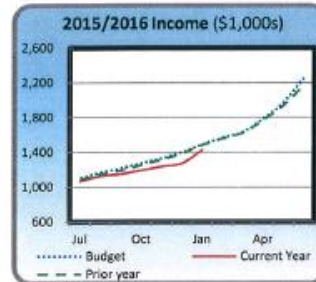
WINTER PARK CHAMBER OF COMMERCE				
FINANCIAL EXECUTIVE SUMMARY DASHBOARD --- April 30, 2021				
BALANCE SHEET				CHAMBER BY THE NUMBERS
ASSETS	April 30, 2021	April 30, 2020	Dec 31, 2020	
Checking and Savings	300,995	41,988	49,372	
Certificates of Deposit	0	303,737	200,000	
Prepaid Expenses	184	187	214	
Checks to be deposited	2,055	736	576	
Investments - Schwab	2,718,359	2,053,131	2,552,034	
Fixed Assets - Net	818,239	816,003	818,239	
<b>Total Assets</b>	<b>3,839,833</b>	<b>3,215,782</b>	<b>3,620,435</b>	
LIABILITIES				
Accounts Payable	1,564	1,899	6,310	
Accrued Expenses	19	(2)	10	
PPP Loan	118,523	0	0	
<b>Total Liabilities</b>	<b>120,106</b>	<b>1,897</b>	<b>6,319</b>	
NET ASSETS				
Beginning Net Assets	1,950,805	1,950,805	1,950,805	
Unrestricted Net Asset	1,663,311	1,568,547	1,568,547	
Current year-to-date net income	105,611	(305,467)	94,764	
<b>Ending Net Assets</b>	<b>3,719,727</b>	<b>3,213,885</b>	<b>3,614,116</b>	
<b>Total Liabilities and Net Assets</b>	<b>3,839,833</b>	<b>3,215,782</b>	<b>3,620,435</b>	
				MEMBERSHIP
				April 21      April 20
				Members    681    16%↓    812
				Revenue    \$29,750    132%↑    \$12,831
				Retention    69%    7%↓    74%
				TRUSTEE PROGRAM
				April 21      April 20
				Platinum    19    6%↑    18
				Gold          14    13%↓    17
				Patron        23    15%↑    20
				SOCIAL MEDIA FOLLOWERS
				April 21      April 20
				 6,258    12%↑    5,609
				 4,869    15%↑    4,244
				 8,915    .7%↓    8,979
				 2,125    20%↑    1,772
				ONLINE COMMUNICATION
				April 21      April 20
				 13,267    79%↑    7,429
				 9,091    8%↑    8,383

# Arkansas Bar Association Monthly Dashboard Report For the Period Ended January 31, 2016

Date Prepared: 02/19/16

# Dashboard

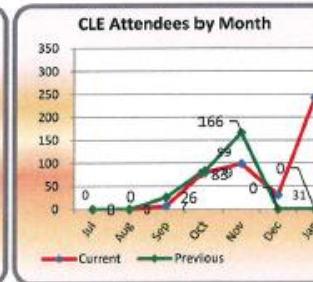
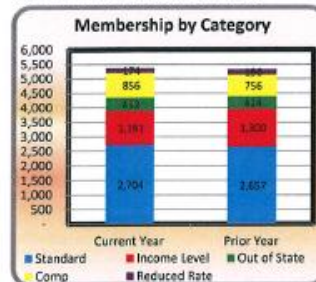
## Financial Information:



	YTD Actuals	YTD Budget	Variance	Annual Budget
Income	\$ 1,425,383	\$ 1,490,779	\$ (65,396)	\$ 2,257,075
Expenses	\$ (1,068,846)	\$ (1,190,018)	\$ 121,172	\$ (2,242,538)
Profit/Loss	\$ 356,537	\$ 300,761	\$ 55,776	\$ 14,537



## Non-Financial Information:



\*Note 1: Current Year Income and Expenses are from the annual budgeted amounts.

\*Note 2: Current Year Membership Counts are as of this report. Prior year counts are as of the end of the bar year.



# Strategic Plan

## Performance Dashboard - EXAMPLE



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Grow.

Belong.



# STRATEGIC PLAN: 2020-2022



## 1. Member Value & Engagement

Providing resources and opportunities to support success.

Environmental influences  
Growth  
Resources



## 2. Smart Technology

Using technology to support member and association efficiency.

Technology investment, use, and support  
Efficiency



## 3. Community & Public Relations

Increasing public awareness of real estate.

Fair housing education and outreach  
REALTOR® brand promotion  
Community relations and service  
Media relations



## 4. Professional Standards

Delivering education to support professionalism and excellence in real estate.

Ethics and arbitration  
Diversity, equity, and inclusion  
Education  
Consumer protection  
REALTOR® competence



## 5. Advocacy & Government Relations

Serving as the voice of real estate and property rights.

Government relations  
Affordable housing  
Economic growth  
Collaboration with allied organizations



## 6. Association Excellence

Sustaining a model association through leadership and resources.

Leadership competency  
Financial management  
Committees  
Management

The mission of the Tallahassee Board of REALTORS® is to protect property rights and support the success of our members.

# Business Card Plan



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ТОРГОВО-ПРОМИСЛОВА  
ПАЛАТА УКРАЇНИ

# ЗАГАЛЬНА СТРАТЕГІЯ СИСТЕМИ ТПП В УКРАЇНІ

НА

# 2025

МІСІЯ | ВІЗІЯ | ЦІННОСТІ | СТРАТЕГІЧНІ ЦІЛІ



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# UKR Chamber Business and Industry



МІСІЯ

СИСТЕМА ТОРГОВО-ПРОМИСЛОВИХ ПАЛАТ В УКРАЇНІ ЗАБЕЗПЕЧУЄ СПРИЯТЛИВЕ БІЗНЕС-СЕРЕДОВИЩЕ В УКРАЇНІ, СТВОРЮЄ ТА РОЗШИРЮЄ МОЖЛИВОСТІ РОЗВИТКУ БІЗНЕСУ ЧЕРЕЗ ВІДКРИТТЯ НОВИХ РИНКІВ ДЛЯ ВІТЧИЗНЯНОГО ЕКСПОРТУ, СПРИЯННЯ ДИНАМІЧНІЙ ІНТЕРНАЦІОНАЛІЗАЦІЇ УКРАЇНСЬКОГО БІЗНЕСУ ТА АКТИВНУ ІНТЕГРАЦІЮ В СВІТОВУ ЕКОНОМІКУ, ВДОСКОНАЛЕННЯ ІНСТИТУЦІЙНОГО СЕРЕДОВИЩА В ПРОЦЕСІ ДІАЛОГУ БІЗНЕСУ ТА ВЛАДИ, А ТАКОЖ НАДАННЯ ПОСЛУГ, ЗАТРЕБУВАНИХ БІЗНЕСОМ



ВІЗІЯ

СИСТЕМА ТОРГОВО-ПРОМИСЛОВИХ ПАЛАТ В УКРАЇНІ – НАЙБІЛЬША РЕГІОНАЛЬНО РОЗГАЛУЖЕНА НЕЗАЛЕЖНА ЧЛЕНСЬКА ТА ЕКСПЕРТНА ОРГАНІЗАЦІЯ, З ВИСОКИМ РІВНЕМ КОРПОРАТИВНОЇ КУЛЬТУРИ, ШАНОВАНА В УКРАЇНІ ТА СВІТІ, ОБ'ЄДНУЄ ВИСОКОВАЛІФІКОВАНИХ СПІВРОБІТНИКІВ ТА ЕКСПЕРТІВ, ЯКІ ІЗ ЗАДОВОЛЕННЯМ СПІВПРАЦЮЮТЬ ЗАДЛЯ РЕАЛІЗАЦІЇ ОКРЕСЛЕНОЇ МІСІЇ

ЦІННОСТІ

ГАРМОНІЯ.

МИ ДІЄМО ТАК, ЩОБ ОДНОЧАСНО ВРАХОВУВАТИ ІНТЕРЕСИ ВСІХ СТОРІН, ЗАЦІКАВЛЕНИХ У ПРОЦВІТАННІ ПАЛАТИ.

ДОВІРА.

МИ ДІЄМО ТАК, ЩОБ ФОРМУВАТИ ДОВІРУ ДО СИСТЕМИ ТПП В УКРАЇНІ НА НАЦІОНАЛЬНОМУ ТА МІЖНАРОДНОМУ РІВНЯХ ЯК НАДІЙНОЇ, НЕЗАЛЕЖНОЇ, ТРЕТЕЙСЬКОЇ ОРГАНІЗАЦІЇ.

ПРОФЕСІОНАЛІЗМ.

МИ ДІЄМО ФАХОВО ТА ПОСТІЙНО ПІДВИЩУЄМО НАШ ПРОФЕСІОНАЛІЗМ.

ЗНАННЯ.

МИ ЗБИРАЄМО, ЗБЕРІГАЄМО, ЦІНУЄМО І ПРИМНОЖУЄМО ЗНАННЯ.

ЕФЕКТИВНІСТЬ.

МИ ОРІЄНТОВАНІ НА РЕЗУЛЬТАТ, БО ЦІНУЄМО ЧАС ЯК СВІЙ, ТАК І ПАРТНЕРІВ.

КОМАНДА.

КОЖЕН ЧЛЕН КОМАНДИ ВІДПОВІДАЄ ЗА ЗАГАЛЬНИЙ РЕЗУЛЬТАТ. МИ ВІДКРИТІ ДО СПІВПРАЦІ, ДОПОМАГАЄМО І ПІДТРИМУЄМО ОДИН

ЧЛЕНИ ТПП, КЛІЄНТИ  
ТА ІНШІ  
СТЕЙКХОЛДЕРИ.

МИ ПРАГНЕМО ДО ПЕРЕВЕРШЕННЯ ОЧІКУВАНЬ ЧЛЕНІВ ТПП, КЛІЄНТІВ ТА ІНШИХ СТЕЙКХОЛДЕРІВ.

СТРАТЕГІЧНІ ЦІЛІ –  
ОСНОВНІ НАПРЯМИ ДІЯЛЬНОСТІ

1

Система ТПП в Україні формує Порядок денний бізнесу до державної влади України, де визначає головні проблеми бізнесу, які потребують вирішення.

2

Система ТПП в Україні забезпечує відкриття нових ринків для вітчизняних експортерів.

3

ТПП в Україні є провідною арбітральною установою.

4

Система ТПП в Україні надає більшість послуг та інформацію у цифровій формі, а також сприяє визнанню електронних документів Палати всередині країни та за її межами.

5

Система ТПП в Україні має фінансово стійку модель членства, яка дозволяє постійно підвищувати норисність членства для бізнесу.

6

Система ТПП в Україні постійно підвищує впізнаваність бренду «Палата» та репутаційний рейтинг в Україні та світі як незалежного об'єднання проактивного бізнесу.

7

Система ТПП в Україні підтримує імідж взірцевого роботодавця.



- MISSION** > Protect & Promote the interests of the Lebanese Industry by being the Major Lobby Group, the Whole Service Provider & the Center for Studies & Statistics for the Industrial Sector in Lebanon
- VISION** > Build a Globally Competitive Lebanese Industry
- VALUES** > **Solidarity. Integrity. Efficiency. Transparency. Patriotism.**

## GOALS

## STRATEGIES

### Advocacy & Public Policy

I.

#### SERVING AS THE VOICE OF INDUSTRIALISTS' INTERESTS

1. Develop and promote a national agenda or positions and platforms to support industry and manufacturers (taxes, production costs, energy, etc.)
2. Engage members and syndicates to develop solutions to important issues
3. Collaboration with interested organizations
4. Protect domestic markets from unfair trade
5. Increase advocacy effectiveness through internal capacity

### Industry Growth

II.

#### INCREASING GROWTH OPPORTUNITIES AND EXPAND EXPORTS

1. Increase exports, setting target markets, KPIs and industrial indicators
2. Strengthen domestic markets
3. Promote the integrity of "Made in Lebanon" products through branding the Lebanese industrial sector
4. Enhance infrastructure to facilitate manufacturing
5. Promote investment in industrial zones and parks

### Public Awareness

III.

#### IMPROVING AWARENESS ON THE INDUSTRIAL SECTOR'S POSITIVE IMPACT

1. Position the sector as a positive influence on the economy
2. Create and maintain an economic impact study showing workforce potency
3. Enhance the significance of technical education for industry among students
4. Update ALI brand and website and create effective social media presence of ALI
5. Continue with the quality of the ALI signature Industrial Indicators project
6. Promote the registered brand, Lebanese Innovation®, Created in Lebanon®

### Member Value

IV.

#### DELIVERING BENEFITS, OPPORTUNITIES & SERVICES TO SUPPORT MEMBER SUCCESS

1. Highlight and enhance exclusive value-added benefits and services and create incentives based on members' needs
2. Support members' competitiveness through advisory services and expertise
3. Develop a membership service value calculator to demonstrate return on investment
4. Support the role of syndicates and assemblies and increase their engagement with ALI

### ALI Strength

V.

#### MAINTAINING THE STRENGTH & SUSTAINABILITY OF THE ASSOCIATION

1. Ensure the board is working as a leadership team of 24, accountable for commitments and advancing the strategic plan
2. Review committees for alignment with the goals of the strategic plan, eliminating or merging unneeded committees
3. Maintain sufficient and professional staffing and consultants to ensure sustainability and positive work environment
4. Diversify revenue to be less reliant on membership dues, and continue to grow the financial strength
5. Set membership growth goals based on data and decrease membership turnover







### OUR VISION

**"Facilitate the economic prosperity of Uzbekistan"**



### OUR MISSION

**"Empower private sector investors in Uzbekistan by promoting advocacy and public-private dialogue"**



### ADVOCATE

#### Business to Government

**Continuous dialog with the GOU to improve trade and investment climate**

- Sustained public-private dialog with Senate and Cabinet to exchange key/priority business concerns.
- Participate Public Private Dialogue Platforms.
- Establish committees to represent key industry sectors and advocate for business interests



### EMPOWER

#### Business to Business

**Platform for networking, knowledge sharing and business promotion**

- Networking B2B events
- Monthly events featuring government officials, heads of IFIs, diplomats and world-class speakers.
- M2M program to promote business within AmCham's extensive network.
- Monthly business meetings and sector/topic seminars to share information and attract leading industry keynote presenters



### PROMOTE

#### Investment to Uzbekistan

**Promote Uzbekistan as an attractive investment destination**

- Organize trade and investment missions by industry sectors, geographic regions, etc.
- Publish materials and research about business impact and investment opportunities.
- Work with US and Uzbek Governments to promote bi-lateral trade and cooperation
- Facilitate meetings with visiting US delegations and investors



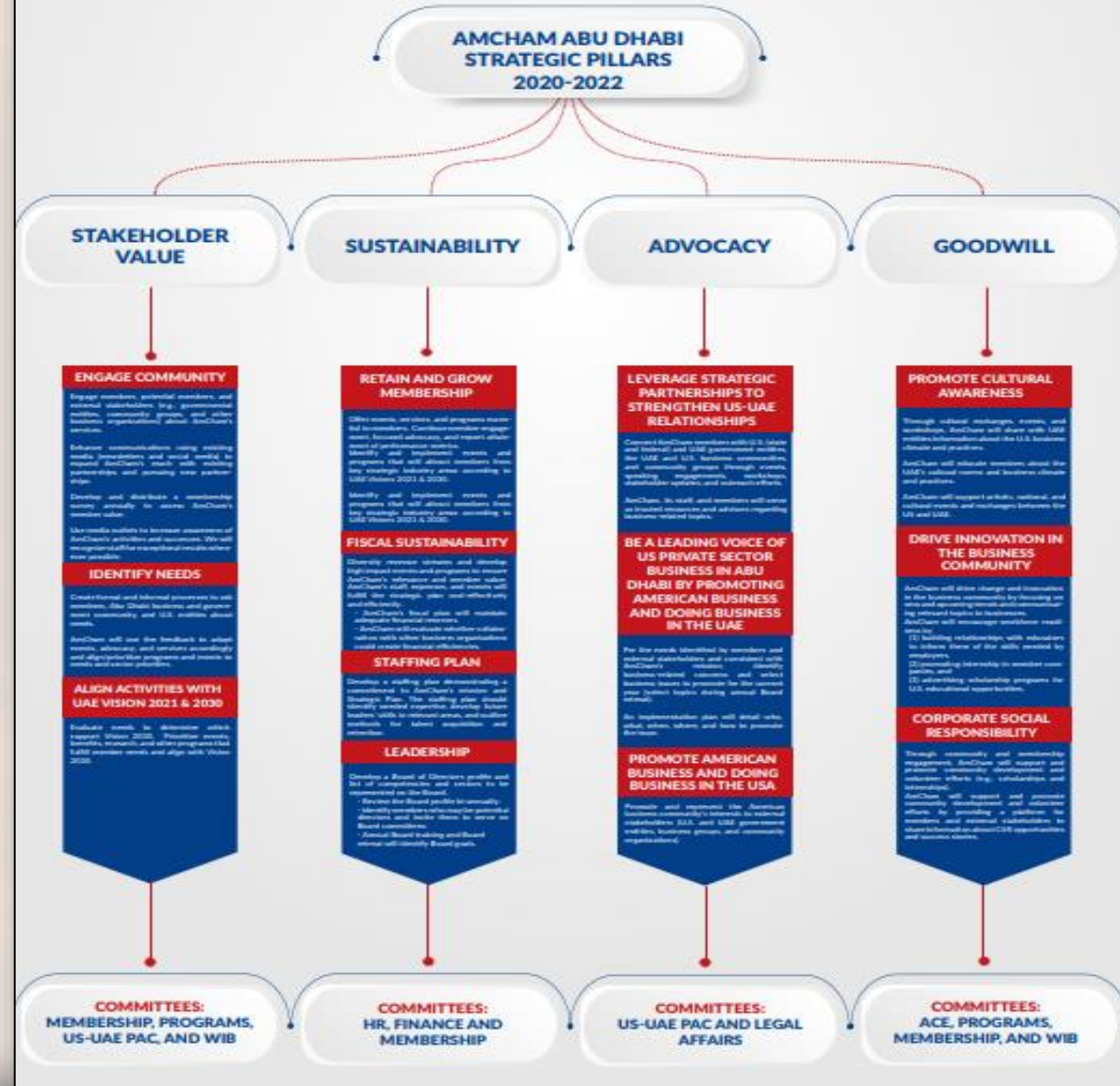
### ENGAGE

#### Regionalization

**Enhance regional business connectivity among AmCham members in Central Asia**

- Accelerate AmCham Member-to-Member (M2M) regional services
- Encourage regional investment promotion and collaboration
- Regional policy and advocacy work with GOV to promote private sector growth and business enabling environment in the region.

**AMCHAM ABU DHABI'S MISSION IS TO PROMOTE COMMERCE, INVESTMENT, AND GOODWILL BETWEEN ITS MEMBERSHIP, THE UNITED STATES OF AMERICA AND THE UNITED ARAB EMIRATES**





# New Mexico Restaurant Association

## Strategic Goals 2023-2025

**Mission: Driving prosperity in the food and beverage industry.**



## Vision

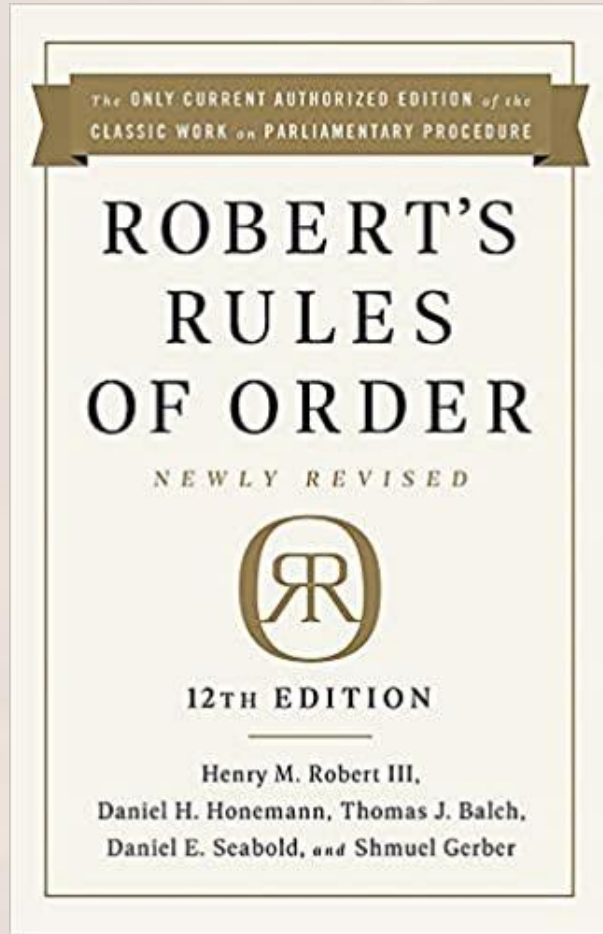
Improving New Mexico's communities, jobs and economy through a thriving food and beverage industry.





# Meeting Rules

816 pages



16 pages

[www.channingbete.com](http://www.channingbete.com)



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# Agree on Meeting Ground Rules

## BOD MEETING GROUND RULES

- BE PREPARED: REVIEW AGENDA AND PRE-READS IN ADVANCE
- VALUE EVERYONE'S TIME (START & END ON TIME)
- FOLLOW ANTI-TRUST, CONFLICT-OF-INTEREST POLICIES
- BE AWARE OF CONFIDENTIAL NATURE OF BOARD DISCUSSIONS & SHARE JUDICIOUSLY
- ALWAYS CONSIDER WHAT IS BEST FOR THE ASSOCIATION AND THE INDUSTRY.
- BE FULLY ENGAGED
- STAY ON TOPIC
- ONE SPEAKER AT A TIME
- SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD
- VALUE ALL OPINIONS
- CRITICIZE IDEAS, NOT PEOPLE
- BE ACCOUNTABLE
- STRIVE FOR CONSENSUS



### Ground Rules for Meetings

Discuss and set "ground rules" or guidelines for effective meetings at the start of the year.

- ☐ Meetings start and end on **time**.
- ☐ Turn off digital **distractions**.
- ☐ Treat discussions and documents with **confidentiality**.
- ☐ If you **arrive late**, please refrain from voting until the next agenda item so as not to interrupt the flow of discussion of those who arrived on time.
- ☐ An **agenda** will be distributed # \_\_\_\_ days in advance; it will be the primary guide for discussions and decisions.
- ☐ If you have "**new business**," present it in advance of the meeting for proper preparation and placement.
- ☐ Avoid meeting **distractions and sidebar conversations**.
- ☐ Be prepared by **reviewing the materials in** before the meeting.
- ☐ Many **questions can be answered in advance** if you'll direct them to officers, staff, and committees before the day of the meeting.
- ☐ **Minutes** will document decisions and actions of the meeting.
- ☐ **Majority decisions** of the group shall stand; expressing **dissenting opinions** after the meeting is inappropriate.
- ☐ Respect **diverse ideas and people**.
- ☐ Be sure everyone has an opportunity to speak before **speaking again**.
- ☐ Avoid **regurgitating information** and decisions that have already be processes.
- ☐ Be **accountable** for commitments you make.
- ☐
- ☐



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***E.L.M.O.  
Enough – let's  
move on.***



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# Challenges

**Executive Sessions**

**Lazy Motions and  
Casual Voting**

**Rump Sessions**

**Abstentions**



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**CAE**

Harris, CAE



# BOARD ORIENTATION WORKBOOK



## ROLES, RELATIONSHIPS & ROADMAP



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### Good Governance Concepts

Check your understanding of board service.

Did George Washington say, "Winning is easy, governing is hard?" Check your knowledge of volunteer service.  
(Circle the best answers).

1. **Protection of the board** and directors is afforded through:
  - a. Indemnification
  - b. Volunteer Immunity<sup>1</sup>
  - c. D & O Insurance
  - d. Corporate Veil
2. The best model to describe the **board and staff relationship** is:
  - a. Staff is Directed by the Board
  - b. Directors Attend to the Details of Administration
  - c. The Board Governs and the Staff Manage
3. The organization gets its **authority** from:
  - a. IRS, Dept. of Treasury
  - b. State Div. of Corporations
  - c. FTC, Dept. Justice
  - d. Members' Affirmation
4. The **governing documents** include:
  - a. Bylaws
  - b. Prescription by the Membership
  - c. Policies or Policy Manual
  - d. Articles of Incorporation
  - e. Mission Statement
5. In most states, the organization's **public records** include:
  - a. IRS Form 990
  - b. Sale Tax Return
  - c. Roster of Members Paying Dues
  - d. Minutes for Current Year (only)
6. **Fiduciary duties** include:
  - a. Duty of Curiosity
  - b. Duty of Care
  - c. Duty of Loyalty
  - d. Duty of Obedience
7. The board's roles in **financial oversight** include:
  - a. Approval of a Budget
  - b. Acceptance of Financial Reports
  - c. Review of IRS Form 990
  - d. Periodic Audit Processes
  - e. Counting Pennies
8. **Brand strength** and organizational distinction is a combination of:
  - a. Photos of the Office
  - b. Mission Statement
  - c. Vision Statement
  - d. Values/Guiding Principles
9. **Board orientation** should be:
  - a. A Self-Study Course and Exam
  - b. Required Annually for the Entire Board
  - c. Only IF New Directors are Installed
  - d. Why Bother?

<sup>1</sup> The federal Volunteer Protection Act of 1997, and states, limit a **volunteer's** risk of tort **liability** when acting for nonprofit organizations or government entities.



Board Governance Quiz 11-22.docx  
[bob@rchcae.com](mailto:bob@rchcae.com)



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## Serving on a Board?

### How well do you know the organization?

1. About the **MISSION STATEMENT**:

- a) I can communicate it from memory. ☐
- b) I've seen it before. ☐
- c) That's something the staff knows. ☐

2. About the **MEMBERSHIP**:

- a) Approximately how many members do we serve? \_\_\_\_\_
- b) What is our market share of members compared to potential members? \_\_\_\_\_
- c) What percentage would be a satisfactory retention rate: ☐ 75% ☐ 85% ☐ 95%

3. About the **BUDGET**:

- a) What is the size of the annual income? \_\_\_\_\_
- b) How much do we maintain in reserves? Liquid? \$\_\_\_\_\_ Real Estate Value \$\_\_\_\_\_

4. About the **REVENUE**:

- a) What are the top three revenue generators in the budget? \_\_\_\_\_
- b) What percentage of the revenue is generated by member dues? \_\_\_\_\_%

5. About the **STRATEGIC PLAN**:

- a) How many goals (pillars or core competencies) are in the plan? \_\_\_\_\_
- b) For what purposes do we use the strategic plan?
  - ☐ Guide the Board ☐ Guide the Committees ☐ Empower the Staff
  - ☐ Promote Value to Members ☐ Distinguish Ourselves from other Orgs.

6. About the **GOVERNING DOCUMENTS**:

- a) Which documents are important to read and understand?
  - ☐ Bylaws ☐ Policies ☐ Articles of Inc. ☐ Mission ☐ Budget ☐ Strategic Plan

7. About the **PUBLIC RECORDS**:

- a) Which documents are considered public records:
  - ☐ Board Packet ☐ Meeting Minutes ☐ Budget ☐ IRS Forms

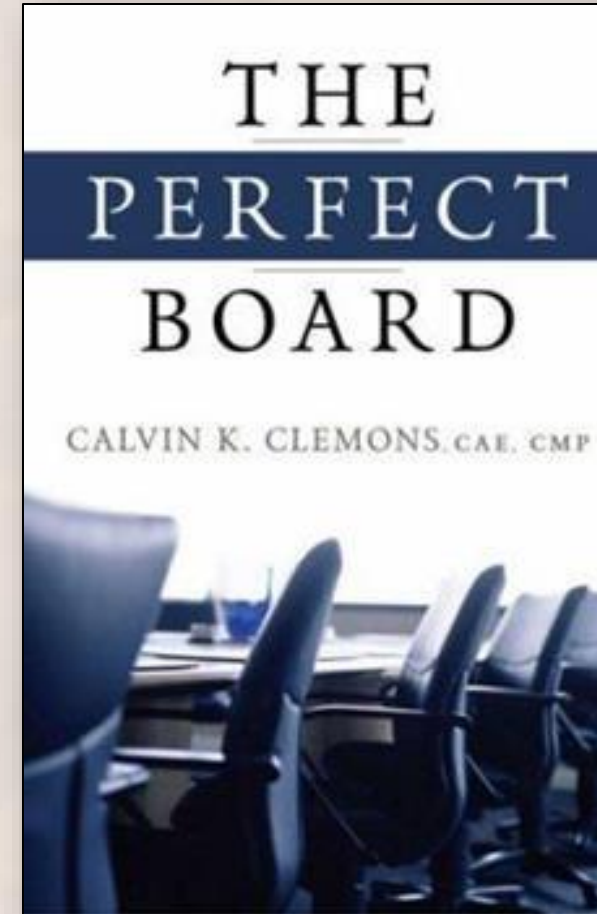
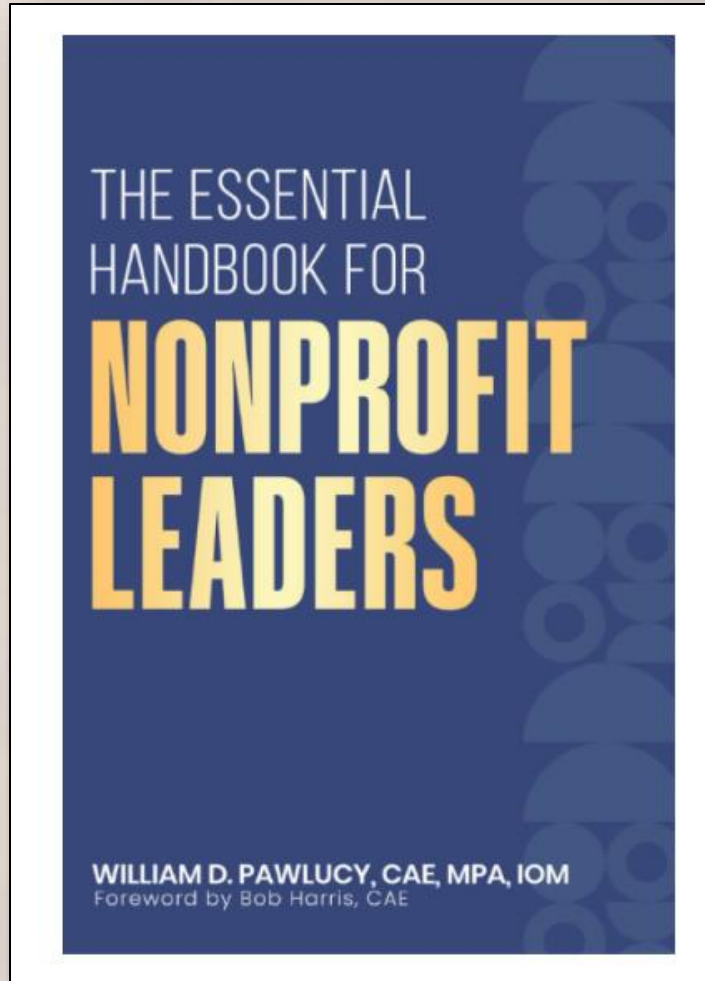


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# Board Table Resources





The most **Successful**  
business organizations  
don't behave like garden  
clubs.

*(It's a business!)*



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**FAILURE  
IS  
NOT  
AN  
OPTION**



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**Committees**

Committees

## Committee Structure Revamp

### Sunrise and Sunset Application

This is a request to ☐ SUNSET<sup>1</sup> (terminate) or ☐ SUNRISE (establish) a committee or task force<sup>2</sup>. Please complete and submit to the CEO or Board of Directors.

Committee 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:

---

---

---

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

Action by the Board of Directors:

☐ Agree ☐ Deny ☐ Study ☐ Delay

\_\_\_\_\_

<sup>1</sup> A Sunset provision is used by government bodies to review, justify, or eliminate a program.

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

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

# *Too Many Committees? Sunset*



# Making a Committee Recommendation



## MOTION SHEET

Committee: \_\_\_\_\_  
Date: \_\_\_\_\_  
Chair: \_\_\_\_\_  
Staff Liaison: \_\_\_\_\_  
Recommendation(s)/Motion(s): \_\_\_\_\_

### Executive Committee Action: That the Executive Committee recommends to the Board of Directors:

- |   |  |
|---|--|
| <input type="checkbox"/> Approved                               | <input type="checkbox"/> Referred to _____ for further study |
| <input type="checkbox"/> Postponement until _____               | <input type="checkbox"/> Defeat                              |
| <input type="checkbox"/> Approval with the following amendment: |  |

### Board of Director Action:

- |   |   |
|---|---|
| <input type="checkbox"/> Approved                     | <input type="checkbox"/> Referred to _____ for further study    |
| <input type="checkbox"/> Approved Exec. Comm. Recomm. | <input type="checkbox"/> Defeat                                 |
| <input type="checkbox"/> Postponed until _____        | <input type="checkbox"/> Approved with the following amendment: |

### Strategic Plan Critical Goals *(please check all that apply):*

- ☐ Goal 1: Lead – Understand, engage and serve the broad spectrum of membership.
- ☐ Goal 2: Promote – So members and consumers know we're the premier real estate resource.
- ☐ 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.
- ☐ Goal 5: Community – Strengthen the fabric of our communities through philanthropic efforts.



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**FREE**

# COMMITTEE ORIENTATION WORKBOOK



**Improve  
Committee  
Outcomes**  
18-pages  
*New Edition*



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Bob Harris, CAE | bob@rchcae.com



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