



**IDAHO
COMMUNITY
FOUNDATION**

**IDAHO
NONPROFIT
CENTER**

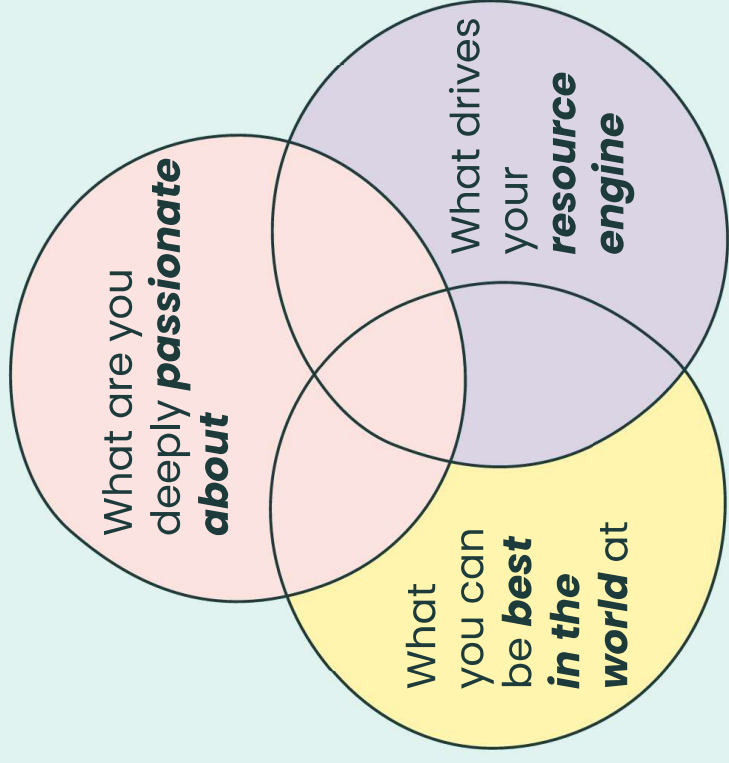
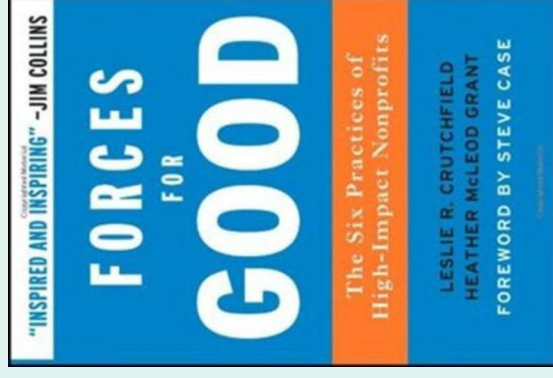


Strengthening Idaho Communities Together.



What makes an effective nonprofit?

The 6 Practices of High-Impact Nonprofits



1. High-impact nonprofits

Engage in both *direct*
services and *advocacy*



2. Make Markets Work

Harnessing the power of the business community

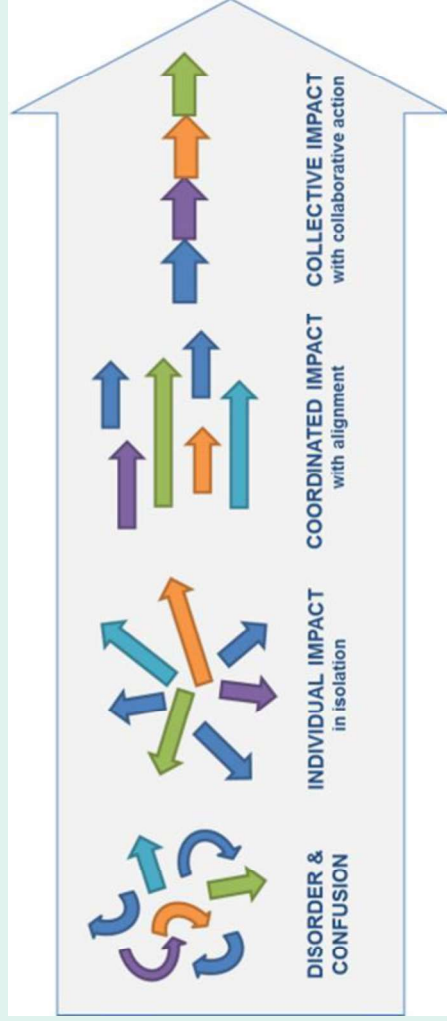


3. Inspire Evangelists

Create meaningful experiences; turn outsiders into insiders.



4. Nurture Nonprofit Networks



PARTNERS
Home

Partners Initiatives Learn More

YOU CAN!
Make a Dono

Partner Agencies

- City of Boise, Lead Agency
- ONCHSM - Our Path Home CONNECT Administrator
- Institute for Community Alternatives - ICAUS Administrator

Public Partners

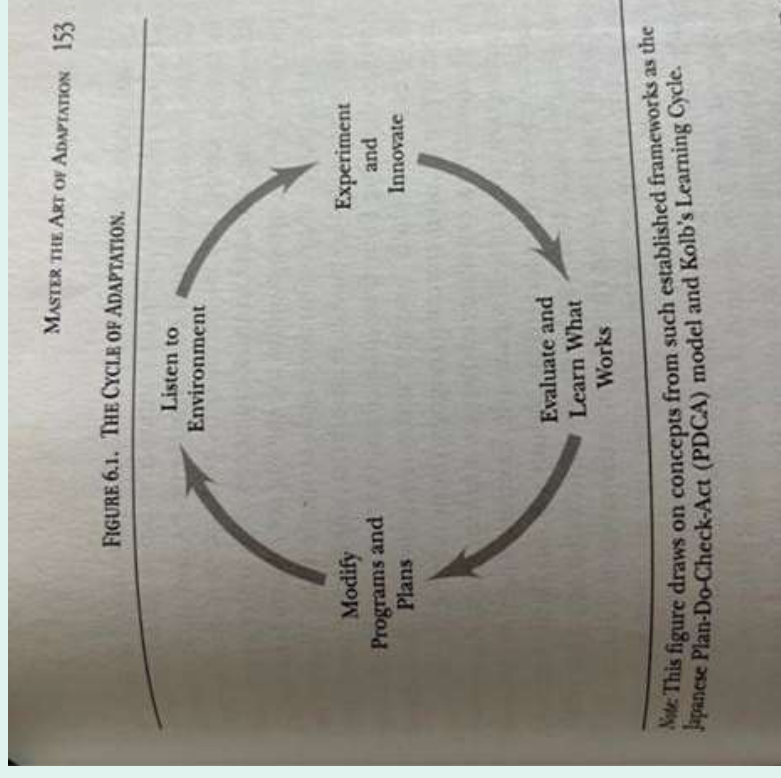
- Ada County
- City of Boise
- City of Meridian
- Idaho Housing and Finance Association

Our Path Home CONNECT Partners

- Intermountain Fair Housing Council
- Jesse Tree of IdahoSM
- Life's Kitchen
- Navigation
- Pathways Community Crisis Center of Southwest Idaho
- Recovery 4 Life
- RioCruz Missions
- Saint Alphonsus Health System
- Salvation Army - Boise Corps
- SHIPSM
- St. Luke's Health System
- St. Vincent de Paul
- Terry Reilly Health ServicesSM
- TRIO
- Veterans AffairsSM
- West Ada School District
- Women's and Children's AllianceSM

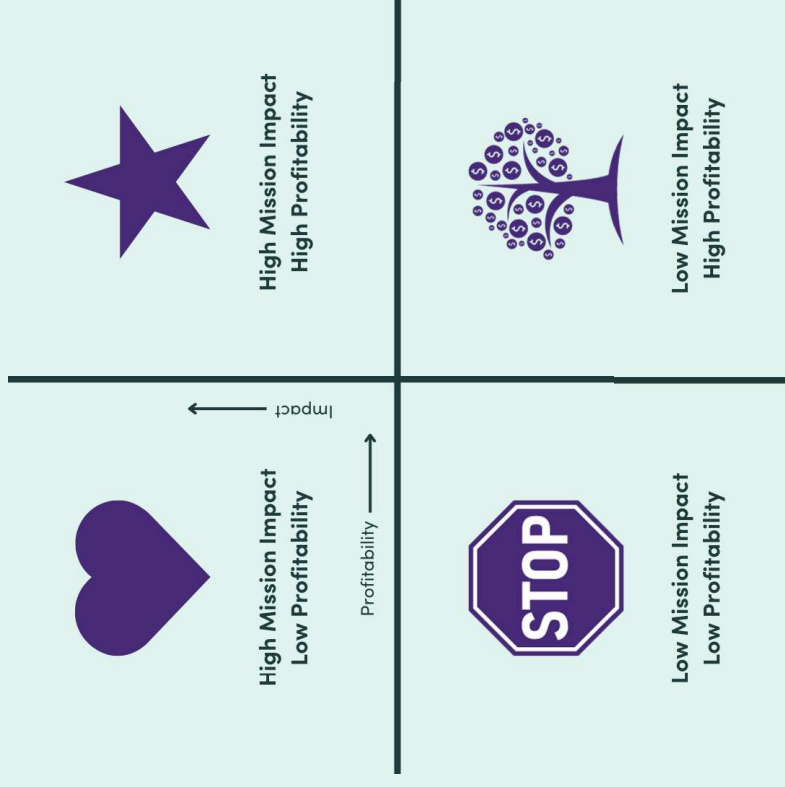
5. Master Adaptation

Nonprofit is a **tax status**,
not a **business model**.
You must innovate and
adapt to survive.



5. Master Adaptation

The Mission/Money Matrix



6. Share Leadership

The power of nonprofit
Leadership lies in the
nailing of the CEO / Board
partnership and
relationship



How to evaluate a nonprofit

- Evaluate on impact, not on overhead
- Value transparency
- Look for outcomes
 - What kind of impact is the org making?
 - Is there an annual report?
- Get involved and volunteer



The Role of the Board



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

Duty of Care

Board members will take reasonable care (that of an ordinarily prudent person) when making a decision as a steward of the organization



Duty of Loyalty

The board member will work in the best interests of the organization and not for personal gain.



Duty of Obedience

Board members will be faithful to the organization's mission and governing documents, stewarding funds in a way that honors the public's trust in that organization.



Every Board's Must-Have Documents



Every Board's MUST-HAVE DOCUMENTS

Even the most organized, responsible, and amiable board needs to document its activities, internal rules, and processes. Some of the documentation is legally required while some is simply helpful to have. Some documents should be available to the public while others must be kept confidential. Some serve as guidelines for decision making while others are part of the record keeping. For a board that takes its fiduciary role seriously, written rules simply are part of necessary risk management.

Here are the various documents on which your board can rely.

DOCUMENTS THAT SERVE AS GUIDES FOR BOARD ACTION:

ARTICLES OF INCORPORATION

- Legal document that outlines the general purpose and structure of the organization and its intent to operate exclusively with a nonprofit purpose.
- Filed with the state when the nonprofit is incorporated; need to be refilled if any key issues change.
- Usually follow a form and contain a minimum of detail because they are cumbersome to change.
- Must not contradict state nonprofit incorporation statutes.

BYLAWS

- Significant written rules that establish the governance structure of a nonprofit.
- Define the duties, authority limits, and principal operating procedures for the board and board members
- Include the highest-level board policies.
- Should not contain overly detailed procedures or restrictions as changes must be approved by the membership or full board.
- Should be reviewed for fine-tuning every few years.

Resource:
The Nonprofit Policy Sampler

POLICIES

- Some apply to the organization, such as whistle-blower and gift acceptance policies
- The chief executive is responsible for implementing board approved policies and setting procedures. The difference is akin to the difference between the rules and the law.
- Some policies supplement the bylaws and guide board practices and oversight procedures, such as investment, internal controls, and executive compensation.
- Some direct staff operations, such as personnel policies.
- Others serve as operating guidelines for board and staff.

BOARD PROCESSES

- Explain how to implement a policy, e.g., a separate document that explains step-by-step how the board is built or the CEO is evaluated.
- Processes serve as standard operating procedures.

JOB DESCRIPTIONS & CHARTERS

- Expectations for individual board members, officers, committees, task forces, and the chief executive.

AGENDAS

- Guide the board's official business meetings

DOCUMENTS THAT RECORD BOARD DECISIONS & ACTIVITIES

- Meeting minutes
- IRS Form 990 — All nonprofits must indicate whether the board has approved certain policies and followed specific processes when making governance decisions. The laws do not require any policies but no board should be comfortable reporting that it does not have conflict-of-interest, whistleblower, or document-destruction policies.

BoardSource

The Role of the Board

- The board's role is to **govern** the organization.
- The staff's role is to **manage** the organization.



The Role of the Board

As One Body

Govern - The Big 4

- Strategic Thinking
- Financial and legal oversight
- Hire, fire, support, and evaluate the Executive Director
- Board Self Management

As Individuals

- Be an ambassador
- Raise Funds
- Bring Connections
- Advise the Executive Director/CEO

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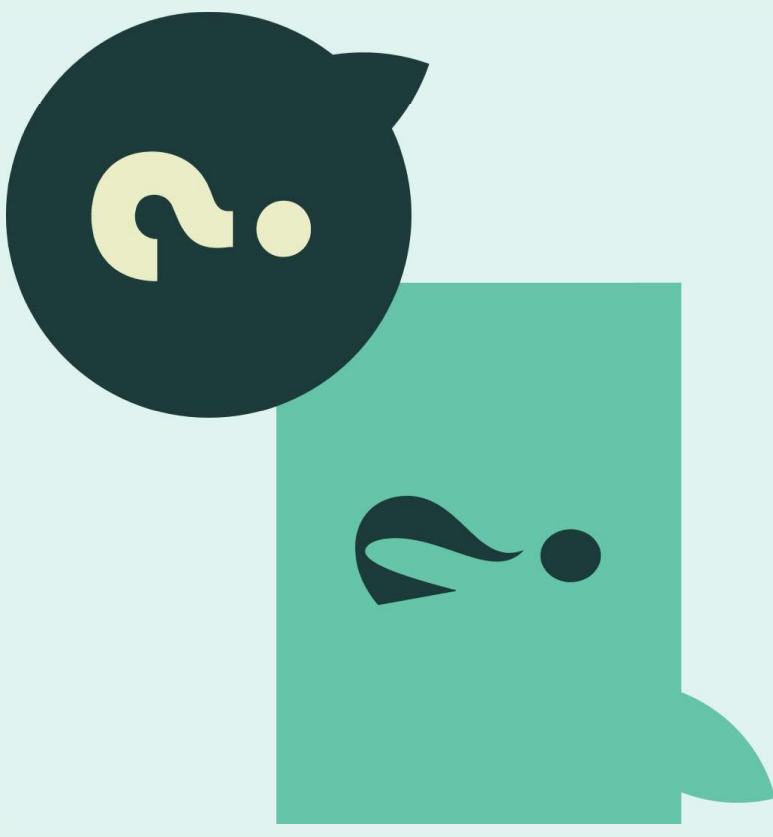
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Ensure legal and ethical integrity

Enhance the organization's public standing

Questions?

- Which of the 10 'jobs' is top of mind for your board currently and why?



Strategic Governance Skills

	FIDUCIARY	STRATEGIC	GENERATIVE
Type of Work	Oversight: Technical	Foresight: Analytical	Insight: Big picture thinking
Key Questions	What's wrong?	What's the plan?	What's the key question?
Central Purpose	Stewardship of Assets	Strategist / Partnership with Management	Sense Maker Source of Leadership for Organization
Problems to be...	Identified	Solved	Framed



Source:
Nancy Bacon Consulting, "Powerhouse Boards"

The People: Board Composition

- Identifying your particular board needs (board matrix)
- Appropriate board size?
- Four kinds of board members:
 - a. Content experts
 - b. Innovators
 - c. Resource controllers
 - d. Networkers/people of influence



Four kinds of board members

**Content
experts**

Innovators

**Resource
controllers**

**Networkers
/People of
influence**



Board Matrix

	COMPETENCIES	INFLUENCE	SKILLS & EXPERIENCE	DEMOGRAPHICS
Board Member #1				
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Problem Solving and Questions?



Thank you!

