

# BUILDING A TRULY ENGAGED BOARD OF DIRECTORS

GUEST FACULTY: Marla Cornelius & Vernetta Walker

# SESSION LOGISTICS

- Slides and recording will be sent to all registrants in 2-3 business days
- Please use the hashtag #NPQBoards on social media
- Please use the Q&A box to enter questions and comments
- Please complete the evaluation that will pop up immediately after the session

This is a **LEADING EDGE MEMBERSHIP** program. **Join us!**



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# GUEST FACULTY

## Marla Cornelius

*Nonprofit Leadership, Management,  
and Board Governance*

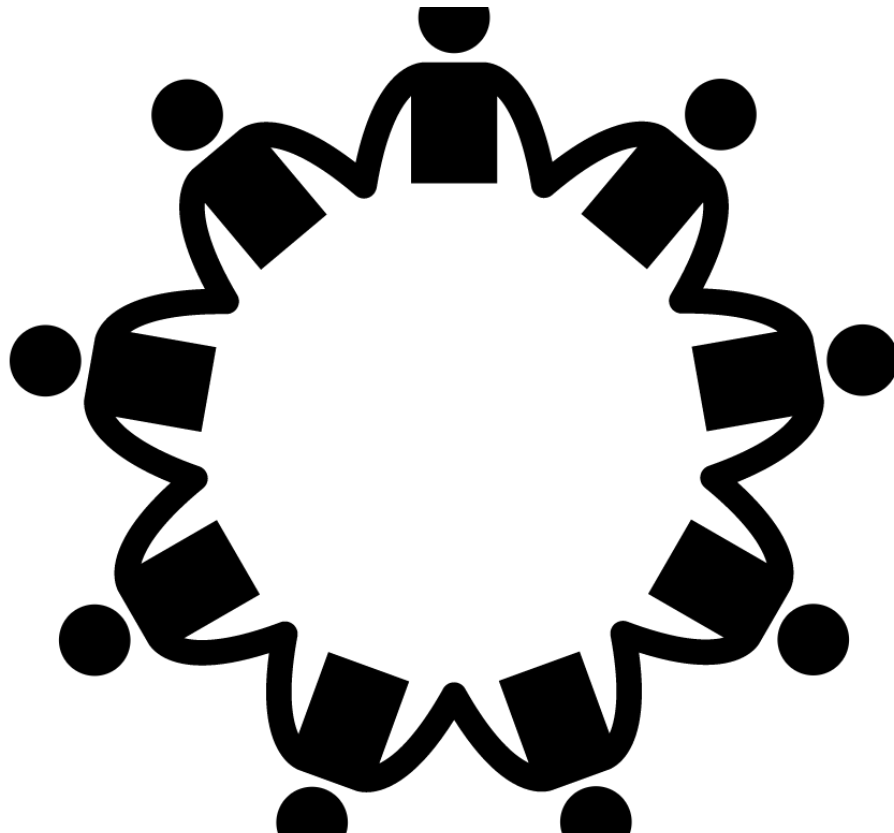
[www.marlacornelius.com](http://www.marlacornelius.com)

## Vernetta Walker

*Vernetta Walker & Associates  
Consulting, Inc.*

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

# TODAY'S CONTENT ARC

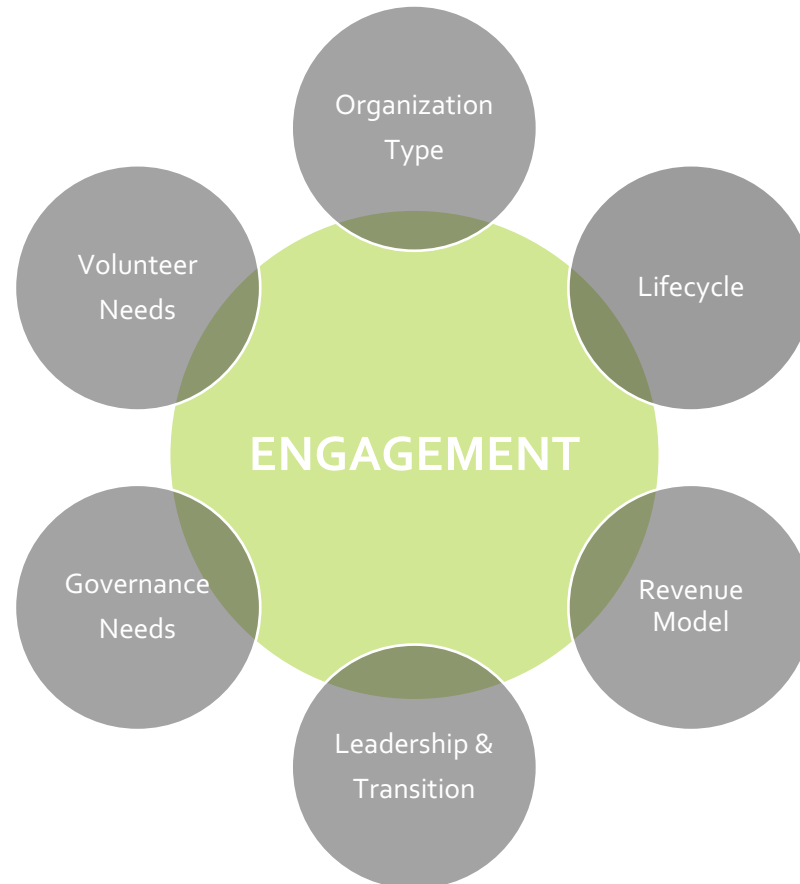


1. What is board engagement?
2. How do we get there?
  - a) Roles of Key Leaders
  - b) Recruitment & Orientation
  - c) Meeting Content & Design
  - d) Between Meetings
  - e) Assessment & Action
3. Stories and questions

# WHAT IS BOARD ENGAGEMENT?

Part One

# ENGAGEMENT IS DYNAMIC OVER TIME



Who are we as an organization (values, structure, etc.)?

Where are we as an organization?  
And, where do we need to go next?

What do we need from our board as a body? As individuals?

# WE KNOW WHAT ENGAGEMENT FEELS LIKE

## Board members feel:

- a sense of collective purpose
- time is well-spent
- individual contributions are valued and recognized
- can count on one another to follow through
- can make good decisions together

## Staff members feel:

- board understands and cares about the organization
- board understands its role and respects boundaries
- can count on board members to show up to meetings and events
- can count on board members to follow through
- can trust the quality of board decisions

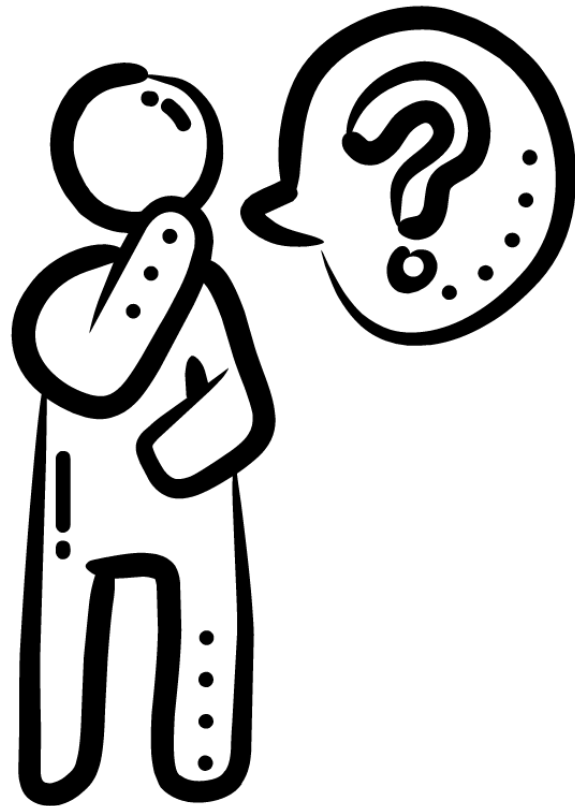
*When engagement is "right," board and staff alike feel that the organization is stronger for their partnership.*

# HOW DO WE GET THERE?

Part Two



# ROLE OF THE EXECUTIVE DIRECTOR

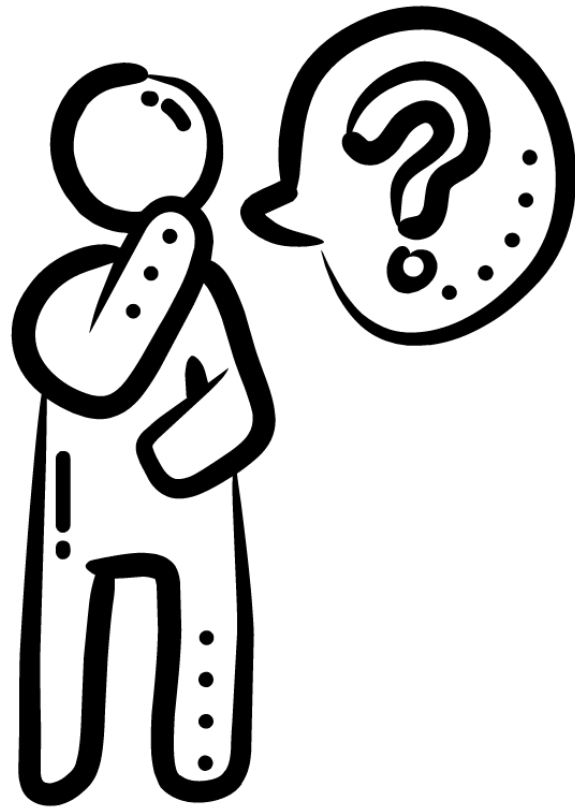


- Do I really want an engaged board of directors?
- How much time am I willing to put into it?
- Am I interested in getting to know each board member (talents, interests, etc.)?
- What strengths do I bring to this particular aspect of my leadership?
- What weaknesses or bad habits do I need to acknowledge and manage for?

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# ROLE OF THE BOARD CHAIR

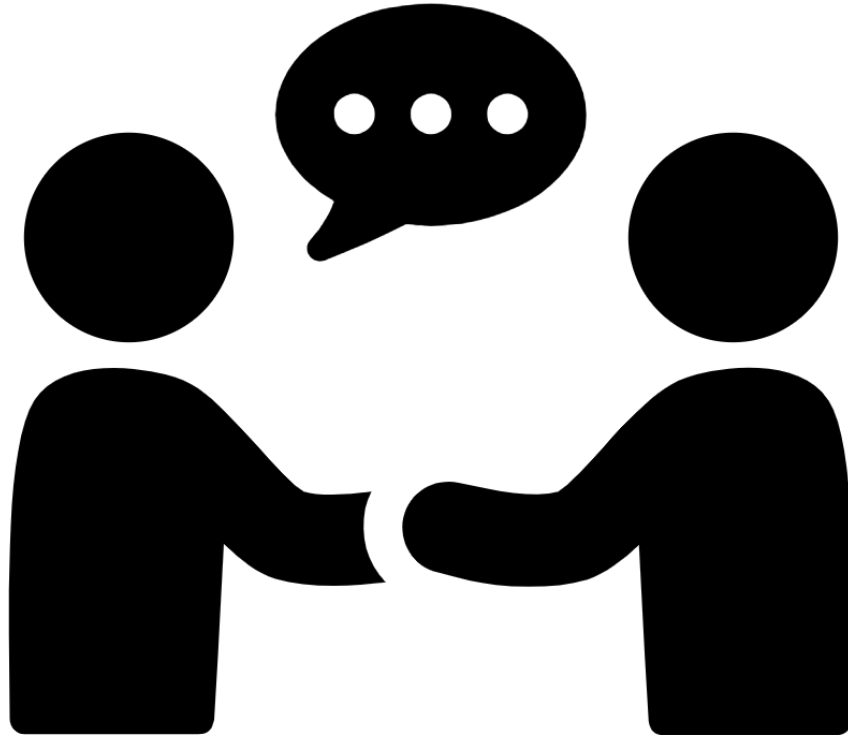


- Am I ready to model engagement for our whole board?
- Do I have the time in addition to the passion for our mission?
- Am I comfortable holding people accountable?
- What strengths do I bring to this particular form of leadership?
- What weaknesses or bad habits do I need to acknowledge and manage for?

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# RECRUITMENT & ORIENTATION

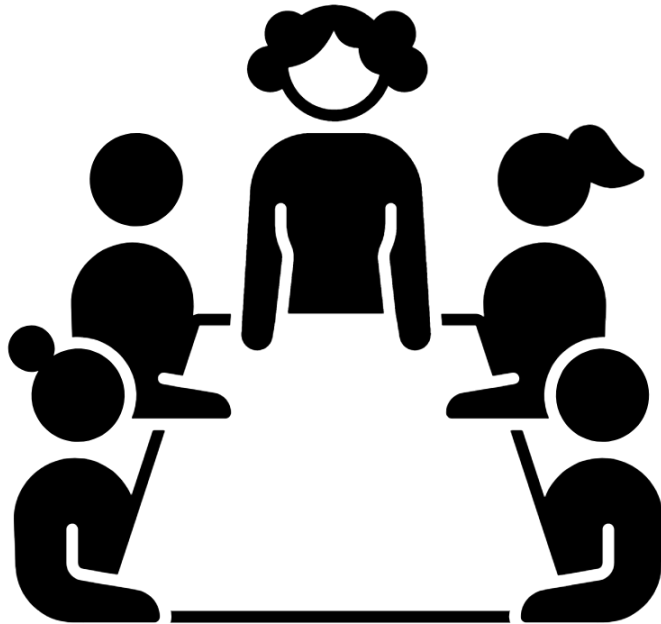


- Who is this unique person? Why do they care about our work?
- What is the opportunity in this relationship for them? For us?
- Are we being explicit about our expectations?
- Are we sharing the current strategic and financial trends for the organization?
- How will we help them build relationships with board and staff?
- How will we introduce them to our community?

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# MEETING DESIGN & CONTENT



## DESIGN

- Meeting frequency and length
- Agenda development and activities
- Facilitation approach
- Meeting evaluation and redesign

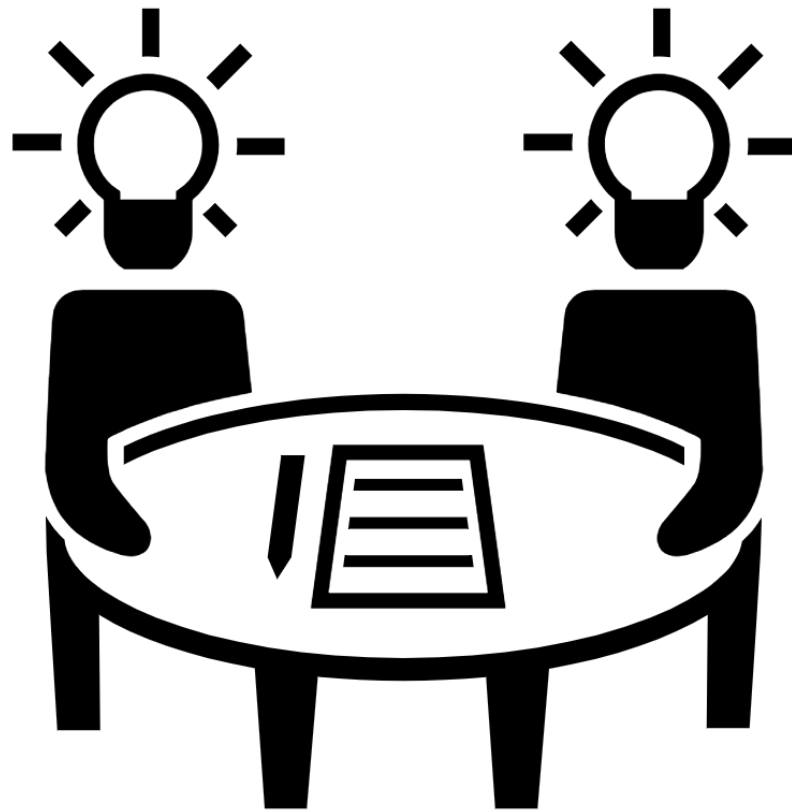
## CONTENT

- Include consequential items
  - Include unanswered questions
- Include mission-focused education
- Distinguish between discussion and decision-making

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# BETWEEN MEETINGS

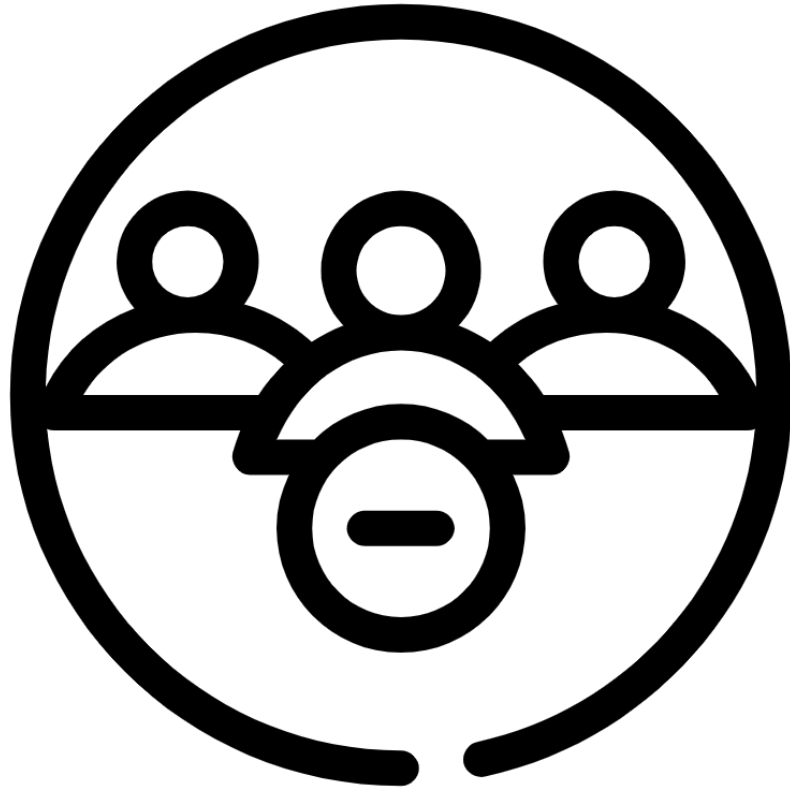


- Clear charter for and support to committees
- Project-based task forces
- Role of staff including and beyond the E.D.
- Tapping individual board member strengths
- A culture of accountability
- Focus on building relationships

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# ASSESSMENT & ACTION



- Role of a governance committee
- Role of the Chair
- Using formal board assessment tools
- Knowing when to call it/coaching members off the board
- Honorable exits
- By-laws, term limits

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# SUCCESS STORIES & QUESTIONS

Part Three

# NEXT LEADING EDGE SESSION



## *A New Approach to Managing Leadership Transition*

Miecha Forbes  
Koya Leadership Partners  
June 25, 2020 (Live Date)



# PLEASE COMPLETE EVALUATION

Thank you for being here!