

WYOMING YOUTH SOCCER ASSOCIATION

Non-Profit Organization Board Training

March 2016



The most basic responsibility of non-profit boards? **MANAGEMENT**

Key Management Areas:

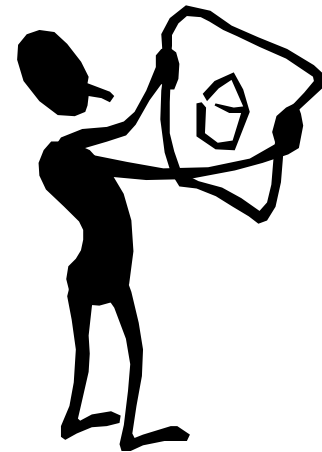
1. **Strategy**
2. **Personnel (paid and volunteer)**
3. **Finances**
4. **Organization**

1. Strategic Management

- ▶ Define the Vision/Mission
- ▶ Set the goals, core strategies, priorities and policy
- ▶ Provide oversight, not micro-management

VISION/MISSION STATEMENT

- ▶ What is our purpose as an association?
- ▶ Where are we hoping to go?
- ▶ Do your Articles of Incorporation clearly and consistently define your purpose?
- ▶ You need to periodically review and revise your vision and mission



WYS Mission Statement

To promote, develop and grow the sport of soccer for Wyoming's youth players, parents, coaches, referees and administrators. To do this with no regard to race, creed, religion, national origin, gender, or physical abilities.

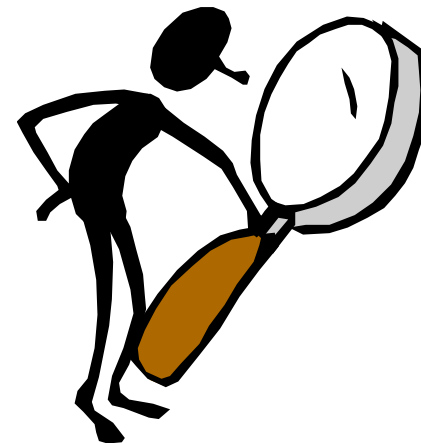


SETTING GOALS

- ▶ Why?
 - Gets everyone pulling together
 - Helps you spend your time more effectively
 - Sets clear guidelines for staff/volunteers
 - Gives you useful budget guidelines
 - Helps you communicate with members and build support for programs and policies
 - Gives you an evaluation tool

Goal-Setting Process

- ▶ Identify issues and evaluate needs
 - Gather member/stakeholder input
 - Evaluate objective data
- ▶ Set priorities
- ▶ Make policy – decisions that set a course of action for the organization



2. Personnel Management

- ▶ Primary responsibility is to appoint the chief executive or manager
- ▶ Determine tenure of office and compensation
- ▶ Approve staff/volunteer position descriptions
- ▶ Establish and revise personnel policy
- ▶ Generally, boards have no responsibility for day-to-day management of operations

Board Responsibilities

- ▶ What is the Board's job?
- ▶ How much should the board delegate to the chief executive/manager?
- ▶ How can a board delegate and still maintain control?

Facts–

- ▶ Delegating management and then standing back and letting the chief executive manage is one of the hardest jobs the board has
- ▶ May feel you're giving up too much control
- ▶ But – delegating management doesn't mean giving up control or relinquishing responsibility
- ▶ Board cannot delegate responsibility

Board maintains control by:

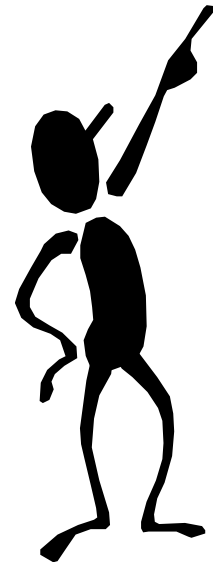
- ▶ Setting broad parameters for operation of organization
- ▶ Developing a long-range action plan
- ▶ Developing job description for chief executive
- ▶ Monitoring and evaluating – trust and verify

Evaluation Process

- ▶ Do the actions and priorities of the organization match the mission statement?
- ▶ How are we like and unlike the best in our field?
- ▶ What changes in staffing, facilities, procedures, or modes of operation would it take for us to reach or exceed the level of the “best” organizations?

Evaluation process, cont.

- ▶ What do our intended beneficiaries think of our performance?
- ▶ What positive contributions are being made by the Board toward achieving the goals and objectives of the organization?



3. Financial Management

- ▶ Review, consider and approve the fiscal budget
- ▶ Draft budget should be prepared by staff, approved by board, then implemented by staff
- ▶ See that third party financial audit is conducted annually (some boards complete internal audit themselves)
- ▶ Establish internal fiscal controls and investment policies
- ▶ Approve fee/dues schedule

4. Organizational Management

- ▶ Establish location of office and “supervise and control the affairs of the organization”
- ▶ Attendance at Board meetings
- ▶ Be an advocate for your organization

The Many Dimensions of a Successful Board

- ▶ Educational
- ▶ Interpersonal
- ▶ Contextual
- ▶ Analytical
- ▶ Political
- ▶ Strategic

Educational Dimension

- ▶ Board members should be well-informed about the Association's roles and responsibilities: what needs to be done, what the communities want, what in broad policy is the best way to accomplish it.
- ▶ Effective boards (1) consciously create opportunities for member education, (2) regularly seek feedback on the Board's performance, and (3) pause periodically for self-reflection, especially to examine the Board/organization's mistakes or shortcomings.

Interpersonal Dimension

- ▶ Effective Boards:
 - Create a sense of inclusiveness among members, making certain that information is equally available to all
 - Set goals for themselves

The importance of communication

- ▶ Keeping the lines of communication open is the single most important action you can take to keep the Board working cooperatively toward the goals you have set
- ▶ Expect friction: individual Board members, the chief executive, the community, and your membership base may have different perspectives and priorities at times

Effective Team Members

- ▶ Committed to goals
- ▶ Express interest in others
- ▶ Confront conflict
- ▶ Listen empathetically
- ▶ Include others in decision making
- ▶ Value individual differences



Board Communication and Teamwork

- ▶ Commitment to understanding each others' perspective
- ▶ Working in good faith to resolve conflicts – adult to adult conversation
- ▶ Honorable response to requests – not silence, passive–aggressiveness or violence



Contextual Dimension

- ▶ Board has role as “ultimate architect and guardian” of organization’s long-term vision
- ▶ Single most important characteristic of cohesive board is that members share clear understanding of and commitment to the mission
- ▶ Most effective board members routinely invoke plan, goals and priorities as basis for decisions



The Analytical Dimension

- ▶ Effective boards use analytical skills and have the capacity to dissect complex problems to create appropriate solutions
- ▶ They search widely for information, actively seek different points of view, and tolerate ambiguity/uncertainty
- ▶ The Board should appreciate subtlety, such as the need to be informed but not overly involved

The Political Dimension

- ▶ Effective boards
 - Respect the integrity of the policy-making process
 - Consult often and communicate directly with key constituencies, and
 - Attempt to minimize conflict and win-lose situations

The Strategic Dimension

- ▶ Competent boards:
 - Cultivate and concentrate on processes that sharpen priorities and ensure a strategic approach to problems
 - Focus on matters of significant magnitude
 - Anticipate potential problems before the issues become urgent

The Strategic Dimension, cont.

- ▶ The Board's time and attention are scarce resources that should be allocated to those core issues which really make a difference
- ▶ The Board should not become ensnared in the "thicket of operational detail"

ETHICS AND FIDUCIARY RESPONSIBILITY

- ▶ Volunteer leaders have fiduciary duty to organization that includes:
 - Duty of care
 - Duty of loyalty
 - Duty of obedience
 - Duty to avoid conflicts of interest
 - Duty to maintain confidentiality

Liability Risk

- ▶ Association can be held liable for acts or omissions of their volunteer leaders even if they were not approved or authorized if it appears the volunteer appears to be acting with agency approval
- ▶ Directors who act in good faith are generally covered under association's liability policy
- ▶ General liability insurance
- ▶ Directors and Officers insurance

Volunteer Protection Act

- ▶ Excludes protection for willful acts
- ▶ Excludes claims involving automobile use
- ▶ Excludes protection for civil rights violations
- ▶ Excludes protection for volunteers serving nonprofit without liability insurance
- ▶ No states provide immunity protection for organization itself

To minimize risk:

- ▶ Place organization's interests first
- ▶ Review organization's articles, bylaws, rules and policies
- ▶ Attend all board meetings and carefully review briefing materials and minutes
- ▶ Ensure that statements made about association's activities, other directors, or staff are truthful and based on reasonable investigation of facts

Minimizing risk, cont.

- ▶ Be alert to possible conflicts of interest and circumstances that could create appearance of conflict
- ▶ Exercise due diligence in making decisions; examining financial reports, reviewing transactions
- ▶ Preserve confidentiality of any information that comes into possession
- ▶ Review insurance policies

Questions and Comments



Community Builders, Inc.
Douglas, Wyoming
Bobbe Fitzhugh and Joe Coyne
www.consultCBI.com