

## Board of Directors Training Toolkit

An Introduction to Do-It-Yourself Board Development by the ED and Board Chair  
Presented by Patricia Pap, MIE Executive Director  
December 16, 2011

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### What Are Some of the Reasons You Might Consider Training for Your Board of Directors?

- ▶ In this very challenging time for legal aid programs, we need everyone's skills and commitment.
- ▶ My Board is not very involved.
- ▶ We need to improve our fundraising.
- ▶ Our funders want us to.
- ▶ Strong Boards make strong organizations.

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### Why Choose the MIE Board of Directors Training Toolkit?

- ▶ The MIE Board of Directors Training Toolkit is unique.
- ▶ Executive Director plays a crucial role in effective Board governance. This training supports the ED in that responsibility.
- ▶ This training strengthens the relationships of the ED and the Board Chair.
- ▶ MIE knows EDs and knows Boards.

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**Why Choose the MIE Board of Directors Training?**

- ▶ This training is tailored to your specific needs.
- ▶ The locus of this training is in the program, involving all Board members and staff working together over time.
- ▶ The ED and Board Chair can carry out this training for your program, with coaching and resources from MIE.

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**What Does MIE Board of Directors Training Include?**

- ▶ Four training modules
  - Mission and Program Services
  - Financial Oversight and Development
  - Planning and Accountability
  - Organizational Leadership Development
- ▶ with fiduciary, leadership and education content on each.

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***Also,***

- ▶ MIE Guide to Assessing Your Board's Effectiveness and Training Needs
- ▶ Presentation for each module introducing key concepts
- ▶ Guide for discussion of key concepts
- ▶ Two hours of telephone coaching for ED and Board Chair

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***Also,***

- ▶ Sample Board Development Calendar
- ▶ Tools and resources from the MIE e-library
- ▶ Additional MIE consulting services, if desired

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**How Do I Getting Started in Assessing My Board's Effectiveness and Training Needs?**

- ▶ Start with a conversation with your Board Chair
- ▶ Pose a few simple questions during a Board meeting
- ▶ Invite Board members to complete the **MIE Guide to Assessing Your Board's Effectiveness and Training Needs**
- ▶ Share results with the Board and pick a topic for discussion
- ▶ Create an action plan

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**What Does MIE's Guide to Assessing Your Board's Effectiveness and Training Needs Look Like?**

- ▶ Covers the four training modules:
  - Mission and Program Services
  - Financial Oversight and Development
  - Planning and Accountability
  - Organizational Leadership Development
- ▶ with fiduciary, leadership and education content on each.

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**An Example :  
Financial Oversight & Development /Fiduciary**

- ▶ One Board obligation is to exercise appropriate and effective financial oversight.
- ▶ The Assessment Guide asks:
  - Does the current year budget reflect a reasonable range of revenue and expense futures?
  - Does the organization engage in financial planning beyond the current year?
  - Does the Board receive clear and timely financial reports and recommendations?
  - Does the organization have detailed written internal control policies describing financial operations?

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**An Example:  
Financial Oversight & Development/  
Leadership**

- ▶ One Board responsibility is to assure the organization has adequate financial resources to fulfill the mission.
- ▶ The Assessment Guide asks:
  - Has the Board set fundraising targets and goals, together with the ED and resource development staff?
  - Has the Board assured that adequate staff capacity exists to identify and pursue potential funding sources?
  - Have Board Members cultivated and solicited potential sources of funding?

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**What Does the Assessment Guide Look Like?**

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**Board of Directors Training - Financial Oversight and Development**  
**Financial Oversight - cont.**

The Board of Directors adopts the organization's annual budget.

**Is the budget consistent with the organization's mission and priorities?**

Yes  
 No

Please explain: \_\_\_\_\_

**Is the Board cognizant that the budget is a mechanism through which the Board implements major policy decisions for the organization's executive and operations? (AMA)**

Yes  
 No

Please explain: \_\_\_\_\_

**Does the current year budget reflect a reasonable range of revenue and expense futures (high and low)?**

Yes  
 No

Please explain: \_\_\_\_\_

**Does the organization engage in financial planning beyond the current year? (LSC)**

Yes  
 No

Please explain: \_\_\_\_\_

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**Board of Directors Training - Financial Oversight and Development**  
**Financial Oversight - cont.**

The Board of Directors receives clear and timely financial reports.

**Does the Board financial oversight committee receive clear and timely financial reports and make recommendations to the Board?**

Yes  
 No

Please explain: \_\_\_\_\_

**Does the Board receive periodic reports on the organization's financial situation, such as:**

**--Total program budget vs actual revenue and expenses year to date?**

Yes  
 No

Please explain: \_\_\_\_\_

**--Funding source budget vs actual revenue and expenses year to date?**

Yes  
 No

Please explain: \_\_\_\_\_

**--Projections of expenses and revenues to year-end?**

Yes  
 No

Please explain: \_\_\_\_\_

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**Board of Directors Training - Financial Oversight and Development**  
**Financial Oversight - cont.**

The Board of Directors has been trained in its delegation of certain financial duties to strategic operations or committees, e.g., financial oversight committee, audit committee, board finance, executive finance or audit finance committees.

**Have appropriate roles of the Board and management been defined in Board resolutions, the approved accounting manual, organizational charts and similar documents?**

Yes  
 No

Please explain: \_\_\_\_\_

**Has the board established a financial oversight committee with defined written responsibilities?**

Yes  
 No

Please explain: \_\_\_\_\_

**Has the Board ensured that sufficient, trained and effective staff are dedicated to the financial administration of the organization? (LSC)**

Yes  
 No

Please explain: \_\_\_\_\_

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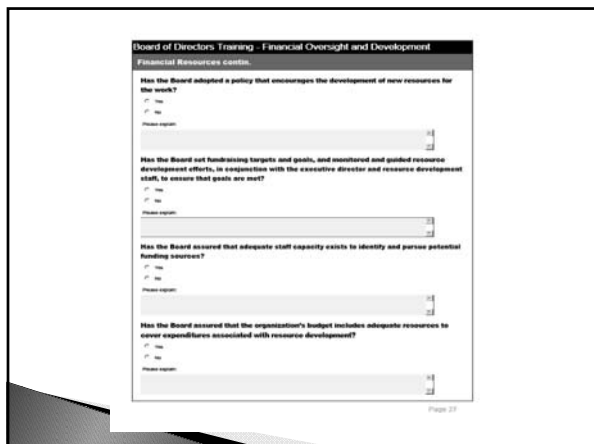
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**Board education on Financial Oversight and Development might include:**

- › Learn about nonprofit financial matters through training and Board discussions with staff and consultants.
- › Learn about the organization's sources of funding and the importance of diversification.
- › Learn about effective resource development for the organization.
- › Learn about expectations of legal aid organizations as set out by the ABA and LSC
- › Learn about an opportunity for a legal audit of the organization by a nonprofit consultant as a safeguard.

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**How Does This All Fit Together for My Board?**

- › MIE Guide to Assessing Your Board's Effectiveness and Training Needs
- › Presentation on each module introducing key concepts
- › Guide for discussion of key concepts
- › Two hours of telephone coaching for ED and Board Chair
- › Sample Board Development Calendar
- › Tools and resources in the MIE e-library
- › MIE consulting services, if desired

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**Sample Board Presentation**

- ▶ What are the key concepts in Financial Oversight and Development?
  - The Board of Directors adopts the organization's annual budget.
  - The Board of Directors receives clear and timely financial reports.
  - The Board of Directors has been explicit in its delegation of certain financial duties to designated committees or individuals.
  - The Board of Directors assures that internal controls are in place.

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- ▶ On which of these concepts do we feel particularly capable? What are the examples?
- ▶ On which of these concepts do we feel in need of improvement?
  - What are the examples?
  - What can we do to improve?
  - What are the action steps?
  - Who will be responsible for each step?

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**What would a Board Development Calendar look like?**

Jan	Feb	Mar
1 <sup>st</sup> mtg of year: ID issues to work on during 2012	Bd com holds 1 <sup>st</sup> mtg w/auditor	2d mtg of year:
Orientation for new bd mbrs		Presentation & Discussion of Mission & Program Services

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**What would a Board Development Calendar look like?**

Apr	May	Jun
Bd com meets w/auditor to review audit	3d bd mtg of year: Presentation & Discussion of Financial Oversight & Development Receive audit report	Hold Bd & Staff Fundraising Workshop

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**What would a Board Development Calendar look like?**

Jul	Aug	Sept
4 <sup>th</sup> bd mtg of year: Presentation & Discussion of Planning & Accountability	Begin annual ED evaluation process	5 <sup>th</sup> bd mtg of year: Elect new bd mbrs and ofcrs Presentation & Discussion of Organizational Leadership Development

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**What would a Board Development Calendar look like?**

Oct	Nov	Dec
ED visits new bd mbrs w/org information Hold new bd mbr orientation Carry out electronic bd self-assessment	6 <sup>th</sup> bd mtg of year: Approve 2013 budget Discuss results of bd self-assessment	

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**What MIE Tools and Resources Are Available to Assist the ED, Board Chair and Board in Training?**

- › MIE Guide to Assessing Your Board's Effectiveness and Training Needs
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**Board of Directors Training Toolkit**

Executive Directors - Join forces with your Board Chair to strengthen the effectiveness of your Board in governing your legal aid program. \$495 from MIE. Contact Patricia Pap, MIE Executive Director at 617-556-0288 ppap@m-i-e.org.

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