

Developing the BEST Board & Strategy

Nov. 17, 2020

CALIFORNIA LAWYERS ASSOCIATION Bob Harris, CAE www.nonprofitcenter.com



Topics

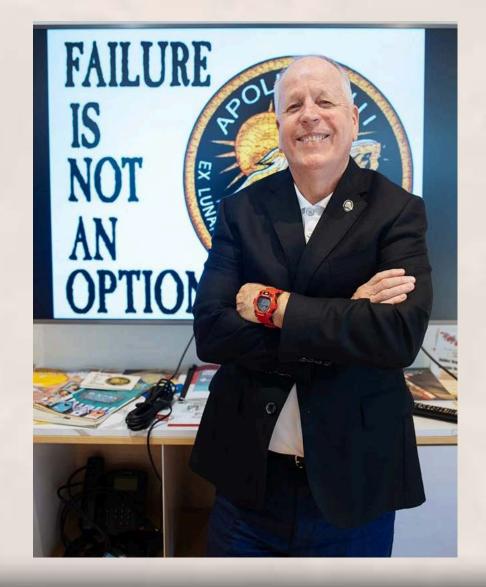
- Best Board/Leadership
 - -committees, meetings, governace

- Create a Roadmap
 - -Strategic plan, implementation





What about Bob?



- Florida
- ASAE CAE
- US Chamber IOM
- Ukraine, Belarus, Lebanon, etc.
- www.nonprofitcenter.com
- bob@rchcae.com

CALIFORNIA LAWYERS ASSOCIATION



Non-Profits Impact USA

- California 188,644 nonprofits
- USA Non-Profits 1.5 million
- Chambers of Commerce 7,200
- Associations 155,000

- Mission Statement / Public Benefit (exempt status)
- Board of Directors (avg. 15 directors)
- Meeting 12, 6, 4 x year

Will you serve?



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What should I ask?

- Mission/purpose?
- Strategic plan roadmap?
- Committee work, liaison?
- Financial resources?
- Subsidiary organizations?
- Staffing, Administrator?

Promoting excellence, diversity and inclusion in the legal profession and fairness in the administration of justice and the rule of law.





- Similar Framework
 - Governing Documents, Meetings, Filings
- Motivated Volunteers
 - Clear Mission, Strategic Plan
- Same Desired Outcome/Results
- Volunteers Wear Multiple Hats
 - Governance, Strategist, Program Implementation
 - Fundraiser, Ambassador







Structure



Mission

(Purpose for existence)



Articles of Incorporation

(Relationship to state gov't.)



Bylaws

(Relationship to members)



Policies

(interpretation of the governing documents)



Strategic Plan

(roadmap for the organization)



Annual Budget





Section 1 AIA Columbus Background

Section 2 AIA Columbus History

Section 3 AIA National

Section 4 Ethics and Anti-Trust

Section 5 Bylaws

Section 6 Policies, Procedures, and Guidelines

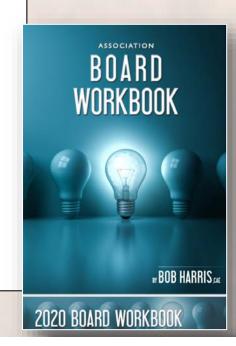




FIDUCIARY DUTIES

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

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



Director Commitment Form

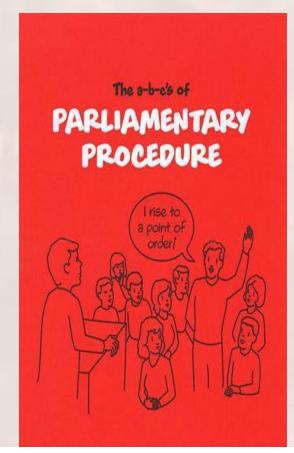
- 1. Read and uphold the **governing documents**.
- 2. Work to advance the **mission**; serve the **members**.
- 3. Respect **confidentiality** of discussions and documents.
- 4. Disclose **conflicts** of interest.
- 5. Avoid antitrust violations.
- 6. <u>Support decisions</u> of the board.





Meeting Expectations

- Arrive Prepared
- Respect the Chair
- -Stick to the Agenda
- Rules of Order
 - Motion, Second, Call the Question
- Meeting Minutes
 - "Brief is Better"



https://www.channingbete.com/schoolsprek-12/college-career-and-lifeplanning/life-skills/the-a-b-cs-ofparliamentary-procedure/p-CBC0022





Desired Qualities of Volunteers

- Accountability
- Transparency
- Integrity
- Strategic
- Innovative
- Diversity









Meetings

- Frequency
- Good Reason Purpose
- Quorum
- Agenda
- Minutes
- Electronic Virtual Meetings





Electronic Board Meetings

- a. More Frequent, Shorter
- b. Single or Limited Purpose
- c. Who's Listening Confidentiality.
- d. Distractions, Sound Quality
- e. Cameras ON.
- f. Quorum/Vote Count
- g. Minutes





Design an Agenda

- Mission Statement
- Goals on the Agenda
- Reports Distributed in Advance
- What's Next

ASSOCIATION

Board of Directors' Meeting Agenda

Date/Time/Location

Welcome, Conflicts of Interest, Antitrust¹

Approval of Minutes

Acceptance of Financial Report

Consent Agenda²

Strategic Plan Goals³

Committee Reports and Actions

A. Advocacy and Government Affairs

Government Relations

> PAC Campaign

B. Education and Conferences

Conference Committee

Scholarship Proposal

C. Membership Value and Engagement

Benefits Task Force

D. Community and Public Awareness

Social Media Proposal

Public Initiative Campaign

E. Organization Structure and Leadership

Nominations Committee

> Audit Report with CPA

Unfinished Business

New Business⁴

What's Next?5

Adjournment

MISSION STATEMENT (example)

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



¹ Chief elected officer reminds Directors about antitrust avoidance (FTC concern), asks if anybody has a conflict of interest with today's agenda (IRS concern), and reminds everybody about confidentiality.

² Consent: Information-only reports distributed in advance with agenda for Directors' to review with a motion to accept as distributed.

³ Goals from the strategic plan integrated in the meeting agenda and across the header.

⁴ New Business removed in favor of asking any new business, ideas, motions be presented to the chair and/or executive director well in advance of the meeting.

⁵ What's Next, a recap of expectations, dates, and accountability before adjournment. Notes: Mission Statement included to frame all discussions and decisions. Goals included in header to align with the board's strategic plan.



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CONFLICTS OF INTEREST

There is a fiduciary duty to disclose any conflict or potential conflict of interest at the meeting. Should a conflict arise, please inform the CEO.

ANTITRUST AVOIDANCE

State and federal laws prohibit the exchange of information among competitors regarding matters pertaining to price, refusals to deal, market division, tying relationships and other topics which might infringe upon antitrust regulations.

No such exchange or discussion will be tolerated during this meeting or in informal discussions during breaks, meals or social gatherings.

CONFIDENTIALITY

Meeting discussions and handouts are for the purpose of discussion and deliberation. Please respect confidentiality after the meeting and recognize the CEO is the spokesperson for the board unless otherwise specifically indicated.

Kimberly Lease

Edward Oswald

Rusty Hughes

Board of Directors Meeting Agenda

November 28, 2018

Call to Order

Invocation and Pledge of Allegiance

Consent Agenda

Association Reports

Minutes

By the Numbers

<u>Financials</u>

Committee/Staff Updates

Government Affairs Report
Professional Standards Report
Programs and Events

MLS Reports

CTMLS Minutes

Correspondence

Thank you Note
Dewitt King Memorial

Hyperlink Reports



Meeting Minutes

- 1. Protect Organization w/ Self Serving Statements
- 2. Audio Recordings "no"
- 3. No Side Bar Conversations
- 4. Distribution Practice
- 5. Committee Minutes, too.
- 6. Wasting Hours on Minutes







Financially Aware

- a. Annual Budget
- b. Financial Statements
- c. IRS Form 990
- d. Safeguards
- e. Ratios
 - Dues to Non-Dues
 - Income to Reserves
- Savings and Assets
- Audit Process

Revenue Sources

Member Dues

Non-Dues

- Advertising
- Sponsorship
- Endorsements/Royalties
- Trade Show/Expo
- Interest
- Product Sales
- Education, Meetings
- Gifts, Grants













Committees

- ✓ Names....
 - Standing Committee > Task Forces
 - Strike Force, Project Teams, Quick Action Teams
 - Micro Tasks
- ✓ Supplement board work.
- ✓ Engage members.
- ✓ Aligned with strategic plan goals.
- ✓ An Asset or Liability?

CALIFORNIA Keep meeting records/minutes. **ASSOCIATION**

Committees are an integral part of successful organizations. Their purposes include: supplementing the work of the board and staff; engaging members; and developing leaders. The Committee Responsibilities guide clarifies responsibilities, authority, recommendations, smart practices, trends and risk avoidance,

Types of Committees

Standing Committees are identified in the bylaws and serve the duration of the year.

Subcommittees divide work amongst subgroups.

Task Forces and Ad Hoc Committees are appointed for a specific purpose. The committee disbands after completing the assignment. Because volunteers have limited time, consider using task forces or Quick Action Teams (similar to task forces but even shorter duration.)

Councils, Think Tanks, Brain-Trusts, Strike-Forces and Special Interest Groups are other committee names, often created to engage persons with similar interests, such as practice specialty, geography or ethnicity.

Chairs and Liaisons

Every committee needs leadership

The chair should have the best understanding of the purpose of the committee and the immediate tasks. He or she sets the tone for achieving results and engaging volunteers. The chair should be able to communicate a clear vision and desired outcomes.

Use a vice-chair or co-chair for sustainability. The position supports the chair and may become next year's leader.

Committee liaisons serve as an advocate and champion. A board liaison is the communication channel between the committee and board. The staff liaison is a link to management and resources.

Committees have a "fit" within the organization. Each has an explicit purpose often identified in the governing documents (bylaws, policies or committee purpose statements.)

Efforts of the committee should align with the organization's structure, strategic goals and resources. An org-chart will depict hierarchy and the relationship to the board and

Trends in Committees

- There are no "sacred cows," Is
- the committee necessary? Elimination of standing committees in favor of task
- Committees are all aligned with the organization's strategic goals
- Technology use, on-line meetings and committee web
- No silos. Committees should interface with other committees to collaborate.

Committees should produce results. For example, instance, creating new educational content, programs, publications, fund raising, a robust special interest section or enhancements in the organization

Most efforts by a committee will require approval by the board. Recommendations should be in the form of a motion or resolution. A request to the board should be explicitly clear so that directors understand and approve.

When setting committee goals, be realistic about what can be achieved. Break projects into monthly or

ommittee Resources

Resources take the form of time and

Finances – The annual budget may have allocations for committees.

Time – Consider the value of a committee meeting by multiplying the # of persons involved x the length of the meeting x \$50 hour wage/vale (minimum).

Information - "Read to Lead." Know the mission, bylaws, policies, strategic plan, budget and organizational chart.

> "Some committees keep minutes and waste hours.

https://www.dropbox.com/s/c28s6fz0t4gw19x/Committe e%20Responsibilities%202%20pg%20Guide%202019-20%20%282%29.pdf?dl=0

Committees, Chairs and Charges - CLA Model

Current Active CLA-Wide Committees

		Committee	Current Chair(s)	Descriptions	
	7.	Civic Engagement & Education	Jerri Malana	CLA's Committee on Civics Engagement and Outreach works to raise awareness about the importance of civic knowledge and participation. The Committee connects lawyers and other legal professionals to volunteer opportunities that promote civics education including programs that highlight the legal profession and the role of the courts. In addition, the Committee will assist in convening stakeholders to address policy considerations to advance civic education goals.	
	8.	Diversity, Equity & Inclusion	Letitia Moore & Phil Horowitz	CLA's Diversity, Equity and Inclusion Committee has been established to: 1) identify strategies and recommend policies to promote a diverse and inclusive voice in all CLA work and communications; 2) take concrete action to advance diversity, equity and inclusion in the profession; and 3) act as a convener to bring together and work with key stakeholders to advance diversity and inclusion policy, strategies and programming.	
	9.	Ethics Committee	David Majchrzak & Neil Wertlieb	The Ethics Committee will provide feedback and comment on proposed opinions, rules and legislation impacting attorney ethics and professionalism; write advisory opinions on ethical issues where guidance is needed; develop educational content on ethics issues impacting the entire profession; act as a resource to Sections and the CYLA who provide practice area-specific ethics content; and work closely with both internal and external ethics groups, including COPRAC and county bar associations.	
	10.	Governance	Tina Leahy	The governance committee makes recommendations to the Board of Representatives about governance issues facing CLA as such issues arise. Projects have included reviewing and making recommendations to the Sections and CLA on Sections' administrative bylaws and interpreting Bylaws requirements regarding election procedures.	
N	11.	Governmental Affairs	Chip Wilkins & Michele Brown	The Governmental Affairs Committee (GAC) advises the Board of Representatives on legislative issues and other governmental affairs matters;	







Strategic Plan

- **Brief is Better**
- 2 3 Year Reoadmap
- Always on the Board Table
- "How does this motion advance our strategic plan?"
- Align Resources: Budget, Staff, Committees
- Include Performance Metrics/KPIs

Organizations with a good strategic plan are more successful. The plan provides a roadmap for leadership and staff. They work as a team to achieve consistent goals over several years. The Strategic Planning guide describes the preparations for planning, developing the plan, and implementation.

- "destination" and guides the board of directors, committees and staff . Continuity/Sustainability -Without a plan the organization is
- simply being reactionary.

 Prioritization Planning allows leaders to identify the importan issues and programs; and to drop irre lev ant.
- Allocation of Resources Planning is the disciplined allocation of resources (time and money).
- . Assignment and Timelines -Good plans include performance measures and assignments indicating how and when projects will be done.
- Awareness The plan should be compelling to members and

Understanding of and consistent use of terminology is important to guide discussions.

Mission - The purpose for existence: crisp sentence or two easy to articulate

Vision - Statement of aspiration: how the organization will be

Values - Guiding principles of the leadership and staff.

Goals - The core competencies to which resources will be allocated In setting goals, consider the acronym SMART - Specific, Measurable, Attainable, Relevant and Timely.

> programs for achieving the mission and goals.

> > accountability and deadlines.

Methods to measure progress

detailed program of work linked to the strategic plan.



- Set just 3 to 7 goals; allowing the organization to focus efforts on its core
- A mission statement that is visionary can replace the need

- Promote the plan to member and prospects by converting it to a brochure or posting on the
- Report on the plan's progres by reviewing at board meetings and at least annually.

3- 5 Years

Most plans span three years. Planning annually tends to cause short-term thinking. Plans exceeding 5 years may be unrealistic in rapidly evolving environments.

With preparation, focus and the right set up a strategic plan can be developed in a day or two. Because discussions will be intense, it is best to do the plan over two consecutive days giving everyone a relaxing break after the first day.

The room should be set up in an open-U, with a flip chart at the front. Ensure that seating is comfortable, and food and amenities are nearby. Natural light is preferred to a room without windows.

The mission, as well as vision and

values, serve as a "promise" to

https://www.dropbox.com/s/p2d7tf2dbis3tyn/Strategic% 20Planning%20Guide%202%20pg%202020.pdf?dl=0

LONG RANGE PLAN Core Strategies & Goals



Drive growth in beef exports

Goals:

- Grow U.S. beef exports to 17% of U.S. beef production by 2025.
- Grow the value of U.S. beef exports as a percent of total beef value to 21% by 2025.
- By 2025, 75% of all cattle producing states are participating in a nationwide animal disease traceability program (e.g. U.S. Cattle Trace).



Grow consumer trust in beef production

Goals:

- Improve the Consumer Trust Index by five percentage points by 2025.
- Grow BQA certifications by a cumulative total of 10% per year and achieve national standardization of the BQA program by 2023.



distribution across all segments

improve price discovery and value

- Maintain a beef cowherd of 30-31 million with a growth target of 32-32.5 million head.
- Grow packing capacity by 7% (7,000 head per day) by 2025.
- By 2023, identify and develop margin analysis indices/metrics that measure and track margin distributions to increas understanding of distributions from the cow/calf through the packing sectors.



Promote and capitalize on the multiple advantages of beef

Goals:

- By 2025, achieve a Wholesale Beef
 Demand Index of 124.
- By 2025, narrow the perception gap between beef and chicken by at least five percentage points, as measured by the checkoff funded beef tracker.
- By 2025, increase beef's value index by at least five percentage points, as measured by the checkoff funded beef tracker.



Improve the business and political climate for beef

Goals:

- By 2025, at least 75% of producers will agree that the beef industry is effectively addressing opportunities and challenges in a way that enhances the business climate for beef.
- 2. By 2025, 20% of cow/calf producers have
- Ensure that salmonella is not listed as an adulterant.



Safeguard and cultivate investment in beef industry research, marketing and innovation

Goals:

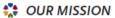
- Increase national industry program funding for beef marketing, research and promotion efforts to \$100 M by 2025.
- Quantify the existing public research funding for beef industry production issues and grow that funding by 25% by 2025.
- 3. Preserve the existing Beef Checkoff

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STRATEGIC PLAN 2018-2020



membership and engagement.

NYSAR advocates for REALTORS® and their consumers, elevates professional competence, seeks local board collaboration and promotes the value of REALTOR®



NYSAR is the indispensable business partner for real estate professionals and local boards/associations in New York State.



ADVOCATE

NYSAR is the most trusted and influential advocate for real estate business interests and private property rights in New York State.

We will:

- Proactively develop and expand opportunities to address local regulatory and legislative issues in partnership with local associations.
- Fully utilize REALTOR® Party resources.
- Engage consumers in our grassroots advocacy efforts.



ELEVATE

NYSAR continually raises the bar of professionalism for New York brokers, agents, appraisers and REALTOR® associations.

We will:

- Deliver timely, innovative and market-driven education programs that expand member's business skills, promote risk management and increase professional competence.
- Work with local boards to ensure an effective and compliant professional standards enforcement program that includes regional and statewide options.
- Expand and strengthen our cooperative leadership development efforts.



ENGAGE

NYSAR engages with industry partners and consumers in order to create timely programs and services that meet the demands of a rapidly evolving marketplace.

We will:

- Gather and analyze more robust member, consumer and market data to better meet the business needs of brokers, agents, associations and MLSs.
- Develop opportunities for brokerages, local associations and MLSs that strengthen cooperation and promote mutually beneficial relationships.
- Expand partnerships with regional industry and advocacy organizations.



PROMOTE

NYSAR promotes its unique value and the value of the REALTOR® brand to consumers, members and licensees.

We will:

- ▶ Be the "Voice for Real Estate," positioning NYSAR as the preeminent source of information on market data and trends thus elevating member and consumer perception of REALTOR® value.
- Reinforce our value proposition to members and utilize NAR resources to support and strengthen the perception of the REALTOR® brand.
- Promote careers in real estate and the value of being a REALTOR®.

CALIFORNIA LAWYERS ASSOCIATION

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CH CAE
RobertCHarris,CAE

2013-2017 Strategic Plan

I. EDUCATE

2014 Over sight Officer Midge Jimerson

GOAL #1 **PROFESSIONALISM** AND STANDARDS

Main taining the REALTOR® ethics and standards through education and knowledge.

- A. Increase compliance with the Code of Ethics.
- B. Increase competence and success through Association education and training.
- C. Improve awareness of the consequences of unethical practices; considering implementation of ditations for violations.
- D. Maintain effective and timely processes for professional standards and grievances.
- E. Enhance educational offerings by investing in signature quality speaker programs.
- F. Provide scholarships for students pursuing a course of study in real estate or some related field at the college or graduate levels.

II. ENGAGE

2014 Oversight Officer Theresa Olson

G OAL #2 MEMBER SERVICE AND VALUE

Serving the needs of our members by providing programs, products and services that positively impact their professional success.

- A. Maintain productive and responsive relationships within brokerage and agent community. B. Update and expand programs, products and services to meet the demands of an ever-changing
- and diversified marketplace. C. Provide a superior membership experience to all members.
- D. Set growth metrics to monitor recruitment, retention and marketshare.
- E. Respond to need for new forums, ne tworks and user groups to engage diversity of members and interests.
- F. Promote the achievements. benefits and value of the BAR. CAR and NAR as a distinct and valuable member service.
- G. klentify, reach and provide value to industry niches, i.e. property management, commercial brokers, new home construction, ancillary industry partners, etc.

III. LEAD

2014 Oversight Officer Sheri Anthes

GOAL#3 AS SOCIATION LEADERSHIP AND OPERATIONS

Maintaining a nationally and state acclaimed Association of REALTORS through leadership and resources.

- AL Analyze programs, education and even to to determine revenue, expense, perceived value and return on investment to in crease income.
- B. Make use of the 501(c)(3) foundation to broaden purpose beyond scholarships. C. Pay off the Association
- mortgage by 2018. D. Allocate resources to identify. men for and invest in future. leaders of the Association and to serve on private and public boards.
- E. Anticipate Association office growth needs with a plan for explanding parking and diassroom space.
- F. Maintain plan for technology investment and providing leading edge tech services to members. G. Increase professional staffing as in creased programs and members service requires for
- customer service excellence. H. Align committees with the goals of the Association, ensuring relevance of their work and outcomes.

IV. ADVOCATE

2014 Over sight Officer **Bill Redmond**

G OAL #4 GOVERNMENT RELATIONS AND THE VOICE OF REAL ESTATE

Vigilance in monitoring and in fluencing issues impacting real estate.

- A. Develop policy platforms that correspond with strategic plan on issues impacting our industry. B. Develop a coalition with other associations to support ad vocacy.
- C. Support RPAC "The voice and muscle of the REALTOR™." D. Improve awareness and grassroots involvement of members in political advocacy E. Allo cate sufficient resources for an effective Government
- F. Involvement and recognized as influential in economic development.

Affairs Program.

V. SERVE

2014 Oversight Officer David Knoeb

GOAL #5 COMM UNITY SERVICE

Positively impacting our community through goodwill and campaigns led by REALTORS.

A. Contribute to the community as a REALTOR® force and as a means for involving members. B. Improve public awareness of the contributions of the Association and REALTORS* by quantifying the economic impact of direct and in kind services. C. Evaluate the Association's involvement in community service and charities to determine direct costs (i.e. staffing, funds) and seek annual program that raises funds for REALTORS, for instance scholarship, education, etc. (Be sure contributions are net and notgross proceeds)





VISION STATEMENT: Improving the real estate industry through professionalism and service.

STATEMENT OF PURPOSE: The Bakersfield Association of REALTORS is the leading advocate of the Real Estate Industry, its Members, and the Consumers they serve.

CALIFORNIA **ASSOCIATION**

ASSOCIATION COMMITTEE CHART

Theresa Olson

III. LEAD

Oversight Officer

President Elect

Sheri Anthes

■GE/MLS Budget

DC:Bill Redmond

SL:Linda Jav &

Ginger Edwards

Planning/Finance

■ Strategic

DC:Midge

imerson

Radsick

Jimerson

■C.A.R.

BC:None

NAR

nc:None

SL:Linda Jay

SL:Linda Jay

■ Nominating

Committee:

Leadership &

SL:Linda Jay

DC:David Knoeb

Operations

Chair deanne

Vice Chair: Midee

SL:Linda Jav &

Ginger Edwards

I. EDUCATE

Oversight Officer Secretary-Treasure Midge **Jimerson**

■Education DC:Pam Epps

Chairs Tony Ager Co-Vice Chair: Irma Nunez SL: Cindy Kilser

■ Grieva nce BC:None Chair: Mike Saba Vice Chair: Wayland Louie

SL:Claudia Bugarin ■Professional

Standards DC:None Chair: Glenn Porter Vice Chair: Angie Trigueiro

■ Scholarship Tru stees BC:None SL:Linda Jay &

Claudia Bugarin

DC= Director

Coordinator

SL = Staff Liaison

■ Technology BC:David Knoeb Chair: Alvssa Knight Vice Chair: Nikolas Boone

SL: Cindy Kiser & Cody Brown ■ Thursday Brew SL:Cody Brown DC: Jacob Marquez Chair: Ashley Weater Vice Chair: Ray Beasley

SL: Yani Valdes YPN

WCR

Chair: Lisa Belt

II. ENGAGE

Oversight Officer Theresa Olson

Affiliate Committee DC: David Knoeb

Chair: Mike George Co-Vice Chair: Michele Cooper Co-Vice Chair: Barbara Wells SL:Yani Valdes

Attendance & Reception DC: Sheri Anthes

Chair: Kandie Miller Co-Vice Chair: Jenny Cameron Co-Vice Chair: Michele Cooper SL: Cindy Kilser Brokers Forum

DC: Darrell Sparks Chair: Darrell Sparks Vice Chair: Derek Sprague

SL:Linda Jay Commercia I in vestment BC: De rek Sprague Chair: Bruce Barnhard Vice Chair: SL:Claudia Bugarin

Cultural Diversity DC: Athlena Collup Chair: Debbie Loper

Vice Chair: Rene Luna SL: Yani Valdes

SL:Claudia Bugarin

■ Memb ership/0 rientation DC: John Garone Chair: Kevin Palla **Vice Chair:** Brian Tuttle

BC • There so Olson Chair: Holly Adams Wice Chair: Valerie Fisher SL: Cody Brown

Wice Chair: Debbie Roberson

IV. ADVOCATE

Sample Plan

2014 Oversight Officer Bill Redmond

■R.GOV

Radsick

-ICRC

& Linda Jay

DC:David Gay

Chair: Athlene Collun

Vice Chair: Jeanne

SL:Donna Carpenter

SL:Donna Carpenter

COMMUNITY OUTREACH

Oversight Officer

Immediate

Past President

David Knoeb

Harveet (Casine Night DC: Ronda Newport Chair: Shari George Co-Vice Chair: Nancy Harper Co-Vice Chair: Lisa Belt

SL:Cindy Kiser Relay for Life DC:Ronda Newport

Chair: Judy Camp Vice Chair: Susan O'Quinn SL:Cindy Kiser

Go If Tou ma ment DC:David Knoeb

Chair: Mike George Vice Chair: Tony Avon SL:Cody Brown & Ginger Edwards

Equal Opportunity

DC:Darrell Sparks Chair: Cheri Romero Vice Chair: Terri Yaughn SL: Claudia Bugarin

Community Spirit

DC:Darrell Sparks Chair: Cheri Romero Vice Chair: Lisa Hook SL:Ginger Edwards

■ RS\P

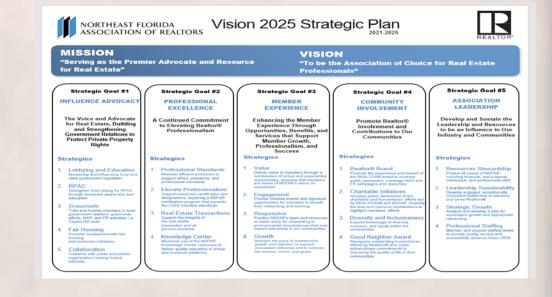
DC:Darrell Sparks Chair: Cheri Romero Vice Chair: Lisa Hook SL:Ginger Edwards

Create a Strategic Plan

- Invite strategic thinkers (5 to 15 people)
- Allocate 3 5 hours.
- Consensus on:
 - -Mission (vision, values)
 - Goals
 - -Strategies
 - » Performance Measures

Assignments

Written Report



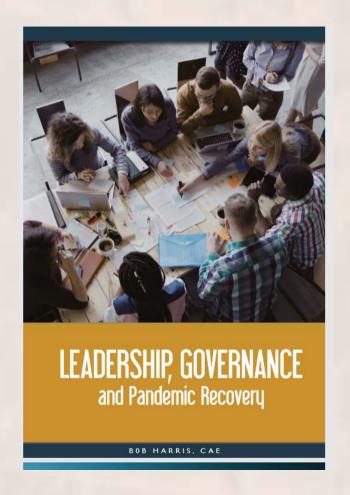




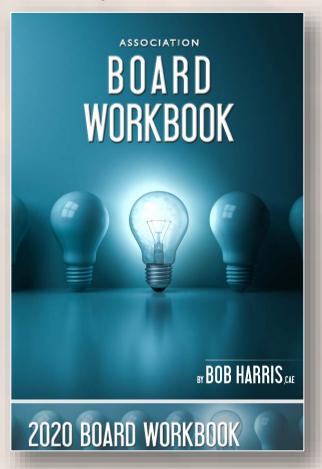
Community Awareness and PR	Member Value and Engagement	Education and Knowledge Delivery	Bar Sustainability	?	
The community benefits and understands the purpose of the Bar.	Stakeholders participate and volunteer in Bar programs and projects.	The Bar promotes a unique body of knowledge, elevating member success.	The Bar has the leadership and financial resources to fulfill its mission with excellence.		
	PROG	RAMS and PRIORITIES for 2021- 2	2		
 a) Social media use b) Brand strength and collateral materials c) Messaging clarity and tools d) Website 	a) Awareness by members and prospectsb) Involvement in opportunities planned by the Barc) Net growth of membership annually	 a) Program and content development b) Delivery of programs on various platforms (technology and meetings) c) Sponsorships 	a) Leadership pipelineb) Committees appointed and engagedc) Financial resources and streams of diverse income		
Assignment of Goal Champions, Committees and Task Forces					

Free Resources - bob@rchcae.com

40-pages

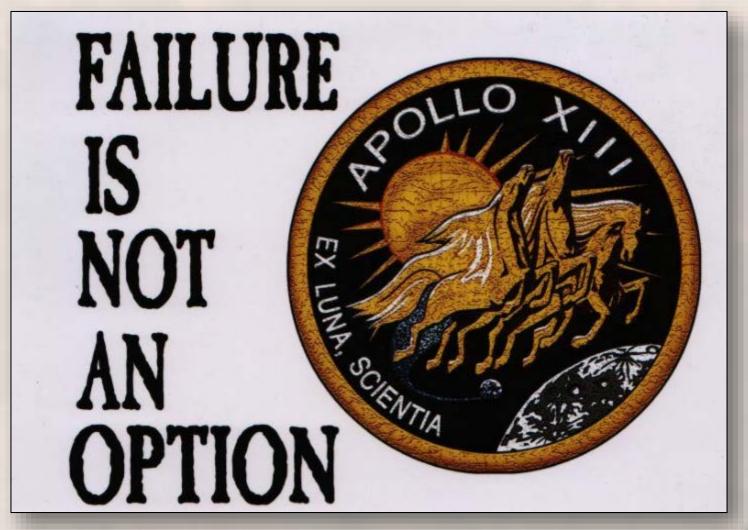


20-Page Board Workbook









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Resource Links

- 20 pg. Board Orientation Workbook https://www.dropbox.com/s/ahg08qpabfry3wf/Board%20Orientation%20Workboo k%2020-pgs%20rev%20June%202020.pdf?dl=0
- **Build a Smart Agenda** https://www.dropbox.com/s/inu2s41ec2u5qk2/Build%20a%20Smart%20Agenda%2 07-20.pdf?dl=0
- Rules of Order cheat sheet https://www.dropbox.com/s/daip9lqdl63y2el/Meeting%20Rules%20of%20Order%2 OPawlucy%202%20pg%20Handout%208-20.pdf?dl=0
- Leadership, Governance in a Pandemic

https://www.dropbox.com/s/jkbj28zjwjc168b/Leadership%20Governance%20Pandem ic%20Book%20June%202020.pdf?dl=0





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