Developing the BEST
Board & Strategy
Nov. 17, 2020

Bob Harris, CAE
www.nonprofitcenter.com
Topics

• Best Board/Leadership
  – committees, meetings, governance

• 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
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
What should I ask?

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

https://www.dropbox.com/s/ahg08qpabfry3wf/Board%20Orientation%20Workbook%202020-1-2020.pdf?dl=0
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. Support **decisions** 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”

Desired Qualities of Volunteers

- Accountability
- Transparency
- Integrity
- Strategic
- Innovative
- Diversity
Board Meetings
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

Board of Directors’ Meeting Agenda

Welcome, Conflicts of Interest, Antitrust
Approval of Minutes
Acceptance of Financial Report
Consent Agenda

Strategic Plan Goals
A. Advocacy and Government Affairs
B. Education and Conferences
C. Membership Value and Engagement
D. Community and Public Awareness
E. Organization Structure and Leadership

Committee Reports and Actions

Government Relations
PAC Campaign
Conference Committee
Scholarship Proposal
Benefits Task Force
Social Media Proposal
Public Initiative Campaign
Nominations Committee
Audit Report with CPA

Unfinished Business
New Business
What’s Next
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 (FTC 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: Information only reports distributed in advance with agenda for Directors to review with a motion to accept as distributed.
4 Goals: from the strategic plan integrated in the meeting agenda and across the header.
5 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.
6 What’s Next: a recap of expectations, dates, and accountability before adjournment.
Scores: Mission Statement included to frame all discussions and decisions. Goals included in header to align with the board’s strategic plan.
Board of Directors Meeting
Agenda
November 28, 2018

Call to Order
Invocation and Pledge of Allegiance

Consent Agenda
Association Reports
- Minutes
- By the Numbers
- Financials

Committee/Staff Updates
- Government Affairs Report
- Professional Standards Report
- Programs and Events

MLS Reports
- CTMLS Minutes

Correspondence
- Thank you Note
- Dewitt King Memorial
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
Build
Financial
Resources
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

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<tr>
<th>Member Dues</th>
<th>Non-Dues</th>
</tr>
</thead>
<tbody>
<tr>
<td>50/50</td>
<td></td>
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</tbody>
</table>

- Advertising
- Sponsorship
- Endorsements/Royalties
- Trade Show/Expo
- Interest
- Product Sales
- Education, Meetings
- Gifts, Grants
Appoint Committees
Task Forces
Micro-Tasks
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?
- Keep meeting records/minutes.

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.

https://www.dropbox.com/s/c28s6fz0t4gw19x/Committee%20Responsibilities%202019-20%20Guide%202019-20%20%282%29.pdf?dl=0
## Committees, Chairs and Charges – CLA Model

<table>
<thead>
<tr>
<th>Committee</th>
<th>Current Chair(s)</th>
<th>Descriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Civic Engagement &amp; Education</td>
<td>Jerri Melana</td>
<td>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.</td>
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<tr>
<td>8. Diversity, Equity &amp; Inclusion</td>
<td>Letitia Moore &amp; Phil Horowitz</td>
<td>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.</td>
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<tr>
<td>9. Ethics Committee</td>
<td>David Majchrzak &amp; Neil Wertlieb</td>
<td>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.</td>
</tr>
<tr>
<td>10. Governance</td>
<td>Tina Leahy</td>
<td>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.</td>
</tr>
<tr>
<td>11. Governmental Affairs</td>
<td>Chip Wilkins &amp; Michele Brown</td>
<td>The Governmental Affairs Committee (GAC) advises the Board of Representatives on legislative issues and other governmental affairs matters; provides support for CLA to take positions on proposed legislation and ordinances.</td>
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Roadmap
Strategic Plan

• Brief is Better

• 2 – 3 Year Roadmap

• **Always** on the Board Table

• “How does this motion advance our strategic plan?”

• **Align** Resources: Budget, Staff, Committees

• Include Performance Metrics/KPIs

https://www.dropbox.com/s/p2d7tf2dbis3tyn/Strategic%20Planning%20Guide%20pg%202020.pdf?dl=0
LONG RANGE PLAN  Core Strategies & Goals

2021-2025

Drive growth in beef exports
Goals:
1. Grow U.S. beef exports to 17% of U.S. beef production by 2025.
2. Grow the value of U.S. beef exports as a percent of total beef value to 21% by 2025.
3. 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:
1. Improve the Consumer Trust Index by five percentage points by 2025.
2. Grow BQA certifications by a cumulative total of 10% per year and achieve national standardization of the BQA program by 2023.

Develop and implement better business models to improve price discovery and value distribution across all segments
Goals:
1. Maintain a beef crush of 30.31 million with a growth target of 32.32.8 million head.
2. Increase packing capacity by 7% (2,000 head per day) by 2025.
3. By 2023, identify and develop margin analysis indicators that measure and track margin distributions to increase understanding of distributions from the cow/calf through the packing sector.

Promote and capitalize on the multiple advantages of beef
Goals:
1. By 2025, achieve a Wholesale Beef Demand Index of 124.
2. By 2025, narrow the perception gap between beef and chicken by at least five percentage points, as measured by the checkoff funded beef tracker.
3. By 2023, 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:
1. 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 a written grazing management plan.
3. Ensure that Skimmix is not listed as an allergen.

Safeguard and cultivate investment in beef industry research, marketing and innovation
Goals:
1. Increase national industry program funding for beef marketing, research and promotion efforts to $190 M by 2025.
2. 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.
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.

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.

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.

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®.
2015-2019
GOALS

I. ADVOCACY AND GOVERNMENT AFFAIRS
   Protect and advance the foodservice industry in Colorado.

II. AWARENESS AND PROMOTION
    Convey the positive impact of the industry throughout Colorado.

III. MEMBER VALUE
     Establish CRA as the best resource to deliver industry benefits, services and solutions.

IV. EDUCATION AND EXPERTISE
    Serve as the preferred knowledge resource for members.

V. ASSOCIATION EXCELLENCE
    Position the Colorado Restaurant Association as the leading trade association in Colorado.
2013-2015 Strategic Plan

Sample Plan

ASSOCIATION COMMITTEE CHART

I. EDUCATE
   - Education
   - Membership
   - Industry Relations

II. ENGAGE
   - Government Affairs
   - Community Service
   - Membership

III. LEAD
   - Leadership
   - Community Service
   - Membership

IV. ADVOCATE
   - Advocacy
   - Government Affairs
   - Membership

V. SERVE
   - Service
   - Community Service
   - Membership

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

MISSION STATEMENT: The California Association of REALTORS® is the leading advocate of the real estate industry. By members, and for the members they serve.
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
2021 – 2022

**The MISSION of our Bar is to**

<table>
<thead>
<tr>
<th>Community Awareness and PR</th>
<th>Member Value and Engagement</th>
<th>Education and Knowledge Delivery</th>
<th>Bar Sustainability</th>
<th>?</th>
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<tbody>
<tr>
<td>The community benefits and understands the purpose of the Bar.</td>
<td>Stakeholders participate and volunteer in Bar programs and projects.</td>
<td>The Bar promotes a unique body of knowledge, elevating member success.</td>
<td>The Bar has the leadership and financial resources to fulfill its mission with excellence.</td>
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**PROGRAMS and PRIORITIES for 2021- 22**

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<tr>
<td>a) Social media use….</td>
<td>a) Awareness by members and prospects….</td>
<td>a) Program and content development….</td>
<td>a) Leadership pipeline….</td>
<td></td>
</tr>
<tr>
<td>b) Brand strength and collateral materials….</td>
<td>b) Involvement in opportunities planned by the Bar….</td>
<td>b) Delivery of programs on various platforms (technology and meetings)…..</td>
<td>b) Committees appointed and engaged…</td>
<td></td>
</tr>
<tr>
<td>c) Messaging clarity and tools….</td>
<td>c) Net growth of membership annually…..</td>
<td>c) Sponsorships......</td>
<td>c) Financial resources and streams of diverse income……</td>
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<tr>
<td>d) Website…..</td>
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**Assignment of Goal Champions, Committees and Task Forces**
Free Resources - bob@rchcae.com

40-pages

20-Page Board Workbook
FAILURE IS NOT AN OPTION

APOLLO XIII
EX LUNA, SCIENTIA
Resource Links

• 20 pg. Board Orientation Workbook -
  https://www.dropbox.com/s/ahg08qpabfry3wf/Board%20Orientation%20Workbook%2020-pgs%20rev%20June%202020.pdf?dl=0

• Build a Smart Agenda -
  https://www.dropbox.com/s/inu2s41ec2u5qk2/Build%20a%20Smart%20Agenda%2007-20.pdf?dl=0

• Rules of Order cheat sheet -
  https://www.dropbox.com/s/daip9lqdl63y2el/Meeting%20Rules%20of%20Order%20Pawlucy%202%20pg%20Handout%2008-20.pdf?dl=0

• Leadership, Governance in a Pandemic
# BOARD RESPONSIBILITIES GUIDE

- Ideal for Leadership Development
- Easy to Use and Explain
- Thousands used by Every Kind of Board

Topics Covered – Ideal for Board Discussion
- Governance-Management Relationship
- Special Terms of Non-Profits
- Board Responsibilities
- Trends and Issues Facing Associations
- Volunteer Immunity and Insurance
- Board Legal Duties
- Board Tools and Common Sense
- Meeting Rules of Order
- Committees and Trends
- Strategic Planning
- Risk and Liabilities
- IRS Policies

$12

Just $10 each if ordered as 2 or more

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**FAX THIS ORDER FORM TO 850.297.2800**

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<th>Item Description</th>
<th>Quantity</th>
<th>Shipping &amp; Handling</th>
<th>Total</th>
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<td>Board Responsibilities Guide, Laminated</td>
<td>1</td>
<td>Included</td>
<td>$12</td>
</tr>
<tr>
<td>Board Responsibilities Guide, Laminated</td>
<td>2 or more</td>
<td></td>
<td>$10</td>
</tr>
</tbody>
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Bill To: [Name]

Mail check payable to "Harris McGee Group" c/o Bob Harris, CAE 335 Board Street - Tallahassee, FL 32303

EMAIL: bob@rcheae.com for more info on strategic planning, board seminars and staff training