Board Engagement through a Leadership Lens

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Board Engagement: Leadership & Fundraising

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“Leadership is relational, collective, and purposeful. Leadership shares with power the central function of achieving purpose.”
Four Roles of the Nonprofit Leader

- **Outside the Organization**
  - Politician and fundraiser
    - Representing the Group
  - Visionary and Strategist
    - Envisioning Goals

- **Present Operations**
  - Coach
    - Motivating
    - Renewing
    - Managing
  - Inside the Organization

- **Future Possibilities**
  - Change Agent
    - Explaining
    - Achieving Workable Unity

Responsibilities of Nonprofit Board of Directors

**Monitoring**
- Determine the nonprofit’s mission
- Create and oversee the strategic plan
- Monitor program results
- Fiscal control
- Evaluate the CEO

**Boundary-Spanning**
- Rolodex / external relationships
- Reducing risk
- Charitable donations & fundraising

**Conforming**
- Legal compliance

**Duty of Care**
- Fiscal control
- Rolodex / external relationships
- Reducing risk
- Charitable donations & fundraising

**Duty of Loyalty**
- Determine the nonprofit’s mission
- Create & oversee strategic plan
- Monitor program results
- Evaluate the CEO

**Duty of Obedience**
- Legal compliance

(Miller-Millesen, 2003)
CONVERSATION QUESTIONS

1) What is your overall reaction to the list of board responsibilities?

2) Which of these responsibilities are being fulfilled by your nonprofit’s board of directors?

3) Which of these responsibilities are concerning or otherwise need improvement on your nonprofit’s board of directors?
CONVERSATION QUESTIONS

1) What is the Big Question OR Big Idea OR Big Opportunity that your nonprofit is facing?

2) How could this be a primary topic for your next board meeting?

3) Who would need to be involved in the planning and implementation of this board discussion?

4) What would you hope to accomplish at this board meeting? What would “success” look like?
BOARD ENGAGEMENT

- Board Membership = Selective Recruitment & Retention
- Expectations
- Fund Development Committee
- Peer-to-Peer Influence
- On-going Engagement
- Key Staff

(Stanczykiewicz, 2020)
BOARD-REGARDING BEHAVIORS

• Consistent interaction with board members
• Showing respect to board members
• Prompt board with ideas for organizational change and innovation
• Promote board accomplishments
• Provide info to board in a timely manner

(Herman & Heimovics, 1990)
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Feeling inspired?

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