Governing Through Uncertain Times – Our Host

David Martinez III
Director of Capacity Building and Community Engagement
Vitalyst Health Foundation
Governing Through Uncertain Times
Governing Through Uncertain Times

Bruce Weber
President/CEO
Weber Group

Charlie Smith
Managing Partner
Weber Group
Webinar Logistics

Kelsey Otten
Program Coordinator
Vitalyst Health Foundation
Our Mission:
Assist Social Sector Organizations in realizing their potential and impact

Our Vision:
Build better communities
Motivate your board members during this time of uncertainty
The board’s role remains the same
Building a stronger board
Board CEO Partnership
Zoom Room Poll

1. Do your currently serve on a nonprofit Board?
2. Are you in senior leadership for a nonprofit organization?
3. Where is your Board in its lifecycle?
   A. Startup
   B. Growth
   C. Maturity
   D. Decline
   E. Re-invention

2 Minutes
We are in this together.....
As board members our organizations need us more than ever
Governance needs to continue!

- Boards are needed now more than ever!
- Need good board governance practices to help our communities work through this pandemic.
- Remain strong and be intentional
- Continuous learning
- Nontraditional, unexpected duties
Focus on the General Organization’s Direction

- Preserve the mission
- Protect the staff
- Keep moving forward in a safe, healthy way
Board Fundamentals
Board Roles & Responsibilities

SET
Organizational Direction

PROVIDE
Oversight

ENSURE
Necessary Resources
BOARDS ROLE I

- Developing and maintaining a focus on the mission
- Philosophical and strategic (long term planning)
- Not necessarily tactical (annual) planning

SET
Organizational Direction
BOARDS ROLE II

- Program
- Financial
- Risk management
- Legal and moral oversight
- Evaluation and support of the CEO
Ensure Human Resources

- Selection of CEO
- Support of CEO
- Evaluating the CEO
Ensure Adequate Financial Resources

- The full board participates in various ways:
  - Contribute financially
  - Help develop a fundraising plan
  - Support the organization’s solicitation efforts

- It’s always the board’s responsibility to ensure adequate resources for the organization to remain financially viable
Ensure Resources with a Positive Public Image

- Accurate image and positive reputation will influence organizational resources
- Success depends on external relationships
- Board needs to ascertain that stakeholders are kept informed
Where are You?

Board Performance Continuum

If you’ve seen one board...

(Source: BoardSource)
Zoom Room Breakout

1. Select a Zoom Room facilitator and spokesperson
2. Discuss where your Board is on the continuum
3. Be prepared to share 90 seconds with larger group
Working As One
BOARD/CEO Partnership
The Board/Executive Partnership

- The **Board** governs the life of the organization
  - Has ultimate responsibility
  - Is accountable to the public trust

- The **Executive** manages the affairs of the organization
  - Has immediate responsibility
  - Is accountable to the board
Lack of clarity on board service expectations

Differing Perspectives Between CEO and Board

**Board Chair and Executive Perspectives on the Board’s Self-Management**

<table>
<thead>
<tr>
<th>Board Culture Characteristics</th>
<th>% Agree or Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board continuously raises the bar by encouraging higher performance from its members and from the organization.</td>
<td>Executives: 45% Chairs: 59% Variance: 14%</td>
</tr>
<tr>
<td>Board members’ own further learning and growth about the organization and the board’s work is a high priority.</td>
<td>Executives: 52% Chairs: 68% Variance: 16%</td>
</tr>
<tr>
<td>Board members share accountability and take collective responsibility for failures and mistakes.</td>
<td>Executives: 55% Chairs: 76% Variance: 21%</td>
</tr>
</tbody>
</table>
Case Study

FINANCIAL LITERACY
- 84,000 Students

WORK READINESS
- 4,000+ Volunteers
- <40 Staff
- 53% of JA Alumni report having started or owned a business

ENTREPRENEURSHIP
- 3 Board of Directors
- 4-in-5 of JA Alumni report Junior Achievement played an important role in choosing their career path
Junior Achievement of Arizona CEO + Board Partnership

Trust
• Build upon established relationships...begins with Chair
• Call upon key connections and skills to help

Vulnerability
• “I am struggling with this...” is ok!
• Transparency is essential

Action
• Called two “Special Board Meetings”
• Initiated weekly CEO/Chair update and debrief
• Sought Board members help with tactical issues
• Facilitated 3 strategic sessions with C-suite for COVID pivot

Katherine Cecala
President & CEO
Junior Achievement of Arizona COVID-19 Response

Strategic Priorities

Funding Capacity + Driving Impact + Working As One

- Short Term
- Long Term
- Program Development
- Program Delivery
- Community
- Educators

Crisis Stages and Response

Speed is essential

- Shock:
  - Staff safety
  - Team retention
  - Going Virtual

- Economic Engine:
  - ST Survival
  - LT Sustainability
  - No apology for financial adequacy

- Next Normal:
  - Scenario visioning
  - Contingency Planning
  - Triggers + Agility

- Strategic Framework:
  - Directional Changes
  - Mission execution
  - “Red Lights”
Junior Achievement of Arizona COVID-19 Response

Crisis Leadership

- Rapid innovation
- Amidst many unknowns
- In an environment that is constantly changing
- Embedded in stress
- Wrapped in fear
Build Capacity with High-Performance Teams
So Much Noise!°
One Way to Build a Relationship
Construct of High-Performance Teams

Inspired by John Butler

Honesty
Trust
Clarity
Purpose

Performance
High-Performance Board

- Love Storytelling
- Connections To Community
- Groundcover For Innovation
- Great Communication
- Common Purpose
- Role Clarity
- Trusted Leadership
- Process for Change
- Mission: Burning Platform
- Diverse Competencies
- Strong Chair/Committees/Direction

AGILE + ADAPTIVE + RESILIENT
Board Chair & Chief Executive Partnership

Source: The Board Chair Handbook
Zoom Room Breakout

1. Select a Zoom Room facilitator and spokesperson

2. Discuss your CEO/Board Partnership and share best practices and OFIs (Opportunities For Improvement)

3. Be prepared to share 90 seconds with larger group
The Board is More Important Than Ever

What we believe determines what we will create..

— Jon Gordon
Author, Speaker
So What is within the Board’s Sphere of Influence...

- What is it critical that we continue, what do we let go of
- Communication – assist in what platforms, to whom
- Safety of personnel, staff, board, volunteers
- Policy review
- Equity – understanding people and staff have different circumstances
Needed now is a Bias toward Action

- The board can be assured that it is not liable if a decision is made in good faith
- Avoid letting perfection be an enemy of the good
Board Partnership
More Important Now Than Ever
Some final thoughts

- Bias toward action
- No Surprises
- Develop Contingencies
- Board Remain Engaged
Give Yourself Grace
Resources

Weber Group

https://www.webergroupaz.com/

Vitalyst Health Foundation

http://vitalysthealth.org/

BoardSource

Empowering Boards. Inspiring Leadership.

https://blog.boardsource.org/blog/all
In Chat: Identify one thing that we spoke about today that you found helpful/useful and can put into practice immediately
Thank You!