

THE ROCK STAR NONPROFIT BOARD



Cultivating Advocates That Will Work For You
Association of Healthcare Philanthropy Conference
September 21, 2023

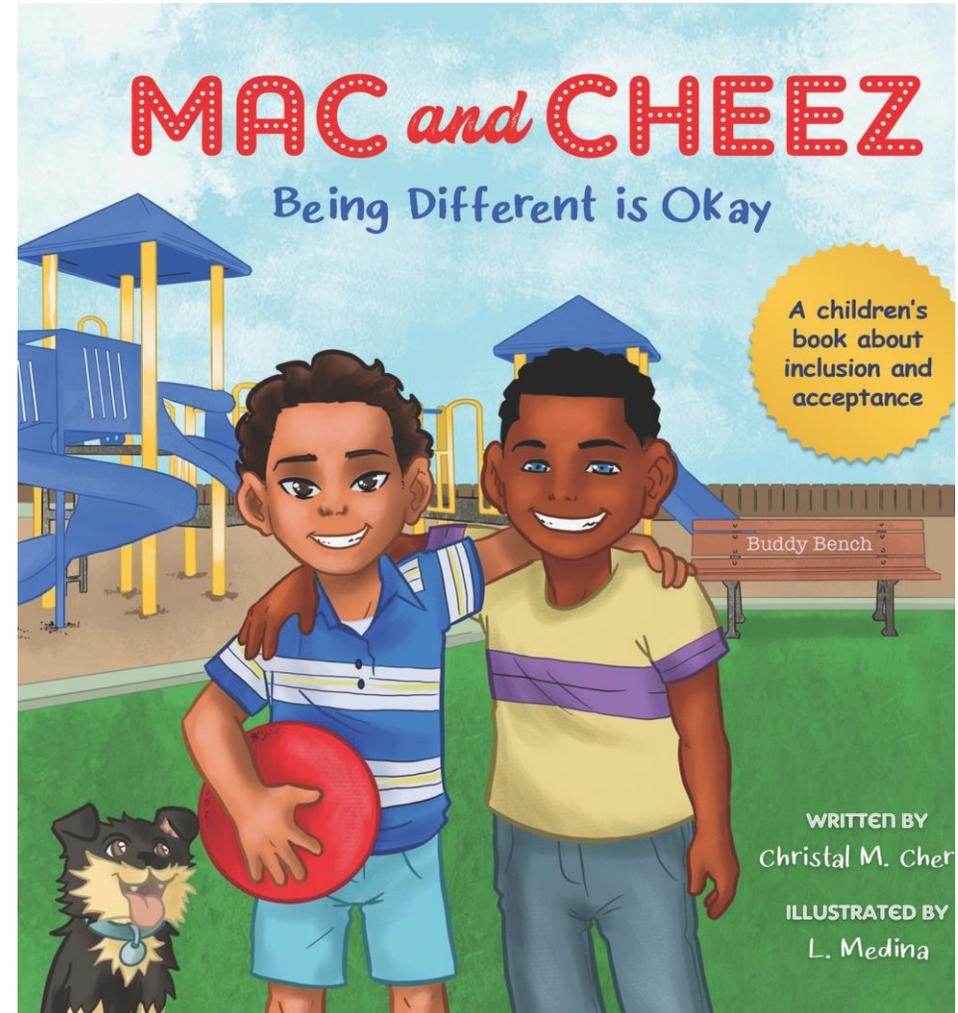
Christal M. Cherry



Trained Fundraiser
Board Consultant
Board Member
Volunteer/Donor
Super Mom
Native New Yorker
Breakfast lover
News junkie
Oldest sibling
John Legend fan
Leo, born in August
Author



macandcheez.com





Board Rock Star Qualities

Focus

Board razor focused on your mission and purpose

Drive/Resilience

Board determined to be there in the good times and the rocky ones

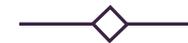
Discipline

Board is not distracted by naysayers who focus on scarcity, competition, and small-minded thinking

Courage

Board who takes risks, challenges the status quo, responds to new realities

When people join your board they are making a public commitment to rock it out for your nonprofit.



Cancel the Old
Meeting -
Create a Box
Office Hit



Take board service up a beat. Grab the board ensemble and let's go backstage for a real pow-wow about leadership, governance, and advocacy.



Remind them About the Bedrock of Nonprofit Work

Share mission, vision, values, programs and needs

Discuss purpose so they understand and connect why the nonprofit was started in the first place, who the community is, what their needs are and how they want their stories told.

Advise them that the organization is part of larger ecosystem that is impacted by their decisions

Remind them that Board work can be a harmonious melody of people rocking together with a shared passion



Add Some Protection



Many nonprofit boards do not know that they are personally liable for the actions of the organization. That's why it's important to have directors' insurance. This protects board members in the event of a lawsuit or legal issue.

Let your board members know what their liabilities are and what the directors' insurance covers. If you don't have directors' insurance, make it a top priority to get a policy ASAP.





Let the Bells of Trust Ring!

Invite them to all staff meetings 1x or 2x a year

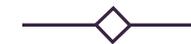
Remember birthdays, graduations, illnesses and other life events

Invite them to the annual holiday party

Share newsletters and the annual report

Brag about their individual accomplishments on your website and social media

Invite them coffee 1x a year





Take Board Culture Up an Octave

Mix and mingle

Food and music

Get to Know You Board Bingo

Mission moments

Client testimonies

Spectacular videos

Board Bytes



Emulate Authorized Voice and Power

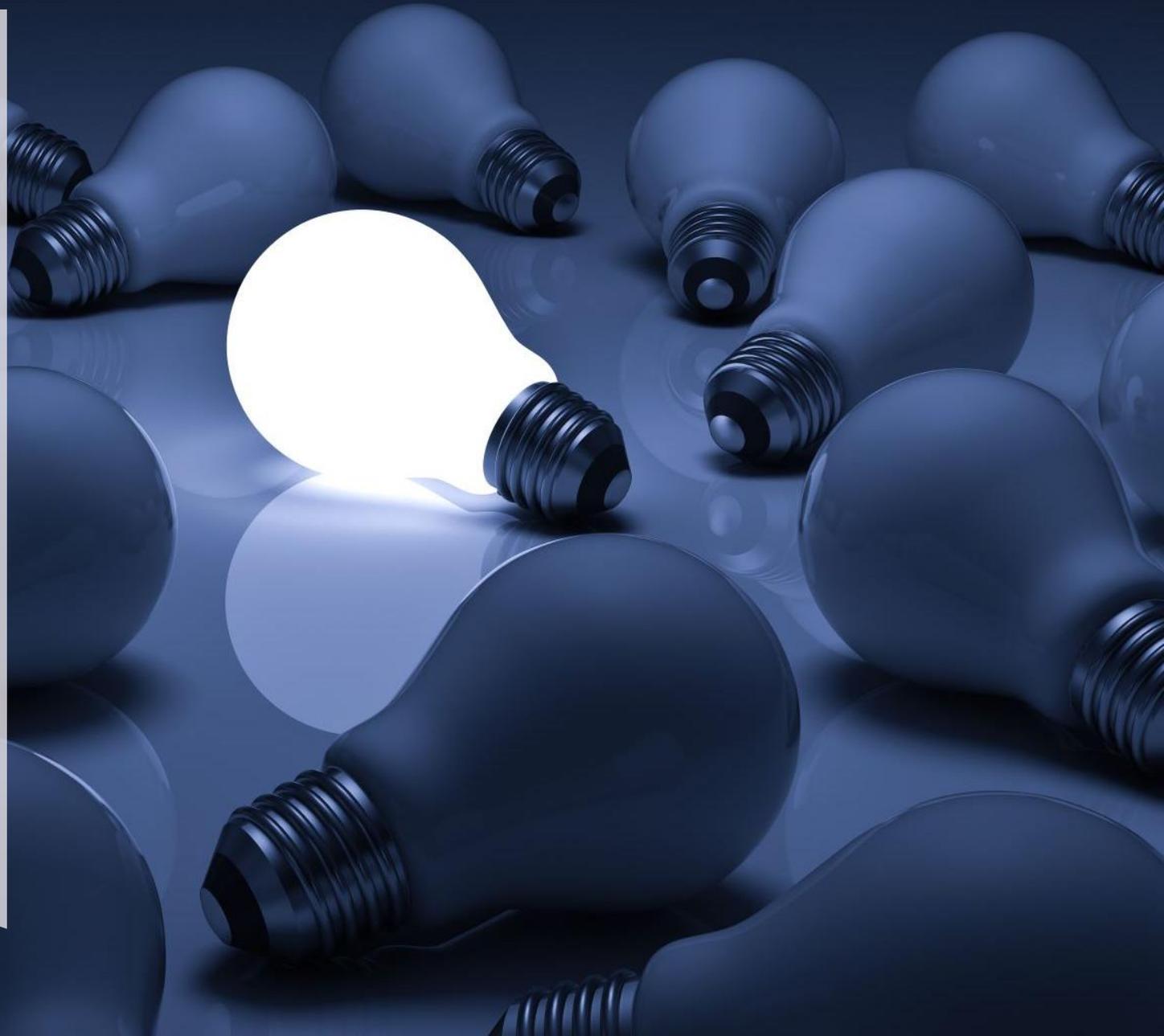


Elevate the way they hear all
voices

Recognize differences

Welcome authenticity

Share power



Get into the Good Governance Groove



- Duty of Care. Making decisions
- Duty of Loyalty. Put interest of mission first
- Duty of Obedience. Adhere to mission, bylaws, and state laws



Get them Clear on Roles and Responsibilities

The board's main responsibilities are to support the nonprofit financially and strategically through advocacy and communication.





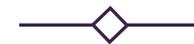
Lighten the Load Hit the Road Jack!

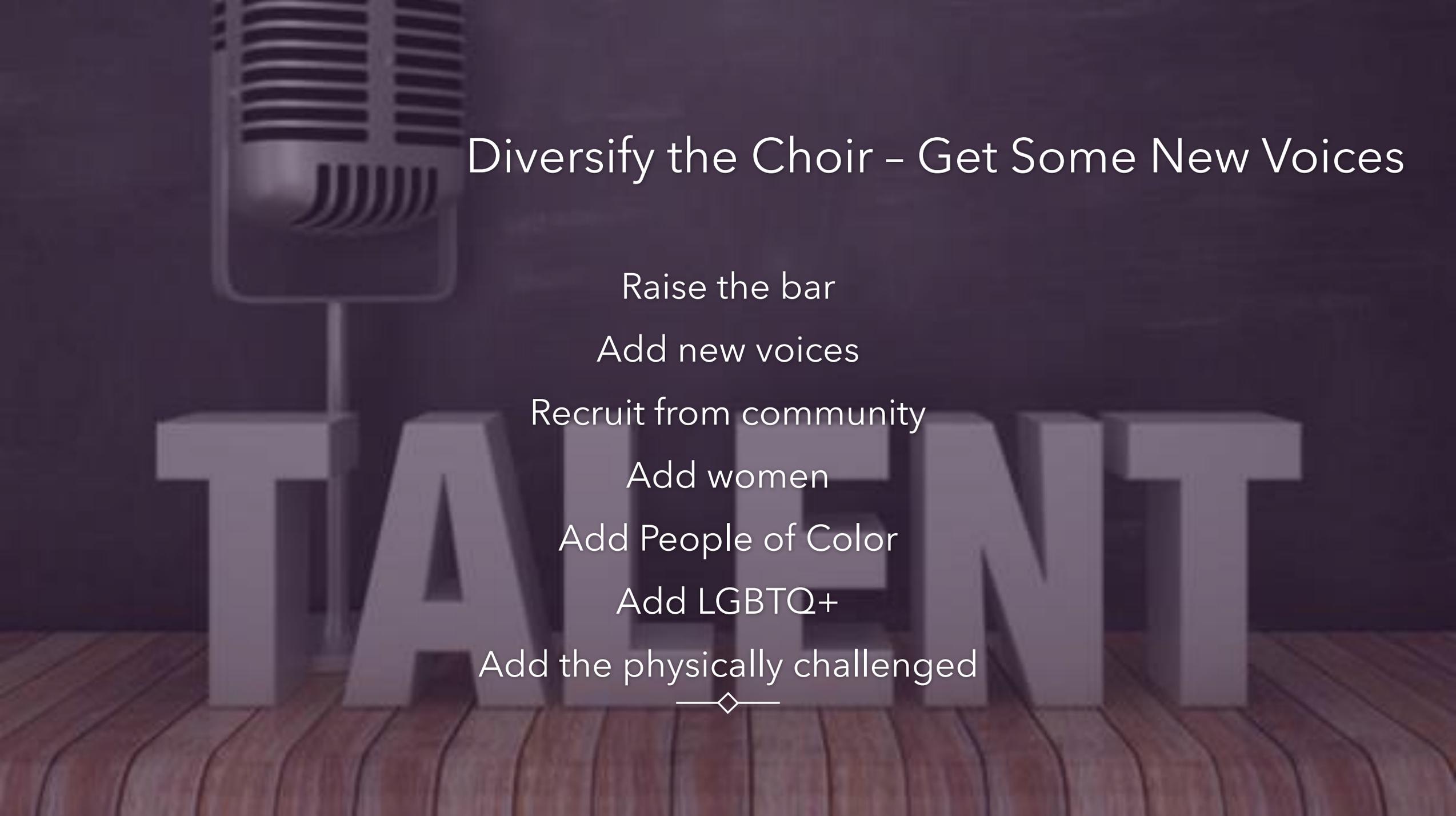
When its time to go,
its time to go

Adhere to term limits

Bring in fresh voices

Leave on good terms





Diversify the Choir – Get Some New Voices

Raise the bar

Add new voices

Recruit from community

Add women

Add People of Color

Add LGBTQ+

Add the physically challenged





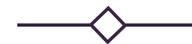
Add Some Brass to the Band

Create Board Emeriti

Nourish old relationships

Appreciate the pitches and bends from the old guard

Use institutional history to assess risks and make good choices



Put Your Hooks,
Beats, and Notes
in One Place
Get a Board
Portal



Place all board documents in one place:

- Board Directory
- Board Bios and headshots
- Roles and Responsibilities
- Bylaws + Conflict of Interest
- Culture Statement
- Pledge Agreement





Draw Up A Board Contract

Hold Board members accountable

Outline roles and responsibilities

Help them to acknowledge contribution and participation

Allow them to recognize consequences



Create A New Genre of Board Members



Rock Star Advocates:

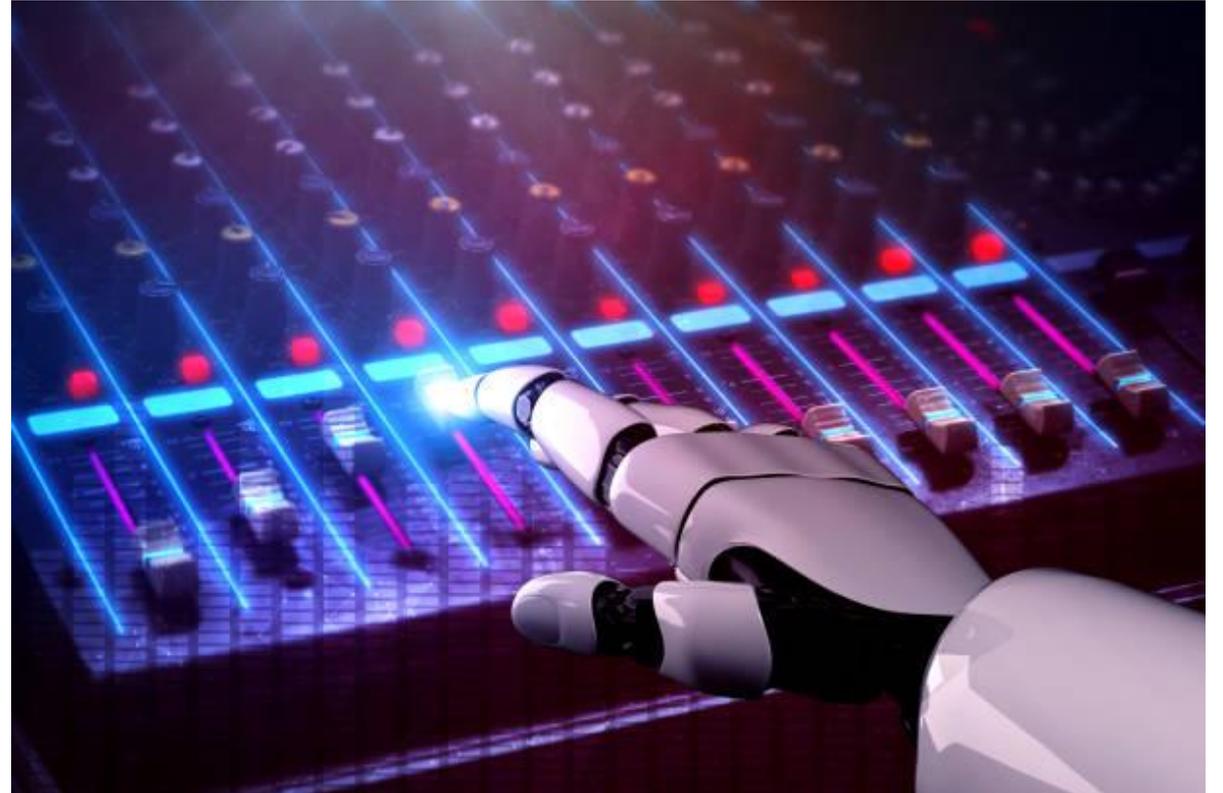
Attend board meetings

Contribute big ideas

Weigh in on important decisions

Champion mission and wins

Support the CEO/ED





Respect the Dynamic Duo: CEO + Board Chair

This is not a solo performance

Encourage them to model leadership

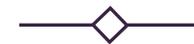
Remind them to respect each others contributions

They should agree on priorities

Together they should bend when the road turns

They can add bass when accountability is needed

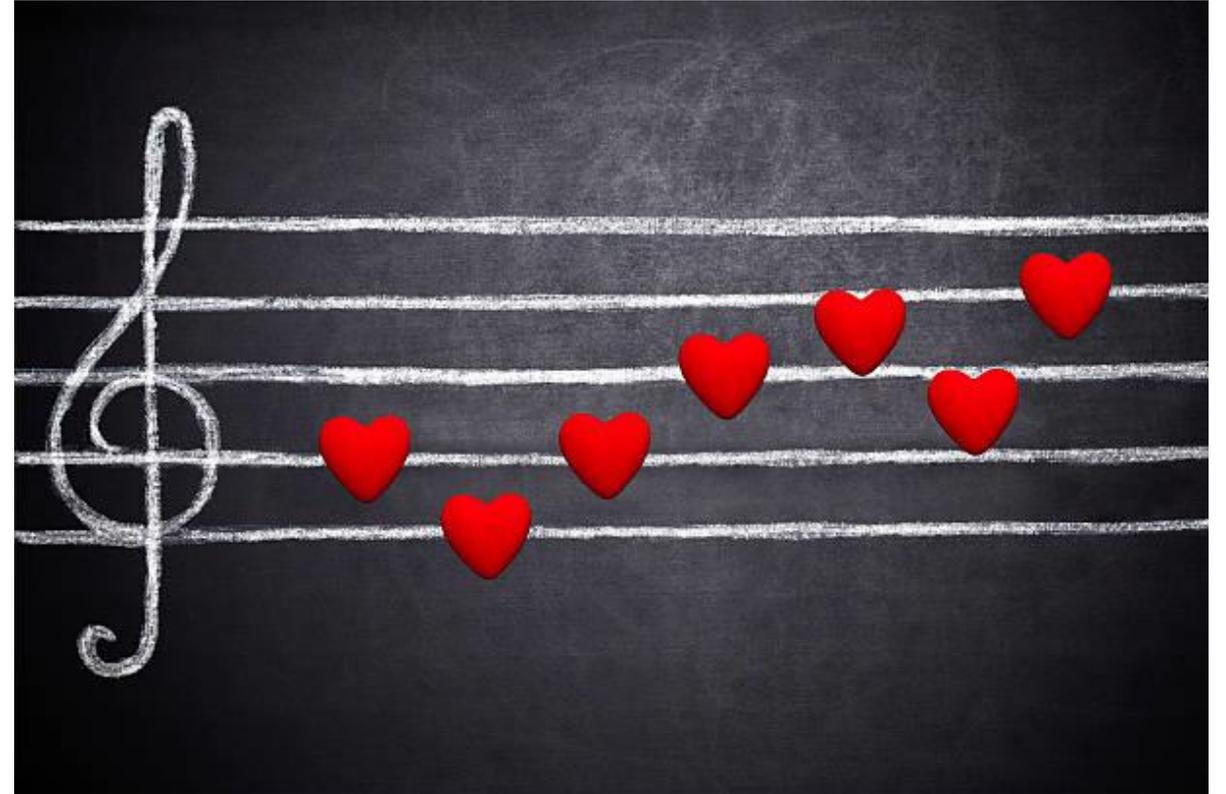
They should embrace collaboration and harmony



How Boards Can Share the Love with CEOs/EDs



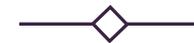
- Ask how's it going
- Provide support and council
- Offer constructive criticism
- Celebrate big wins
- Embrace the importance of R & B
(Rest and Balance) and offer
them a sabbatical





CEO/ED Get in the Rhythm of Governance

- Model leadership and alliance with the Board Chair
- Call Board members to provide periodic updates - ask for advice
- Be responsive and collegial
- Send board documents in advance
- Invite staff to board meetings to share wins and updates
- Add items on board agenda that show progress towards goals in the strategic plan
- Keep your cool when a board member is being difficult or adversary
- Guide the board to consensus when debating an issue



Get them to Tune Up Their Committees



Governance

Finance

Fundraising

Recruitment

DEI



Help them to Keep the Chorus Singing with One Voice

No one wants to hear the sounds of silence.

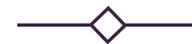
Build trust so all are good with speaking up

Share updates and news when it happens

Seek out a diversity of opinions

Turn individual ideas into one decision

Respect the final voice



Add Some Acoustics to Revitalize Their Board Meeting

Throw out the old agenda. Its time to do something different!

The fundamentals of board service revolve around how each board member contributes to the music track, I mean board meeting. They all cause vibrations, but how they do so is based on varying skill sets, experiences, and expertise. All of it should be heard loud and clear. Use time to discuss big ideas and weigh in!

Remember the board oversees all documentation related to agendas and meeting minutes of meetings. It's the board's responsibility to maintain any meeting documentation and ensure its accuracy.



Jazz Up Board Training with Board Bytes

- Just 8 nibbles at every meeting.
- Provides continuous updates and trends in board service
- Reiterates the importance of board development
- Allows refreshers in between board retreats and trainings



Teach Them the Funky Good Value of Fundraising



Invite them to make an annual gift!

Share the POP (Points of Pride) Fundraising Toolbox:

- ❑ Fundraising needs and goals and how they align with mission
- ❑ Talking Points and Compelling Stories
- ❑ Policies and procedures related to philanthropic giving
- ❑ Fundraising dashboard
- ❑ Endowment and Planned Giving goals



Add the Hook to Keep them Engaged in FR



- Ask them for advice about a new campaign
- Invite them to a funder meeting in your office or on a virtual platform
- Invite them to serve on the Giving Tuesday committee
- Include them when planning a site visit to the hospital
- Ask them for support in updating Giving policies
- Ask for editing eyes before a grant is submitted
- Ask them to call and write thank you notes to donors
- Give them a compelling story to share with their networks
- Share a new video about your impact and ask them to share on social media





Ready Them Up for the Unexpected

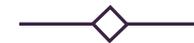
An emergency plan, a.k.a, the Business Continuity Plan addresses unanticipated and urgent responses to crisis or emergencies.

Questions:

What happens if the ED/CEO suddenly quits or can no longer serve?

What resources are available if a major funder pulls out unexpectedly?

What are our policies if a major pandemic requires us to move staff, reduce programs or work from home?





Case Study

The CEO/ED of a health nonprofit serving children with cancer has informed the board that they've been contacted by the agent of a music celebrity. This celebrity wants to donate \$500,000 cash and \$1,000,000 in an endowment that he wishes to name after his sister who died of cancer at 14 years old.

The board is in conflict because the celebrity has had a sorted past that has included divorce, infidelity, drug use, and jail time for avoiding taxes. A handful of board members don't think the organization should accept the money. A few more want to accept the gift if the celebrity will remain anonymous and the rest are ok taking the gift and going public with the celebrity's identity.

The CEO wants to accept the gift as it will allow the organization to expand programs and hire needed staff. The endowment will help to secure the organization's future to support more children impacted by cancer.

Hard Questions



What's really at play here?

What questions should the board be asking?

What policies should be reviewed before a decision is made?

What role can the CEO play to sway the board?

Should the CEO be attempting to sway the board?

Why is this risky?

How can the board protect the organization if this goes wrong?

Why is this hard?



THANK YOU!



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