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Your Role in Your Board's Accountability
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Your Role in Your Board's Accountability
One of the most common questions I hear relates to the notion that executive directors report to their board, so how can he/she in turn influence the accountability of the board. You can! Be clear on the boards responsibilities. Establish a structure that enables the board to be efficient and effective. Agree on the key indicators of progress – then track and report on them. The tracking and reporting is the subtle but powerful motivator to engage your board to the actions that will have tremendous impact on your center's success, sustainability and future.

Board accountability:

➢ **Clarify board responsibilities**
➢ **Develop a structure that supports board success**
➢ **Establish Key Progress Indicators (KPIs)**
➢ **Track and report on KPIs**

Know where you are starting:
Stages of Nonprofit Organizational Development
1) **Heart:**
2) **Growth:**
3) **Established - Responsive:**
4) **Turn-a-rounds:**

➢ Clarify board responsibilities

1. Position description and expectations (signed)
2. Training
3. Orientation

    * Diversity and reflect needs

Board Responsibilities (Boardsource.com)
1. <u>Determine the organization's mission and purpose</u>. It is the board's responsibility to create and review a statement of mission and purpose that articulates the organization's goals, means, and primary constituents served.
2. <u>Select the chief executive.</u> Boards must reach consensus on the chief executive's responsibilities and undertake a careful search to find the most qualified individual for the position.

3. <u>Provide proper financial oversight</u>. The board must assist in developing the annual budget and ensuring that proper financial controls are in place.
4. <u>Ensure adequate resources.</u> One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission.
5. <u>Ensure legal and ethical integrity and maintain accountability.</u> The board is ultimately responsible for ensuring adherence to legal standards and ethical norms.
6. <u>Ensure effective organizational planning</u>. Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.
7. <u>Recruit and orient new board members and assess board performance</u>. All boards have a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate its own performance.
8. <u>Enhance the organization's public standing.</u> The board should clearly articulate the organization's mission, accomplishments, and goals to the public and garner support from the community.
9. <u>Determine, monitor, and strengthen the organization's programs and services.</u> The board's responsibility is to determine which programs are consistent with the organization's mission and to monitor their effectiveness.
10. <u>Support the chief executive and assess his or her performance.</u> The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization.

➢ Develop a structure that supports board success
1. Bylaws, policies and procedures
2. Board committees
   a. Finance
   b. Governance
   c. Development
   d. Quality Assurance
   e. Executive Committee
   f. Task-forces
3. Strategic plan

➢ Establish Key Progress Indicator (KPIs)

1. Strategic plan
   a. Board
   b. Staff
2. Committees

Successful KPIs:
- Represent business model drivers;
- Reflect progress toward intended outcomes;
- Guide priorities and decisions ("what gets measured gets done");
- Are limited to a number that can realistically be monitored
- Are periodically reassessed (a set of KPIs isn't forever).

➢ Track and report on KPIs

Tracking board performance - These measures and follow up can be a subtle but powerful motivator to engage your board to the actions. (***you get what you measure!***).

1. Annual committee goals and strategies
2. Board assessment – individual and team
3. Dashboards specific board goals and Kay Progress Indicators (KPIs)
4. Report

Dashboards, graphs, charts, assessments - behavior is influenced by its consequences
The report to the board must be simple and easy to read.
1. Comparisons – previous years, industry standard, national average….
2. Color coding – red yellow green
3. List – by name, activity tracking – can read at a glance

Ensuring impact:
- Reflect priorities and decisions as determined by the team
- Encourage dialogue about progress toward goals
- Facilitate timely identification of successes and challenges
- Base decisions in data and evidence
- Present data in a user-friendly visual format
- Create a snapshot of current status as well as trends over time
- Are realistic and are re-assessed regularly
- Clearly show performance against defined targets
- Limit to a number that can be readily tracked and reported

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