
201X-201X

Board Development Workbook

Boys & Girls Clubs of (Your Community)



Board Development Chair _____

Board Transformation Workbook and Instructions

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Board Member's Handbook & Resource Guide

"What Makes Great Boards Great" article

Stakeholders

List the names and titles of those who should be engaged to author the plan.

Name	Title

Notes & Scratch Pad:

Who has the greatest influence on our team?

Who can lever top leaders in our community?

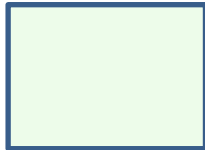
Who can set the tone for an effective new board member?

I. What is the current state and/or stage of our board of directors?

INSTRUCTIONS: Using the **Board Effectiveness Matrix and Our Culture** (*next page*) below describe the development behaviors of your board using the Four Levels of Board Performance and Development Matrix below: Agree on which level best describes your organization level. Example: Check your effectiveness Level. Score the Culture Inventory, Tally the Rating.

Board Effectiveness Matrix

Excelling	The Excelling Organization Level 5 (KPI 5)	Data powered. Mission focused. Drives sustained results. Thriving, focused strategic direction.	5.0
	Transformational	The Advancing Organization Level 4 (KPI 4)	Board leaders are affluent, influential, fully invested in empowering the organization. Common focus on excellence. Willingness to adapt.
Transactional		The Operational Organization Level 3 (KPI 3)	Proactive organization. Focused on future. Developing purpose and structure. Board Development process underway.
	Turn-Around	The Developing Organization Level 2 (KPI 2)	Functional. Limited goals. Some readiness for turn around. Minimal cohesion. Veteran leaders coach new volunteers.
Transitive		The Crisis Organization Level 1 (KPI 1)	In crisis. Badly needs renewal. Lacks focus. Management concern is blame. Policies may lack relevance. CEO often ineffective.
			2.0
			1.5
			1.0
			.5



Notes & Scratch Pad:

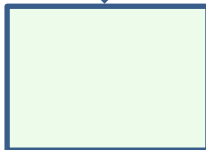
Why is our board at that rating?

What needs to change?

Our Culture Inventory – as assessment of the characteristics of a board of directors beliefs, customs, ways of work, thinking, and managing the organizations mission.

INSTRUCTIONS: Using the chart below, assess the beneficial presence or lack of positive impact of a characteristic on your board. Rank the level of importance and denote what action to take to improve the culture.

	<i>Present</i>	<i>Missing</i>	<i>Rank Importance</i>
Contextual – with board members understanding the need for assessing culture, values and norms of the organization as a key lever			
Educational – how well informed were the board about organization, roles, responsibilities and performance			
Interpersonal – particularly the sense of how the board as a group was nurtured			
Analytical – the board skills in recognizing the complexities of issues, and their willingness to use multiple perspectives to dissect complex problems and use of data			
Political – the board acceptance of the need to develop healthy relationships with key stakeholders			
Strategic – engagement by trustees in developing vision and assure strategic approach			



Notes & Scratch Pad:

What is missing from our culture?

What needs to be adjusted to improve our board?

II. Building a Baseline

INSTRUCTIONS: Using your **Three Year Trend Analysis**, identify Key Indicators that are positive and those that present opportunity for improvement. What do these indicators tell about the board? **Secure a copy of your Three Year Trend Analysis from your DOD.** When assessing your trend analysis, also consider the level of board engagement. Use the Three Year Trend Analysis Worksheet below as well as assessing what step or phase in the board build model needs to be developed or maximized? Assess your board development process against the **Four Stages of Board Development** on next page.

Sample Three-Year Trend Analysis

	2013	2014	2015	2015 Median for Budget Size \$100-\$2,499 (20)
Staffing				
Total Youth Services	2,505	3,387	3,751	2,505
Registered Members	1,705	1,587	2,251	1,620
% Year Registered Members	34	21	11	25
Presence of Attendance				
School Year Average Daily Attendance	225	225	200	300
% Members Attending 50 Days or More	50	50	50	45
% Member Years - More than 1 year	32	25	41	32
Department of Resources				
Total Management Staff	3	5	6	7
Full-Time Program Staff	3	5	0	1
Part-Time Program Staff	6	10	18	34
Total Board Members	70	80	30	34
Includes Unit Advisory Council Member(s)				
% Board Members who make a Personal Unrestricted Financial Gift	100	100	100	100
Total Income				
Total Income	\$1,692,873	\$911,421	\$473,194	\$1,619,515
% Individual Donor Income	8	28	4	5
% Corporate Contributions	0	1	38	4
% Foundation Contributions	5	53	2	7
% Personal Events	7	34	30	9
% United Way	0	2	0	2
% Total Government Income	1	0	0	13
% Member Dues and Fees	3	11	15	12
% "Other Income"	77	67	7	8
Total Operating Expenses				
Total Operating Expenses	\$562,503	\$1,341,822	\$1,864,757	\$1,806,890
% Program	54	54	73	52
% Management & General Services	6	7	7	12
% Fundraising	6	3	18	5
Total Personnel Expenses				
Total Personnel Expenses	\$763,940	\$791,347	\$964,791	\$818,230

Three-Year Trend Analysis Worksheet

Using your three-year trend analysis report, identify key indicators that are positive and those that present opportunity for improvement.

Positive Outcomes

-
-
-
-

Needs Improvement

-
-
-
-

Assess your Board Engagement Standards

Rate your current expectation and accountabilities from your board members. Rate 1-5 (5 being the highest)

- ___ Engage: Attend 75% board meetings
- ___ Ask: Make 1 to 5 a face-to-face solicitations for donations
- ___ Give: Contribute a personal unrestricted gift of \$_____
- ___ Lead: Assure the organization has a strategic plan, attend and accept a role
- ___ Evaluate: Complete an individual board performance assessment based on a personal plan of engagement
- ___ Serve: Actively serve on committee or task group

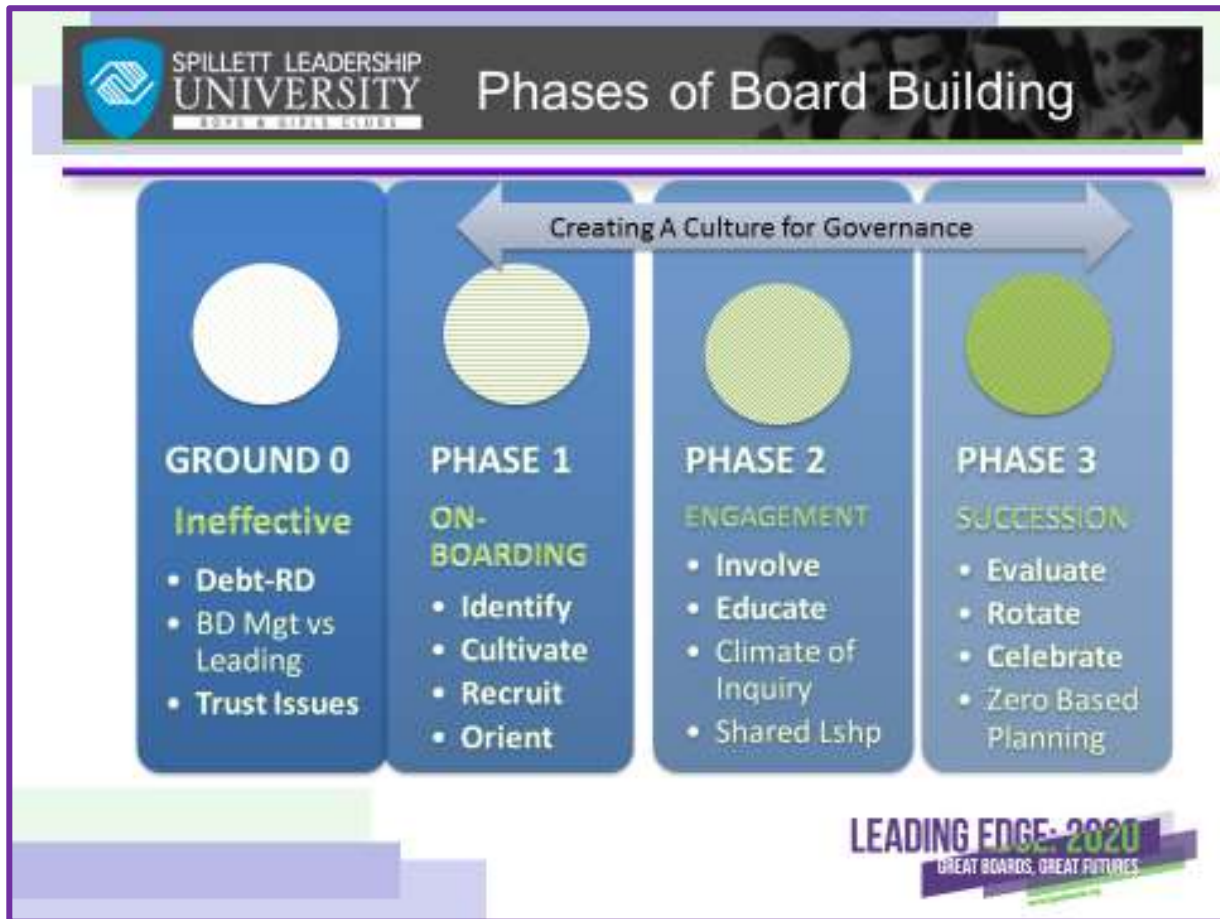
Notes & Scratch Pad:
Opportunity to improve board?

Survey Respondent	2014	2015	2016	2016 National Benchmark
CLP Youth (ages 12-17) with 1000 survey data	52	52	51	
CLP Youth (ages 12-17) all ages with 1000 survey data	52	52	51	
Staffing				
% District Overall Staff Expenses	27	24	23	27%
% District Service of Delinquency	36	34	33	41%
% District Performance Quality	42	35	33	48%
% District Physical Facility	54	41	43	59%
% District Staff	59	55	42	55%
% District Adult Contributions	68	55	50	69%
% District Staff Expectations	68	55	50	69%
% District Recognition	44	42	44	51%
Attendance				
% On Track for Graduation**	74	75	72	71%
% Staff Reported Grades (mostly A's or B's)	75	75	67	80%
% Reported School (7 days)	75	75	66	79%
% Enrollment of A-Year College Completion (Year)	43	57	66	71%
% Enrollment of High School Completion	111	127	148	86%
% Personal Unrestricted Financial Gift	85	73	65	84%
Board Development				
% District Board Respective Data	33	27	38	39%
% Reporting (1 figure)	80	61	66	69%
% District Leadership	43	42	40	46%
% Total (Unrestricted) (last month)	54	52	71	61%
Member Satisfaction				
% Dissatisfied with (1-5) (1-5)	49	45	39	52%
% Satisfied with (1-5) (1-5) (1-5)	49	55	61	47%
% Staff (1-5) (1-5)	75	67	71	75%
Staff Expenses				
% of BGC High School Members with Survey Data	0	14	6	14%
% Reported Overall (last 30 days)	57	53	49	57%
% Reported Corporate (last 30 days)	48	50	41	46%
% Reported Management (last 30 days)	48	52	43	59%
% Reported Personal (last 30 days)	48	52	43	59%

III. Developing a Board Development Corrective Action Plan

INSTRUCTIONS: In your assessment of your board effectiveness, culture, and three-year trend analysis, you identified strengths and weaknesses in your board governance system. Organizational success depends on *On-boarding the Best Leaders, Engaging Leaders in the Work of the Organization, and Renewing Leaders through Evaluating Effectiveness*. Each of the key stages of board development require smaller steps and actions. Using the nine steps for board excellence, outline the missing actions, steps, tools, and sequential timetable to advance your board recruitment/onboarding, engagement, and evaluation.

Phases of Board Building



Notes & Scratch Pad:

How good are we as a board in our boarding process?

Strengths? Weaknesses?

Use the Worksheet on the next few pages to determine potential gaps and steps to improve your board development process.

Work Sheet – Assessing our Board Development Action Plan

☑	Action	Time	Who	Tools	Assignments
☑	<p>Step 1: Identify. Identify the Who First, and then match board needs (skills, knowledge, perspective, connections, etc., needed to implement the strategic plan). What do we have? What is missing? Identify sources of board members with the needed characteristics.</p>	October	-CPO, Chair of Board Governance & Development Committee, Committee Members	<p>-Complete the Board Profile Matrix</p> <p>- Skills Needed by Board Prospects and Members</p> <p>-Job Description</p>	
☑	<p>Step 2: Cultivate. Cultivate potential board members. Get them interested in your Club and keep them informed of your progress.</p>	Year Round Process- Who Needs to be on Our Get to Know List	<p>-Target List Developed with Ranking</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 	<p>- Who & How Touch Point Plan</p> <p>- Develop or Use BGCA Marketing Materials,</p> <p>-Your Organizations Impact Scorecard</p>	Assignments
☑	<p>Step 3: Recruit. Recruit prospects. Describe why a prospective member is wanted and needed. Describe expectations and responsibilities of board members and don't minimize requirements. Invite questions and elicit their interest and preparedness to serve. Ask them to come to the board retreat and consider serving.</p>	By November 1, 20XX	<p>-Personal Individual Calls</p> <p>-Meet Face to Face with Prospect Board Member, Invite to the Board Retreat, Leave ITS</p>	<p>-Invitation to Serve (ITS)</p> <p>-See Attached Example</p>	Assignments

☑	<p>Step 4: Orient. Using the Board Retreat provide an Orientation to the Club and the Movement – program, history, bylaws, pressing issues to be engaged in the 20XX Annual Plan regarding obstacles and opportunities – Educate the Prospect & Current Board to the responsibilities of board service</p>	<p>November 15- December 15, 20XX Select Date of the Board Retreat and Orientation</p>	<p>CPO, CVO, Treasurer, Sponsor of the New Board Member Candidate</p>	<p>-The Boys & Girls Clubs Story DVD, - Use a Parent or Teacher Presentation , Provide Board Service Criteria & Materials</p>	<p>Assignments</p>
☑	<p>Step 5: Involve Committee Service Assessment-Online Board Development Committee Assigns To Committee Team</p> <p>New Board Member Completes Annual Service Agreement-Online</p> <p>Install at Annual Meeting, Regular Board Meeting or at Your Annual Retreat</p>	<p>January-February 20XX</p> <p>January- Wk 2</p> <p>Jan Wk 3</p>	<p>Board Development Committee</p>	<p>-Committee Service Assessment -Committee Structure and Roles -Board Member Annual Service Plan. -BGCA Pin, Certificate, and Card</p>	
☑	<p>Step 6: Educate. Educate the board. Provide a training track concerning the board roles, responsibilities, and relationships to your staff, donors and mission.</p>	<p>Feb. 20XX</p>	<p>Board Training 101 ½ Hour to 15 Minutes before & during board meeting; handled by Board Development Chair and CPO</p>	<p>Board Education Module and Curriculum Available -Role in Policy, Fund Raising, Public Trust, etc.</p>	
☑	<p>Step 7: Evaluate. Evaluate the board and individual board</p>	<p>October, 20XX</p>	<p>Board Development Team evaluates</p>	<p>Board Member Scorecard</p>	

	members. Engage the board in assessing its own performance. Identify ways to improve. Encourage individual self-assessment and Strategic Thinking		Board Member Against Criteria/Serv . Agreement, Performance, Make Decisions	Use Annual Board Service Plan Self-Assessment	
<input checked="" type="checkbox"/>	<i>Step 8: Succession Planning and Rotation.</i> The act of strategic thinking who needs be placed where in board structure and leadership. A proactive view of bench strength and needs. Rotate team to strengthen skills, rotate off weak players	October-Dec. 20XX	Assess roles and bench strength. Identify Successors and realign board to two year plan	Board Succession Planning Tool Board Evaluation Scorecard	
<input checked="" type="checkbox"/>	<i>Step 9: Celebrate!</i> Recognize victories, strategic thinking, team building and progress, Appreciate – and reward – individual contributions and Vision Setters and Makers... Celebrate	Annual Meeting In January, 20XX	Board Development Committee	National Service to Youth Awards Program, Youth of the Year Speaks and Installs New Member	

IV. Our Metrics and Measures

Action Steps <i>(How will you get to where you want to be?)</i>	What needs to be done?	Timeframe <i>(When will it happen?)</i>
<i>Who will monitor and lead the process?</i>		
<i>Assess Current Board Plan and Process -How are we doing?</i>		
<i>Assess our CEO and their role?</i>		
<i>Set Criteria for Board Service and Plan for Board Structure Adjustments</i>		
<i>Present Assessment and Recommendations to the Board</i>		
Potential Challenges and Solutions:		

A. Resources and Appendix

- Board Member’s Handbook & Resource Guide
- “What Makes Great Boards Great” article