

Allied Concert Services

Presents

Board of Directors Training

Building Capacity through Effective and Focused Governance

But First...Why...

- What is your purpose/cause with *** Concert Association?
- Why do you get out of bed for *** Concert Association each morning?
- People will engage your services when they know why you are doing it
- Allied Concert Services seeks to be...

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How...

How do you
communicate to
your
customers?

How do you
function?

Geographical Region

Number of presenting organizations associated fully or partially with ACS.

Minnesota	33
Iowa	23
Wisconsin	17
Colorado	13
Nebraska	13
South Dakota	12
North Dakota	10
Kansas	9
Montana	8
Missouri	7
Indiana	2
Illinois	6
Wyoming	4
New Mexico	3
Oklahoma	2
Michigan UP	2



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What...

- What are the benefits of your services?
- What are the products you are selling?
- What are the way people connect with you?

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Next Steps

- Your Concert Association's Mission is....

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Requirements...

Board of Directors have 3 Basic Responsibilities...

Duty of Care:

Duty of Loyalty:

Duty of Obedience:

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Board of Directors
have 3 Basic
Responsibilities...

Duty of Care:

Duty of Loyalty:

Duty of Obedience:

- **Care**

- by ensuring prudent use of all assets, including facility, people, and good will;

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Board of Directors
have 3 Basic
Responsibilities...

Duty of Care:

**Duty of
Loyalty:**

Duty of Obedience:

- **Ensure Loyalty**

- By ensuring that the Concert Association
 - Conducts activities and transactions that are, first and foremost, advancing its mission;
 - recognizes and disclose conflicts of interest;
 - makes decisions that are in the best interest of the nonprofit corporation;
 - not in the best interest of the individual board member (or any other individual or for-profit entity).
 - member (or any other individual or for-profit entity).

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Board of Directors
have 3 Basic
Responsibilities...

Duty of Care:

Duty of Loyalty:

**Duty of
Obedience:**

- **Ensure Obedience**

- By ensuring that the Concert Association

- obeys applicable laws and regulations; follows its own bylaws;
 - and that the nonprofit adheres to its stated corporate purposes/mission.

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Thinking...Members...Leadership

Concert Association's – Board of Directors

- Great Governance
 - Fiduciary
 - Strategic - Future Thinking
 - Generative
- Great Leadership
- Great Members



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Doing the work...

Fiduciary
Strategic
Generative

- Not for Profit or for Profit =
3 basics...
- Relationships...
 - Relationships...
 - Relationships...

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Doing the work...

Fiduciary –

- involving trust, especially regarding the relationship between a trustee and a beneficiary.

Strategic –

Generative –

- Fiduciary leadership is bedrock of governance
- Ensures the organization is faithful to the mission, accountable for performance, compliant with relevant laws and regulations, and is a good agent

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Doing the work...

Fiduciary –

Strategic –

- relating to the identification of long-term or overall aims and interests and the means of achieving them.

Generative –

- Strategic leadership enables the board to set priorities, chart course, and deploy resources
- Helps shift from conformance toward performance
- Moves the focus from “inside out” to “outside in”
- Aligns internal strengths and weaknesses with external opportunities and threats to maximize impact

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Doing the work...

Fiduciary –

Strategic –

Generative –

- involves inventive ways to produce ideas from board directors.
- The board uses these ideas in its leadership role of deciding what to decide.
- **Tackles** habits of **thinking** that hold us back from making good strategic decisions.

- Generative thinking is new to most boards, but common in our lives
- Reflective and non-rational
- Involves discerning problems and engages in “sense making”
- Focuses on creative solutions
- Leads subjectively

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Doing the work...

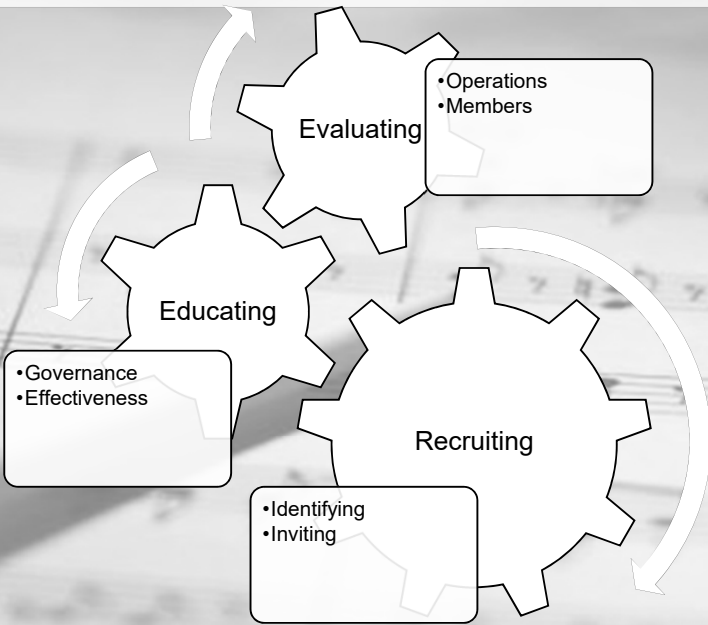
Fiduciary
Strategic
Generative

- What is your primary way of thinking
- Board's balance...helps with decisions

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Great Leadership Responsibilities of the Board

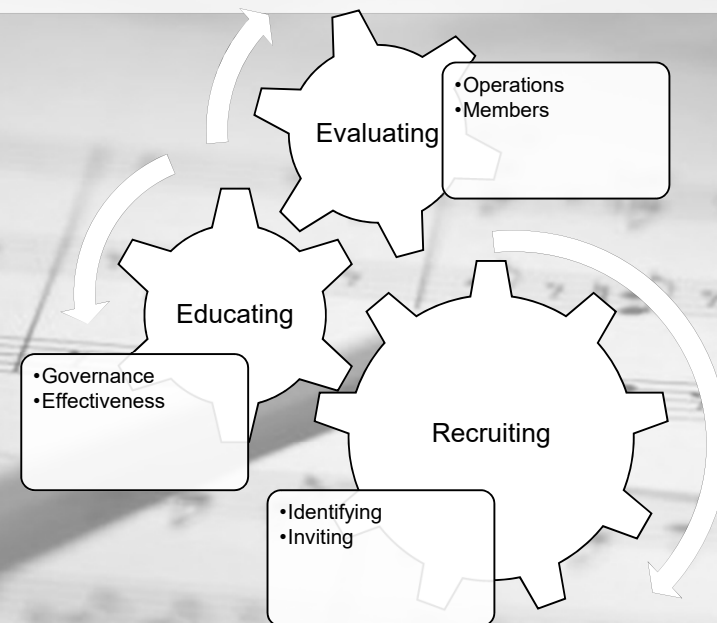
- Responsibilities
 - Recruit
 - Educate
 - Evaluate
 - Participate in programs
 - Oversight of funds
 - Support staff and organization
 - Serve as cheerleader
 - Avoid Conflicts of Interest
 - Support Board Decisions
 - Advocacy



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Great Members

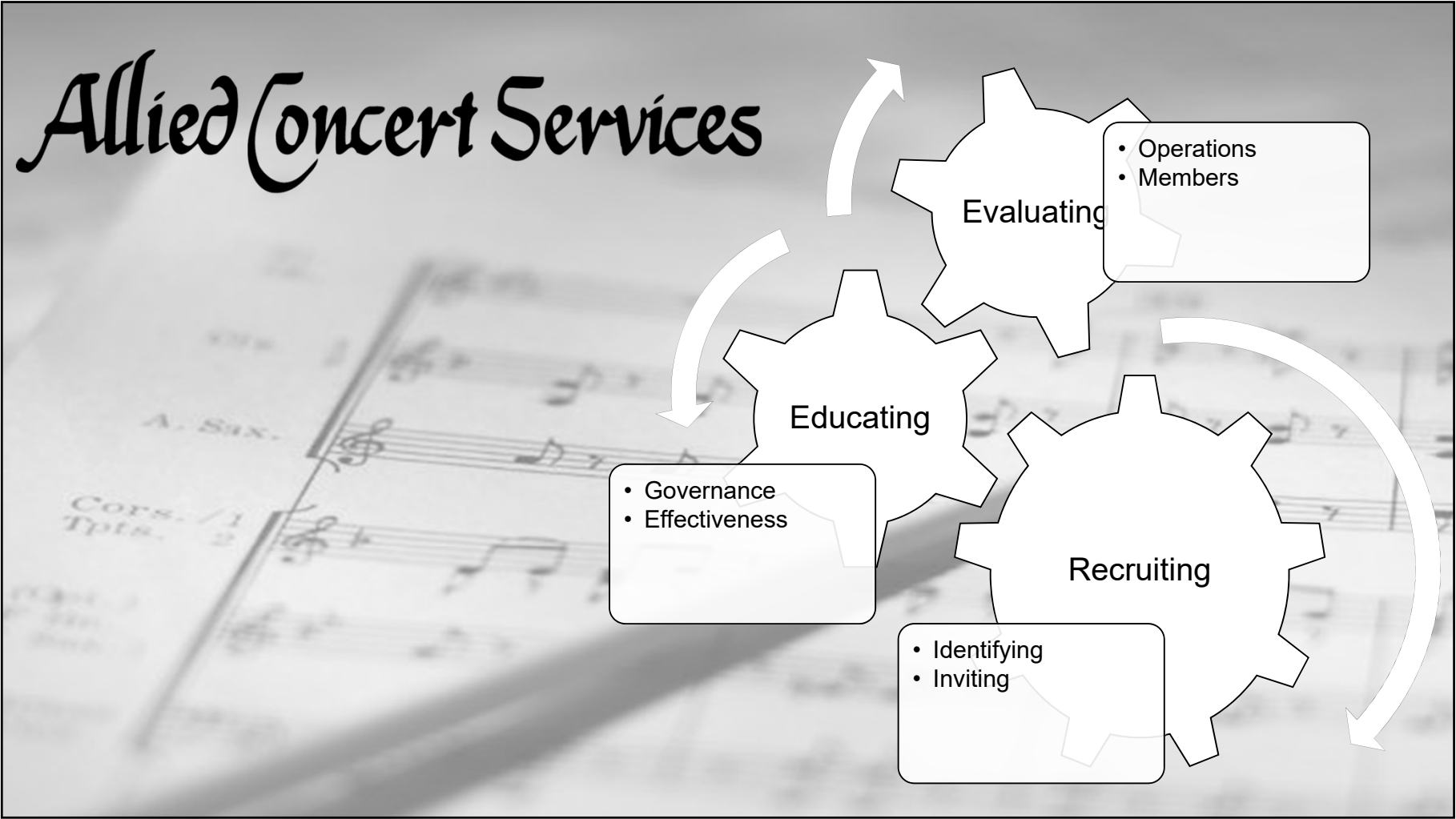
- Attend meetings
- Serve on a committee
- Review communications
- Participate in a program/event
- Give generously according to ability
 - Stretch Gift
- Assist with fund raising activities
- Help enhance public image
- Identify volunteers and donors
- Serve as a mentor



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Growing Board Capacity and Capability

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Good Governance

- The significance of how the body (board) works is not in the homogeneity of its members, but in the way the members work together toward a common goal
- The sum (the board) is greater than the value of the individual parts (members)
- Twin engine airplane (board and committees/working groups)
- The board should “push” committees/working groups not vice-versa

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Why Nominating Committee

- Who should be on the committee
- Job description and action plan
- What skills do you need on the board? – Great mix
- If you do not have the skills needed, pay someone to provide the service
- Start the search with your members
- Maintain a regularly updated list of possible candidates

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Qualities to Look for in Members

- People who have wisdom and grasp the big picture
- People of influence who are well respected in the constituency and will attract others to get involved
- People of affluence who will provide generous financial support and seek generous support from others
- People who have first-hand experience with the concert association

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Other Qualities To Look For

- People who have gifts and abilities needed on the board
- People willing to attend meetings
- People committed to carrying out the strategic vision and plan
- People who want to be a part of a dynamic team

Do members have to be musically talented?

Do members have to be geographic?

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Who Should Not Serve?

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- Those whose primary interest is in leading programs or undertaking hands on physical projects
- Those who need to get their own way
- Some entrepreneurs don't work well on a team
- Those not willing to "give their all" - service needs to be at least 4th priority)
- Those with an "ax to grind"

Are There Obstacles To Great Board Members?

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- No intentional commitment to the process from the association
- Vision isn't big enough
- Executive Director/Board Members intimidated by people of influence or affluence
- Lack of emphasis or time commitment from Executive Director
- Board members don't own the process

Places To Find Great Board Members

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- Committee Members
- Concert attendees
- Rep from other associations
- Donors/Sponsors
- Community Leaders
- Former board members
- Those who rotated off other agency's/institution's boards
- Other Ideas

Take a closer look at the Board of Directors

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- Age, Gender, Race
- Major Skill / Expertise
- What process do we use to find members?
- Whose responsibility is it to find board members?
 - Board or Committees/Working Groups/Staff?
- Where might we look for board candidates?
- What ways can we grow board capacity and capability?

Board Meetings...

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- Publish Meeting Dates Year in Advance
- Send email/text reminders
 - with attachments
- Agenda – Follow it – Use it
- Keep minutes and association records...
 - Electronically/Digital
 - Maintaining the history

Moving Forward

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- Establish a committee for Board Governance...
 - Recruiting
 - Orientation/Education
 - Evaluating
- Establish a process of Board Member Personal Commitment
- Establish a process of Fund Raising Training
- Establish a process of Strategic Planning and Decision Making