



## Missouri Association for Community Action 2016 Annual Conference

# Effective Board Governance Making Board Service Great

June 21, 2016

Presented by Jane Klieve, Klieve Group LLC & Dr. Julia Hampton, Board President, Jefferson Franklin Community Action Corp.



Jefferson Franklin  
COMMUNITY ACTION CORPORATION

# Setting the Stage: Who's on the Board?

- Community Representatives
- Public Representatives
- At-Large Representatives



Jefferson Franklin  
COMMUNITY ACTION CORPORATION

# Setting the Stage: What Makes Board Service Great?

- Making a Difference for Families through Effective Governance
- High Level of Engagement
- Positive Board Culture



Jefferson Franklin  
COMMUNITY ACTION CORPORATION

# Reflections on Making Board Service Great

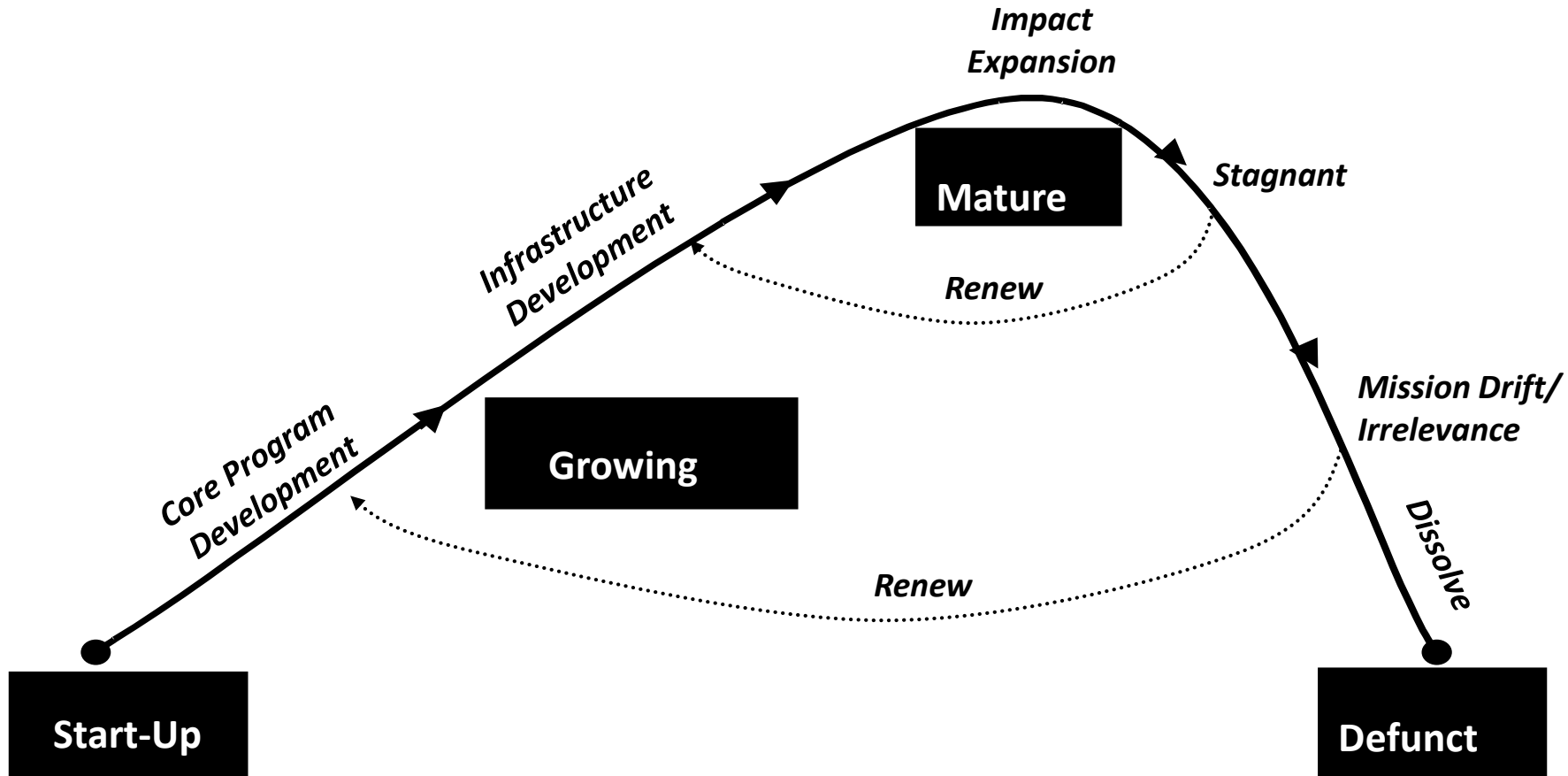
It's hard to be truly effective and make a difference for families if Board members are not equipped for their role and engaged in the mission



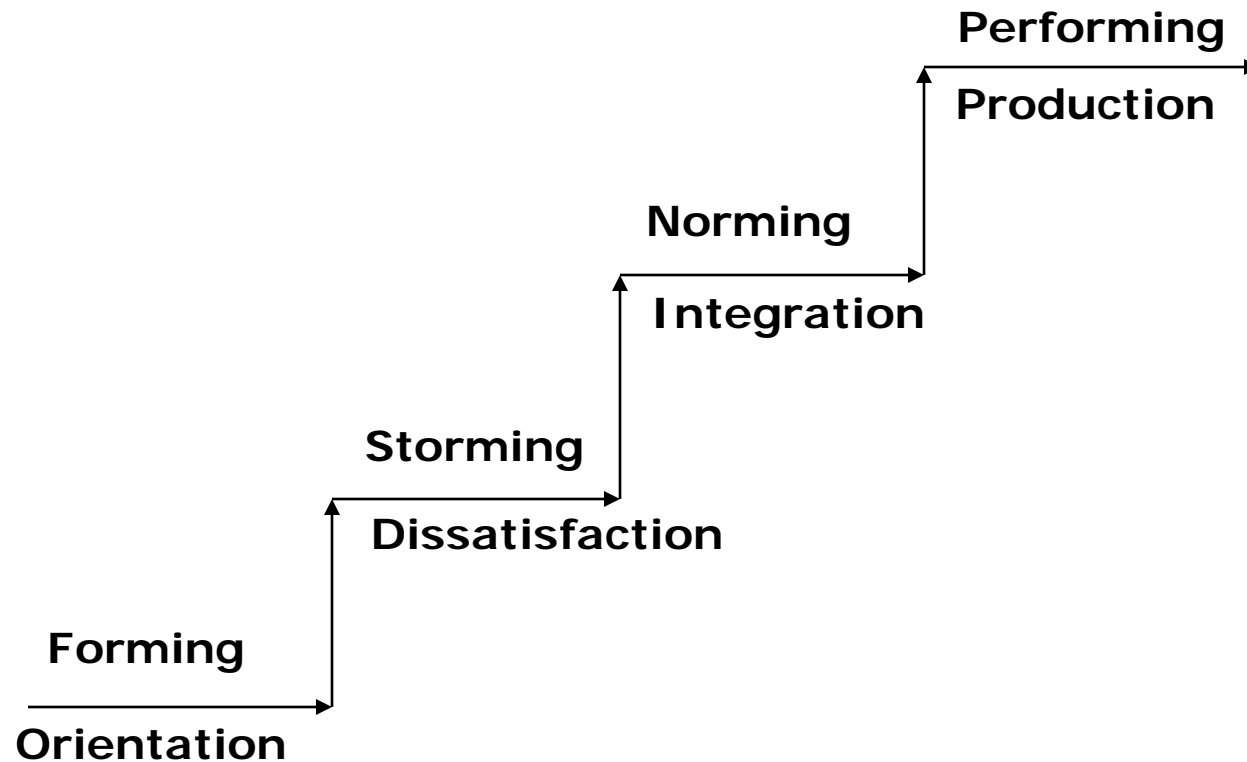
Jefferson Franklin  
COMMUNITY ACTION CORPORATION

# Setting the Context: Life Cycle

Navigating the Organizational Lifecycle, Paul M. Connolly, ©2006 BoardSource



# Stages of Team Development



The One Minute Manager Builds High Performing Teams, Ken Blanchard, Donald Carew & Eunice Parisi-Carew © 2009 William Morrow

# Norms for the Meeting

- Start & Stop on Time
- Respect Yourself & Each Other
- One Person Speaks at a Time
- Share Your Thoughts
- Facilitator will Guide Discussion/Timing



Jefferson Franklin  
COMMUNITY ACTION CORPORATION

# Group Dynamics Balance



Group Process  
(How work is done)

Group Product  
(What work is done)



Jefferson Franklin  
COMMUNITY ACTION CORPORATION

# Governance Model

## Governance as Leadership

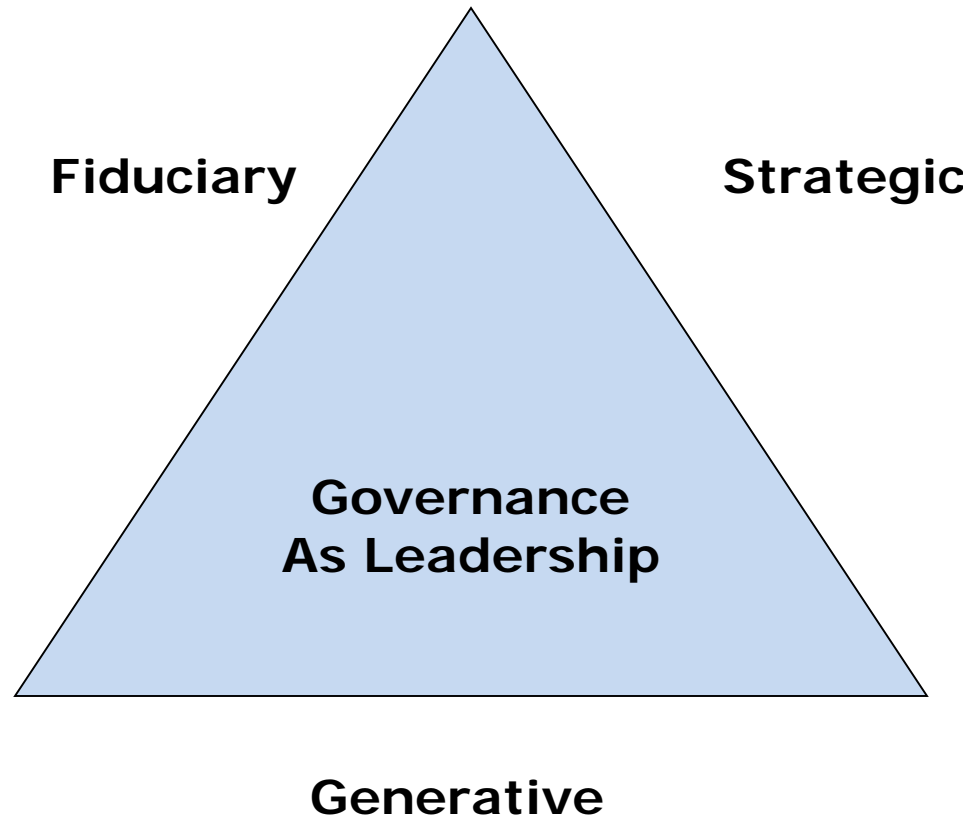
The Board and the Executive Director operate in a dynamic “partnership”.

The Board thinks in a new and disciplined manner in three different, but equally important modes of governance: Fiduciary, Strategic & Generative.



Jefferson Franklin  
COMMUNITY ACTION CORPORATION

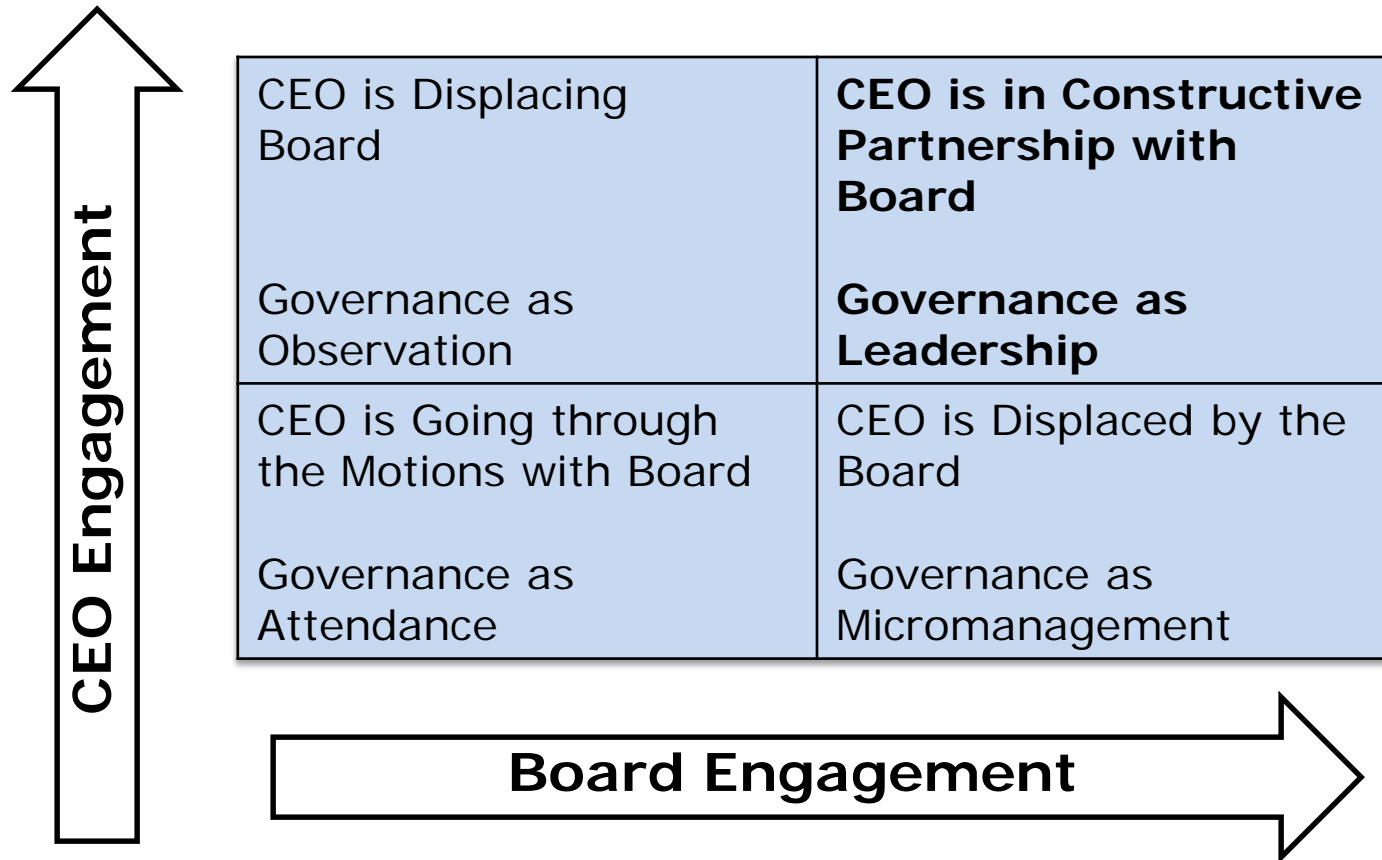
# The Governance Triangle



Reprinted with permission from Governance as Leadership, by Richard Chait, William Ryand & Barbara Taylor, a publication of BoardSource, formerly the National Center for Nonprofit Boards. For more information about BoardSource, call 800-883-6262 or visit [www.boardsource.org](http://www.boardsource.org). BoardSource © 2005. Text may not be reproduced without written permission from BoardSource

# Engagement Grid

## Finding the Right Mix of Board – CEO Engagement



Source: Trouble at the Top The Nonprofit Board's Guide to Managing an Imperfect Chief Executive, BoardSource ©2009

# Board Work/Tasks

Handout Reflects Ongoing/Annual Work

- Set Direction
- Ensure Necessary Resources
- Provide Oversight
- Tend to Board Structure & Operations



Jefferson Franklin  
COMMUNITY ACTION CORPORATION

# Case Study: Theory and Action at JFCAC



Jefferson Franklin  
COMMUNITY ACTION CORPORATION

# *The REAL Board Members of Jefferson & Franklin Counties:*

- 1. Where we were*
- 2. Where we are*
- 3. Where we're going*



Jefferson Franklin  
COMMUNITY ACTION CORPORATION

# Reflections on the Current State of JFCAC



Jefferson Franklin  
COMMUNITY ACTION CORPORATION

# Next Steps for JFCAC



# Questions from MACA Executive Directors

1. Recruitment & Engagement Strategies
2. Optimal Involvement
  - A. Too much/too little
  - B. Parochialism & Role Clarity
  - C. Fundraising



Jefferson Franklin  
COMMUNITY ACTION CORPORATION

# Questions from MACA Executive Directors

## 3. Equipping Board Members

- A. Decision Making Techniques
- B. Agency/Program Understanding



Jefferson Franklin  
COMMUNITY ACTION CORPORATION

# Questions from Audience



Jefferson Franklin  
COMMUNITY ACTION CORPORATION

# Thank you!



Jefferson Franklin  
COMMUNITY ACTION CORPORATION