



Together in the Sandbox: Board and Staff Relationships

Welcome!

The webinar will begin at 10:00 a.m. CT.

While you wait:

1. Download PDFs of the slides and handout under the “Handouts” tab of your control bar.
2. Confirm that your speakers are turned on and your audio is working by doing a sound check in the “Audio” tab of the control bar. Having problems? Exit and restart the webinar, or switch to “phone call” for a phone number and access code to hear the audio through your telephone.

The Museum Services Program provides support, resources, and training to museums in Texas.

- Consultations
- Webinars and workshops
- Resources

www.thc.texas.gov/museum-services

On our webpage:

- Webinars
- Workshops
- Grants and Fundraising
- Helpful Resources
- Connect and Learn

Laura Casey

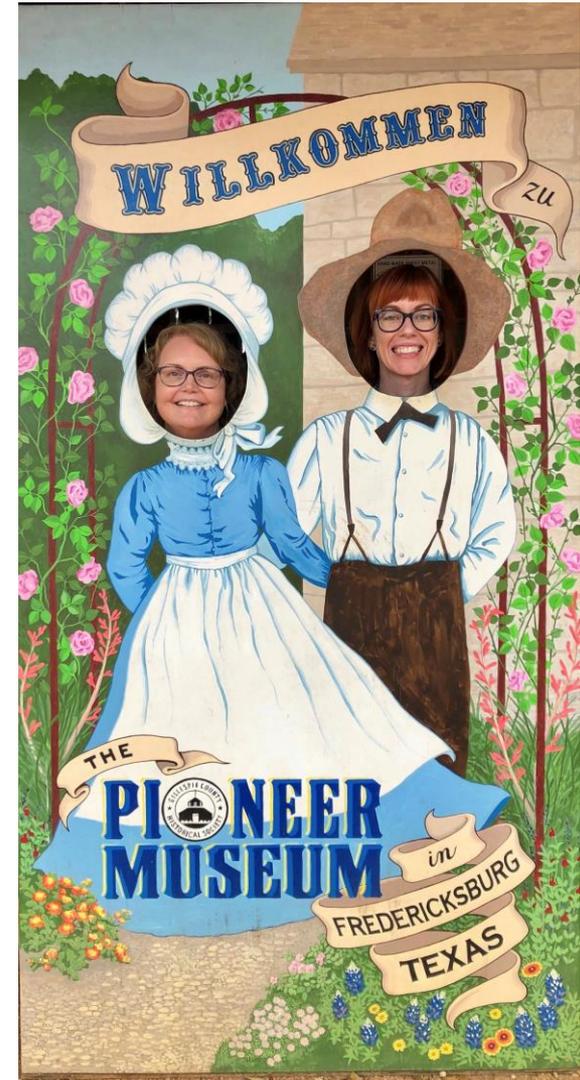
Museum Services Program Coordinator

laura.casey@thc.texas.gov

Emily Hermans

Museum Services Program Specialist

emily.hermans@thc.texas.gov



www.thc.texas.gov/museumwebinars

- Multi-tool Museum Programming: Adaptable Activities for Varied Audiences
 - Monday, September 21, 2:00 p.m. CT
- Creating Exhibitions in Response to Current Events
 - Thursday, October 1, 2:00 p.m. CT
- Affordable and Transportable: Creating and Circulating Compact Traveling Exhibitions
 - Tuesday, October 6, 10:00 a.m. CT

Upcoming Free Webinars from Other Orgs

www.thc.texas.gov/museumconnections

- *Championing the Empathetic Museum*, September 16, 5:00 p.m. CT, GWU
- *Are You Asking? A Fundraising Playbook During COVID*, September 17, 1:00 p.m. CT, MAAA
- *Discussing Race and Inequality in the Classroom*, September 17, 6:00 p.m. CT, Federal Reserve Bank of St. Louis
- *Digital Camps: A Learning Experience for Both Campers and Staff*, September 18, 12:00 p.m. CT, SMA
- *Looking Ahead: A Year for Action Towards Sustainable Development Goals*, September 21, 7:30 p.m. CT, AAM
- *The Mission of the Academic Museum in the Time of COVID-19*, September 22, 2:30 p.m. CT, AAMG
- *Accessibility on a Budget*, September 23, 10:00 a.m. CT, MAAA
- *Has This Been Sanitized?*, September 23, 12:00 p.m. CT, MAAM
- *What Will Replace Your Gala in 2021?*, September 29, 12:00 p.m. CT, Mission Advancement

Anjali Kaul Zutshi and Angela Reed





Together in the Sandbox –
Board and Staff Relationships

A photograph of a person lying on their back in a sandbox. The person is wearing a red shirt, blue pants, and a grey hat. The sandbox is made of a black tarp on the ground, filled with sand. The background shows a dirt area with some dry grass and a small tree.

Welcome!

About the Friends of the Texas Historical
Commission

On the menu today...



POLL 1

What type of non-profit organization do you represent?



POLL 2

You are representing your organization as?

GOVERNANCE MODELS – YOUR SANDBOX TYPE?

- Strong board/strong executive (Policy Governance model)
 - Board sets direction and expectation; develops “end policies”
 - Delegation to staff; “means policies”
 - Requires a competent executive; board and exec discipline
- Strong executive/passive board (Executive Focus model)
 - Executive actively involved in board functions
 - Board’s primary role – fundraising, strategic planning
 - Entrepreneurial executive
- Strong board/strong executive (Balanced Partnership)
 - Partnership of and exchange between equals
 - Clear division of roles and responsibilities; trust; communication
 - Board governs, provides direction, in partnership with executive

GOVERNANCE MODELS – YOUR SANDBOX TYPE?

- 1.54 million nonprofits; 1.08 million public charities in the US in 2016
- 1/3rd are large organizations – expenses over \$500K
 - Staff team
 - Clear board/staff delineation of roles and responsibilities
- 2/3rd of these are “small” organizations – with expenses between \$50K-\$500K
 - Small or no staff
 - No one governance model is perfect for small organizations, with unique board/staff challenges

(Nonprofit Sector in Brief, 2019 – National Center for Charitable Statistics - <https://nccs.urban.org/publication/nonprofit-sector-brief-2019#the-nonprofit-sector-in-brief-2019>)



POLL 3

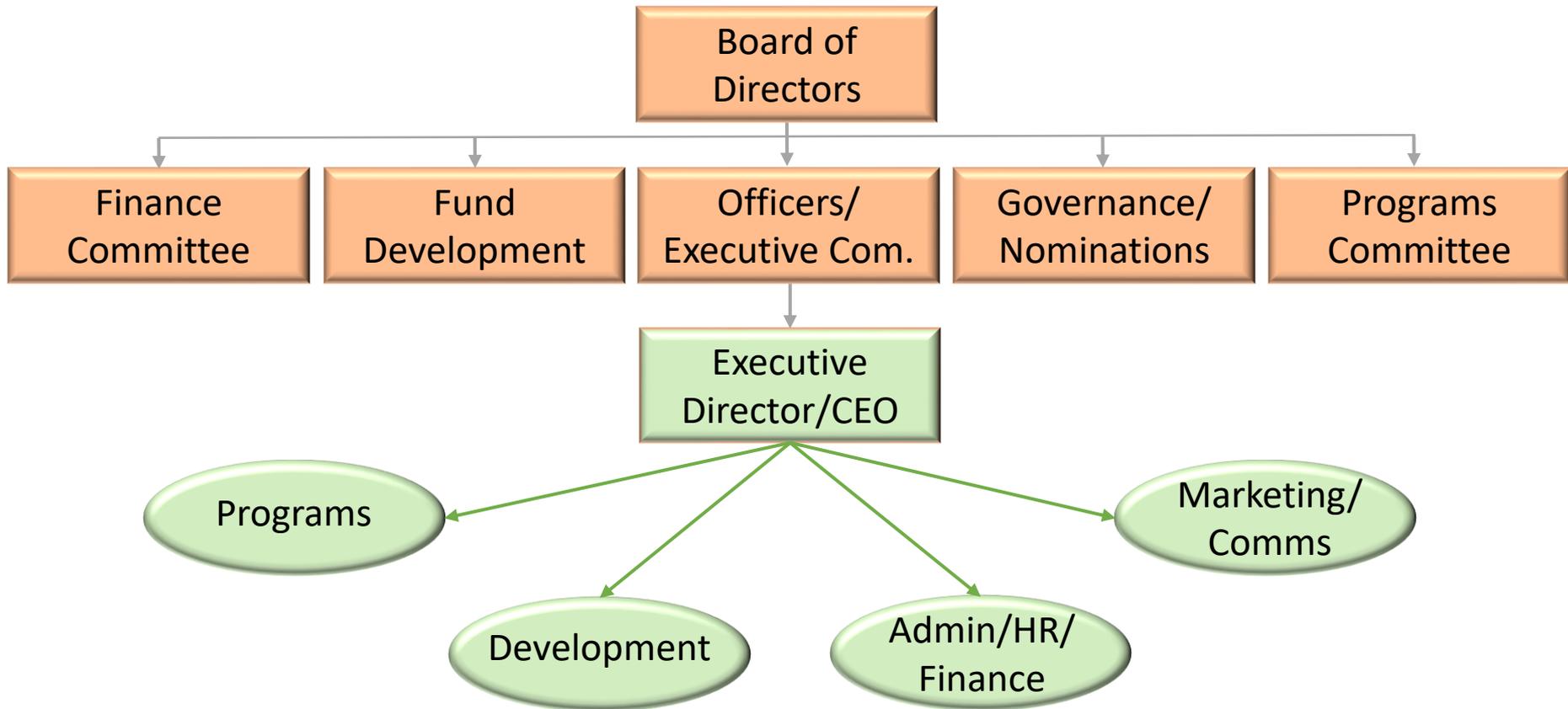
What does your sandbox look like?



POLL 4

What does your sandbox look like (b)?

TRADITIONAL NONPROFIT - STRUCTURE



TRADITIONAL NONPROFITS – HOW DO THEY PLAY?

- Small staff size
- Board members as volunteers
 - Staff required to supervise
- Staff relies on board for expertise – legal, financial, programming, etc.
 - Little to no financial flexibility for the Executive
- Board members as fundraisers
 - Staff depends on board for resource development
- Board members as donors
 - Possible issues with donor intent; fear of alienating donors

PLAYING WELL TOGETHER – KEYS TO SUCCESS

- Governance best practices
 - Clear and current bylaws
 - Roles and responsibilities
 - Reporting structure
 - Board primary responsibilities
 - Staff's primary responsibilities
 - Policies and procedures – conflict of interest, volunteer management, donor management, financial management
 - Who has the last word?
- 

KEYS TO SUCCESS – BOARD AND STAFF PARTNERSHIP

Board Leadership

TOGETHER

CEO/ED Leadership

No micro-managing

No micro-governing

Governance

- Mission and vision
- Select staff leadership
- Strategic planning
- Oversight – financial, programs, services
- Lead fundraising
- Guide legal and ethical integrity
- Ambassadors in the community

Board development

- Initiation/training
- Building sustainability

In the boardroom

- Mission-focused governance
- Know and focus on stakeholders
- Focus on outcomes

Shared actions

- Mutual respect, trust, support
- Reciprocal communications
- Shared purpose/mission
- Work for the good of the organization

Shared responsibilities

- Social and fiscal stewardship
- Resource development
- Succession planning – board & staff
- Strategic planning

Shared outcomes

- Mission impact
- Organizational growth and stability
- Organizational health
- Change and adaptation

Management

- Commit to the mission and vision
- Lead staff, manage the organization
- Lead and manage resource development
- Implement strategic vision - effective programs
- Ethics, accountability, compliance
- Engage & support board; succession
- Advocate for the org and the mission

Board development

- Initiation/training
- Building sustainability

At the workplace

- Mission-focused management & implementation
- Know and focus on constituents/clients
- Focus on process, tasks, outcomes

Source: BoardSource “Board Chair & Chief Executive Partnership (see resources handout)”

KEYS TO SUCCESS – BOARD AND STAFF PARTNERSHIP

Board/Chair/Governance

SHARED

CEO/Management

Policy/Planning

Set guiding principles, policies
Strategic planning
Oversight of programs

Strategic planning
Mission impact
Org growth and sustainability

Admin support for
policymaking
Engage in planning;
implementation
Implement programs, monitor,
evaluate

Source: BoardSource "Board Chair & Chief Executive Responsibilities (see resources handout)

KEYS TO SUCCESS – BOARD AND STAFF PARTNERSHIP

Board/Chair/Governance

SHARED

CEO/Management

Policy/Planning

Budget/Finance

Ensure resources; protect assets

Review and approve annual budget

Oversee annual audit

Fiscal stewardship

Ensure growth and sustainability

Prepare budget

Apply financial resources appropriately to programs and projects

Source: BoardSource “Board Chair & Chief Executive Responsibilities (see resources handout)”

KEYS TO SUCCESS – BOARD AND STAFF PARTNERSHIP

Board/Chair/Governance

SHARED

CEO/Management

Policy/Planning

Budget/Finance

Development and Fundraising

Participation in resource development – as donor; cultivation; solicitation
Approve fundraising plan

Cultivate and solicit outside donors
Engage board in FR activities
Evaluate effectiveness of strategies

Develop fundraising plan
Coordinate fundraising efforts
Staff support to board for FR

Source: BoardSource “Board Chair & Chief Executive Responsibilities (see resources handout)

KEYS TO SUCCESS – BOARD AND STAFF PARTNERSHIP

Board/Chair/Governance

SHARED

CEO/Management

Policy/Planning

Budget/Finance

Development and Fundraising

Board and Committees

Lead, facilitate meetings (chair)
Establish committees
Chair ex-officio on all comms
Oversight on committee work (chair)
Board assessment
Cultivate leadership (chair)
Oversee hiring, compensation, evaluation of CEO (Chair)

Agendas
Review and implement committee structure to align with strategic goals
Engagement in the org
Evaluate board assessments
General oversight for strong staff resources

Provide all necessary materials for board meetings/discussion
Attend meetings, present info
Attend committee meetings
Build strong working relationship with board
Help identify board potentials
Assist the board assessment
Oversee and evaluate staff; set staff salaries

Source: BoardSource "Board Chair & Chief Executive Responsibilities (see resources handout)

KEYS TO SUCCESS – BOARD AND STAFF PARTNERSHIP

Board/Chair/Governance

SHARED

CEO/Management

Policy/Planning

Budget/Finance

Development and Fundraising

Board and Committees

Communications

Ask for and set regular meetings (chair & CEO)

Be available to meeting in person as possible

Provide input for meeting agenda(s)

Communicate with board (Chair)

Serve as spokesperson for org

Board and Executive develop messaging re. org mission

Provide consistent messaging to staff for use

Take lead in setting meetings

Be available to meet in person as possible

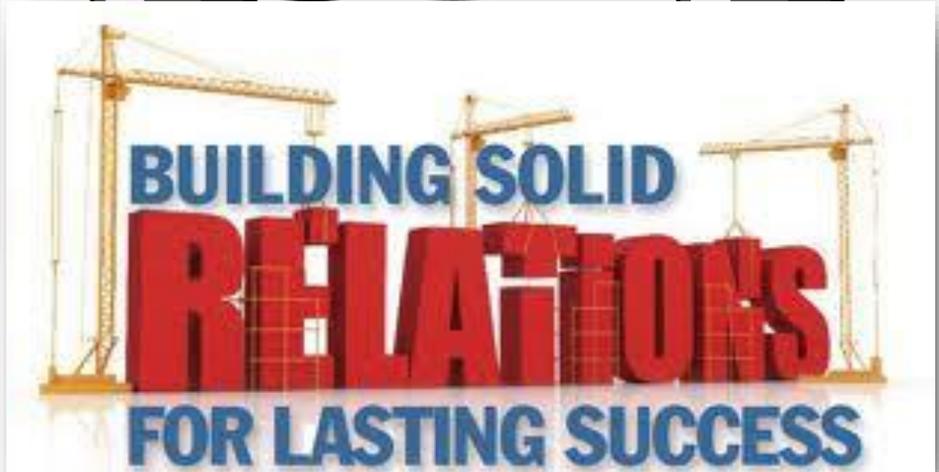
Provide agenda(s) for meeting

Serve as public face of org

Coordinate all PR, communications, and advocacy efforts

Source: BoardSource – Board Chair & CEO Executive Responsibilities (see resources handout)

KEYS TO SUCCESS – BOARD AND STAFF PARTNERSHIP



NONPROFITS STAFFED BY PUBLIC AGENCY STAFF

- Example – Friends of the Texas Historical Commission
- Walking the fine line – reporting to two bosses
- Memorandum of Agreement
 - Board structure
 - Staffing
 - Fundraising priorities
- Governance and oversight
 - Policies and procedures
 - Board roles and responsibilities
 - Program direction and priorities – who sets them?
- Operations
 - Staff structure and reporting
- Who has the last word – agency or board?

Friends Groups & Supporting Nonprofits

What we will discuss:

- Friends groups and supporting nonprofits – what they are, what they are not.
- Understanding the role of volunteer nonprofit boards with the partner organization's staff.
- Keys to a successful partnership

Angela Reed
Community Partnerships Program
THC-Historic Sites Division

What is a Friends Group/Supporting Nonprofit?

A Friends Group or supporting nonprofit *exists* to provide assistance to another organization – usually a public entity – in the form of fundraising, volunteer, advocacy and promotional support.

The supporting group’s mission statement is almost always intertwined with the mission statement of their partner organization. “The mission of the Friends of X is to support, promote and provide resources to X.”

Examples are Friends groups/supporting nonprofits to:

- National, state or municipal parks
- Libraries and museums
- Public gardens and greenbelts
- Animal welfare organizations
- Historic sites and buildings

Why have a Friends Group?

Friends Groups do what their partner organizations, as public or private entities, cannot:

- **Fundraise and solicit monetary and in-kind donations**
- **Advocate**
- **Promote**
- **Organize volunteers and grassroots support**

What Supporting Nonprofits Do, and Do Not

- A **Supporting Nonprofit is a 501(c)3** (and can also be fiscally sponsored by another similar nonprofit) – must follow IRS and Secretary of State laws and guidelines like any other nonprofit.
- The **Supporting Nonprofit's board is responsible for its own governance**, donated funds, advocacy, and membership, with some support from staff.
- While the Friends Group works closely with staff of the organization they support, those **staff members are not accountable to the board**.
- **Staff is responsible for the organization's operations and programs**, and must adhere to their industry and supervisor's standards, with some support from the Friends Group.

Ingredients to a Successful Nonprofit Partnership

- Acknowledge that there will be inherent differences, and similarities, between volunteer boards and paid staff.
- Make expectations clear, and revisit them from time.
- Find ways for board and staff to inspirationally and meaningfully serve.
- Remember why you're in the room – your mission is the same!
- Actively share goals, hopes and dreams for the organization.





POLL 5

What are some of the pitfalls you've seen occur when communication breaks down between staff and board members?

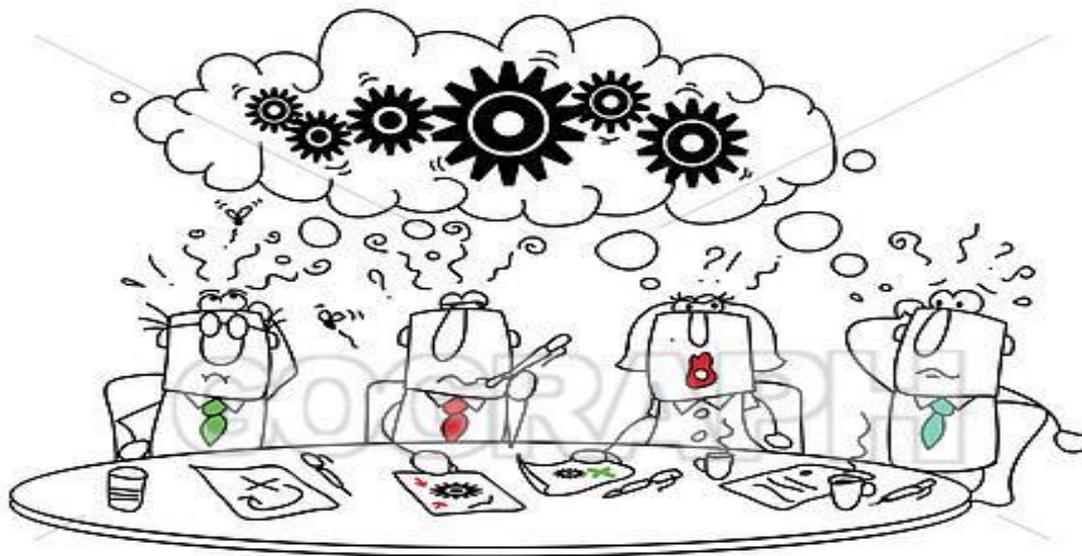
How to “Bake-In” Communication

- Orientation – what are the industry standards? Board policies and member roles? What are our goals?
- Staff as ex-officio member(s) of the board
- Regular meetings
- Joint strategic plans together (5-year, 3-year, 1-year plans, or some other)
- Memorandum of Agreement/Memorandum of Understanding, or agreed-upon policies





- **Staff:** Treat board members like your donors
(after all, they are!)
- **Board members:** Treat staff like a team member
(after all, they are!)



QUESTIONS?

Angela Reed
Community Partnerships
Program
angela.reed@thc.texas.gov

Anjali Zutshi
Friends of the Texas Historical
Commission
anjali.zutshi@thc.texas.gov