

How to Help Your Board Govern Effectively

by David M. Best
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Personal Introduction

David Best is an ordained elder in the Church of the Nazarene, having served in a wide span of roles, both locally and denominationally. A graduate of Pasadena College and Azusa Pacific University, he helped form a musical traveling group known as Mountain Glory, pastored in California, at the Lamb's Church in Times Square in New York City, fulfilled denominational assignments at Nazarene headquarters in Kansas City through Nazarene Youth International, and through his nonprofit organization, Towel & Basin, Inc. has taken on a variety of service ministries both in the area of disaster relief and international support services. He has written extensively on a variety of ministry themes and organizational issues. He currently serves as chairperson for the board of Bresee Institute for Metro Ministries, in Kansas City.

Introduction

Corporation law requires incorporated nonprofit organizations to have governing boards. However, no law of any state can ensure that boards govern effectively. Truthfully, many boards of nonprofit organizations — both large and small, well known and little-known — do not consistently “govern effectively.” Peter Drucker declares “There is one thing all boards have in common . . . They do not function.” (*Management: Tasks, Responsibilities, Practices*: 628)

Most board members mean well and are often extremely committed — dedicating significant portions of time, prayer, and financial resources. The problem they face in attempting to govern effectively is not lack of motivation, but methodology. They have never been trained in governance. If a board is going to govern — and ultimately govern effectively — it must first know what governing is and is not.

Nonprofit organizations or their visionary founder/leaders are often so passionate about the mission and so desperate for someone to serve on their boards, that they rejoice when anyone agrees to serve, regardless of how much experience or knowledge in nonprofit governance the person possesses. Sadder still, the executive or board members often don't even consider it of value or concern to learn such skills.

In this chapter we will introduce governance briefly, due to space limitations. Then we will move on to consider practical ways to help your board govern effectively by looking at Board Roles and Responsibilities, Recruiting, Orienting, and Evaluating Policy Handbook, Committees, and Meetings.

Members of nonprofit boards are called directors or trustees, and we will use both terms interchangeably. Often the choice is determined by the corporation laws of the state in which the organization incorporates. In some instances, one term is more common to specific kinds of nonprofit institutions. For example, an educational institution usually has a board of trustees.

“Director” is the term common to the social services field, but it is instructive to remember the language of “trustee.” Board members hold “in trust” the organization’s good for the sake of its owners. In the language familiar to faith communities, board members are stewards of an organization owned by someone else. These stewards are totally accountable morally, ethically and legally.

Speaking of laws, please keep in mind that what follows is not legal advice. I am not a lawyer and therefore unqualified to offer legal counsel. This chapter will give you information that is current at this time. It reflects my study of governance and personal experience over more than three decades of leading and serving on numerous boards of voluntary/nonprofit organizations.

This chapter and the sources listed under “Further Resources” can give you a significant start in helping your board govern effectively. But remember, you must know and govern your nonprofit compassionate ministry center by the current Federal laws and statutes of the state or province where your nonprofit compassionate ministry center operates. Please consult an attorney who is knowledgeable in nonprofit law, as well as your local ordinances and regional requirements for charitable or religious corporations.

A final thought before we plunge into some specifics. Peter Drucker says “Managing is doing things right. Leadership is doing the right thing.” One might also say efficiency is doing things right, and effectiveness is doing the right thing.

We are considering what it means to “govern effectively.” What “right thing” must a board do to be effective? In a word, “govern.” There is a difference between governing and managing, although they are in relationship. Similarly, efficiency and effectiveness, while distinct, are in relationship, and when properly understood, strengthen one another.

But to quote Drucker again, “there is nothing so useless as doing efficiently that which should not be done at all.” A Board can be very efficient in doing things right, but still not be effective if it is not doing the “right thing” — governing. Certainly the “means” by which an organization reaches its “ends” are important, especially for faith-based organizations. But the “means” is the management work of the staff. The Board must focus on the “ends.”

One expert declares this to be the “pivotal duty of governance,” stating “an issue is an ends issue if and only if it directly describes what good, for whom, or at what cost. If not, it is not an ends issue, no matter how important, no matter who decides it, no matter how closely it is to goals, strategies, mission or perceived board work.” (CarverGuide 1:14)

Trustees are governing when they deal with an organization’s “ends.” But “doing right things” (effectiveness) without “doing things right” (efficiency) can bring the doing of right things to an early end! A board governs effectively when it is establishing policies that define ends, determine values, and delegate power to the CEO/staff for efficiently managing the organization to its right (and for compassionate ministry centers, “just,” “right-eous”) ends. Only then can effectiveness and efficiency, governance and management, exist in synergistic relationships.

In light of this, let’s begin to consider what it means for a board to focus on the “ends” issues, to do the “right thing” — in other words, to “govern effectively.”

Responsibilities of the Board

The responsibilities of a board are commonly misunderstood. We can move to a more accurate understanding by recognizing:

- There is a difference between managing and governing.
- There is a difference between day-to-day operations and setting policies for those day to day operations. In an admittedly overly simplified way, one might say: Staffs manage; boards govern.

John Carver has developed a comprehensive explanation and model for governance. Called Policy Governance®, he defines it as “a specific set of concepts and principles and their applications to the servant-leadership of boards and the board-management partnership.” You can read a summary of Policy Governance® at www.carvergovernance.com. His book, *Boards That Make A Difference: A New Design for Leadership in Nonprofit and Public Organizations*, is the definitive examination of this model applied to nonprofits.

The ten basic principles upon which Carver has constructed his model of Policy Governance® are:

Principle 1: The trust in trusteeship

Principle 2: The board speaks with one voice or not at all

Principle 3: Board decisions should predominately be policy decisions

Principle 4: Boards should formulate policy by determining the broadest values before progressing to more narrow ones

Principle 5: A board should define and delegate rather than react and ratify

Principle 6: Ends determination is the pivotal duty of governance.

Principle 7: The board’s best control over staff means is to limit, not prescribe

Principle 8: A board must explicitly design its own products and process.

Principle 9: A board must forge a linkage with management that is both empowering and safe.

Principle 10: Performance of the CEO must be monitored rigorously, but only against policy criteria

(*CarverGuide, 10 Basic Principles of Policy Governance*. Jossey-Bass. 1996)

Carver’s model proposes much more than new definitions of old, familiar terms. It is nothing less than a new paradigm. It deserves serious study and consideration by any CEO and board interested in governing effectively as servant leaders in a needy world.

A helpful introduction to the basic responsibilities of nonprofit boards is offered by Richard T. Ingram. The 2003 updated edition of his best-selling booklet from [BoardSource’s](http://BoardSource.org) (formerly National Center for Nonprofit Boards) *Governance Series* entitled “Ten Basic Responsibilities of Nonprofit Boards” summarizes them as:

1. Determine the organization’s mission and purpose
2. Select the chief executive
3. Provide proper financial oversight
4. Ensure adequate resources
5. Ensure legal and ethical integrity and maintain accountability
6. Ensure effective organizational planning
7. Recruit and orient new board members and assess board performance

8. Enhance the organization's public standing
9. Determine, monitor and strengthen the organization's programs and services
10. Support the chief executive and assess his or her performance

In a booklet written specifically for people starting compassionate ministry centers (CMCs) in the Church of the Nazarene, Oliver R. Phillips lists nine responsibilities for the board of a Nazarene-affiliated CMC:

1. Govern through policy
2. Select quality board members
3. Ensure vision and clarity of mission
4. Provide spiritual leadership and prayer support
5. Organize the board for effectiveness
6. Appoint, empower, support and evaluate the executive director
7. Facilitate a strategic plan
8. Manage financial resources
9. Represent the CMC to the public

Although it has a different order and some variation of terms, there is a clear pattern here. Boards are to govern through establishing and enforcing policies. Boards are not to engage in managing projects, programs or personnel (other than the CEO). The linkage of governance and management happens at the Board-CEO connection, and most intensely, the Board Chair-CEO relationship.

One simple way to test your board's governing effectiveness is to review its work in four to six previous meetings. What portion of those board meetings dealt with the "ends" responsibilities listed above? How much of the board's time was spent on "means" issues (program, staffing, or operational/physical plant problems)? The answers will give you an idea of how well your board is, or is not, governing

Responsibilities of Board Members as Individuals

Along with, but distinct from, the role and responsibilities of a Board as a whole, each member should have a clear understanding of the personal responsibilities involved.

It is extremely valuable to have these individual expectations in writing and signed as a covenant agreement by the board member. Bobb Beihl's *The Effective Board Member* has a sample "Leadership Commitment" pledge you could adapt. For a more expansive statement you might include the following categories with specific content in each one that is customized for your organization: General Expectations, Meetings, Relationship with Staff, Avoiding Conflicts, Fiduciary Responsibilities, Fund Raising (Ingram:15-17. 1992). See also the seven responsibilities of individual board members in *The 12 Step Program: Steps to Starting a Compassionate Ministry Center* (Phillips).

For a board to govern effectively, it must determine and put in writing what the organization expects from every individual board member — those duties and activities clearly stated and agreed to by each member.

Finally, unlike their counterparts in for-profit corporations, directors or

trustees on nonprofit boards serve without remuneration. Some organizations decide to reimburse directors for travel expense related to meetings, but many nonprofits consider these costs to be part of the directors' contribution to the organization.

Composition of the Board

Should your board of directors be local, national or combination of both?

It depends. Is your organization national or international in its scope and programs? Or is your organization's purpose and "owners" focused on a particular region, city or neighborhood?

The board should reflect the organization's owners, its geographic and demographic mission.

Recruiting Board Members

I once heard a consultant suggest that the best time to deal with "problem" employees is in the interview process, before hiring them!

"Problem" board members (inactive, argumentative or antagonistic toward organization mission, lack of participation in fund raising, meddling in the staff's day-to-day management) could be avoided or greatly reduced by having an intentional process for recruiting, orienting and evaluating potential and current board members.

Develop a list of potential board candidates. Identify the skills of each one. Using a grid, check candidates' skills and backgrounds against your board's needs. (See a sample grid at www.managementhelp.org)

Create a simple application or questionnaire for candidates that requests biographical information, why they are interested in serving on the board, how they believe they can contribute, and how they would hope to benefit personally from serving.

Give prospective candidates information on the organization, copies of board responsibilities and the expectations for each individual member. Boards will often appoint a committee to handle much of the initial recruiting and screening process (usually called the "Nominating Committee," but today, the term "Governance Committee" is frequently being used). This committee would continually monitor board composition and assess skills or characteristics deficient within the board. It could be charged with designing a recruitment plan and ongoing cultivation of new prospects, orienting new board members, continued development of current members and establishing a means for the board's regular self-assessment.

You can find additional ideas and tools for effective recruiting in a publication entitled *The Effective Board Member* or through the online [Free Management Library\(sm\)](#).

Orienting Board Members

This is an essential task for boards that wish to govern effectively. A

time could be set solely for new members, but it can be extremely valuable to have the orientation include the entire board. The orientation serves as a “refresher course” for the veterans, and when incorporated into a board retreat or prior to/part of a regular board meeting, can be a powerful team building event on the organization’s annual calendar.

The Board would determine the orientation’s content, with the Chair or someone he/she designates as facilitator. This would be the time to go over material in the board handbook, review board responsibilities and individual member agreements, and assign new members to committees. You would want to plan for a “Question and Answer” time. Some boards designate a current member as a mentor to each newly elected board member.

Evaluating Board Members

Evaluate each board member annually, even if serving a multi-year term. This evaluation can be formal or more informal, depending on the organization’s size and capacity. Minimally, the executive director and chair (or appropriate committee) should look at the member’s record of attendance and giving.

If a director is found to be underperforming, he or she can be invited to meet personally with the chair and executive. Many times, the director may have forgotten a pledge or failed to inform the secretary of compelling circumstances such as illness or travel that forced missing meetings.

Central to evaluation is the concept of accountability, of board members accountable to the organization and each other. For organizations rooted in Christian tradition, mutual accountability and care should be familiar concepts, even if they are not always normative. Honest, fair evaluations, however, depend upon mutually acceptable benchmarks, standards of behavior, and goals, not the unspoken expectations of a chair or CEO.

It cannot be overemphasized! The only way evaluations will be truly helpful for both organization and board member is, if there are clear, written agreements specifying director commitments.

Having clear expectations and criteria in writing (e.g., attendance requirements and number of excused absences allowed) will greatly assist board leadership should a board member need to be removed. Term limits and leaves-of-absence are other ways through which ineffective members can be removed.

Chairperson of the Board

One of the most important factors for effective and efficient board meetings is the chairperson. Preferably, you want someone who has experience in leading meetings, or is willing to learn by reading books, listening to audio programs, attending seminars and exposure to other organizations’ board meetings conducted by experienced chairs.

Ineffective or inefficient board meetings will quickly dampen the enthusiasm and participation of directors. Some of the most experienced and gifted people with potential for greatest contribution of their time and

money will stop coming or threaten to resign.

Board Member Handbook

Provide each board member an updated handbook or manual. The handbook is a key ingredient for helping the board govern effectively since it assists in orienting and training new trustees. For the veteran board member, the handbook is a working tool, helping him or her participate intelligently and discharge the stewardship diligently.

Create the handbook with a ring binder that includes divider tabs and a table of contents. Board members can easily add or remove items, keeping the handbook a current resource for them. It is a good idea to date each item

The handbook should contain copies of an organizational history or a one-page fact sheet, legal documents (including corporate charter, by-laws, IRS determination letter), the organization's strategic planning document, marketing plan, fundraising plan, policies and procedures for the board (including conflict of interest disclosure statement form, individual member guidelines and expectations), employee handbook and policies, staff organizational chart, position focus sheets (job descriptions), and any other policies implemented by the board.

You can also include a directory of board members with contact information and brief biographies, sections for minutes of previous meetings, annual planning/events calendar, financial statements, annual budgets (operational, capital), the most current annual report, copies of brochures, and recent news or media coverage.

Committees

Does your board need committees? Many boards establish committees because they think that they are required to do so, or believe it will help them govern rather than manage. But, too often, board committees simply end up doing the work of staff. When this happens, the board again has confused governance with management despite good intentions. If you have committees, be certain they are doing board work, not work that should be done by staff.

Effective and Efficient Meetings

Announce meetings in advance.

An organization's by-laws often prescribe how much notice must be given, and if this notification must and/or can be in written, electronic or telephone message format.

Have a purpose and printed agenda for each meeting.

It will help your board be more effective if you send them an agenda before the meeting and include materials such as financial, standing

committee, and executive director's reports, and proposed resolutions.

Start meetings on time.

Waiting for one or two persons to arrive wastes the time of everyone who was prompt. Although this practice is done to be thoughtful to those who are late, it disrespects every person who arrived on time. Consider this: If you wait 15 minutes to start a meeting, and 10 people are already there, you've wasted the equivalent of two and a half hours. Obviously, if you do not have an a quorum to conduct business at the announced start time, you will have to wait, or decide to reschedule the meeting.

Set an adjournment time

The old saying is true: meetings expand to whatever time is available. If you do not set a time for adjournment, meetings tend to go on until people finally begin excusing themselves! The board can always adjust an adjournment time when the agenda is presented or later, in the meeting, if needed.

Some seasoned leaders suggest meetings be no longer than two hours. If you must meet longer, schedule breaks or design the meeting as a series of one hour sessions.

One expert's favorite tip on meetings is three words: Make them short. One way to make this happen is by removing the chairs from the room.

The "stand-up" meeting works well when the meeting purpose involves giving updates, instructions or just transmitting information among staff members. It probably doesn't work as well for board meetings, but the underlying point is worth pondering when planning meetings. And remember this: Researchers at the University of Missouri found that "stand-up" meetings were as productive as "sit-down" meetings. The only difference was that "sit-down" meetings took 34% more time. (*The Tennessean* 19 August 2002 2E)

Along with setting a time of adjournment, it is helpful to assign a time limit for each item on the agenda. Some organizations print these times directly on agenda. Others put this timeline just in the hands of the Chair, who then can monitor discussions and keep the agenda on track. You may also choose to have a place for "other business," "announcements," or "open discussion" at the end of the agenda. This too, should have a time limit established.

Procedures for Meetings

You don't necessarily need to run meetings strictly by *Robert's Rules of Order*, but board members should be aware of the basic rules of motions, agenda, etc. For training and reference, it would be helpful for an organization to have a copy of a recent, reputable edition of *Robert's Rules of Order*. (See "Further Resources" for information on the latest, complete edition or visit www.robertsrules.com.)

You can also access the aid of a certified professional parliamentarian by going online to www.jimslaughter.com. Mr. Slaughter has articles and guidance available for a variety of meeting scenarios.

Whatever the degree of procedural formality chosen, the chairperson

will direct or conduct the meeting. The chair will help ensure directors are recognized and participating, summarize decisions, and keep the agenda on schedule.

Here are some additional basic suggestions for effective meetings. These are rudimentary ideas, but, unfortunately, either unknown, little practiced or overlooked by many board members, chairpersons or executives.

Good, Effective Meetings Require Advance Planning

It is easy to get into a mode of thinking a meeting will run by itself, particularly for those organizations with regular or frequent meetings.

Determine the Meeting's Purpose

Every meeting should have a clearly defined purpose. Some have suggested (to great applause by those of us who seem to spend much of our lives in meetings) that, if you can achieve that purpose some other way, then don't have the meeting!

The purpose needs to be more than "It's the time we always have our regular meeting." People need to understand why they are assembled. Some common reasons for having meetings are:

- To get information to people. Could the nature of the information you need to communicate be done as effectively by mail, email, telephone calls or a conference call?
- To obtain board approval required for a decision outside the executive's already delegated authority.
- To address a significant crisis that could, if ignored, negatively affect the organization's owners, stakeholders and mission effectiveness.
- To assign tasks to individuals or committees. Can this be done as effectively another way?
- To exercise the board's trustee and governance responsibilities for the organization (see "[Responsibilities of the Board](#)").

Before the Meeting

To repeat! Send notices. Send notices as reminders, even if your organization sets the meeting calendar in advance for the whole year (e.g., second Tuesday of each month). These reminders can be sent by email, fax or postal card. A phone call is also useful because it may allow you to discover any concerns a director may have on his or her mind apart from the formal agenda.

Seek commitments on attendance before the meeting date. Set a deadline for taking a final count. This way you can detect a lack of an *a quorum* that may indicate a cancellation or rescheduling of the meeting and avoid inconveniencing those directors who were planning to attend.

Be certain all responsibilities for the actual meeting are delegated and accepted such as, "What individuals or committees are reporting?", and "Are

they prepared and comfortable making the report/presentation/proposal?” Or “Who is in charge of refreshments, if offered?” “Who will take board minutes?” If the chair is absent, “Who will lead the meeting?”

Ending the Meeting

At the conclusion of the meeting, directors should sense that the intended purpose of the meeting was reached. Some experts like the idea of making certain each person attending leaves with an assignment, knowing what the next appropriate step is both personally and for the organization. Express appreciation to the chair and those who assisted in various aspects of the meeting’s planning and implementation.

Evaluation

The chairperson and chief executive, or maybe the entire executive committee, will want to evaluate the meeting either immediately following adjournment or sometime within 48 hours. Discuss what went well, and what could be improved next time. Remind the Board secretary or paid staff responsible for writing, printing and distributing the minutes to promptly prepare the minutes from the notes taken at the meeting. A good goal is to have minutes distributed to board members within one week of the meeting.

Minutes of Meetings

Many nonprofit organizations make the mistake of including too much detail in the minutes of their meetings. Minutes should reflect actions and decisions made, not necessarily every detail of discussions concerning those decisions. Minutes should, however, include enough detail to show due diligence for the recorded action taken. Minutes should never include thoughtless, casual or potentially harmful remarks a board member makes.

If your organization is incorporated, the minutes are official records of the corporation’s actions. They should be considered public records and can be subpoenaed in the case of legal action initiated against the organization, and thus reflect on each trustee.

Word processing programs allow you to create templates. You could make one to be your standardized format for minutes. You might also create a “fill-in-the-blanks” form that the secretary could use during the meeting to record notes by hand and then later type official minutes from this “note taking outline.”

Minutes should always state the organization’s name, the date and time of the meeting, the nature of the meeting (regular, special, annual), and, who called it to order. Include names of each board member attending, those members absent, and any guests; a declaration of *a quorum*; results of votes on action items and names of any persons abstaining or dissenting. Most minutes include the names of those making motions. It is not necessary, however, to record those who “second” a motion. It is also

unnecessary to make and pass motions to “receive” each report if it appears on the agenda. When the board approves the agenda, it agrees to receive the report at that particular time in the order of business. After the board hears such reports, the chair may note that “the report is filed.”

Should a report require some board action it is appropriate to make a motion to “adopt” or “accept” the report. If this motion passes, it means the organization has taken action on every part of the report since the Board adopted the entire report. Frequently, the real intent is to adopt some particular portion of the report that proposes Board action. If so, the motion should be restricted to that part of the report for which action is proposed.

If the Board decides to operate by general or unanimous consent, the minutes should state this on any actions so taken. Minutes can also include reports or portions of them. If the Board wishes these to be part of its records of official action, it would order them “entered into the minutes.” (Standing committee reports are placed on file by the secretary.) Finally, the minutes should note the time the meeting ends and be signed by the secretary. However, the traditional phrase “respectfully submitted” is not necessary.

Standard resolutions for actions common to all corporations (e.g., opening a bank account, leasing a car, renting facilities) are in many of the “how to” books available. You can find samples of appropriately written minutes in most editions of *Robert’s Rules of Order*, and in some of the “how to” books and online sources listed under [“Further Resources.”](#)

Corporate Record Book

The board should have access to an official binder that includes incorporation papers, charter, by-laws, minutes, and resolutions of all official meetings.

Office supply stores and companies who specialize in helping people form corporations sell formal, sometimes leather bound, corporate record books. These are fine, but you usually do not need to go to the expense for this type of record book. You can use any binder and make your own divider tabs.

This book is usually kept at the principal office of the corporation.

Conclusion

The Board’s ability to govern effectively requires an understanding of the differences and relationships between management and governance. The Board, through policies established, demonstrates its effectiveness and determines the organization’s direction. Carver states that “policies...generated by the board, not parroted or approved by it, get at the very soul of governance. If the board’s wisdom is not reflected in these policies, a central feature of real board leadership has been missed.” (CarverGuide 1:7) And the opportunity for truly governing effectively toward a desired direction is jeopardized. Likewise, a board can fool itself into believing it is governing because it has policies and procedures in place that help things run efficiently. But it may

be doing efficiently what doesn't really need to be done at all, confusing "means" for "ends."

The disciplined work of a governing board is neither easy nor unimportant. The labor is worth the effort in helping an organization effectively reach its intended end. And in this process, Jesus' prayer that the Father's "will be done on earth, even as it is in heaven," can be significantly enhanced by a board process that effectively serves the mission for which God has called it.

Further Resources

Incorporating

The 12 Steps Program: Steps to Starting a Compassionate Ministry Center. Oliver R. Phillips. www.nazarenecompassion.org

The Corporate Minutes Book: A Legal Guide to Taking Care of Corporate Business, 2nd Edition. Anthony Mancuso. (Berkeley: Nolo. 2002)

How to Form a Nonprofit Corporation, 5th Edition. Anthony Mancuso. (Berkeley: Nolo. 2002). www.nolo.com

Board & Organizational Development

"Free Management Library (sm)". www.managementhelp.org

Masterplanning Group International
PO Box 952499
Lake Mary, FL
Tel: 407.330.2028
www.MasterplanningGroup.com

Towel & Basin Ministries
PO Box 101393
Nashville, TN 37225
Tel: 615.226.7668
www.TowelandBasin.org

Executive Search Process & Executive Coaching

KindomCareers.com
Brentwood, TN 37027
Tel: 888.207.2306
www.KingdomCareers.com

Masterplanning Group International
PO Box 952499
Lake Mary, FL
Tel: 407.330.2028
www.MasterplanningGroup.com

Pacific Grove Group.
144 Second Ave. North, Suite 200
Nashville, TN 37201
Tel: 615.248.2483
www.pacificgrovegroup.com

Fund Raising

The Board Member's Guide to Fund Raising: What Every Trustee Needs to Know About Raising Money. Fisher Howe. (Jossey-Bass)

For other books and publications on boards and fund raising, see BoardSource under “Governance & Management”

Berkey Brendel Sheline
60 Shiawassee Ave. Suite G
Akron, OH 44333
Tel: 330.867.5224
www.servantheart.com

Monarch Stewardship Group
144 Second Ave. North, Suite 200
Nashville, TN 37201
Tel: 615.248.9998
www.monarchstewardshipgroup.com

For links to other companies that specialize in various aspects of fund raising see Christian Management Association under “Governance & Management”

Governance & Management

Boards That Make A Difference: A New Design for Leadership in Nonprofit and Public Organizations. John Carver. (Jossey-Bass, 2nd Edition. 1997)

BoardSource (formerly National Center for Nonprofit Boards)
200 L St., NW, Suite 510
Washington, DC 20036
Tel: 202.452.6262
www.boardsource.org

Carver Governance Design, Inc.
PO Box 13007
Atlanta, GA 30324
Tel: 404.728.9444
www.carvergovernance.com

CarverGuide Series on Effective Board Governance

1. Basic Principles of Policy Governance
2. Your Roles and Responsibilities as a Board Member

3. Three Steps to Fiduciary Responsibility
4. The Chairperson's Role as Servant-Leader to the Board
5. Planning Better Board Meetings
6. Creating a Mission that Makes a Difference
7. Board Assessment of the CEO
8. Board Self-Assessment
9. Making Diversity Meaningful in the Boardroom
10. Strategies for Board Leadership
11. Board Members as Fund-Raisers, Advisers, and Lobbyists
12. The CEO Role Under Policy Governance

All by Jossey-Bass

www.josseybass.com

Christian Management Association

PO Box 4090

San Clemente, CA 92674

Tel: 949.487.0900

www.CMAonline.org

CompassPoint for Nonprofit Services

706 Mission St., 5th Floor

San Francisco, CA 94103

Tel: 415.541.9000

www.compasspoint.org

Publishes a free monthly e-newsletter for board members called Board Café. To subscribe, send a blank email to boardcafe-on@lists.compasspoint.org

The Complete Guide to Nonprofit Management, Second Edition. Smith, Bucklin & Associates. (John Wiley & Sons, Inc. 2000)

The Effective Board Member. Bobb Biehl & Ted Engstrom.

www.MasterplanningGroup.com

Free Management Library (SM)

www.managementhelp.org

Governance Series from BoardSource (updated 2003)

- Ten Basic Responsibilities of Nonprofit Boards
- Financial Responsibilities of Nonprofit Boards
- Structures and Practices of Nonprofit Boards
- Fundraising Responsibilities of Nonprofit Boards
- Legal Responsibilities of Nonprofit Boards
- The Nonprofit Board's Role in Setting and Advancing the Mission
- The Nonprofit Board's Role in Planning and Evaluation
- How to Help Your Board Govern More and Manage Less
- Leadership Roles in Nonprofit Governance

(BoardSource 2003. See contact information above.)

Management: Tasks, Responsibilities, Practices. Peter F. Drucker.
(Harperbusiness 1993)

Managing the Non-Profit Organization: Principles and Practices. Peter F.
Drucker. (Harperbusiness 1992)

Managing a Nonprofit Organization in the Twenty-First Century. Thomas Wolf
(revised edition, Fireside 1999)

Robert's Rules of Order Newly Revised, 10th Edition. General Henry M.
Robert. (Perseus Publishing: 2000)

www.robertsrules.com

Jim Slaughter, Certified Professional Parliamentarian and Professional
Registered Parliamentarian

www.jimslaughter.com.

Ten Basic Responsibilities of Nonprofit Boards. Richard T. Ingram (National
Center for Nonprofit Boards: 1988, 1992)

Retreats – Board and/ or Staff

Towel & Basin Ministries

PO Box 101393

Nashville, TN 37225

Tel: 615.226.7668

www.TowelandBasin.org

Strategic Planning

Masterplanning Group International

PO Box 952499

Lake Mary, FL

Tel: 407.330.2028

www.MasterplanningGroup.com