



The Secret to Volunteer Success in Your Chapter

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Today's Session

- Learn strategies on how to prepare your volunteers for their leadership role
- Discuss fiduciary duties and legal obligations
- Gain new tools for your own volunteer recruitment and retention
- Hear from other chapters on how they have successfully onboarded their volunteers

LO
me is

HELLO
my name is

HELLO
my name is

LO
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Think About Your Chapter...

- What's your current volunteer onboarding plan?
- What conflict could have been avoided if you had a stronger leadership development plan?

A Good Board Member...

Is a Steward

Is a Strategist

Is a Sense
Maker

Partners with
Chief Staff

Participates,
but Listens
More

Stays Out of
the “Weeds”

Recruits &
Mentors
New Leaders

Serves as an
Ambassador

Is Willing to
Change

Characteristics of Exceptional Boards



Allegiance to
Mission

Mission is
ever present



Are a Strategic
Asset

Financial Capital
Intellectual Capital
Political Capital



Are Thought
Partners

Think
independently,
but govern
collectively

The Right Work at the Right Time

Fiduciary – Board as Steward

- Inquiry
- Oversight

Strategic – Board as Strategist

- Planning
- Thinking

Fiduciary – Inquiry & Oversight

1. Establish Strategic Direction

- Determine mission and purpose
- Ensure effective planning

2. Ensure the Necessary Resources

- Ensure financial resources
- Select the chief staff
- Build a competent board
- Enhance the organization's public standing

3. Provide Oversight

- Monitor and strengthen programs and services
- Protect the assets and provide financial oversight
- Ensure legal and ethical integrity
- Support and evaluate the chief staff

Board Governs + Staff Manage = Successful Partnership

Board

1. Determine mission and purpose
2. Ensure effective planning
3. Ensure adequate resources
4. Select the Chief Staff
5. Build a competent board
6. Enhance public standing
7. Monitor programs
8. Provide financial oversight
9. Ensure legal and ethical integrity
10. Support/assess Chief Staff

Chief Staff

1. Execute the mission
2. Involve board/direct process
3. Oversee resource development
4. Select/Lead/motivate staff
5. Cultivate future leadership
6. Liaison between organization and stakeholders
7. Implement effective programs
8. Prudently manage resources
9. Ensure high ethical/legal standards
10. Support the board



Legal Obligations – Duty of Care, Loyalty and Obedience

Care - Act in the best interests of the organization


- Exercise ordinary and reasonable care in your duties.
- At a minimum, a director should read minutes, attend meetings, listen and ask good questions.
- Working with other board directors to advance the organization's mission and goals.

Loyalty - Accountable for performance

- Director must place organization's interests above personal interests.
- Disclose potential conflicts of interest.
- Maintain confidence of information.

Obedience - Compliant with laws and regulations for nonprofits

- Director must understand and abide by purpose of organization as well as primary governing documents (e.g. Bylaws, Articles of Incorporation, State Statute), provide a structure for the governance of the organization.
- Must carry out the organization's mission.



I didn't say anything during the meeting, but I don't agree with the rest of the Board on this issue.

Legal and Ethical Integrity

- Compliance & Accountability – Conflict of Interest, Whistleblower, Harassment, Retention and Destruction
- Transparency – Governance, finances, programs, activities, performance
- Key Documents – Access and availability

Every Board's MUST-HAVE DOCUMENTS

Even the most organized, responsible, and amiable board needs to document its activities, internal rules, and processes. Some of the documentation is legally required while some is simply helpful to have. Some documents should be available to the public while others must be kept confidential. Some serve as guidelines for decision making while others are part of the record keeping. For a board that takes its fiduciary role seriously, written rules simply are part of necessary risk management.

Here are the various documents to which your board needs to pay attention.

DOCUMENTS THAT SERVE AS GUIDES FOR BOARD ACTION:

ARTICLES OF INCORPORATION

- Legal document that outlines the general purpose and structure of the organization and its intent to operate exclusively with a nonprofit purpose.
- Filed with the state when the nonprofit is incorporated; need to be refiled if any key issues change.
- Usually follow a form and contain a minimum of detail because they are cumbersome to change.
- Must not contradict state nonprofit incorporation statutes.

BYLAWS

- Significant written rules that establish the governance structure of a nonprofit
- Define the duties, authority limits, and principal operating procedures for the board and board members
- Include the highest-level board policies
- Should not contain overly detailed procedures or restrictions as changes must be approved by the membership or full board
- Should be reviewed for fine-tuning every few years

POLICIES

- Some apply to the organization, such as whistleblower and gift acceptance policies
- The chief executive is responsible for personnel policies and office procedures but the board should ensure that they exist and are adequate.
- Some supplement the bylaws and guide board practices and oversight procedures, such as investment, internal controls, and executive compensation policies
- Some direct staff operations, such as personnel policies.
- Operating guidelines for board and staff

BOARD PROCESSES

- Explain how to implement a policy, e.g., a separate document that explains step-by-step how to remove a board member or resolve a conflict.
- Serve as standard operating procedures.

JOB DESCRIPTIONS & CHARTERS

- Expectations for individual board members, officers, committees, task forces, and the chief executive

AGENDAS

- Guide the board's official business meetings

Resource:
[The Nonprofit Policy Sampler](#)

DOCUMENTS THAT RECORD BOARD DECISIONS & ACTIVITIES

- Meeting minutes
- IRS Form 990 — All nonprofits must indicate whether the board has approved certain policies and followed specific processes when making governance decisions. The laws do not require any policies but no board should be comfortable reporting that it does not have conflict-of-interest, whistleblower, or document-destruction policies.

Chapter Specific Information

- Governance – Articles of Incorporation, Bylaws, policies and procedures, job descriptions, agenda, Strategic Plan
- Chapter Structure – Board composition (Number of members, terms, number of meetings, key requirements/rules), committees, task forces, other working groups, staff organization chart
- Chapter Background Information – Mission, Vision, history, key programs and services, membership fees, territory, financials/budget, key insurance, 990
- Public Relations – Key spokesperson for chapter, messaging

Strategic – Planning & Thinking

Strategic Planning:
Develop strategy with
management to set the
organization's priorities
and course to effectively
deploy resources
accordingly.



Strategic Thinking

Exceptional boards allocate time to what matters most and continuously engage in strategic thinking

- How is your strategic thought fostered throughout the year?
- Is your board spending time on vital strategic issues at every meeting?
- How are you tracking progress?
- Are you ensuring that there are adequate resources?

Talk at your tables...

- What are the highlights of your volunteer onboarding and development program?
- Do you incorporate anything that wasn't shared today?
- What new aspects do you plan to add?

- ✓ Pick a scribe
- ✓ Pick a reporter
- ✓ Get ready to share

How can AIA help?

- Planning to schedule 2 virtual board orientations in 2023 for you to invite your leaders – more details coming soon
- Collaborate on Component Connect with other leaders for more tools and ideas
- Use us to as a resource for tools and templates – or for customized support

Questions?

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