

Better Board Meetings:

Enhancing Your Preparation

Conservation Lands Foundation | October 13, 2022



Megan Seibel

Better Board Meetings Webinar Series

Clarifying Board Roles
and Responsibilities

**Enhancing Your
Preparation For Board
Meetings**

Improving Your Board
Meeting Facilitation

Prior Session: See
Recording

Today's Session

27 October

A modern meeting room with a large wooden table, a whiteboard, and a brick wall. The room is dimly lit, with a large potted plant on the left and a metal locker on the right. The table is set with a laptop, a small potted plant, a plate of food, and a cup. The whiteboard is mounted on the wall behind the table.

Better Board Meetings

Enhancing Your Preparation

Poll: What concerns do you have with your meetings? (Check all that apply)

- ▶ Poor attendance
- ▶ Poor participation or dominated by a few voices
- ▶ Meetings don't start and/or end on time
- ▶ Too much time in updating (vs discussion or decision-making)
- ▶ Stuck swimming in details
- ▶ Too basic, business-only
- ▶ Too contentious, too little agreement
- ▶ Stress generating for meeting leaders
- ▶ Discussions veer into staff roles, operational level
- ▶ Other (type into chat)



The Board's Job Description

Role:

- **Governance**
- **Manage Itself**
- **Elect Officers**
- **Recruit Diverse Members**
- **Orient New Members**
- **Promote Inclusivity**

Responsibilities:

- **Provide Strategic Leadership**
- **Assure Financial Sustainability**
- **Support and Supervise the ED**

Governance not Management





Types of Discussions

Business Topics

- Financial Reports
- Policies
- Board Self-Management
- Board Meeting Management

Planning Topics

- Strategic Plan
- Annual Operating Plan
- Program Evaluation

Visioning Topics

- Long Range Planning
- Vision and Mission Statements

Team Building



Board Meeting Annual Calendar





Basic Agenda

- Call to Order
- Approval of the Agenda
- Approval of the Minutes
- Reports
 - Executive Director
 - Finance Director
- Old Business
 - Board nominations
- New Business
 - Strategic planning timeline
- Comments and Announcements
- Next Meeting Date
- Adjournment



Agenda Improvements: Starting out Strong

- ▶ Check-Ins and icebreakers
- ▶ Take an action
- ▶ Quick decision items
- ▶ Important items



Agenda Improvements: List the Purpose

- State desired outcome of meeting
- Give each agenda item a time frame
- Indicate if agenda items are for decision, discussion, or input



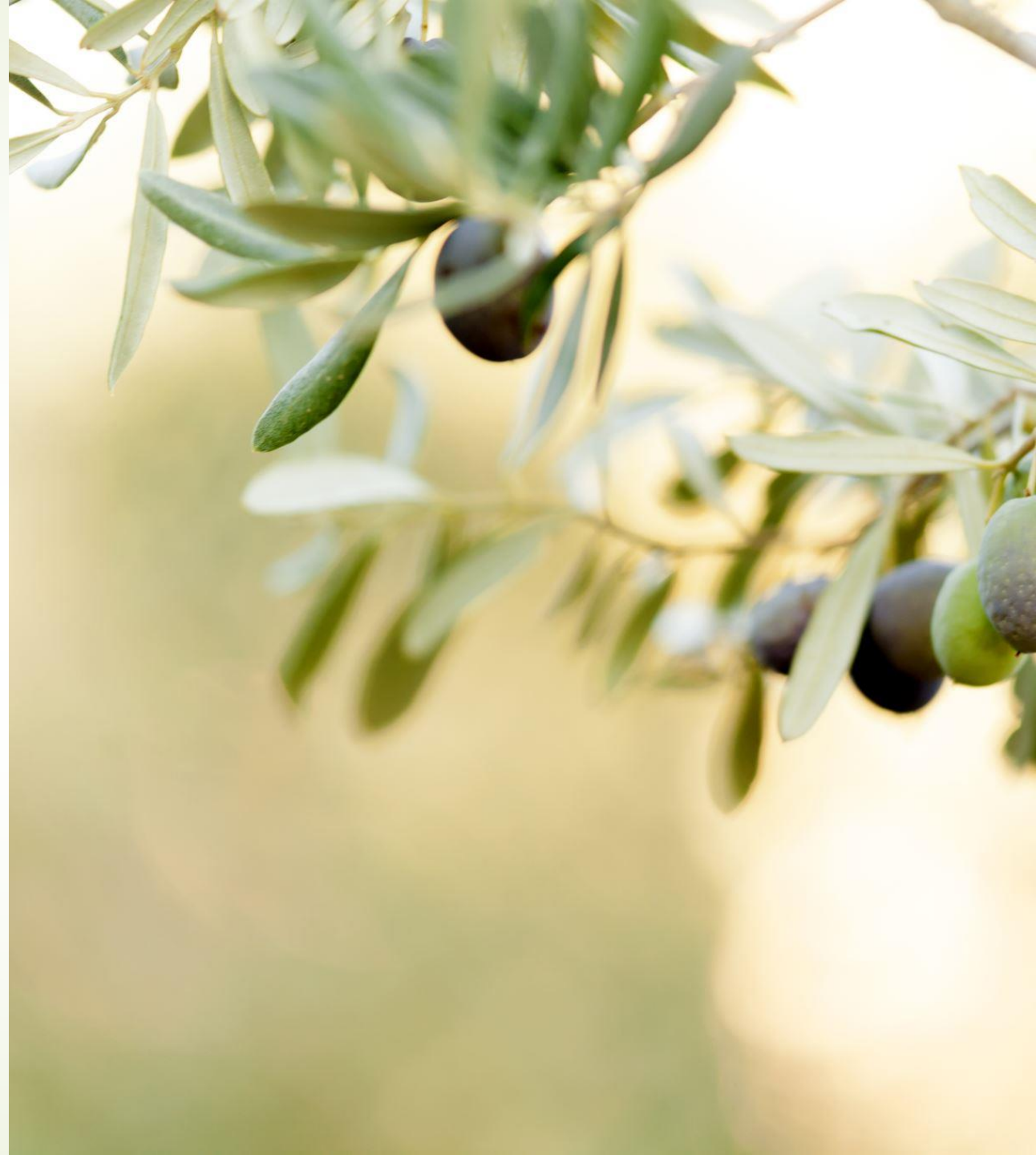
Agenda Improvements: No Surprises

- Give prior notice
- Send materials in advance
- No surprise votes



Thoughtful Agendas Reduce Reporting

- Put discussion items, not just reporting items, on agenda
- Put context and background in the materials sent in advance
- Refer to materials in meeting, but don't repeat information



Thoughtful Agendas Spark Discussion

- Put context and background in the materials
- Put open-ended questions in the agenda (questions without yes/no answers)
- Ask How, What If, or Why Not questions





Board Meeting Materials

- What to send
 - Proposed agenda
 - Minutes from last meeting
 - ED report
 - Program reports
 - Committee reports
 - Financials
 - Background for topics on agenda
- When to send
 - 1 – 2 weeks in advance

Key Practice: Review and Approve Financial Reports



					Jan - Aug	Budget to Jan - Aug	Jan - Aug Variance		Budget to December		Annual Variance		% of Annual
		Income											
		4000 · Corporate Grants			15,538	21,233	-5,695		31,850		-16,312		49%
		4100 · Foundation grants			223,882	206,667	17,215		310,000		-86,118		72%
		4200 · Donations			39,678	104,433	-64,755		156,650		-116,972	➡	25%
		4300 · Kind Contributions			1,646	1,646	0		1,646		0		100%
		4400 · Sales			2,799	4,000	-1,201		6,000		-3,201		47%
		4500 · Other Income			4,616	333	4,283		500		4,116	➡	923%
		Total Income			288,159	338,313	-50,154		506,646		-218,487	➡	57%
		Expense											
		5000 · Employee Salaries & Benefits			230,640	224,325	6,315		336,488		-105,848	➡	69%
		5100 · Professional Services			8,807	7,500	1,307		11,250		-2,443		78%
		5200 · Staff Development			5,775	3,335	2,440		5,002		773		115%
		5300 · Office Operations			35,997	37,505	-1,508		56,258		-20,261		64%
		5400 · Bookkeeping			1,262	2,367	-1,105		3,550		-2,288		36%
		5500 · Fundraising			18,530	23,913	-5,383		35,870		-17,340		52%
		5600 · Fieldwork			8,271	15,000	-6,729		22,500		-14,229		37%
		5700 · Program			11,988	21,600	-9,612		32,400		-20,412		37%
		Total Expense			321,270	335,545	-14,275		503,318		-182,048	➡	64%
		Net Income			-33,111	2,767	-35,878		3,328		-36,439		




					Jan - Aug		Budget to December		% of Annual
				Income					
				4000 · Corporate Grants	15,538		31,850		49%
				4100 · Foundation grants	223,882		310,000		72%
				4200 · Donations	39,678		156,650		25%
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				5700 · Program	11,988		32,400		37%
				Total Expense	321,270		503,318		64%
				Net Income	-33,111		3,328		



Financial Statement Narrative

Operating reserve (months)

Surplus projected in budget

Projected variance from
budgeted surplus

1- 3 income categories that
are ahead or behind pace

1- 3 expense categories that
are ahead or behind pace

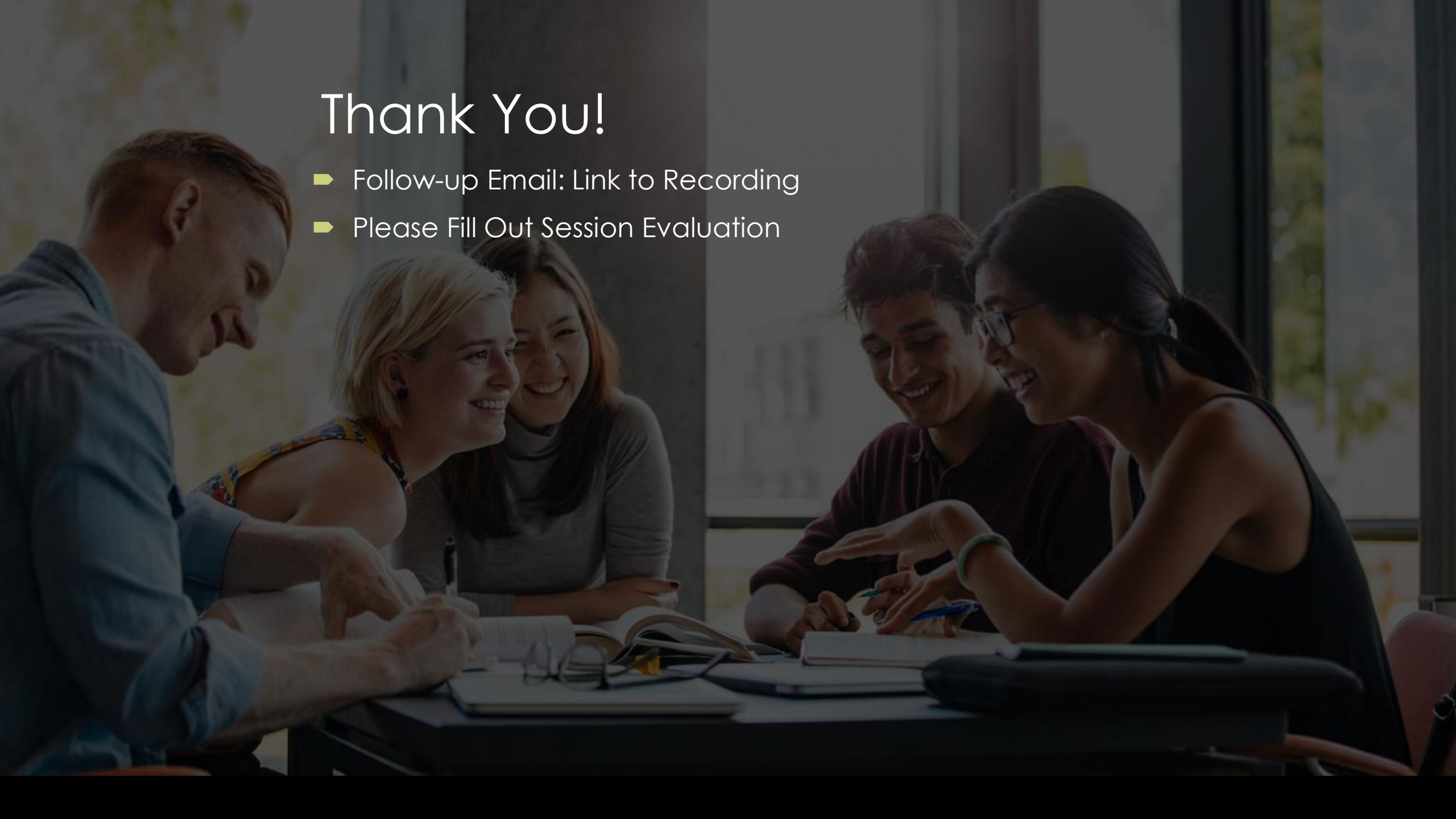


Summary

Focus	Focus on board responsibilities: strategic direction, fiduciary oversight, ED evaluation, and board self management
Schedule	Schedule mix of topics: business, planning, visioning, team building
Design	Design agendas that support engaging conversations
Send	Send materials 1 – 2 weeks in advance

Thank You!

- ▶ Follow-up Email: Link to Recording
- ▶ Please Fill Out Session Evaluation



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Questions?

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megan@capacityrefresh.com



Capacity Refresh
Training and Consulting

