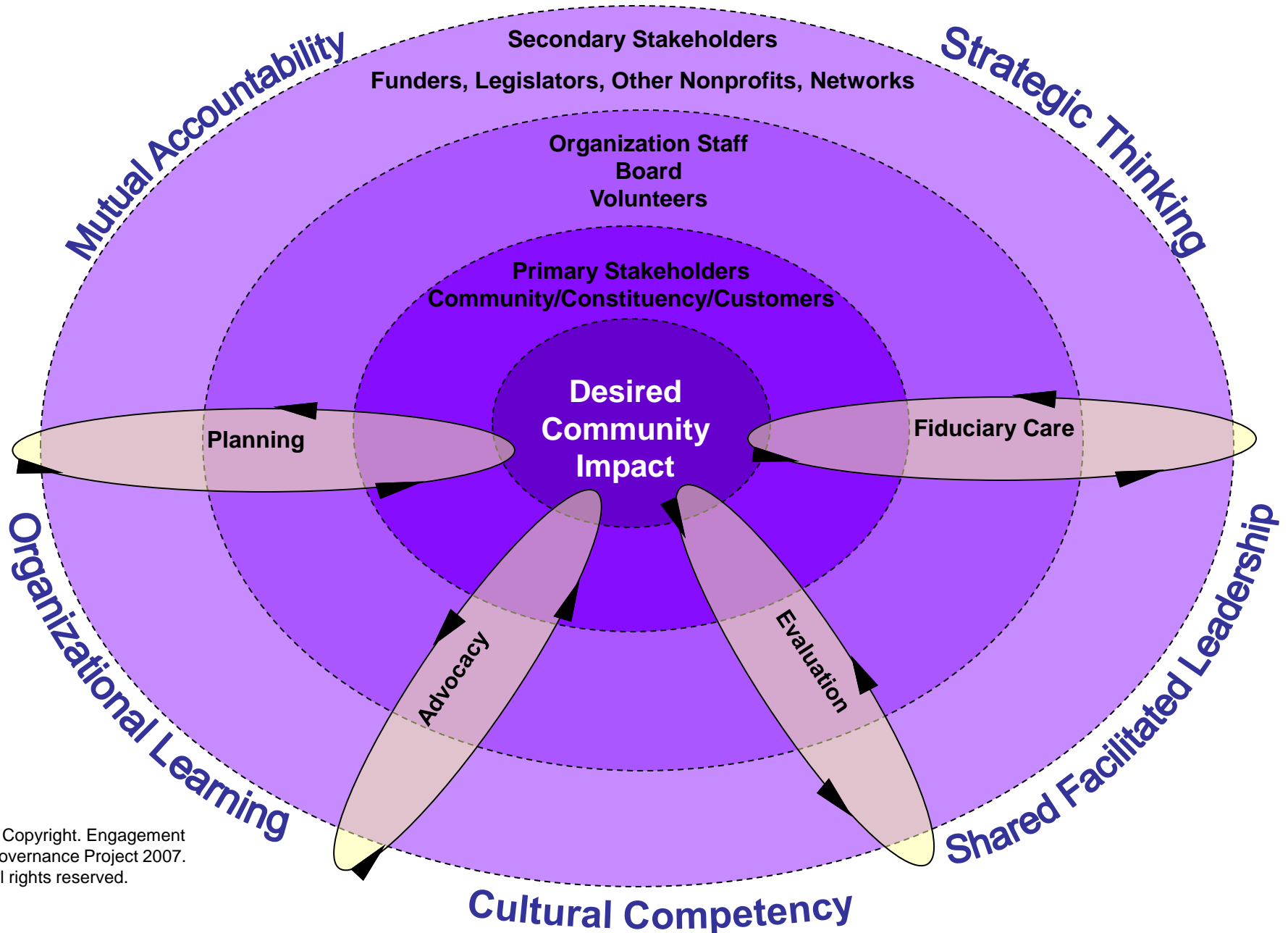


Community-Engagement Governance



Boards/Nonprofits of the Future

- The trends:
 - Generational shift
 - Increase in social networking – shared & nonhierarchical sense of community
 - Growing diversity
 - Growth in virtual workspaces – use of IT and lack of site specific orientation
 - Blurring of boundaries on sector

What's The Problem?

- Disengaged or uniformed boards
- Disengaged communities/constituencies
- Increasing competition within the sector and from outside the sector
- Inability to recruit quality board members
- Executive Director burnout

Governance

Nonprofit governance is the provision of guidance and direction to a nonprofit organization so that it fulfills its vision and lives its core values, while maintaining accountability to the community, other key constituents and funders.

Core Principles of Engaged Governance

- There is no one right model or approach to use with all boards
- Governance is a function and process, boards are a structure
- The core principle of “engaged” governance is shared power –don’t fake it
- The core benefit of “engaged” governance is improved community impact – other benefits will follow

Core Features of Engaged Governance

- Attributes/skill sets needed at all levels for success:
 - Shared facilitative leadership
 - Cultural competency
 - Strategic thinking
 - Measures & tools for mutual accountability
 - Culture of CQI – organizational learning not shame/blame

Internal Governance

Board & Staff & Stakeholders

Governance Roles must be negotiated on a case by case basis with an expectation of some overlap of governance functions

- Internal Accountability:
 - Stewardship
 - Sustainability
- External Accountability:
 - Evaluation Data
 - Compliance Data
 - Resource Needs
 - Strategic Priorities

External Shared Governance

- On issues of advocacy, strategic thinking/planning, evaluation and resource development there must be intentional and continuous feedback loops between internal and external stakeholders. This model encourages intentional communication and shared responsibility/accountability
- Both the board and the community have an “ownership” interest in the organization
- Examples:
 - Board meeting agendas include open dialogue with others
 - Board members drawn from primary as well as secondary stakeholders
 - Annual meetings are open and include accountability discussions
 - Focus groups with the community regarding strategic priorities and perceptions about success, community values

Considerations

- Influencing Factors
 - Stage of organizational development
 - Size of organization
 - Adaptive capacity
 - Community Readiness
 - Nonprofit sector/field

What's Next?

- Pilots underway across country by Alliance members
- Tools are being developed for implementation guidance – no one size fits all