



Nebraska Council of School Administrators (NCSA)

## Principles of **Boardsmanship**

*Presented by Dr. Michael Dulaney  
NCSA Executive Director  
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### **Ten Basic Responsibilities of Nonprofit Boards**

1. Determine the Organization's Mission and Purposes.
2. Select the Chief Staff Executive.
3. Support the Chief Executive and Assess His/her Performance.
4. Ensure Effective Organizational Planning.
5. Ensure Adequate Resources.
6. Manage Resources Effectively.
7. Determine, Monitor and Strengthen the Organization's Programs and Services.
8. Enhance the Organization's Public Standing.
9. Ensure Legal and Ethical Integrity and Maintain Accountability.
10. Recruit and Orient New Board Members and Assess Board Performance.

### **The Board's Legal and Fiduciary Responsibility**

- The board as a body is responsible for ensuring that the organization meets legal requirements and that it is operating in accordance with its mission and for the purpose for which it was granted tax-exemption.
- Individual board members must exercise the duty of care (meaning they must attend meetings, be prepared to make informed decisions by reading the information provided and requesting additional information if necessary, and carry out their duties in a reasonable and responsible manner).

## **A Board Member's Responsibilities**

*Individual Board members must discharge two important duties:*

### **1. The Duty of Care:**

- The care that an ordinarily prudent person would exercise in a like position and under similar circumstances.
- Stay informed and to ask questions.
- Reading minutes and background materials for proposed decisions.
- Asking questions when clarification is needed.
- Participating in Board deliberations.

### **2. Duty of Loyalty:**

- When making decisions, Board members must show undivided allegiance to the organization's welfare.
- The prospect of personal gain or gain for another party with which the Board member is affiliated must not enter into the decision.
- Wise Board members disclose conflicts of interest and refrain from participating in the Board's discussion and voting on the matter in question.
- Conflict of interest policies should cover likely conflict situations, such as business dealings and nepotism.

## **The Board's Role in Policy Making**

➤ A policy is a guiding principle that helps in deciding on a course of action.

➤ Policies are developed throughout organization, but at the Board level, policies shape decision that have organization-wide implications.

➤ The Board's role in policy is to establish the organization's purpose, and to set major policies for how this purpose will be fulfilled.

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### **Policy Decision-Making**

*Four knowledge bases...*

*Question 1.* What do we know about our stakeholders - needs, wants, and preferences, that is relevant to this policy decision? \*\*

*Question 2.* What do we know about the current realities and evolving dynamics of our environment that is relevant to this policy decision? \*\*

*Question 3.* What do we know about the "capacity" and "strategic position" of our organization that is relevant to this policy decision? \*\*

*Question 4.* What are the ethical implications?

\*\* *What do we wish we knew but don't?*

## Association Board and Staff Roles

Responsible	Involved		Responsible	Involved
X		Governance		X
	X	Administration	X	
X		Decides What		X
	X	Decides How	X	
X		Makes Policy		X
	X	Carries Out Policy	X	
X		Sets Goals		X
	X	Plans to Achieve Goals	X	
X		Reviews Plans		X
	X	Implements Plans	X	
X	X	Monitors Progress	X	X
<b>The Board</b>			<b>The Staff</b>	

### The NCSA Staff

Dr. Michael Dulaney  
*Executive Director*

Amy Poggenklass  
*Finance and Membership Director*

Dr. Dan Ernst  
*Associate Executive Director*

Carol Young  
*Executive Administrative Assistant*

Kelly Coash-Johnson  
*Assistant Executive Director*

## Planning and Thinking Strategically

**GOALS** Describe the outcomes the organization will achieve for its stakeholders (members, customers, the association itself, etc.)

Specified timeframe; assessed and reviewed every year by the board and staff; progress continuously monitored.

**OBJECTIVES** Describe what we want to have happen with an issue or condition.

What would constitute success in observable or measurable terms (or benchmark to be set when needed information becomes available)?

- Indicates a direction – increase, expand, decrease, reduce, consolidate, abandon, improve, distribute, enhance.
- Three to five-year timeframe, reviewed every year by the Board. Progress continuously monitored.

**STRATEGIES** Describe how the association will commit its resources to accomplishing the goal.

Bring focus to operational allocation of resources.

- Indicates an activity – redesign, refine, create, identify, revise, develop, implement, establish.
- One to three-year timeframe reviewed every year by the Board. Serves as a link from long-term planning to annual planning.
- Sets strategic priorities for committees, staff and all other work groups.