

League of American Orchestras

Board Constituency Meeting

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Susan S. Meier

BoardSource Senior Governance Consultant



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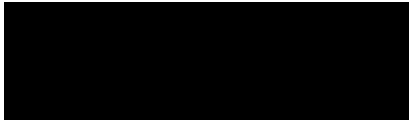
BoardSource

- Advances the public good by building exceptional nonprofit boards and inspiring board service
- Supports and promotes excellence in nonprofit board service
- Is the premier source of cutting-edge thinking and resources related to boards
- Engages and develops the next generation of board leaders

www.boardsource.org

Susan Meier

- Senior Governance Consultant, BoardSource
- Principal, Meier and Associates
- Former Vice President, Consulting & Training at BoardSource
- Former Vice President of Chapter Services for national federated nonprofit
- Corporate experience
- National and local board member and officer experience

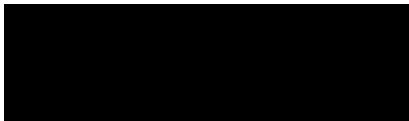



Today's Objectives

- To learn from your peers
- To explore practices of high performing boards
- To build your 'toolbox' of tools, practices, and exercises for the boardroom

Introductions

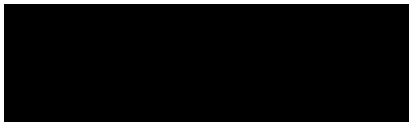
- Your name and role
- Your symphony/orchestra
- One important skill or attribute that you bring to your board
- Two topics your table would to discuss today





“A great board member is someone who
sees what everyone else has seen and
thinks what no one else has thought.”

- Richard Chait



Consider and Discuss...

1. Is it a Board Chair's job to have a vision and lead the board accordingly? Or, is it a Board Chair's job to engage the board in advancing the organization's vision, mission and strategies?
2. How does your board make decisions?
3. Who does the Board Chair talk with when seeking guidance?

Effective Strategic Planning

“Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.”

--Sun Tzu, The Art of War

Definitions

- **Mission:** why we exist
- **Vision:** what the world would look like if we achieved our mission (aspirational)
- **Values:** the principles that guide us in our work

Strategic Planning

- Strategic planning vs operational planning
- Strategic framework/mapping
- Scenario planning
- Develop a thoughtful process
 - Environmental scan
 - Mission, vision, values
 - Strategies, goals, objectives, timeline, responsible parties
 - Metrics of progress

The *Strategic Framework*

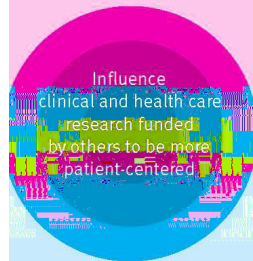
- Not the traditional strategic planning process nor will it culminate in a traditional plan
- Create a high level *strategic framework*
- Provide a *road map for* the organization that allows for nimbleness and flexibility
- Focus on strategic priorities rather than on specific tasks and action steps
- May even fit on a single page

Strategic Plan

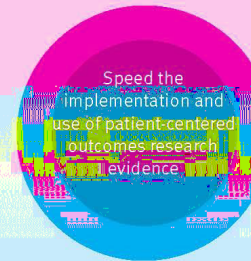


Patients and the public have information they can use to make decisions that reflect their desired health outcomes.

PCORI helps people make informed health care decisions, and improves health care delivery and outcomes by producing and promoting high integrity, evidence-based information that comes from research guided by patients, caregivers and the broader health care community.



GOALS



Dissemination
Disseminate patient-centered outcomes research to all stakeholders support stake and implementation

Infrastructure
Promote and facilitate the development of a sustainable infrastructure for conducting patient-centered outcomes research

STRATEGIC IMPERATIVES

Engagement
Engage patients, caregivers and all other stakeholders in our entire research process from topic generation to dissemination and implementation of results

Methods
Develop and promote rigorous patient-centered outcomes research methods, standards, and best practices

Research
Fund a comprehensive agenda of high quality patient-centered outcomes research and evaluate its impact

Dissemination
Disseminate patient-centered outcomes research to all stakeholders support stake and implementation

Business
Broad-based funding and provide that is to the public or clinical and researches

Evidence
We consistently rely on the best available science and we evaluate our work to improve its reliability and utility

CORE VALUES

Usefulness
We focus on funding research that provides actionable answers to questions that are important to patients and the healthcare community

Transparency
We work in the open and facilitate public access to build trust, encourage participation, and promote implementation

Patient-Centeredness
Patients are our true north: we rely on patient perspectives and values to guide and improve our work

Inclusive
We study the patient population seek to provide evidence that is tailored to patient demographic and clinical characteristics and their preferences

Strategic Framework

Mission:

To save lives by improving...

Vision:

A world free of....

Strategic Imperatives

Reduce the burden
on individuals and
families

Improve the air we
breathe

Fighting Cancer

Goals

Goal

Goal

Goal

Goal

Goal

Goal

Goal

Guiding Principles

To be
inserted

We believe in
evidence based
and data driven
decision making
and measurable
impact

Building a diverse
active and engaged
pool of volunteers is
integral to our
mission success

disparities must
be eliminated

We are driven by
innovation
transparency
integrity and
ethical practice

NRPA's 2014 to 2016 Strategic Plan

Equip members with tools to increase the impact of parks and recreation in conservation, health and wellness and social equity.

Conservation

GOAL 1: Agencies have an increased ability to demonstrate their impact by taking a lead role in CONSERVATION

Objectives:

Connect one million kids to the outdoors through P & R agencies
AWARENESS

Conduct and support research to quantify the environmental benefits of P & R
RESEARCH

Provide education that helps P & R quantify the value of parks and natural resources
EDUCATION

Advance federal legislation that supports conservation in P & R
ADVOCACY

Health & Wellness

GOAL 2: Agencies are able to leverage their impact on community HEALTH & WELLNESS to promote their relevance

Objectives:

Engage park and recreation agencies in adopting and implementing physical activity standards
AWARENESS

Conduct programmatic research that supports the impact of P & R on improving health living
RESEARCH

Create and deliver education and resources to members that advance community health and wellness
EDUCATION

Ensure the availability of federal funding for P & R health related initiatives
ADVOCACY

Social Equity

GOAL 3: Agencies are seen as foundational in ensuring SOCIAL EQUITY and access to park and recreation experiences

Objectives:

Engage members of NRPA member agencies in reaching out to low income communities
AWARENESS

Conduct research to identify places
RESEARCH

Provide training and resources to prepare members to serve diverse populations
EDUCATION

Advance federal legislation that supports urban P & R
ADVOCACY



recreation and environmental
enhance the quality of life for all people

Vision Every one will have easy access to parks
and recreation in sustainable communities

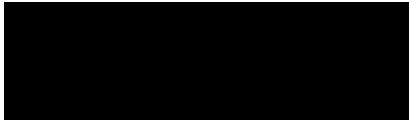
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Effective Use of Meetings

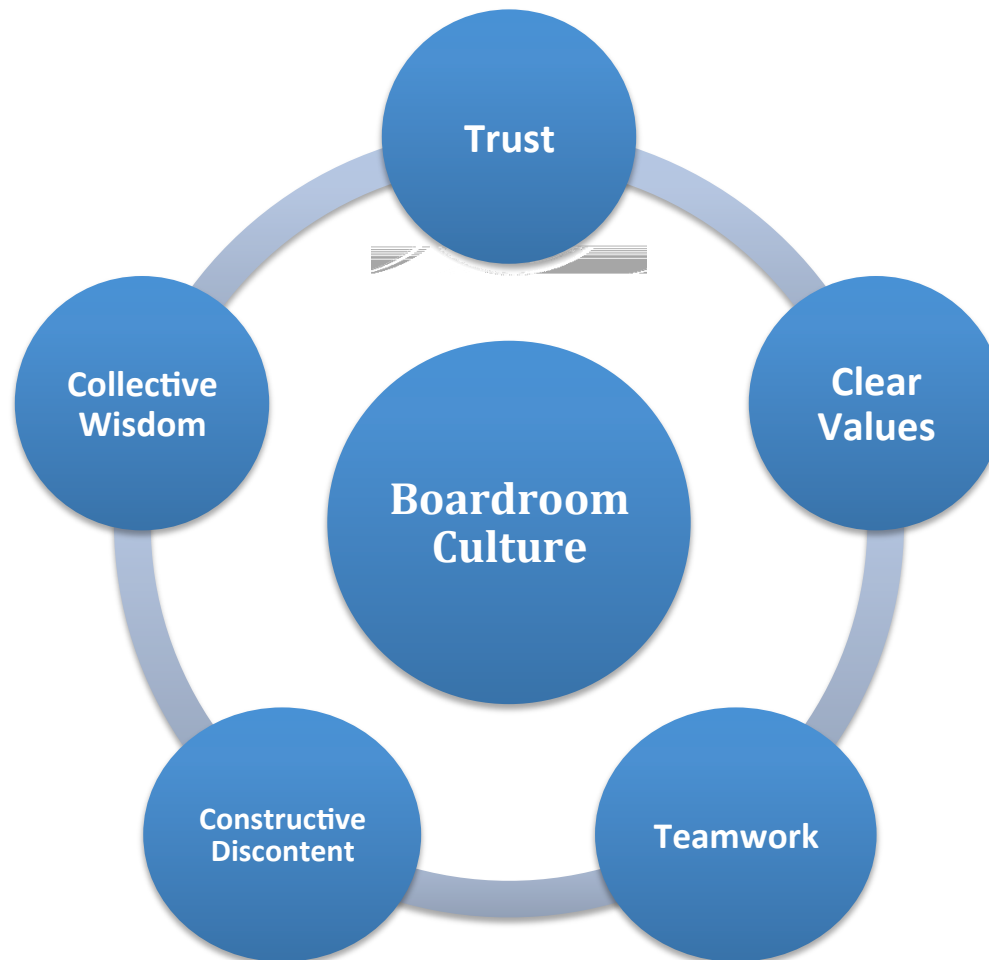
Optimize your limited time together by designing board meetings to be **productive, engaging** and focused on **substantive issues.**

- Thoughtfully Crafted Agenda
- Careful Framing of Questions
- Built-In Educational Time
- Consent Agenda
- Dashboards
- Annual Calendar of Meetings
- Board Retreats
- Focused Pre-Readings/Board Books
- Expert Guests/Facilitators
- Executive Sessions

Ensuring a Healthy Boardroom Culture



Core Pillars of a Healthy Boardroom Culture



Susan's List of 12 Special Characteristics of Great Board Chairs

1. Coaches the board like a team
2. Leads in partnership with the chief executive
3. Focuses the board on that which is most important
4. Facilitates meetings effectively
5. Remains neutral rather than advocates for a position
6. Marshalls consensus of opinion

Susan's List of 12 Special Characteristics of Great Board Chairs

7. Addresses problems in timely and effective way
8. Communicates effectively
9. Engages board members to take ownership for the work of the board and shows appreciation
10. Values transparency and operates accordingly (full personal/professional disclosure)
11. Is reflective and self aware
12. Always operates according to *what's best for the organization*

BoardSource

750 9th St NW, Ste 650
Washington, DC 20001

Phone (202) 349-2500

Web site: www.boardsource.org

