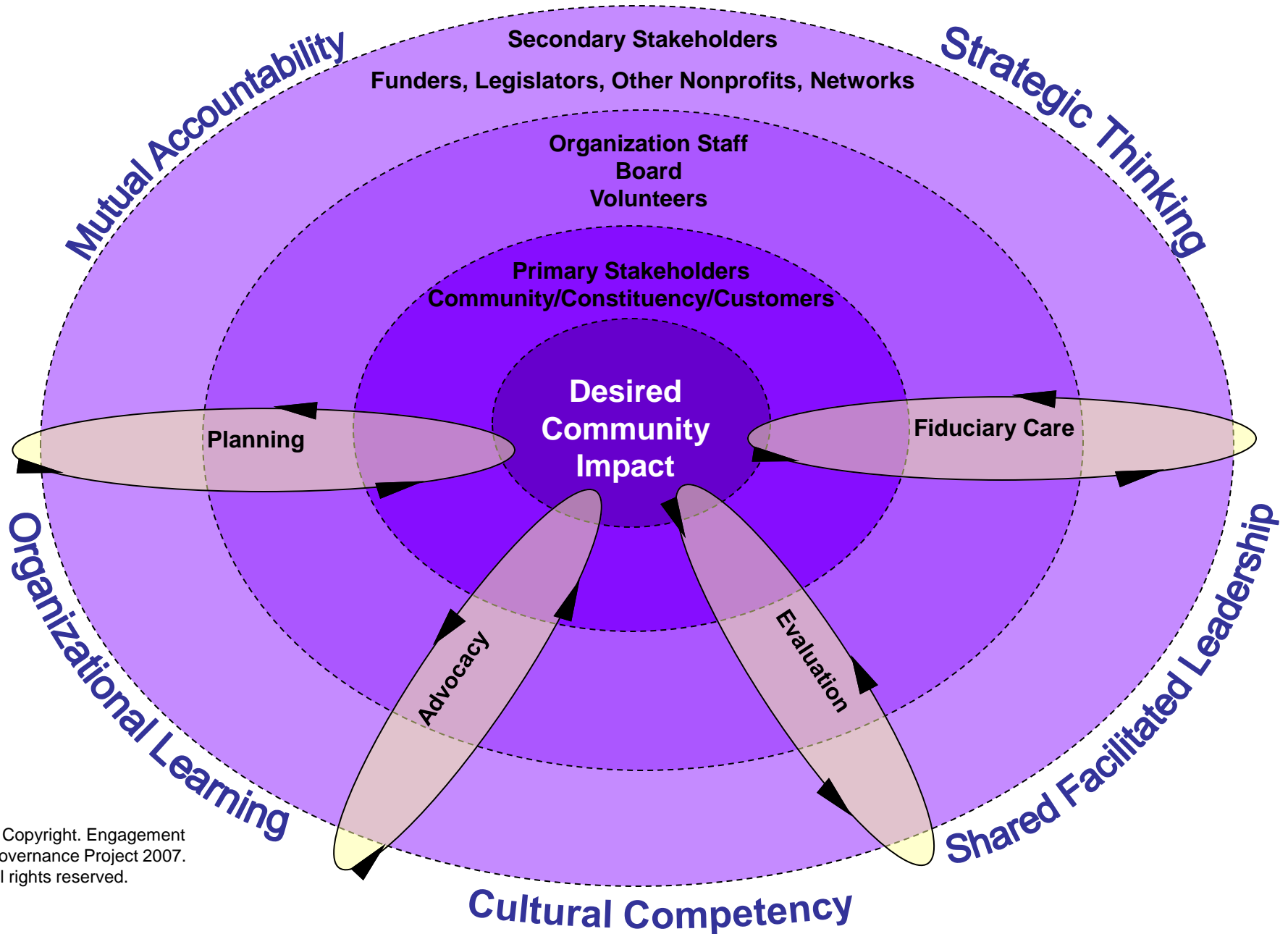


# Community-Engagement Governance



# 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