



Moderator: Michael Davidson, Board Coach

Panelists: Phoebe Boyer, President and CEO, The Children’s Aid Society
 Dr. Jeremy Kohomban, President and Chief Executive, The Children's Village

Agenda

10:00 AM – 10:05 AM	Welcome
10:05 AM – 10:25 AM	Moderator and Panelist Remarks
10:25 AM – 11:20 AM	Panel Discussion and Useful Tools & Resources
11:20 AM – 11:50 AM	Q & A
11:50 AM – 12:00 PM	Closing Remarks

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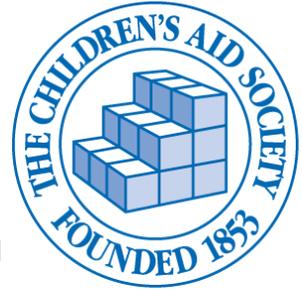
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The Pathways to Excellence workshop series is an outgrowth of The New York Community Trust Nonprofit Excellence Awards Program, managed by the Nonprofit Coordinating Committee of New York in collaboration with The Trust and Philanthropy New York with media sponsor WNYC.

ORGANIZATIONAL PROFILE

The Children's Aid Society

2016 Finalist



The Children's Aid Society's mission is to help children living in poverty succeed and thrive.

The Children's Aid Society was founded in 1853 by Charles Loring Brace and a group of social reformers at a time when orphan asylums and almshouses were the only "social services" available for poor and homeless children.

Brace's theory of an organization devoted to helping poor children was radical. His progressive ideas translated into far-reaching services and reforms for poor and homeless children, working women, needy families and disabled boys and girls at a time when services for these groups were few and far between.

Guided by a mission to help children in poverty succeed and thrive, and driven by a firm belief that higher education is a key to securing a future free from poverty, Children's Aid centers its work on building a cradle-through-college pipeline for communities of greatest need. Their approach is further characterized by high-quality components that are intentionally integrated to attain the greatest impact, ensuring a results-oriented culture that permeates all programming.

The Children's Aid Society's array of integrated, comprehensive services include: adoption and foster care; early childhood education; medical, dental and mental health care; afterschool and summer enrichment programming; positive youth and leadership development; college and career preparation; family education and stabilization; and advocacy.

Their cradle-through-college approach is characterized by two coordinated strategies:

- 1) Working across the four domains they deem critical to achieving well-being and success – education, social emotional, family and home, and education; and
- 2) Engaging children and their families at each developmental stage, from early childhood, to school age, to adolescence and young adulthood.

Examples of Excellence Identified by the 2016 Selection Committee:

- Revitalized the board by establishing term limits
- App developed for board engagement
- Executive session built into board meetings
- Special board dinners, meetings, and retreats held to focus on key subject matters or issues
- Recruitment of board members based on skills matrix of current board
- Board members meet with Board Chair and CEO/CDO to create annual individual commitment plan using time, talent, treasure outlook
- Dedicated staff liaison for board support
- Non-voting board members asked to be advisors on committees to provide needed expertise and create pipeline for new board members

ORGANIZATIONAL PROFILE

The Children's Village

2013 Gold Prize Winner for Overall Management Excellence

The Children's Village's (CV) mission is to work in partnership with families to help society's most vulnerable children so that they become educationally proficient, economically productive, and socially responsible members of their communities. CV was founded in 1851 to shelter New York City's juvenile delinquents. CV evolved to become an innovative leader in strengthening the most at-risk youth in New York's child welfare and juvenile justice systems. Each year, CV serves approximately 10,000 children and families through a variety of short-term residential and community-based programs. We focus on keeping children safe and, whenever possible, in their community with family.



Much of CV's work provides preventive services that intervene to support families and reduce the need of out-of-home care, and our services in the community address diverse needs such as behavioral problems, mental illness, homelessness, domestic violence, substance abuse, housing, and unemployment. Regardless of the specific program area, CV has proven itself to be adept at supporting at-risk youth and helping them to become more productive in all aspects of their lives.

Because of our reputation for excellent programming and strong fiscal and administrative expertise, CV has been approached repeatedly to assist other organizations. In 2012, the Board of Harlem Dowling asked CV to form a strategic alliance with Harlem Dowling, the successor of the Colored Orphan Asylum, founded in 1838. The Asylum was destroyed during the draft riots of 1863. Working together, the two organizations built a new home for Harlem Dowling at 127th street and Adam Clayton Powell Blvd. The Board of Bridge Builders in the Bronx also asked CV to step in to avoid their dissolution. Bridge Builders is now a thriving community-based resource with a balanced budget. Last year, CV helped them hold their first fundraiser and assisted them in securing multiple grants. Finally, the Board of Inwood House, a 170-year-old organization that provides pregnancy prevention education and care for pregnant and parenting teens, approached CV in late 2014 to discuss a full merger. That merger was finalized on December 31, 2016 and Inwood House is now a division of CV with strong programs. CV is accredited by the Council on Accreditation (COA) and the Better Business Bureau.

Examples of Excellence Identified by the 2013 Selection Committee:

- Compensation Committee conducts a dedicated and rigorous CEO Review process.
- Nominating Committee maintains a list of skills needed on the board, and regularly reviews individual board member performance, focusing on contributions, meeting attendance and committee participation.
- Strong committee structure has 10 working committees.
- Formal board succession policy added a second vice-chair position to ensure stability and continuity.
- "Junior board," which they call their Leadership Council, helps attract younger donors and additional corporate support; also intentionally cultivates future leaders, providing a pathway to the board, (each leader has a board mentor).
- Board agreed on strategic intent to share organization's management expertise with struggling partner organization.
- Board serves as a brain trust: critical, engaged, reflective, and thinking with staff on how to evolve the organization.

Revitalizing Your Board, Including Engagement, Evaluation and Term Limits

Tips from the Workshop Panelists

❖ **The Children's Aid Society**

- Preparation is Key. Consider the viewpoint of trustees who have busy lives and are engaging with your organization's information and topics periodically versus your staff who are involved daily. Ensure that materials are clear and concise, that information and recommendations are put in context (including reviewing past decisions and discussion points) and all are distributed with ample time to be read and reviewed prior to meetings. This will ensure trustees have the information they need to ensure productive and efficient discussions.
- Balance the required business responsibilities of running a nonprofit with exposure to programs, staff and clients. Ensure trustees have opportunities to engage with and learn about programs. Consider a program review at every board meeting, trustee site visits and opportunities to participate in program celebrations. Connect your programming with relevant topics that trustees may be reading or hearing about in the news.
- Develop a list of the skills that are needed by the board of your organization. (Consider public relations, risk management, fundraising, etc.). Map the skills of existing trustees and identify gaps that will guide targeted recruitment of future trustees. Consider engaging potential board members as volunteers or as non-voting advisors to board committees to expose them to your organization and to see how they engage with other trustees and staff.

❖ **The Children's Village**

- Discuss the social justice implications of our work and identify early, commitment to:
 - stand with us,
 - to governance and
 - to fundraise.Revisit regularly. Example – Discussion of race, poverty and system impediments to success. Request that the Children's Village be in the top 3 causes of giving, preferably #1.
- Draw new Trustees from those who know us
- Include program reports with staff and clients at all Board meetings – let them get to know our work.

New York Community Trust Nonprofit Excellence Awards

32 Winning Organizations 2007 - 2016

- **America Needs You**, 2015 Winner
- **BRC**, 2015 Winner
- **BronxWorks**, 2013 Winner
- **Center for Urban Community Services**, 2007 Winner
- **City Harvest**, 2011 Winner
- **Community Health Action of Staten Island**, 2008 Winner
- **CSH**, 2013 Winner
- **Families United for Racial and Economic Equality**, 2007 Winner
- **God's Love We Deliver**, 2010 Winner
- **Good Shepherd Services**, 2007 Winner
- **Graham Windham**, 2014 Winner
- **Groundwork, Inc.**, 2009 Winner
- **Harlem Academy**, 2011 Winner
- **Harlem RBI**, 2009 and 2012 Winner
- **Ifetayo Cultural Arts**, 2008 Winner
- **Institute for Family Health**, 2008 Winner
- **Jewish Board of Family and Children's Services**, 2016 Winner
- **Leake & Watts**, 2014 Winner
- **Neighbors Link**, 2016 Winner
- **Neighborhood Economic Development Advocacy Project**, 2009 Winner
- **New York Cares**, 2009 Winner
- **New York Common Pantry**, 2015 Winner
- **New York Lawyers for the Public Interest**, 2010 Winner
- **Open Door Family Medical Centers**, 2012 Winner
- **Per Scholas**, 2016 Winner
- **Red Hook Initiative**, 2012 Winner
- **Row New York**, 2014 Winner
- **Sadie Nash Leadership Project**, 2010 Winner
- **Sanctuary for Families**, 2011 Winner
- **The Children's Village**, 2013 Winner
- **Vera Institute of Justice**, 2009 Winner
- **WITNESS**, 2007 Winner



1/4/2017

Board Tune-Up Kit



A do-it-yourself manual for Board Tune-Up, Repair or Overhaul

Instructions

The Board Tool Kit provides guidelines and tools to improve your board's ability to fulfill its leadership and governance responsibilities.

Begin with a topic that addresses your most immediate needs, such as:

- recruitment
- board meeting effectiveness
- financial management
- fundraising

Using these tools will:

- Heighten the board's engagement as it works on reaching agreement on these central issues
- Encourage the board to work collaboratively with staff to develop tools that best fit the needs, capacities, history and culture of your organization.
- Guide ongoing change

All boards have similar responsibilities. There is however no one "right" way for a board to meet these responsibilities. Each board must find its own way. Sample tools and procedures are provided but they are only samples, not templates.

Caution

Use may lead to unexpected improvements in board leadership.

Michael Davidson

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Visit Michael Davidson’s site for access to the Board Tune-Up Kit: www.boardcoach.com

The Children's Village 2016 Board Participation Pledge Form

The policy of Children's Village Board of Directors includes commitments by Board members to attend quarterly Board meetings, actively participate on committees, make annual personal contributions to the organization, and assist the development office in additional fundraising efforts.

In order to assist in fiscal planning, and to avoid repetitive requests, we ask that each trustee communicate his or her expectations in terms of annual gift, participation in events, solicitations, and other support. We recognize that individual circumstances may change during the year, but a best guess estimate will assist in CV's budgeting and planning. Please submit this form to Linda Stutz by April 1, 2016.

1. For the calendar year 2016, I anticipate contributing the following:
 - a. Annual gift ___\$1,000 ___\$5,000 ___\$10,000 Other \$_____
 - b. My company has a matching gift program ___
2. I will personally support the following events by purchasing:
 - a. Annual dinner: ___table ___tickets ___donation
 - b. Golf/Tennis Outing: ___golf tickets ___tennis tickets ___dinner tickets
 - c. Masquerade: ___table ___tickets ___donation
3. In addition to my personal contributions, I will assist the fundraising effort as follows:
 - a. Provide outreach to the following foundations/corporations: _____

 - b. Provide a solicitation list for the annual appeal ___
 - c. Solicit contacts for the annual dinner ___ Golf/Tennis Outing ___ Masquerade ___
 - d. Invite contacts to visit CV ___
4. I will provide or solicit in-kind donations as follows (e.g. auction items for events, Christmas gifts, tickets):

5. I believe in the mission of CV and have included the organization in my estate plans ___

Name _____ Date _____

