



The Board of Directors for Nonprofit Organizations

It's A n Entirely Different Conversation



*Is this really about
advancing a cause or
advancing an
institution?*

*Where's the
community in all
of this?*

**Today's
Nonprofit
Board Experience**

**Institutional
Racism is a Policy
Matter**

*Give or get
how much?
Really?*

The Nonprofit Board Experience



Back in the day ... The Nonprofit Board Experience



It's A New Day ... The Nonprofit Board Experience

Tables and Barriers are Disappearing



The 21st Century Nonprofit Board Experience

Even the Concept of a Board “Room” is being Redefined

The Numbers Tell A Story ...

BoardSource Leading with Intention

60% of board members say “not well informed”

48% not comfortable raising money

40% don't self-evaluate board performance

35% of boards don't perform CEO reviews

25% don't have an orientation process

We're All In This Together

51% had no preparation for Board Chair job

16% became chair in first year, 54% in three years

18% “actively interact” with contributors

65% of executives report leaving within 5 years

90% of Nonprofit Boards self-defined as “Not Diverse”

17% of Nonprofits report having a Succession Plan



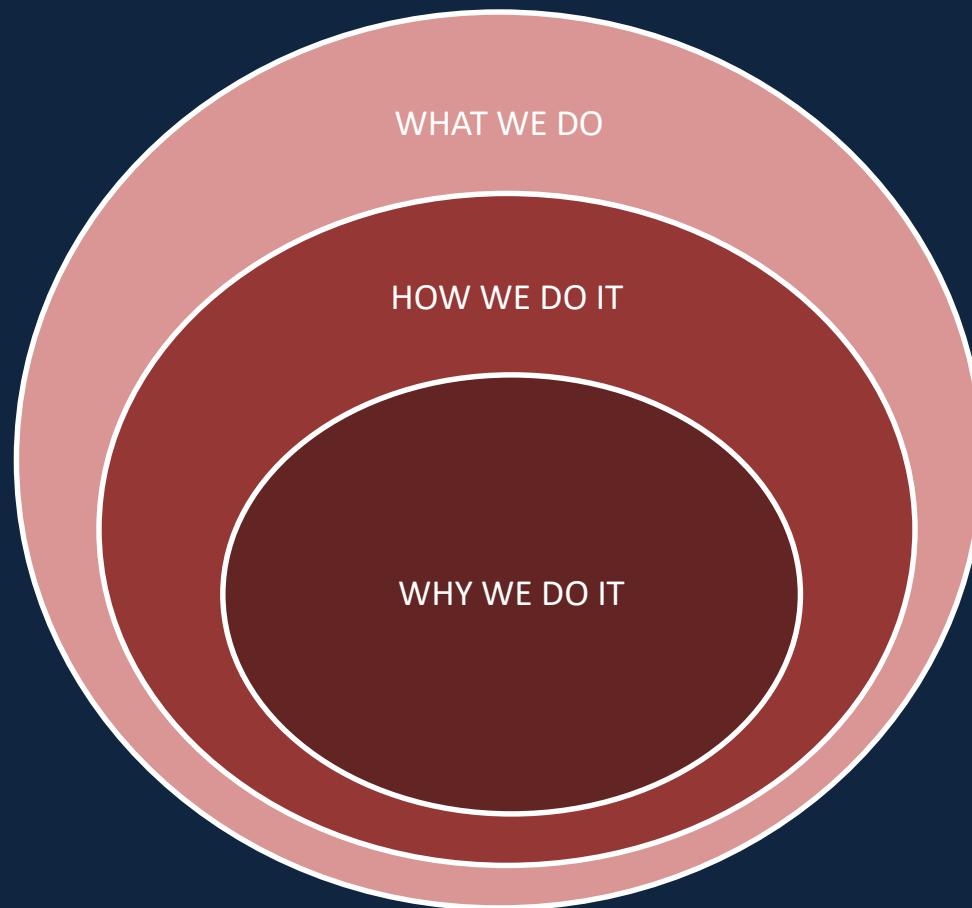
What's Happening?

What Have Nonprofit Boards Always Been Governing?



A COMMUNITY
CAUSE





Purpose-Driven Leadership
Cause-Based Governance

Cause-Based Governance

Community Stewardship In Action

Concentrating on the “ends”

Knowing your place

Understanding the business model

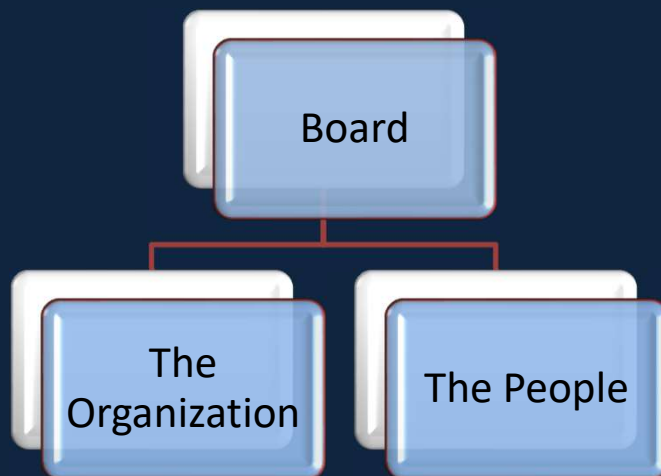
Knowing the logic model

Achieving five outcomes

Q: Where Does The Board Sit?

A: In the Center

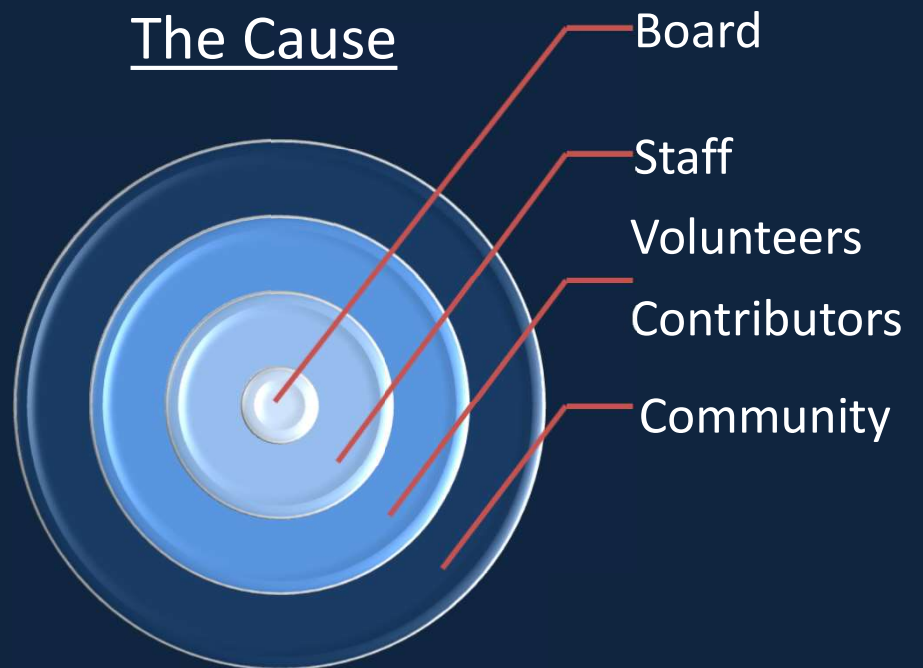
The Corporation



*The Director and
Stockholders*

"The Trickle Effect"

The Cause



*The Trustee and
Stakeholders*

"The Ripple Effect"

Know The Business Model Difference
A Double-Bottom Line

NONPROFIT

- Tax Exempt but Reports
- Nonproprietary
- Paid & Voluntary
- Stakeholders
- Facilitated Consensus
- More Public & Restricted
- Generally Non-Purchasers
- Quality of Life ROI

**THE DOUBLE-BOTTOM LINE
BUSINESS OBJECTIVE**

**LEADERSHIP
RESPONSIBILITY**

**TAXES
OWNERSHIP
HUMAN RESOURCES
DECISION PROCESS
MANAGEMENT
FINANCES
CONSUMERS
CAPITAL MANAGEMENT**

PRIVATE

- Pays Taxes
- Proprietary
- Paid Only
- Stockholders
- Authoritative
- More Discretionary
- Purchasers
- Financial ROI

**THE SINGLE-BOTTOM LINE
BUSINESS OBJECTIVE**

Your Responsibility is to create measurable social profit
Your Most Accessible & Largest Source of Capital is Human



A Worthwhile Discussion:

What are the characteristic differences between nonprofit boards that see their work as an infrastructure for stewarding a community interest versus advancing institutional self-interest?

*Know The Logic
Model Difference*
**Your Theory of
Change in Action**



The Nonprofit Board



Mobilize an Efficient Leveraged Infrastructure of Paid and Unpaid People Serving The Community

GOVERNANCE AS STEWARDSHIP

A close-up photograph showing several hands of different skin tones stacked together in a huddle. In the background, a white t-shirt with the words "LIVE UNITED" in bold black capital letters is visible. The hands are positioned in the foreground, with fingers interlaced, symbolizing unity and teamwork.

LIVE UNITED

Boards Leading Community Causes

Tacoma, Washington and Long Beach, California



United Way of Pierce County
Tacoma, Washington



"Hope will never be silent."

– Harvey Milk



Downtown Long Beach Alliance
Long Beach, California



The Board Challenge

Putting the Pieces Together



It's A New Day ...

The Nonprofit Board as Citizen Champions for Better Communities



This is What it's All About ...

The Board Chairs Academy and Third Sector Company