

LunchChat

Connect. Inform. Help.



The Role of Your Board During a Crisis

April 28, 2020

Hosted by Rockford Area Convention & Visitors Bureau
in partnership with the Northern Illinois Center
for Nonprofit Excellence

Panelists



John Groh
RACVB
President/CEO



Pam Clark Reidenbach
Northern Illinois Center for
Nonprofit Excellence
Executive Director



Jessica Koltz
RAMP
Board President



Dan Loescher
Northern Illinois Center for
Nonprofit Excellence
Board President

Connect. Inform. Help.

UnitedWayRRV.org/covid-19

OR

Text TOGETHER to 40403



NORTHERN ILLINOIS UNIVERSITY

**Northern Illinois Center
for Nonprofit Excellence**



Pam Clark Reidenbach



- Board Responsibilities
- Mission and Purpose
- Vision and Strategy
- Financial Resources
- Protect Assets
- Build a Competent Board
- Serve as a Court of Appeals
- Organization's Public Standing

Basic Roles and Responsibilities of a Board

1. Determine mission and purpose
2. Select the chief executive
3. Support and evaluate the chief executive
4. Ensure effective planning – vision and strategy
5. Monitor and strengthen programs and services
6. Ensure adequate financial resources
7. Protect assets and provide proper financial oversight
8. Build a competent board – assess performance
9. Ensure legal and ethical integrity
10. Serve as a court of appeals
11. Enhance the organization's public standing

Determine Mission and Purpose

- Laser focused on mission – What good for whom?
- Ask “what is our quickest route to meeting our mission”.
- Mission doesn’t change but approach may change.

Select, evaluate and support the chief executive - Board/Executive Partnership



Combine a strong board with a strong executive director. Together you work through problems.



Board hires, supervises, supports and evaluates the Executive.



Board Chair guides and leads the group. Mentor for proper board behavior and executive partnership.



Open and honest communication.

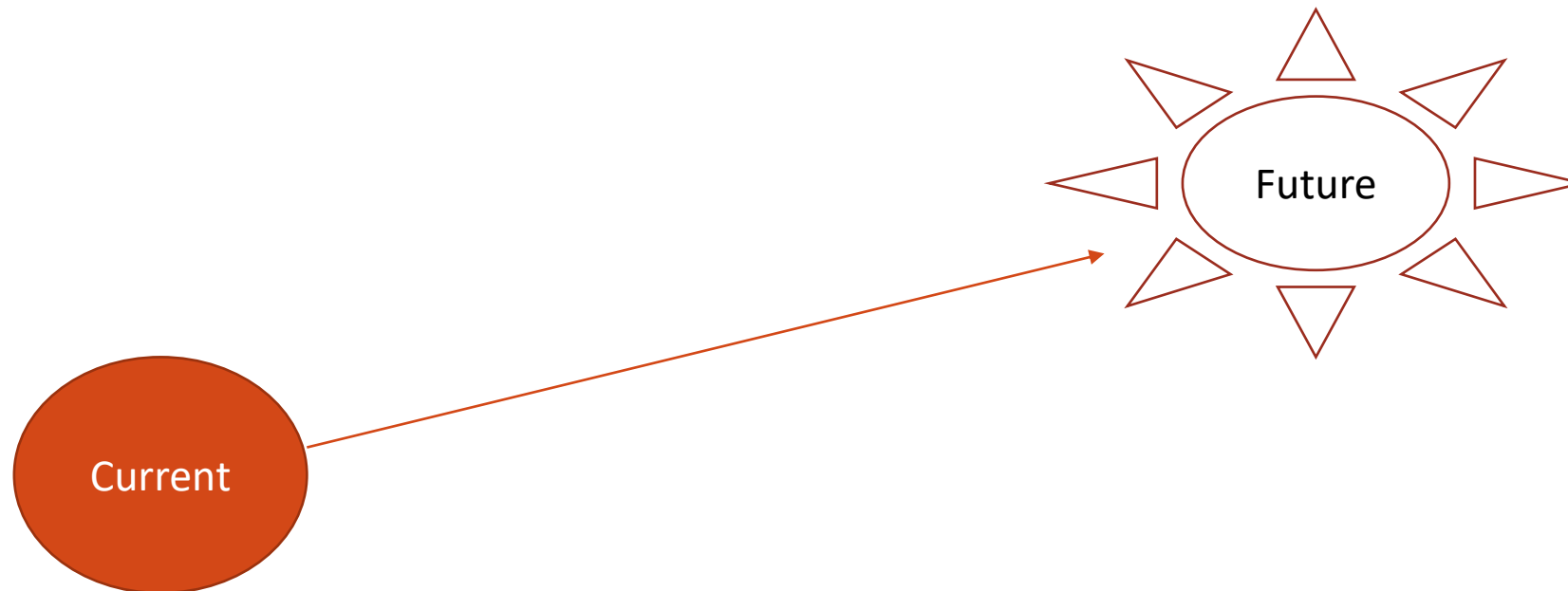


Trust-based relationship with Executive.

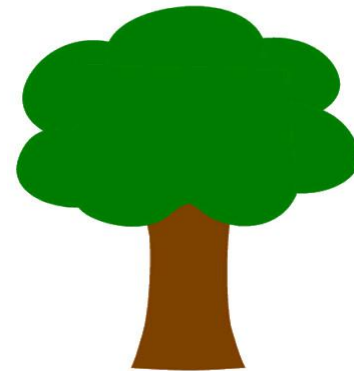


Clear direction and evaluation of the Executive and direction for organization (Plan).

Ensure effective planning – vision and strategy



Monitor and strengthen programs and services



Ensure adequate financial resources

- Map anticipated impact of COVID-19 – degree of negative impact
 - depth of the impact and the potential duration
- Model a variety of scenarios
 - Best Case (hope)
 - Realistic case (plan)
 - Worse (prepare)

Protect assets and provide proper financial oversight

- Determine our strategy
 - How will we manage through the crisis?
 - How do we mitigate losses?
 - Can we recoup lost revenues?
 - Do we need to rethink our fundraising model?
 - What options do we have for reducing expenses?

Build a competent board – assess performance

- Previous work pays off here.
- Having a well rounded, engaged board will provide the oversight, foresight and insight needed to react to this crisis and prepare for recovery.

Markers of great boards

- Climate of trust and candor
- Willingness to share information
- Culture that invites multiple perspectives
- Commitment to assessment of collective board as well as individual board members

- Source: “What Makes Great Boards Great,” by Jeffrey Sonnenfeld, **HARVARD BUSINESS REVIEW**.

Ensure legal and ethical integrity

- Board should implement policies and procedures that demonstrate its commitment to high ethical standards (i.e. Code of Ethics, Core Values, Guiding Principles)
- Effective policies for handling employee complaints and procedures for employees to report, in confidence, any suspected financial impropriety or misuse of dollars.
- Conflict of Interest Policies and annual signed statements
- Pursuit of donations and contributions.

Serve as a court of appeals

- Prepared to address issues that may arise with staff during this unchartered time.
- First stop is with the ED, but if unresolved may need to go to the board of directors.
- Provide a process for staff concerns to be heard by the board.
- Be prepared to consult an attorney, where appropriate.

Enhance the organization's public standing

- Provide leadership with confidence and calm.
- Assess and guarantee employee's well-being.
- Establish a crisis response and communication plan.

Jessica Koltz



- RAMP Overview
- COVID Response Strategies
- Role of Executive Committee/Board
- Communication Practices
- By-Laws Considerations
- Proactive Measures for the Future



Regional Access & Mobility Project

Our Mission:

- RAMP's mission is to build an inclusive community that encourages individuals with disabilities to reach their full potential.

Our History:

- Starting in 1978 by Ken Kerns, effectively the 1st Executive Director in 1980
- Annually serves 1,000 people across Boone, DeKalb, Stephenson & Winnebago Counties

Our Services:

- Youth Education & Advocacy, iBelong, Ignite, T'NT, Transition and Pre-Employment
- Employment Services
- Traumatic Brain Injury Program
- Personal Assistance Program
- Community Reintegration Program
- Deaf and Hard of Hearing Services
- Ramp Building Program
- Accessibility Audits
- Transportation Training



COVID (And Other Unprecedented) Response Strategies

- Pivot
- Recognize Maslow's hierarchy of needs
- Transparency is key
- Be HumanKind





Role of the Executive Committee/Board

- Support Executive Director/Administration
- Maintain communication
- Approve of any changes & setting clear expectations of response



- Say what you mean and do what you say
- Set realistic expectations
- Encourage “managing up”
- Be consistent & change





By-Laws Considerations

- Review any necessary changes to by-laws
- Look to implement virtual approvals/attendance
- Do what you need to do





Proactive Measures for the Future

- Consider virtual options
- Create by-laws
- Encourage flexible work situations
- Invest as necessary





NORTHERN ILLINOIS UNIVERSITY

**Northern Illinois Center
for Nonprofit Excellence**



Dan Loescher



- Board Governance/Leadership
- Executive Leadership
- Mission/Vision
- Entity
- Programs and Services
- Fundraising
- Finance
- PPP, EIDL, other state or federal grants or loans
- Capacity Building Supports

Board Governance/Leadership

- What role is your board playing in your recovery?
- Do you have a strategic plan and how is it informing your next steps?

Executive Leadership

- Who is leading the recovery effort? What is their vision and responsibility for implementing that vision?

Mission/Vision

Core alignment, sustainability matrix

- What have you learned from operating during the pandemic? How does that impact your work moving forward?
- What is the most expedited path to meeting your mission?

Entity

Structural revisions, partnerships/mergers/alliances, system change

- Describe what it will take for you to provide the most vital services/programs to meet your mission given your organization's core competencies? Include strategies and cost.
- During this time of potential re-engineering, is there an opportunity to improve the service delivery system for your industry or pursue a new approach?

Programs and Services

- What has the pandemic taught you about your program provisions? Are there adaptations you have made that you would continue or confirmations on past ways of doing business?
- What programs are core to your mission and will they need to be subsidized? At what level and how do you sustain them moving forward?
- Are there mission-based programs that cover all costs, contribute to overhead, and could be scaled?

Fundraising

History, current activity, cancellations, plan, redesign and forecast

- What pressure has the pandemic put on your fundraising efforts? Include history of fundraising over the past 3 years and any loss projections for the upcoming 12 months.
- What sustainability scenarios are you and your Board considering?

Finance

Current status, balance sheet, cash, permanent endowment, 6, 12, 18 month projections

- What is your current financial status and what is your projection for 6, 12, and 18 months?
- What has been the financial impact of the pandemic on your current cash position?
- What cash conservation steps have you had to take and what is the impact?

PPP, EIDL, Other State or Federal Grants or Loans

- Have you applied for the PPP, EDIL or other state, federal or local grants or loans? If so, what amount did you request, receive, and for what purpose?

Capacity Building Supports

- Could you benefit from capacity building supports to recover from the pandemic and to work toward building resiliency and stability within your organization (i.e. organizational assessment, planning, forecasting, strategy, business model development, etc.)

Q&A

LunchChat

Connect. Inform. Help.



Tuesdays & Thursdays @ 12 noon

www.gorockford.com/lunchchat

Connect. Inform. Help.

UnitedWayRRV.org/covid-19

OR

Text TOGETHER to 40403

Stay Connected!

Facebook: Go rockford
www.gorockford.com
covid19@gorockford.com

Rockford Area Resources

GoRockford.com/ResourceCenter

Information about local sites/attractions/restaurants, and resources for families and small businesses

GoRockford.com/LunchChat

Weekly webinars every Tuesday/Thursday



LunchChat

Connect. Inform. Help.



Thank you!