

# Auburn YMCA

## Board Training- Part I

March 5, 2023



# Our Plan


## Session 1: March 5, 7 – 10 am, Internal Focus:

- Set vision for a governing board
- Define roles and responsibilities
- Create roadmap for success

## Session 2: TBD, Staff/Volunteer Partnership:

- Board/Committee Structure – Board work done at committee level
- Building board succession
- Partnership with staff leadership
- Engaging a new CEO

## Session 3: TBD, External Focus: (when new CEO on board)

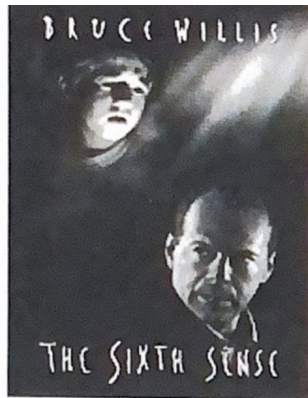
- Role of board in strategic planning
  - Role of board in fundraising – board as connectors
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# Icebreaker

## MY LIFE AS A MOVIE

Pick one of the movies that currently describes  
your life right now.

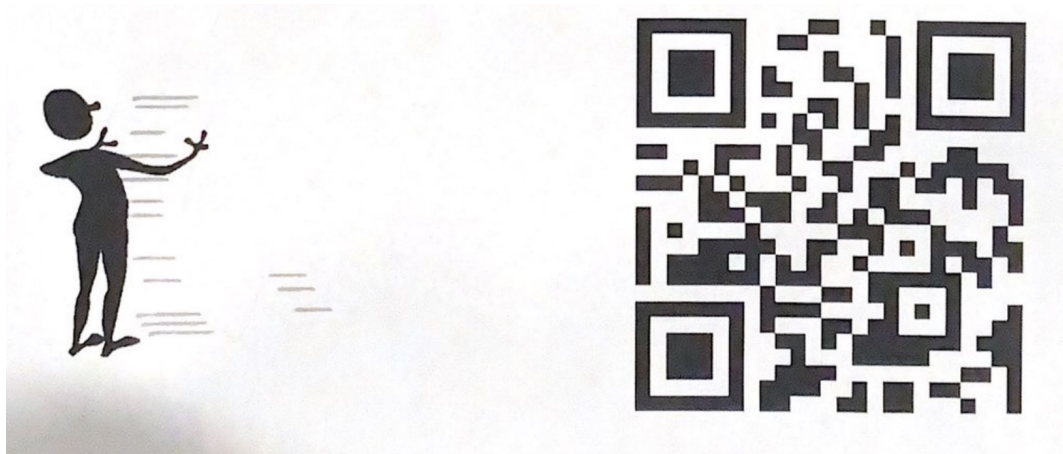
Ex: Living the dream, but I know there's something else out there....



# Icebreaker

## MY CONTRIBUTION TO SOCIETY

Pick one of the images and use it to creatively describe what you do for a living without actually saying it.



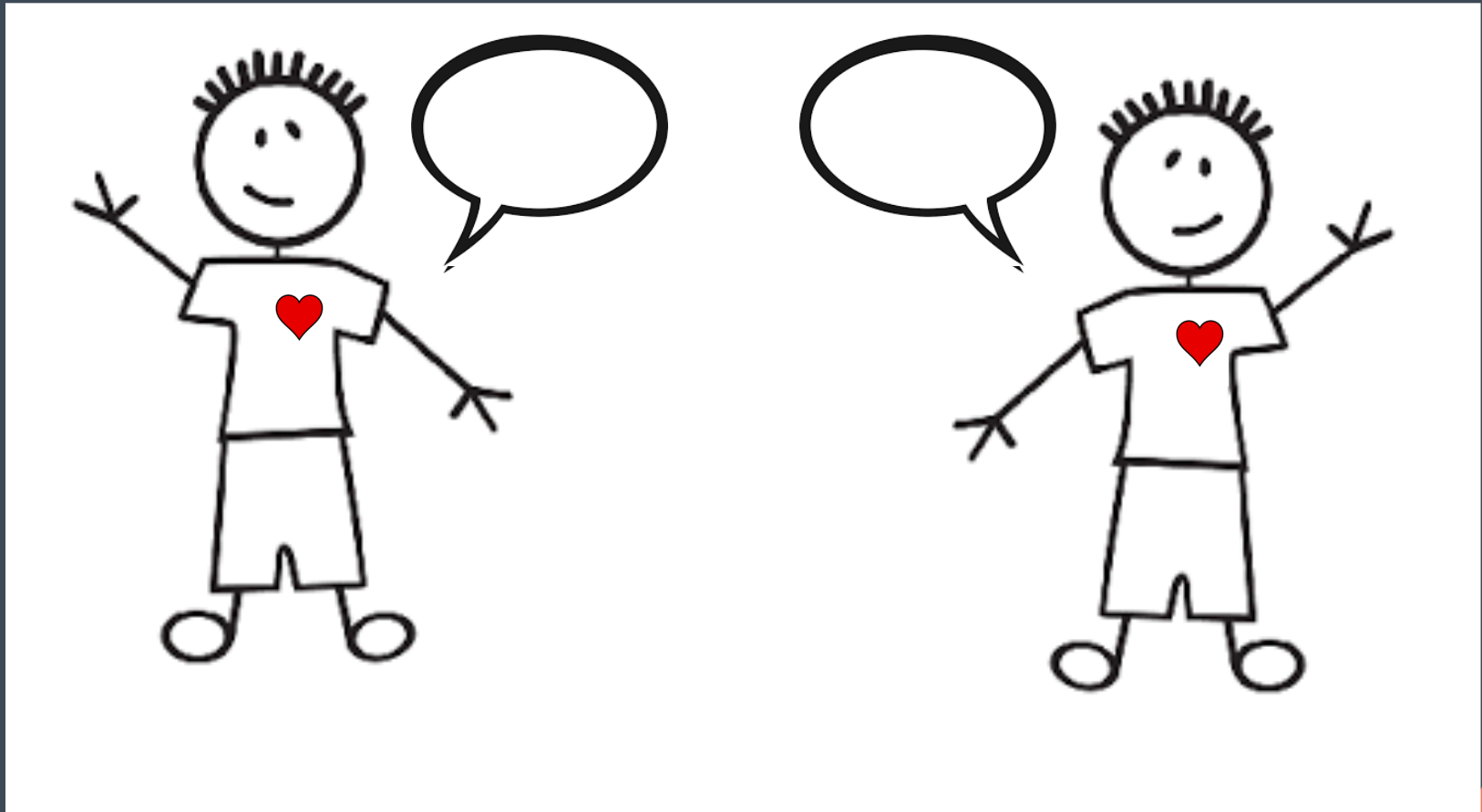
# Today's Agenda

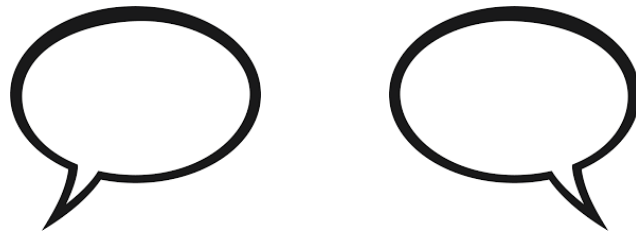
- 🔥 Welcome
- 🔥 What is your Why for the Y?
- 🔥 Best Practices for High Functioning Boards
- 🔥 Vision Planning
- 🔥 Facilitate theme/roadmap
- 🔥 Next steps



# Start with WHY!

Why Do You Volunteer for the YMCA?





- Why are you involved with the Y?
- Why is our work important to you?
- Tell me about a time when you saw our mission in action and what it meant to you.





- What was the most memorable thing you heard from your partner?
- What did you learn about our organization?
- As we're discussing this, what common themes are you hearing?





A photograph of a modern conference room. In the foreground, a long, curved white table is visible. To the right of the table, a row of black leather chairs with tufted backs and armrests is arranged. The background shows a window with blinds. The text "Board's Role" is overlaid in white on the lower part of the image.

# Board's Role





The infographic features a central light blue circle on the left containing the title text. To the right of the circle is a vertical stack of seven horizontal bars, each with a different shade of orange and containing a role name. The background consists of alternating dark blue and light grey horizontal stripes. A small orange leaf-like shape is located in the bottom right corner.

# Board Commitment Can Take Many Shapes

Champions

Educated Supporters

Donors

Fundraisers

Stewards

Ambassadors

Advocates

# Responsibilities of Nonprofit Governing Boards

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1. Determine the Y's mission and purpose.
2. Select the Y's chief executive.
3. Support and evaluate the Y's chief executive.
4. Ensure effective strategic planning.
5. Measure the Y's programs and services impact on individuals and the community.
6. Ensure adequate financial resources.
7. Protect the Y's assets and provide proper financial strategic oversight.
8. Build a competent Y board.
9. Ensure legal and ethical integrity.
10. Enhance the Y's image and position in the community.



# GOVERNING BOARD ASSESSMENT

## Auburn YMCA-WEIU

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### RESPONSES

- **13** board members surveyed
- **12** responded
- **92%** response rate
- Goal – **100%** return, *minimum of 67%*
- **8.3%**= 1 person's response



# GOVERNING BOARD ASSESSMENT

## Auburn YMCA-WEIU

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### YEARS OF SERVICE

#### Years Served

#### # of Members

Less than 1 year

1

1-3 years

3

4-6 years

4

6+ years

3

\* 1 did not respond






# GOVERNING BOARD ASSESSMENT

## Auburn YMCA-WEIU

### OVERALL BEST PRACTICES AREAS








#### **Board Confidence**

	High	67% - 100%
	Average	34% - 66%
	Low	0% - 33%

#### **Overview**

##### **Strategy Area**

##### **Average Board Confidence**




Ensure Legal and Ethical Integrity	78%	
Protect assets, oversee financial oversight	83%	
Build a strong board and effective processes	51%	
Select and supervise a CEO	75%	
Build a culture of philanthropy	52%	
Plan and monitor strategies	50%	
Enhance the Y's standing within the community	58%	












# GOVERNING BOARD ASSESSMENT

## Auburn YMCA-WEIU

### STRONG BOARD AND EFFECTIVE PROCESSES

#### Board Confidence

	High	67% - 100%
	Average	34% - 66%
	Low	0% - 33%




Question		#	DK	SD	D	A	SA
11: Reflects diversity		12	0%	17%	33%	<b>33%</b>	<b>17%</b>
12: Examines composition, recruits		12	0%	17%	25%	<b>42%</b>	<b>17%</b>
13: Developing board members		12	0%	8%	42%	<b>33%</b>	<b>17%</b>
14: Commissions, outcomes, etc.		12	0%	8%	50%	<b>33%</b>	<b>8%</b>
15: Prepping for leadership positions		12	0%	25%	8%	<b>33%</b>	<b>33%</b>
16: Legal and fiduciary responsibilities		12	17%	0%	50%	<b>17%</b>	<b>17%</b>
17: Effective meeting practices		12	0%	8%	17%	<b>58%</b>	<b>17%</b>
18: Ongoing education program		12	17%	0%	50%	<b>17%</b>	<b>17%</b>
19: Size enables board to govern Y		12	0%	0%	50%	<b>25%</b>	<b>25%</b>
20: Evaluating performance		12	8%	25%	33%	<b>17%</b>	<b>17%</b>
21: Time and talents used effectively		12	0%	8%	25%	<b>50%</b>	<b>17%</b>





# GOVERNING BOARD ASSESSMENT

## Auburn YMCA-WEIU

### CULTURE OF PHILANTHROPY

#### **Board Confidence**

	High	67% - 100%
	Average	34% - 66%
	Low	0% - 33%

<b><u>Question</u></b>		<b>#</b>	<b><u>DK</u></b>	<b><u>SD</u></b>	<b><u>D</u></b>	<b><u>A</u></b>	<b><u>SA</u></b>
26: Fundraising strategy		12	25%	17%	8%	<b>33%</b>	<b>17%</b>
27: Board annual giving		12	25%	8%	0%	<b>42%</b>	<b>25%</b>
28: Endowment development		12	33%	8%	17%	<b>17%</b>	<b>25%</b>
29: Capital projects		12	17%	17%	17%	<b>25%</b>	<b>25%</b>



# GOVERNING BOARD ASSESSMENT

## Auburn YMCA-WEIU

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### TOP 2-3 FOCUS AREAS

- Strategic Plan – align board and staff
- Hire new strong CEO
- Membership Growth
- Board Development/Training/Recruitment
- Board/Staff Roles and Responsibilities
- Improve fund raising





## 9 Behaviors of High-Impact YMCAs

1. Promote and Protect the Y Brand and Reputation
2. Advocate to Influence Public Policy
3. Promote Sustainability and Philanthropy
4. Address Community Needs and Foster Greater Equity
5. Measure Impact and Community Benefit
6. Collaborate with Others
7. Ensure Access, Inclusion and Engagement for All
8. Foster Member Relationships and Community Involvement
9. Build Culture through Cause-Driven Leaders

## FUNCTIONAL

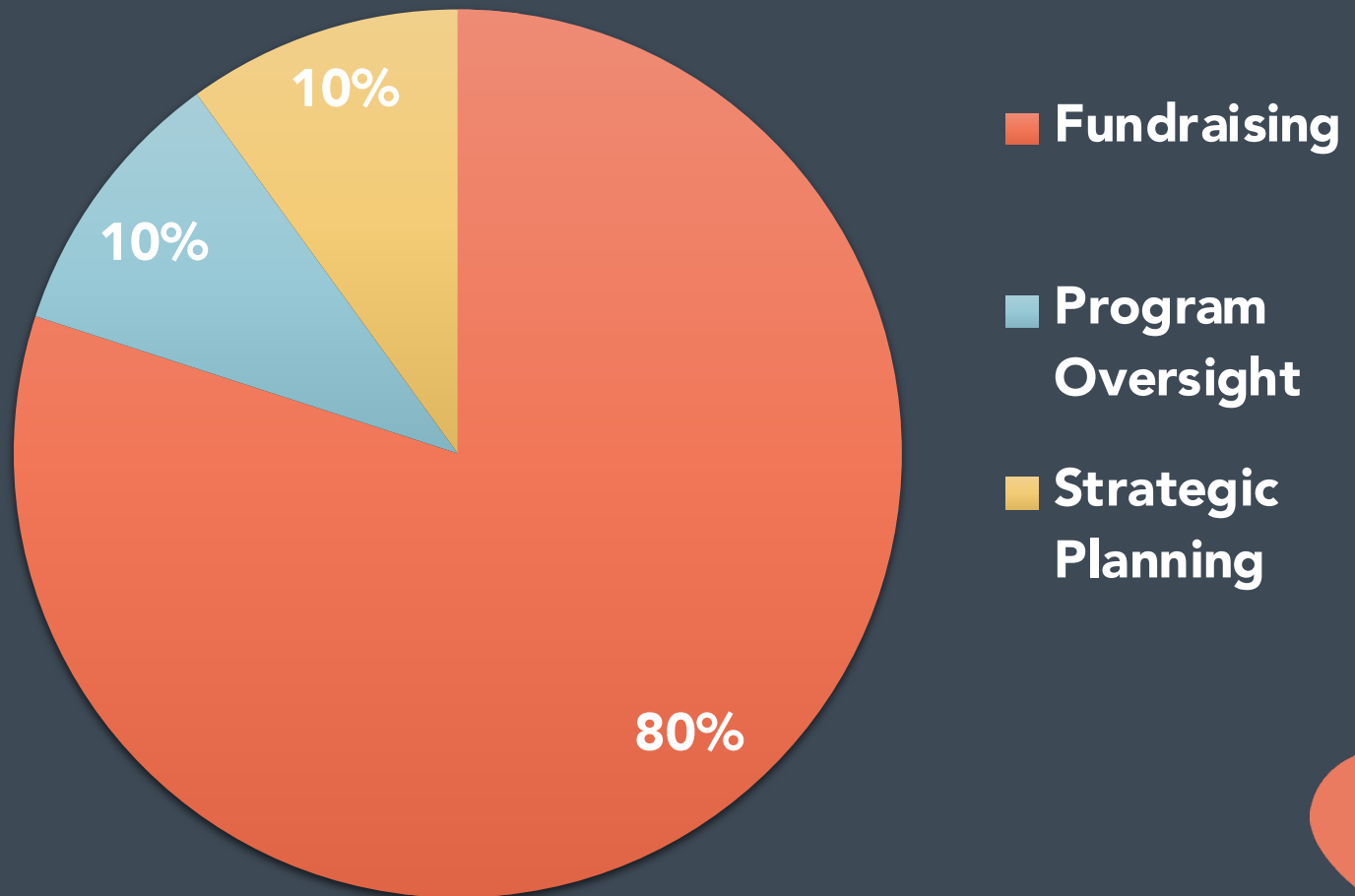
## RESPONSIBLE

## EXCEPTIONAL

Promote and Protect the Y Brand	Board ensures that the Y is brand compliant	Board uses brand voice in strategies	Board actively promotes the brand and ensures the brand is protected
Advocate to Influence Public Policy	Board members meet with elected officials regularly	Board participates actively in State and National Advocacy Days	Board is seen as an influencer in the community on issues important to the Y
Promote Sustainability and Philanthropy	Board actively engages in the Y's annual campaign and meets budget	Board has endorsed a sustainability plan that identifies growth in operations and contributed support	Board has policies in place that supports and exceeds an annual financial development plan for the Y
Address Community Needs Through Programs	Board works with staff to offer high quality programs and services	Board supports the use of data to drive Y programs and services	Board has a strong pulse of the most pressing needs of the community and allocates resources to those programs
Measures Impact	Board partners with leadership staff to conduct annual membership and program satisfaction surveys	Board provides resources to engage in BaseMetrics Suite of Surveys and uses data to make decisions	Board measures and communicates how the Y strengthens the community
Collaborate with Others	Board is supportive of the Y working with others	Board opens up doors for the Y to engage with other organizations in the community.	Board secures strategic alliances with other community organizations and partners with nearby Ys
Develop Passionate, Cause-Driven Leaders	Board selects members based on their commitment to the Y's mission and cause	Board allocates resources for a Board Governance Committee	Board integrates the Board Competency Model in its Board Governance work
Ensure Access, Inclusion and Engagement	Board is welcoming and supportive of all people who wish to participate	Board is reflective of the community the Y serves and provides opportunities for engagement	Board is intentional and measures access and inclusion strategies in the Y's strategic plan
Develop Relationships with and Among Members	Board has strong relationships among community stakeholders	Board executes strategies that stewards the relationship with community stakeholders	Board engages community stakeholders strategically in the work of strengthening community

# 80:10:10 Rule

## Board Action



# Board's Role In Fundraising

Give stretch gift  
– power of 100%  
participation!

Know mission/  
Advocate

Approve  
fundraising plan  
and case

Identify prospect  
and open doors

Schedule and  
help lead tours  
of programs

Make the ask

Host gatherings

Partner with  
staff

Chair events

Cultivate  
prospects/  
Thank donors

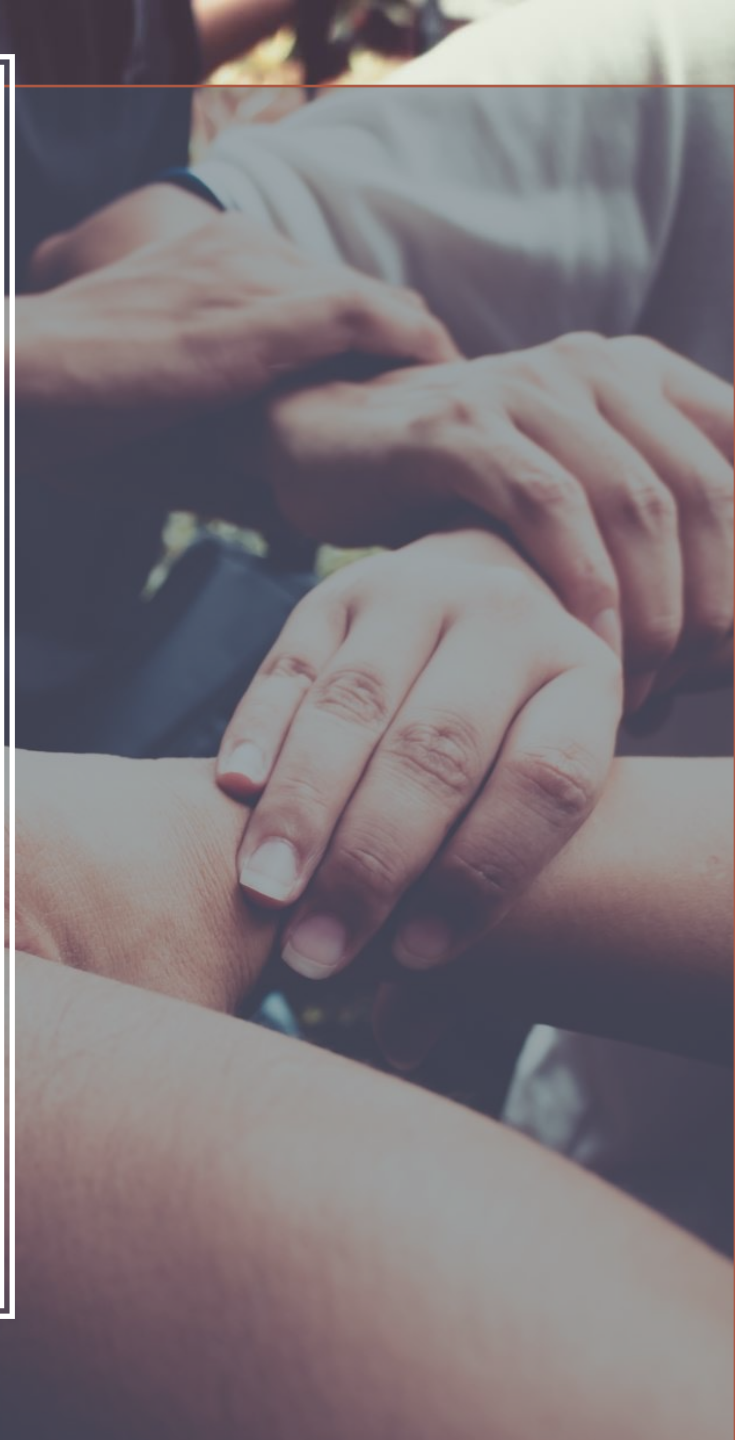
Allow use of  
their name in  
materials

Share  
fundraising ideas



# Qualities of High Functioning Boards

- ♦ Interest and passion for mission
- ♦ Strong commitment of time and energy
- ♦ Commitment to personal giving
- ♦ Diversified set of experience, skills, demographics
- ♦ Vision and leadership
- ♦ A culture of trust and respect
- ♦ Good communication
- ♦ Accountability
- ♦ In it together/friend mentality





**OUR VISION**  
**Who do we want to be?**



# SWOT ANALYSIS

Strengths

S

W

Weaknesses

Opportunities

O

T

Threats



# ROADMAP STEPS





# LADDER EXERCISE



# Auburn YMCA

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