



Town & Gown
OF THE UNIVERSITY
OF SOUTHERN CALIFORNIA

Effective Board Leadership: Developing Strong Board Members

Andrea Somerville, Somerville Consulting Firm
Maximizing Social Impact



Agenda

Welcome and Framing	5 min	12:30 – 12:35
Boards versus Committees	15 min	12:35 – 12:50
What Makes a Strong Board Member: Board Agreements	45 min	12:50 – 1:35
Governance	5 min	1:35 – 1:40
Wrap-up and What's to Come...	5 min	1:40 – 1:45

Review: Understanding Governance

Over the past two months, we have focused our work on the general concept of Board Governance. By now you all understand:

- ✓ The duties and obligations of a board, and
- ✓ The key components of a high-functioning board.

We have also focused, specifically, on the concept of “Shared Governance.” As a board, you have determined – through Board Agreements – how Town & Gown’s board will demonstrate its commitment to a model of Shared Governance.

Objectives for Today's Session

In continuing with our work to become a better functioning board, today, we will focus on individual board member engagement. Using our Board Agreements as a guide, you will:

- ✓ Understand what makes a strong Town & Gown board member,
- ✓ Know what it means to be engaged in committee meetings and in board meetings, and
- ✓ Determine how you can align your individual roles, responsibilities, and expectations to conform to your Board Commitments.

Board Members versus Committee Members

When are you a Board Member?

In a Board Meeting, with Quorum.

When are you a Committee Member (staff volunteer)?

When doing work outside of a board meeting.

Board Members versus Committee Members

What is the functional purpose of a board Meeting?

What is the functional purpose of a committee meeting?

Board Meetings versus Committee Meetings

Committee Meetings

- This is where the ground-work happens.
- Prepare Board Reports that provide sufficient information for the board to discuss and decide.
- Follow board guidance; Execute board decisions

Board Meetings

- This is where decision-making happens.
- Discuss contents of Board Reports and vote
- Provide guidance to committees relative to contents of board reports.

Board Agreements: Strong Board Members

- Committee members will structure their work to prepare and provide Board Reports well enough in advance of board meetings to allow board members sufficient time to review reports prior to board meetings.
- Board members will review reports prior to board meetings and arrive prepared to discuss, vote, or provide guidance to committees for follow-up.
- Board members will engage in respectful collaboration both in and outside of board meetings.
- When decisions are made outside of board meetings, decision-makers will provide thorough, transparent reports to the board about those decisions.

Board Agreements: Strong Engagement

- Committee members will structure their work to prepare and provide Board Reports well enough in advance of board meetings to allow board members sufficient time to review reports prior to board meetings.

How can board members operate in a way that conforms to this Agreement?

- How is the board operating now with respect to this Agreement?
- What is your aspiration for how this Agreement is carried out?
- What are examples of how board members can operate in committees to achieve this outcome?
- What structures can you put in place to ensure committee members operate in this way?

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Board Agreements: Strong Engagement

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- What is your aspiration for how this Agreement is carried out?
- What are examples of how board members can operate in committees to achieve this outcome?
- What structures can you put in place to ensure committee members operate in this way?

A Brief Word on the Governance Committee

- When decisions are made outside of board meetings, decision-makers will provide thorough, transparent reports to the board about those decisions.

Governance Committee

- It helps to establish policies and procedures, monitors compliance and implementation, provides accountability, etc.
- Prepare Board Reports that provide sufficient information for the board to discuss and decide.
- Follow board guidance; Execute board decisions.

Board of Directors

- It makes decisions based on information provided to it by committees, including the Governance Committee.
- Discuss contents of Board Reports and vote
- Provide guidance to committees relative to contents of board reports.

Questions Before We Wrap-up



Wrap-Up and Next Steps

- Throughout December and January, we will continue to focus on individual board member engagement. In December, you're going to take an anonymous survey assessment. Based on the results, in January, we will create a Code of Conduct that will help guide your group engagement and individual board member engagement.
- In February, we'll discuss the board's role in fundraising, what it means to "fundraise," reasonable expectations, skill-building, and guidance on execution.



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Thank you for your participation today!!!

Andrea Somerville, Somerville Consulting Firm

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Andrea@SomervilleConsultingFirm.com; (510) 290-6423

