



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

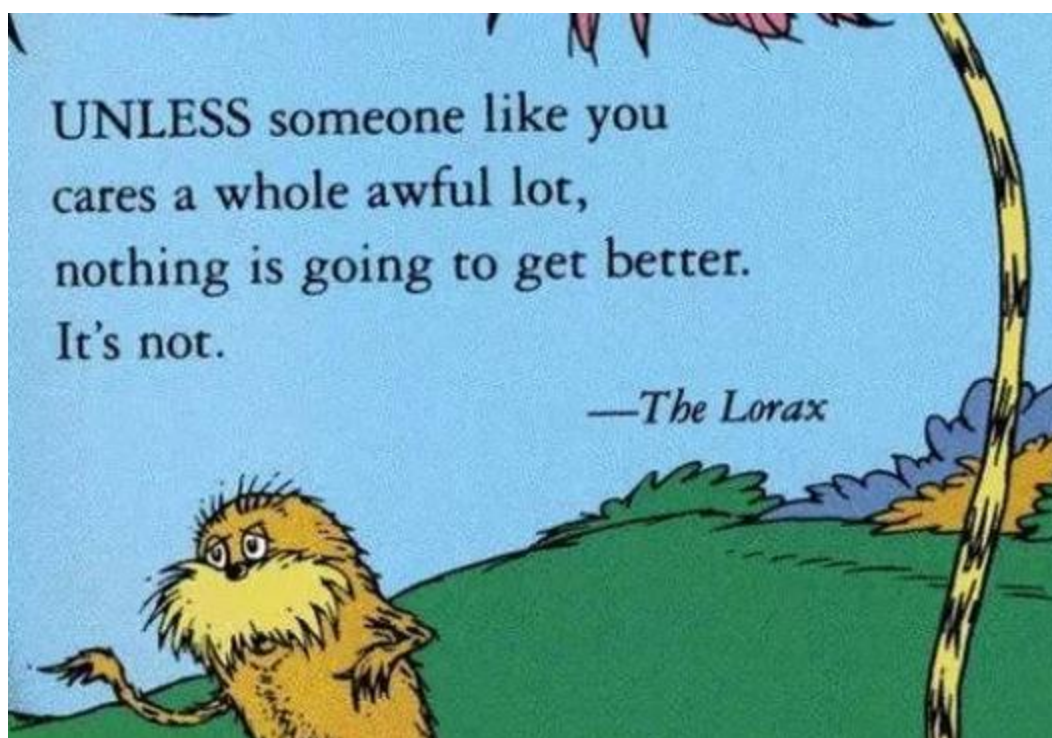
Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

Let's Empower, Advocate, and Do, Inc. (LEAD)

Board of Director & Advisor Orientation Packet



UNLESS someone like you
cares a whole awful lot,
nothing is going to get better.
It's not.

—The Lorax

WELCOME!



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

Table of Contents

Governing Structure (3)

Organizational Summary & History (4)

Board **Director** Job Description (5)

Board **Advisor** Job Description (9)

Hear From the Existing Team (11)

Board Member Resources (12)



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

GOVERNING STRUCTURE

Board Officers:

- **PRESIDENT:** Kyrach J. Altman
- **VICE PRESIDENT:** VACANT
- **SECRETARY:** VACANT
- **TREASURER:** VACANT

Board Directors:

- **DIRECTOR:** VACANT
- **DIRECTOR:** VACANT
- **DIRECTOR:** VACANT
- **DIRECTOR:** Ariel Morel
- **DIRECTOR:** Phil Andrews

Board Committees:

- **Governance (including Recruitment & Nominations)**
 - VACANT CHAIR
- **Development**
 - Chaired by Phil Andrews
- **Curriculum Development Committee**
 - VACANT CHAIR
- **Finance Committee**
 - VACANT CHAIR
- **Community Outreach Committee**
 - VACANT CHAIR

SEE DESCRIPTIONS OF THESE COMMITTEES (PAGE 9-11)

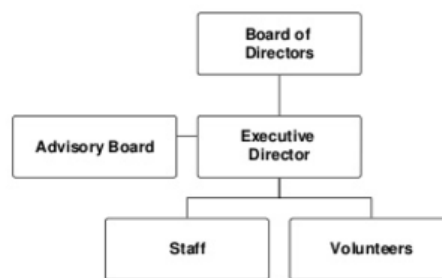
Advisory Board

- Adam Lucassian, ATC
- Christine Mohle, LCSW
- Matthew Ghan
- Annamaria Konya Tannon
- De Wisuri

Employees:

- **CHIEF EXECUTIVE OFFICER:** Kyrach J. Altman
- **DIRECTOR OF SALES & COMMUNITY OUTREACH:** Micayla Eve Rivin

[Contact the existing team!](#)





Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

ORGANIZATIONAL SUMMARY

Read [Our Story](#)

View Our [Mission & Vision Statements](#)

Read our [Statement of Inclusion](#)

Check Out [Who We've Trained](#)

Read Our [Praise & Testimonials](#)

View Our [Awards & Accomplishment](#)

The Need for *Proactive* Mental Health Education:

- Mental health problems are common with 1 in 5 youth ages 13-18 living with a serious mental health condition (NAMI).
- 50% of all lifetime cases of mental illness begin by age 14 and 75% begin by age 24 (NAMI).
- 70% of adolescents suffering from mental illness FAIL to receive treatment (NAMI).
- Suicide is the second leading cause of death in youth ages 10-24 (NAMI).
- Approximately 50% of students age 14 and older with a mental illness dropout of high school (NAMI).
- 1 in 2 adults will suffer from a diagnosable mental illness in their lifetime (NAMI).

Core Phrases

- "It's not the mental illness that's the problem. It's the **lack of treatment** for the mental illness that leads to other challenges and suffering."
- "While not everyone has a mental illness, everyone has mental health and the opportunity to strengthen it."
- "Preventing Tragedies, Empowering Communities"

Core Values:

- Transparency & Accountability
- Lifelong Learning
- Proactive Education
- Community Empowerment



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

Check out our [YouTube channel](#) to learn more about our history, programs, train-the-trainer Academies, and features on national television.

BOARD DIRECTOR JOB DESCRIPTION (Officers & Members)

According to LEAD, Inc. bylaws, "The Board of Directors of LEAD, Inc. will support the organization's work and provide mission-based leadership and strategic governance. While day-to-day operations are led by staff (Executive Director, private contractors, consultants, etc.), the Board-staff relationship is a **partnership**, and the appropriate involvement of the board is both critical and expected."

Legal responsibilities include:

- Be the steward of the mission.
- Provide oversight of the CEO/Executive Director.
- Ensure financial viability and reporting of the organization.
- Govern committees, officers, and board nomination/selection within the organization.
- Ensure that the board adheres to the Bylaws and other policies.
- Govern committee structure and board nomination/recruitment.

BOARD DIRECTOR BENEFITS (Officers & Members)

- VOTING power in Board meetings
- Free and unlimited access to LEAD's Learning Lab, featuring e-courses and certifications
- Free and unlimited access to LEAD's webinars and private workshop recordings.
- Opportunity to network with industry leaders, clinical experts, and business executives to strengthen skills and build meaningful connections.
- Enhanced personal brand
- Fulfillment of your company's corporate responsibility
- Featured on LEAD's website, blog, newsletters, social media pages, and promotional materials
- Free promotional items such as shirts, phone wallets, mugs, etc.
- [Read: How Serving on a Nonprofit Board Makes You a Better Business Professional](#)

BOARD DIRECTOR RESPONSIBILITIES (Officers)

The officers on the board of directors' responsibilities include:

- Govern:
 - Offer Support & Feedback 4x Per Year at Board Meetings (Virtual or In-Person)



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

- If a Board Director misses two, they need to be voted in again by the Board. But any missed meetings should be accompanied by an email/written feedback to the Chair of the Board explaining the absence.
- Be Prepared & Action-Oriented:
 - Complete Board Orientation and its related action items, including taking at least one of LEAD's Allyship e-courses for free (\$249 Value)
 - Review Board Meeting materials ahead of time to minimize voting/discussion time during the quarterly meetings
- Be a Chair of At Least ONE Committee
 - Committee Chairs
 - Must lead and facilitate at least two meetings/year with Committee Members to establish SMART goals for the Committee and move the organization forward by the end of the fiscal year.
 - Must present Committee Progress at quarterly Board meetings.
- Invest Personally & Financially:
 - Financially: Donate Money or Give In-kind Support, or Fundraise to give/get at least \$500/year.
 - If financial concerns are a barrier to joining the Board, alternative ways to support the organization can be discussed.
 - Personally:
 - Participate in one virtual 5-minute Self-Care Sunday, 1-hour Team-Building Event, and 15-minute Intern Team Meeting/year.
- Comment and share social media posts by LEAD, being an active follower of the organization's social media channels.

BOARD OFFICER JOB DESCRIPTIONS

Board President: The Board President shall lead the Board of Directors in performing its duties and responsibilities, including, if present, presiding at all meetings of the Board of Directors, and shall perform all other duties incident to the office or properly required by the Board of Directors.

- Additional Tasks:
 - Cash management.
 - General oversight of the organization.
 - Preside at all meetings of the Board of Directors.
 - Prepares agenda for quarterly board meetings and sends to Clerk.

Board Vice President: In the absence or disability of the Board President, the Vice-President shall perform the duties of the Board President. When so acting, the Vice-President shall have all the



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

powers of and be subject to all the restrictions upon the Board President. The Vice-President shall have such other powers and perform such other duties prescribed for them by the Board of Directors or the Board President.

- Additional Tasks:
 - General oversight of the organization
 - Preside at all meetings of the Board of Directors, along with the Board President.

Board Secretary: The Secretary shall keep or cause to be kept a book of minutes of all meetings and actions of directors and committees of directors. The minutes of each meeting shall state the time and place that it was held and such other information as shall be necessary to determine the actions taken and whether the meeting was held in accordance with the law and these Bylaws. The Secretary shall cause notice to be given of all meetings of directors and committees as required by the Bylaws. The Secretary shall have such other powers and perform such other duties as may be prescribed by the Board of Directors or the Board President.

- Additional Tasks:
 - Legal/Governance oversight of the organization.
 - Sends out agenda for Board meetings, provided by CEO, to Board Directors and Advisors at least one week prior to the meeting.
 - Keep a book of minutes of all meetings and actions of directors and committees of directors. The minutes of each meeting shall state the time and place that it was held, board attendance, and such other information as shall be necessary to determine the actions taken and whether the meeting was held in accordance with the law and these Bylaws.
 - Relevant Filing Dates for LEAD, Inc.

Board Treasurer: The Treasurer shall be the lead director for oversight of the financial condition and affairs of the Corporation. The Treasurer shall oversee and keep the Board informed of the financial condition of the Corporation and of an audit or financial review results. In conjunction with other directors or officers, the Treasurer shall oversee budget preparation and shall ensure that appropriate financial reports, including an account of major transactions and the financial condition of the Corporation, are made available to the Board of Directors on a timely basis or as may be required by the Board of Directors. The Treasurer shall perform all duties properly required by the Board of Directors or the Board President. The Treasurer may appoint, with approval of the Board a qualified fiscal agent or member of the staff to assist in the performance of all or part of the duties of the Treasurer.

- Additional Tasks:
 - Financial oversight of the organization
 - BOD Financial Statement and Summary of Activities Prep for Quarterly Meetings



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

- Assist in the preparation of the annual budget and its presentation to the board for review.
- Ensure that the board regularly monitors the organization's financial performance and alerts it to any important discrepancies between planned and actual figures.
- Ensure that government tax filings and remittances are submitted on a timely basis, in collaborating with the Board Secretary, CEO, bookkeeper, and accountant (Compliance - W2, 1099, 990, Mass DOR).
- Relevant Filing Dates for LEAD, Inc.
- Ensure that payroll and other liabilities are settled in a timely manner, in collaboration with an accountant.
- Helps, along with the Executive Director, keep the board informed of important financial events, trends, and issues relevant to the organization.
- An understanding of, and experience with, good financial management and reporting practices.
- An appreciation of the kind and level of financial information needed at a board level to support decision-making.

BOARD DIRECTOR RESPONSIBILITIES (Members)

The board of directors' responsibilities includes:

- Govern:
 - Offer Support & Feedback 4x Per Year at Board Meetings (Virtual or In-Person)
 - If a Board Director misses two, they need to be voted in again by the Board. But any missed meetings should be accompanied by an email/written feedback to the Chair of the Board explaining the absence.
- Be Prepared & Action-Oriented:
 - Complete Board Orientation and its related action items, including taking at least one of LEAD's Allyship e-courses for free (\$249 Value)
 - Review Board Meeting materials ahead of time to minimize voting/discussion time during the quarterly meetings
- Serve on at least one Committee and would have to meet the expectations outlined for the specific committee they serve on.
 - These members can Chair OR serve on a Committee, and may or may not have voting power depending on their position.
- Invest Personally & Financially:
 - Financially: Donate Money or Give In-kind Support, or Fundraise to give/get at least \$500/year.



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

- If financial concerns are a barrier to joining the Board, alternative ways to support the organization can be discussed.
- Personally:
 - Participate in one virtual 5-minute Self-Care Sunday, 1-hour Team-Building Event, and 15-minute Intern Team Meeting/year.
 - Comment and share social media posts by LEAD, being an active follower and cheerleader of the organization's social media channels.
- Watch: [Board Roles & Responsibilities](#)

Financial Support

Each board director is required to make an annual monetary or in-kind gift that is meaningful to them. It is strongly encouraged for Board Advisors, as well. Please consider this organization to be one of the top three recipients of your annual charitable donations.

LEAD's Board Directors abide by a "Give or Get" model of at least \$500. The give can be in the form of donation, a referral that leads to a closed sale, or a donation of housing/travel/food for employees of LEAD for work-related trips. If an annual contribution is not feasible, please consider fundraising and soliciting donations as an alternative. The get can be in the form of donors solicited during fundraising campaigns or throughout the year. The Give/Get must be made by January 31st of the fiscal year, as winter is LEAD's slowest sales period.

Board Terms/Participation

All Directors shall be elected to serve two-three year terms, however, the term may be extended until a successor has been elected. The Board of Directors shall hold an annual meeting each calendar year at times and places fixed by the Board. Special meetings of the Board may be called by the President, Vice President, Secretary, Treasurer, or any two (2) other directors of the Board of Directors.

Removal of Directors

A director may be removed by two-thirds vote of the Board of Directors for cause or no cause, if before any meeting of the Board at which a vote on removal will be made the director in question is given electronic or written notification of the Board's intention to discuss her/his case and is given the opportunity to be heard at a meeting of the Board.

A director is automatically removed and must be reinstated by a vote if they miss two consecutive board meetings. If this occurs, the Board director must email an explanation of the absences to the rest of the Board prior to the vote.



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

Compensation

Directors shall receive no compensation for carrying out their duties as directors. The Board may adopt policies providing for reasonable reimbursement of directors for expenses incurred in conjunction with carrying out Board responsibilities.

Accountability

At every board meeting, the board will review an Accountability Spreadsheet outlining every "ask" by the Board Chair and/or Executive Director and the status completion of that task for every Board Director. Failure to complete tasks without explanation is subject to further review and potential removal from the Board. The Accountability Spreadsheet will also include the commitments made by Board Directors based on the Fundraising Menu of Opportunities.

Qualifications

This is an extraordinary opportunity for an individual who is passionate about promoting mental health education and adolescent wellness in their community, and who may have a track record of board service. Selected board candidates will have achieved leadership stature in business, government, philanthropy, education, or the nonprofit sector. The candidate's accomplishments will allow him/her to attract other well-qualified, high-performing board members. Ideal candidates will have the following qualifications:

- A commitment to and understanding of LEAD, Inc.'s target population.
- An affinity for cultivating relationships and convening, facilitating, and building consensus and collaborations among diverse individuals.
- Personal qualities of integrity, credibility, and a passion for strengthening the region's early intervention for mental illness in youth.

COMMITTEE DESCRIPTIONS

Fundraising Committee

- Fundraise (Give or Get \$5000/year); This is likely due to large personal contributions or using their networking to gain outside contributions.
- Meet 1:1 with LEAD CEO/staff Per Quarter to offer feedback, advice, strategies, problem-solving related to fundraising, corporate sponsorship, and development-related events.

Finance Committee

- Helps, along with the CEO, to keep the board informed of important financial events, trends, and issues relevant to the organization.



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

- Needs: An understanding of, and experience with, good financial management and reporting practices AND an appreciation of the kind and level of financial information needed at a board level to support decision-making.
- Meet 1:1 with LEAD treasurer/CEO/staff Per Quarter to offer feedback, advice, strategies, problem-solving related to the financial health of the organization.

Governance Committee *focus on legal needs and recruitment*

- Recruit new Board Directors and Chairs of new Committees on the Board
- Communicate board recruitment needs to the board at quarterly meetings, keeping in mind the available positions and needs of the organization.
- Communicate with Nikki, legal counsel, as needed.

Advisory Committee

- Meets 1:1 with LEAD staff and Committee Members Once/Quarter to offer professional skills and talents, feedback, advice, strategies, problem-solving, etc. on the following subjects: Sales, Lead Generation, E-Marketing, Curriculum Development, Fundraising, and SOPs, & Internal Legal Documents like Employee Handbooks.

Community Outreach Committee

- Shares public events/webinars on social media to support LEAD's marketing efforts and public, free education on a MONTHLY basis. It would not be required of all Board Directors (but obviously encouraged).
- Comprised of board members who are plugged into LEAD's core community partners/clients/industries and are willing to make connections and referrals These clients include Camp Directors/Camp Clients, HR Professionals/PD Decision-Makers in Small Businesses or Corporations, Superintendents & Principals in School Districts; Student Support Service Centers in Higher Education, Athletic Directors, D1 Coaches, & Athletic Trainers/GM's of Professional Sports Teams.
- These members have the opportunity to receive 5% commission on all sales.

Curriculum Development Committee

- Comprised of board members who are clinicians or have industry expertise and are willing to provide curriculum review and/or misc. curriculum development support for LEAD, per month.
- This is a non-voting position (except for the Chair), as these members may be direct competitors with LEAD and as a result, have the opportunity to receive 5% commission on all sales.



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

- Meet 1:1 with CEO & Committee Chair Per Quarter to create a monthly game plan related to the curriculum needing expert review and feedback, and the timeline its review is needed by.
- Provide 10-20 hours of curriculum review and feedback or misc. Curriculum development support for LEAD, per month.
- Attend MHC Practice Sessions and/or Instructor Roundtables (Quarterly/Annually)

HEAR FROM THE EXISTING TEAM

"I am honored to be part of this dedicated, powerful, motivated and goal-oriented team! LEAD, Inc. advocates for adolescents without a voice everywhere, with a vision to redefine national health education and connect those suffering in silence to treatment. Every day I am inspired by my team's genuine passion, excitement, and love for mental health advocacy and education...xo President and Co-Founder"

-Kyrach Altman

"What stands out to me about LEAD is the small but powerful group of people behind the organization. Kyrach and everyone on the team are some of the most active, courageous and passionate people I know. These are the students who don't wait to have titles or degrees behind their names, or be a certain age to push for change. They are at the forefront of movements that improve our society. Having the opportunity to work with and learn from them is an absolute privilege."

-Alicia Yeung

"LEAD is such a dynamic nonprofit. They have changed GWU's community for the better by training 150 people (and counting) in YMHFA, and on a broader level have inspired policy for mental health education to be a standard taught during health classes in schools. Bravo, for helping to break the wheel of societal marginalization of mental illness."



Let's Empower, Advocate, and Do, Inc. (LEAD)
PO Box 20536
Worcester, MA 01602
www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

-Sam Robbins

"I always and still are proud to talk about LEAD and the accomplishments the organization has made. I have been educated about mental health more through LEAD than any class than I have ever taken in college. I have been proud to be part of the LEAD's BOD. LEAD has and will continue to change the way mental health is taught...I have watched this idea grow into a possibility to a reality. I was part of seeing and helping some of the process. Being asked during the idea phase to help, I was honored then. Today I'm beyond words. It helps me professionally as I was the first to teach the curriculum in a school setting and I can't wait to continue that endeavor."

-De Wisuri

"I can't describe in words the deep impact that LEAD has had on my life. The most significant impact is how much I have learned about mental health awareness through my association with LEAD. And my deep personal relationship with the founders is a close second."

-Larissa Murphy

"By being a LEAD team member, it has professionally allowed to try and connect my organization to LEAD...which in turn will hopefully allow both organizations to work together to bring Mental Health Education to a national network of Camp Staff, Volunteers, Campers, and our Communities...Professionally, by being connected with LEAD, I believe I have helped grow my organization and expand our impact on the Campers we work with."

-Adam Lucassian, ATP

"I was referred recently by Chris Bennett and have enjoyed getting to know the team. I enjoy the diversity of the board members and enjoy contributing in a different way than I am used to (addiction treatment)."

-Rob Ryberg

"Creating measurable impact in the world is a personal core value of mine, so the opportunity to give back to LEAD as a Board Director has allowed me to live my own values."

-Chris Bennett

"I come from a long line of educators. My mother worked with special needs students for over 25 years. These needs were physical, emotional, and mental and she saw first-hand the lack of resources and treatment for these kids. She instilled a desire to work in education and help



Let's Empower, Advocate, and Do, Inc. (LEAD)
PO Box 20536
Worcester, MA 01602
www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

students overcome these obstacles. The pandemic has exacerbated the mental health issues of the students I work with in higher education. Being a part of LEAD has helped me understand how to address these issues and be an advocate for our students.”

-Jen Halpin

BOARD DIRECTOR RESOURCES

Directors & Committees

- [Legal Responsibilities](#) (Duty of Care, Loyalty, and Obedience)
- [Board vs. Staff Responsibilities](#)
- [Officer Roles](#)
- [General Committee Responsibilities](#)
- [Committee Report Form](#)
- [BBB Standards for Charity Accountability](#)
- [Charity Accountability and Transparency](#)

New Board Members/Recruitment

- [Questions New Board Members Should Ask Themselves](#)
- [Talking Points](#)
- [Steps in Board Recruitment Process](#)
- [Board of Directors Nomination Form](#)
- [Passion is Not Enough! Ted Talk](#)

Meeting Resources

- [Board of Director Self-Evaluation](#)
- [Designing Board Meetings](#)
- [Charting Impact](#)

Fiduciary Duties/Finances

- [A Financial Primer for Board Members](#)
- [Your Four Main Sources of Revenue](#)
- [Fundraising Menu of Opportunities](#)
- [Creating a Culture of Asking Worksheet](#)
- [Creating an Effective, Fluent Corps of Board Ambassadors](#)
- [Six Step Plan for Capitalizing on Special Events](#)
- [Five Questions for Every Sponsorship Prospect](#)
- [Revenue Generation Idea Worksheet](#)
- [Financial Efficiency Performance Metrics](#)

POLICIES AND PROCEDURES

- [Articles of Incorporation](#)
- [Organizational Bylaws](#)
- [Ongoing Compliance](#)
- [Policies and Procedures for the Protection of Personal Information](#)
- [Record Retention and Destruction Policy](#)
- [Whistleblower Policy](#)
- [Conflict of Interest Policy](#) (to be filled out by every new Board Director)



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

Committee Descriptions

NOMINATING COMMITTEE

Nonprofit organizations rely heavily on their board directors. The quality of the board of directors is a reflection of whether a nonprofit moves forward, backward or makes no movement at all. Typically, nominating committees help to develop policies, recruit board members, and take the lead in board evaluations and succession planning. Nonprofit boards function best when the boardroom is continually filled with new and engaging ideas, vibrant personalities, and a variety of personal and business experiences. Nominating committee members should be chosen for their commitment to growing the membership.

Among their duties, nominating committees help to create and develop policies and submit them for board recommendation. Nominating committees may also develop policies for board members' giving and fundraising expectations.

Nominating committees may write descriptions for board officers, board members and committee charters for standing and ad hoc committees.

On an as-needed basis, nominating committees may evaluate the board's term limits and modify them if needed for board efficiency or to accommodate the changing size of the board.

Board presidents and board secretaries often call on the nominating committee to assist with board orientation. Nominating committees can be instrumental in helping new board directors get acclimated to their board duties and get acquainted with the other board members. Since nominating committees were responsible for recruitment, they may be the best ones to assign a mentor for new board directors.

GOVERNANCE COMMITTEE

The governance committee's main role is to institutionalize best practices in three areas: strategic board recruitment, effective board engagement, and intentional revitalization. This includes handling board self-assessment, board development, and ensuring the board is diverse.

Because the governance committee will, to an extent, perpetuate the board, its members should be both visionary and strategic as well as a microcosm of the board. The governance committee should include people who

- have a diverse range of backgrounds and a variety of experiences
- are active in the community and in a wide range of circles
- understand human dynamics and relationship building
- have experience with organizational development
- are respected by the board
- know the organization well
- are knowledgeable of good governance practices
- are willing to question present practices
- can leave personal agendas behind
- have experience in group performance evaluation



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

DEVELOPMENT COMMITTEE

Because fundraising is such an important role for many governing boards, many boards choose to create a development committee. The development committee typically works with the board chair, the chief executive, and development staff to provide valuable input for developing the fundraising plan and engaging the entire board in fundraising. It goes without saying that every board member, including the development committee members, should make a meaningful personal contribution according to his or her means to the organization. By doing so, each member demonstrates his or her commitment and trust in the organization, which also enables him or her to function as a more credible fundraiser and inspire other donors.

The development committee should look for members who

- can communicate effectively and enthusiastically about the organization's mission
- are knowledgeable about the organization and its community and constituencies
- have community connections and networks
- have good people skills and engaging personalities
- are comfortable talking about money and finances with others
- have access to individual, corporate, or foundation resources
- radiate confidence and trust
- have fundraising and/or marketing experience

Curriculum Committee

The mission of the Curriculum Committee is to provide guidance, advocacy and oversight for LEAD's training curriculum by ensuring that the curriculum is academically sound, comprehensive and responsible to the evolving needs of the communities we serve. The committee reviews and recommends course additions, revisions, and deletions and recommends policy related to LEAD's training offerings.

The curriculum committee should look for members who are qualified to perform the following duties:

- development of educational programs in accordance with LEAD's philosophy, policies, and objectives
- encourage creativity, flexibility, and innovation in curriculum development.
- With leadership to be offered by the CEO, be responsible for the continuing revision of curriculum.

STRATEGIC PLANNING COMMITTEE

Strategic planning is one of the board's fiduciary responsibilities. The board provides the direction that sustains the organization for the upcoming 12 months. Looking beyond the coming year, the board is responsible to develop strategic plans for two to five years.

Strategic planning first accounts for clarifying and solidifying an organization's purpose and mission. Clarifying the purpose is especially important for charities. Nonprofits are legally required to operate



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

according to their purpose and to benefit the public accordingly. A strategic planning committee must also consider where the organization is currently; what they want to see happen over the next three to five years; and formulate a plan for how to achieve their goals. Planning includes identifying the organization's strengths, weaknesses, opportunities and threats. By analyzing the internal and external environments, a strategic planning committee can help the board identify risks and challenges. This information will help the board establish priorities and set goals. A strategic planning committee memorializes their strategic plan in writing so the board can refer to it regularly to monitor their progress toward achieving their goals. Generally, strategic planning committees will begin the process by identifying the strategic issues they need to address. It's also common to do an analysis of strengths, weaknesses, opportunities and threats, which is also commonly known as a SWOT analysis. Other information that's helpful in strategic planning is looking at market opportunities and threats, assessing customer satisfaction and demand, and getting input from employees about their perceptions of strengths and weaknesses. These exercises will help the committee members to determine their starting point. The next phase of the process typically consists of developing the strategies. At this point, the strategic planning committee reviews the mission, vision and values statements to determine if they want to recommend any changes to the board. Working together, the committee then develops the three- to five-year plan, along with a three-year financial projection.

The committee will also need to identify key performance indicators and plan to use them to track the board's progress against their goals. To ensure that there's adequate funding to support the new objectives, the committee will need to develop a one-year budget for the short-term plan. The final step in this phase is to assign organizational goals to the responsible departments. They will then be able to get started planning their action steps so they'll have much to report to the board at the designated periods.

The steps listed above compose the bulk of the work that a strategic planning committee needs to do, but there is one final, important stage in the strategic planning process, and that entails monitoring the performance of the strategic plan. Upon finalization of the strategic plan, the committee should get a final approval from the board before pursuing implementation. The committee then needs to communicate the strategy to the whole organization, so that everyone feels invested in their responsibility and is contributing to the overall plan. To keep strategic planning on track, the committee should be careful not to overlook creating a schedule for progress reviews. Most boards find that quarterly progress reports are sufficient for monitoring and follow-up. This gives the board a chance to review the strategic plan and to ask for modifications if they're necessary. Taking these steps should ensure that boards are seeing specific and measurable progress in multiple areas. At the end of the year, it's time to review the committee's achievements and success and schedule time to build on that success by conducting strategic planning for the next year.



Let's Empower, Advocate, and Do, Inc. (LEAD)

PO Box 20536

Worcester, MA 01602

www.LEADnow.org

READY TO JOIN OUR #LEADFAM? EMAIL KYRAH@LEADNOW.ORG

FINANCE COMMITTEE

Some nonprofits have one finance committee that carries out all of the duties associated with financial oversight. Others have separate finance, audit, and investment committees. BoardSource recommends organizations that conduct an independent audit have a separate audit committee or task force for added accountability. Separate investment committees are needed when an organization accumulates sizable reserves, manages an important planned giving program, or has an endowment that requires special attention.

The core functions of the finance committee are to

- oversee organizational financial planning
- monitor that adequate funds are available for the organization
- safeguard organizational assets
- draft organizational fiscal policies
- anticipate financial problems
- ensure the board receives accurate and complete financial information for review
- help the rest of the board understand financial statements and the general financial situation of the organization
- make sure federal, state, and local reporting takes place
- sustain the committee itself

In general, staff prepare the budget and monitor income and expenditures on a daily basis. The finance committee provides oversight by reviewing financial statements and the budget and ensuring that the board's policies and strategic priorities are reflected in the budget. When reviewing financial reports, the finance committee asks the questions, "Are we on track? If not, why not?" Even though some board members may be "afraid" to serve on the finance committee, you should consider asking all board members to serve at least one term on the finance committee. This allows them to optimize their knowledge about the organization's finances and participate fully in financial oversight.

The finance committee should look for members who have experience in the following:

- Budgeting
- Real estate
- Investments
- Operating a business
- Banking
- Accounting, specifically knowledge of nonprofit accounting and GAAP (generally accepted accounting practices)