

Board Chair Training

0:00

Welcome to the Girls on the Run Board Chair training.

0:04

This training is designed to equip you with the knowledge and skills necessary for success as a board chair.

0:13

Whether you are stepping into this role for the first time or bringing years of experience, this training will focus on the key responsibilities inherent in being a board chair.

0:26

Throughout the training, we will explore essential topics such as the leadership role and responsibilities that come with being a board chair, strategies for effective execution, and the significance of cultivating strong relationships within the organization.

0:47

But first, thank you for your dedication and commitment to serving as the Board Chair for your Council.

0:54

The role of Board Chair demands exceptional leadership qualities, personal integrity, and unwavering commitment to the organization's mission.

1:05

We appreciate the time and effort you are investing in this role, and we are confident that your leadership will bring great value to the Council.

1:16

Let's get started.

1:21

We will start with a brief emphasis on the importance of the mission and core values being at the center of the organization and how these elements serve as the foundation for the board's work and overall organizational success.

1:37

Before diving into the role of a board chair, we will ground ourselves in the 10 basic responsibilities of a board of Directors.

1:47

This ensures a common understanding and sets the stage for discussing the specific role of the board chair.

1:57

Next, we will examine the role, key tasks and effective execution of the board chair, emphasizing the significance of their leadership in guiding the board towards achieving its objectives.

2:12

Then we will emphasize the importance of fostering a strong relationship between the Council Director and the Board Chair, as well as review the role a board chair plays in creating a positive board culture.

2:28

We will wrap up with Girls on the Run specific responsibilities that all board chairs should be aware of and conclude with a review of additional resources to further your growth and leadership in this role.

2:47

The job of Board Chair involves two major relationships, the relationship between an individual, the Council Director, and an organization, the Council.

3:01

The board chair must be knowledgeable about the organization, its mission, vision, core values, programs, services, constituents, and resources, and understand its place in the larger framework of the community.

3:22

The Girls on the Run Core Values serve as the foundational beliefs and principles guiding all our actions, decisions, and organizational culture.

3:33

As board chairs, it is important that you actively exemplify them when interacting with board members and staff leadership.

3:43

Your commitment to embodying these core values is essential in maintaining a cohesive and aligned direction for the organization.

3:53

Your dedication to understanding and modeling our core values will not only strengthen our organizational integrity but also foster a positive and supportive environment.

4:09

Role and responsibilities Quick review of the 10 basic responsibilities of a Board from Board Source a leading expert in the field of nonprofit boards understanding these key duties is crucial for effective governance and decision making within an organization.

4:35

As a board chair, part of your role is to ensure that every board member carries out the roles and responsibilities of board service.

4:50

The 10 basic responsibilities of a board are determine mission and purpose, select the council director, support and evaluate the council director, ensure effective planning, monitor and strengthen programs and services, protect assets and provide proper financial oversight, build a competent board, ensure legal and ethical integrity, enhance the organization's public standing, and lastly, ensure adequate financial resources.

5:49

These are the responsibilities that all board members are expected to fulfill and should be in your board member position profile as well as your board member agreement and or commitment document.

6:06

Board chair role responsibilities and execution board chair is responsible for leading the board in the oversight, thinking and support that are critical to good governance.

6:22

Serving the organization's interests and needs is the foundation from which a board chair operates.

6:34

The board chair position description, along with board member, board officer, and committee positions can be found on the Council Portal and board Resource page.

6:47

You will hear position descriptions referenced multiple times in this training.

6:53

Just like an employee needs a job description, board members need position descriptions too.

7:01

Board members need to know if they can do these things.

7:06

If they want to do these things, especially the board chair, there should be no surprises.

7:13

It is a common misconception that since board service is a volunteer role that we need to tread lightly.

7:21

Try not to scare the board member away by being transparent about all that board service entails, but this is where it can all go wrong.

7:33

The prospective board member should be aware of, agree to, and be genuinely excited about the responsibilities this role entails.

7:49

Board Chair role versus Council Director role While both the Board Chair and the Council Director have some level of authority, their duties and responsibilities are exceedingly different.

8:02

The Council Director is responsible for the staff and day-to-day operations of the council, and by contrast, the board chair is the board's leader.

8:17

For both the board chair and the council director, they must both maintain a strong and healthy relationship with each other.

8:28

Let's review the board chair role.

8:30

Specifically lead council director, hiring, onboarding, performance management and succession planning.

8:39

Recruit, retain on board and hold board members accountable.

8:46

Lead board meetings, establish clarity of board roles and responsibilities, and communicate regularly with the board.

8:58

Lead the Executive Committee and ensure strategic alignment with all other committees.

9:05

Support fundraising plan.

9:08

Create budget with council director and Finance Committee.

9:14

Review and follow board bylaws, Girls on the Run, HQ policies and local, state and federal laws.

9:23

Next council director role, Hire, manage and evaluate staff.

- 9:30
Set job descriptions for staff and review and set staff compensation.
- 9:37
Manage and implement programs.
- 9:40
Ensure Council meets the mission.
- 9:43
Mission advancement marker targets.
- 9:47
Work collaboratively with the board.
- 9:50
Support Board recruitment.
- 9:53
Work in partnership with Board Chair to set the board agenda.
- 10:00
Work in partnership with the Board to create and monitor a strategic plan informed by IDEA strategic imperatives.
- 10:11
Lead fundraising plan and strategy.
- 10:16
Lead budget process with Board Chair and Finance Committee.
- 10:21
Ensure timely and accurate financials.
- 10:26
While this is certainly not a comprehensive list, you can see the board chair and the council director Both have very important roles in a nonprofit and they must work closely together to ensure they are on the same page.
- 10:43
The board needs continual information about what's happening in the organization and the council director is the hands on person who fulfills the board's expectations and ultimately the nonprofit's vision.
- 11:00
Additionally, all board members support the board chair in all tasks in addition to fulfilling board expectations, especially recruiting new board members, fundraising and development.
- 11:15
For more information about Board chair tasks or the role of board officers and board members, please refer to the Board Chair Prep Kit and Board Fundamentals miniseries, all available on the Council Portal and the Board Resource page.
- 11:38
Here are some sample board chair tasks broken out by weekly, monthly or quarterly, annually and ongoing.
- 12:00
Board Chair Execution During this training, we examined the key responsibilities, expectations, and tasks associated with the board chair role.

12:12

Now, let's shift our focus towards how you can effectively integrate all these aspects while staying true to your unique self.

12:26

To excel in your role, it is essential to have a deep understanding of the organization, its mission, vision, values, programs, services, and resources, and how it fits within the broader community and national organization.

12:47

Familiarizing yourself with your position description and board governance responsibilities will provide a solid foundation for navigating your duties.

13:01

Your personality strengths, challenges, biases, values, and communication style play a crucial role in shaping your approach as board chair.

13:14

By embracing your experiences and expertise, you can bring a personalized touch to the role.

13:26

While the position description outlines the general expectations, it is the unification of this framework with your individuality that truly defines your execution of the role.

13:40

Each board chair infuses the position with their individuality, making the role a reflection of their unique self.

13:52

Board Chair and Council Director Relationship The Relationship with the Council Director A robust relationship and partnership with the Council Director are essential for the efficient functioning and success of any organization.

14:13

This collaboration ensures that the strategic vision and operational goals are aligned, fostering a productive and positive working environment.

14:25

Let's review the major areas that are essential to this strong relationship.

14:33

Communication.

14:35

Open and transparent communication, such as regular scheduled meetings or check ins to discuss goals, challenges and progress.

14:45

This ensures that both parties are on the same page and can address issues promptly.

14:53

Ensure there is a system such as a strong performance management process for providing and receiving constructive feedback.

15:03

This helps in identifying areas for improvement and celebrating successes.

15:10

Active Listening Take the time to understand the Council Directors perspectives and priorities.

15:18

This fosters mutual respect and a deeper understanding of the organizational vision, collaboration and shared goals
Work together on strategic planning initiatives to ensure that both short term and long term goals are aligned.

15:42

Support and Resources One of our Girls on the Run core values is to nurture our physical, emotional and spiritual health.

15:53

Offer the necessary support and resources to help the Council Director achieve their objectives.

16:01

This could include additional staff, budgetary allocations, professional development opportunities or ensuring a healthy work life balance and self-care.

16:17

Mutual respect, reliability, recognition and depreciation.

16:24

Recognize and respect the Council Directors expertise and experience.

16:31

This fosters a positive working relationship and encourages mutual respect.

16:37

Maintain a high level of professionalism in all interactions.

16:43

This sets the tone for a respectful and productive partnership.

16:49

Assistantly follow through on commitments and promises.

16:53

This builds trust and reliability.

16:57

And lastly, celebrate successes.

17:00

Regularly acknowledge and celebrate the Council Directors contributions and successes.

17:07

This boosts morale and reinforces a positive partnership.

17:12

Offer public recognition for the council Directors achievements.

17:17

This not only honors their work but also highlights the strength of your partnership.

17:24

Additionally, encourage the council Directors professional growth and development.

17:30

This shows a commitment to their success and well-being.

17:35

As you can see, maintaining a strong relationship and partnership with the Council Director is vital for the overall health and success of an organization.

17:47

By fostering open communication, collaboration, trust, and appreciation, you can ensure a productive and positive working relationship that sets an example for strong relationships and drives the organization forward.

18:05

For some best practices and strategies on establishing a relationship with the council director, especially within the 1st 30 days, check out the Board Chair Prep Kit on the Board Resource page under Trainings.

18:25

Board Culture.

18:30

First, let's start with what is board culture?

18:34

Nonprofit board culture encompasses the behaviors, values, and norms that guide the interactions and decision making of board members.

18:45

It is the collective personality of the board.

18:50

Our Girls on the Run Core values support a positive board culture and should be at its core.

18:59

Culture significantly impacts the overall functioning of the organization and its ability to achieve its mission.

19:08

It reflects how board members interact with each other, the council team, and other stakeholders.

19:17

The Importance of a Positive Board Culture A positive board culture is vital for several reasons.

19:27

Enhanced cohesion and collaboration When board members share common values and goals, they are more likely to work together effectively.

19:39

A strong board culture fosters trust, respect, and mutual support among members, leading to better teamwork and collaboration.

19:50

This unity is crucial for addressing complex issues and making strategic decisions.

19:59

Improved decision making One of our Girls on the Run core values is to recognize our power and responsibility to be intentional in our decision making.

20:12

A healthy Board car A healthy board culture encourages open and honest communication, allowing diverse viewpoints to be considered.

20:24

This inclusivity leads to more informed and balanced decisions.

20:30

When board members feel comfortable expressing their opinions and debating ideas, the organization benefits from a broader range of perspectives and expertise.

20:45

Increased engagement and commitment.

20:49

Board members who are part of a positive culture are more likely to be engaged and committed to the organization's mission.

20:59

They take their roles seriously, participate actively in meetings, and contribute their skills and knowledge.

21:08

This level of engagement is essential for the board's effectiveness and the nonprofit's success.

21:18

Stronger leadership and governance.

21:22

A positive board culture supports effective leadership and governance practices.

21:27

It ensures that roles and responsibilities are clear and that the board operates with integrity and accountability.

21:36

Strong governance structures combined with a supportive culture enable the board to provide strategic oversight and guidance to the organization.

21:50

Better stakeholder relationships.

21:53

The board's culture influences how the organization is perceived by external stakeholders, including donors, partners, and the community.

22:04

A board that showcases transparency, strong ethical behavior, and a commitment to the mission enhances the organization's reputation and builds trust with stakeholders.

22:19

This trust is crucial for securing funding and support.

22:26

Increased resilience and adaptability Nonprofits often face challenges and uncertainties.

22:35

A positive board culture equips the organization with the resilience and adaptability needed to navigate these challenges.

22:45

Board members who are united by strong values and a shared vision are better prepared to handle crisis situations

and changes in the external environment plays a very important role in shaping and maintaining the culture of a non profit board.

23:09

Here are 7 tips for how a board chair can support and enhance board culture.

23:17

Lead by example One of our Girls on the Run Core values is to lead with an open heart.

23:24

The board chair should model the core values, behaviors, and attitudes they wish to see in board members.

23:33

This includes demonstrating integrity, transparency, and respect in all interactions.

23:42

Facilitate open communication.

23:45

Encourage open dialogue during meetings and ensure that all voices are heard.

23:51

The chair should create a safe space where members feel comfortable sharing their thoughts and concerns.

24:00

Foster inclusivity One of our Girls on the Run Core values is to embrace our differences and find strength in our connectedness.

24:11

Promote a culture of inclusivity by valuing diverse perspectives and ensuring that all members feel included and respected.

24:21

This can be achieved by actively seeking input from all members and addressing any issues of exclusion or bias.

24:32

Provide support and development.

24:36

Offer support and development opportunities to board members.

24:40

This can include training sessions, mentoring, and resources to help members fulfill their roles effectively.

24:51

Recognize and celebrate achievements.

24:54

One of our Girls on the Run Core values is to express joy, optimism and gratitude through our words, thoughts and actions.

25:05

Acknowledge the contributions and achievements of board members.

25:10

Recognition can be a powerful motivator and helps to build a positive and appreciative culture.

25:20

Ensure effective governance.

25:23

Maintain clear governance structures and processes.

25:29

The board chair should ensure that roles and responsibilities are well defined and that the board operates with accountability and integrity.

25:42

Regularly review board culture.

25:45

Conduct regular assessments of the board's culture and performance.

25:50

This can involve surveys, self assessments, and facilitated discussions to identify areas for improvement and celebrate successes.

26:03

Nonprofit board culture is a critical factor in the success and sustainability of an organization.

26:11

A positive culture enhances cohesion, decision making, engagement, leadership, stakeholder relationships, and resilience.

26:23

By intentionally building and sustaining a healthy board culture, nonprofits can better fulfill their missions and make a lasting impact on the communities they serve.

26:36

The Board Chair has a pivotal role in this process, guiding the board towards a culture of excellence and inclusivity.

26:48

Girls on the Run Council.

26:50

Specific Info Girls on the Run Specific and Council specific requirements The Council Membership Agreement is an agreement between the Council and Girls on the Run headquarters outlining the financial and legal obligations of both parties.

27:15

All Board members will receive this from the Council Director as part of their onboarding process.

27:22

The Board Chair will also sign this agreement.

27:28

The Council Policy Manual includes safety, brand protection, operational human resources, branding and fundraising policies that councils must follow in accordance with the Council Membership Agreement.

27:45

The Council Policy Manual is available on the Council Portal for review by all staff and applicable board members.

27:54

If you do not have access to the Council Portal, please have your Council Director share the manual with you.

28:04

The Coach Policy Manual contains information about Girls on the Run, policies and procedures relevant to coaches and focuses on safety, program delivery, confidentiality, access, and inclusion.

28:20

The Coach Policy Manual is on the Council portal and all coaches must receive a copy of the Coach Policy Manual as part of their training.

28:32

A confidentiality agreement must be signed by each board member.

28:37

This agreement provides specificity about what information must be kept confidential.

28:44

Board guidelines for handling confidential information and the requirements around returning confidential information to the council.

28:55

Council staff leadership will provide this to all board members using a template provided by Girls on the Run headquarters.

29:05

Adequate insurance coverage helps mitigate risk and claims inherent with running any nonprofit.

29:13

Girls on the Run headquarters policies require independent councils to have the same or additional coverage as that included in the Girls on the Run master insurance plan.

29:27

The combined buying power offered through the plan provides higher coverage for comparable or lower costs than councils can obtain on their own.

29:39

Additionally, councils must obtain workers compensation and consider their need for other lines of coverage.

29:48

Girls on the Run Master Insurance Policy summarizes summaries, and coverage information is available on the Council portal.

30:02

Councils with gross annual revenue of more than \$1 million must obtain a financial statement audit conducted by independent certified public accountants.

30:14

Certain states or funders may require lower revenue thresholds for a financial statement audit.

30:26

All councils must have a strategic plan that outlines the intentional direction of the council to ensure future sustainability and growth and includes thoughtful inclusion, diversity, equity, and access goals and imperatives embedded throughout.

30:44

Board members must understand the organization's mission, how current Council activities best serve that mission, a general census of constituents, and the effective effectiveness of current Council strategies in implementing the mission.

31:06

The Employee Handbook provides guidance and information specific to the Council for its employees.

31:14

Information typically included our policies related to performance management, time off, benefits, and work environment procedures.

31:25

A templated employee handbook is available on the council portal that can be customized for state specific information and individual council benefits and policies.

31:40

The board resource page.

31:43

This is your number one resource as a board member.

31:49

The board resource page is an essential tool designed specifically for board members, providing easy access to important information without the need for a login.

32:02

This accessible platform ensures that board members can quickly find the resources they need to stay informed and engaged.

32:13

Here you can see what the page includes.

32:22

In addition to the Board resource page, here are some other valuable resources to the Board Chair.

32:32

1st, every council has a Regional Director who supports a specific geographic territory of the Council network and brings subject matter expertise to the team.

32:44

If you have yet to meet your Council director, please reach out to set up a virtual meet and greet.

32:51

You can find their contact information on the Board Resource page.

32:57

The Boardroom newsletter is released three times per year and offers connection features.

33:03

Council Board highlights, shares organizational news, and provides updates on new resources specific to board members.

33:13

It keeps the board chair and entire board connected with ongoing developments.

33:20

Annual Risk e-mail to boards clarifies the roles and responsibilities of the of nonprofit boards as a corporate or

collective entity, specific Girls on the Run and council requirements and summarizes the individual board members responsibilities.

33:40

The summary of these responsibilities can be found on the Board resource page.

33:47

Next In person training.

33:52

Every two years, Girls on the Run headquarters hosts a summit bringing together the entire Girls on the Run network for professional development and connection.

34:04

Boards are encouraged to prioritize sending some representatives of the board to Summit virtual trainings and onboardings.

34:15

Once a board member is elected and on boarded, they will receive a volunteer and staff training to complete from Girls on the Run HQ.

34:28

Good to Go To provides a broad overview of Girls on the Run, essential expectations and empowering resources and information critical to a successful transition into Girls on the Run.

34:45

Girls on the Run Need to Know is the next step in the orientation process.

34:51

After completion of Good to Go DER.

34:54

New staff and board members will complete a series of self-paced virtual trainings and review policies designed to familiarize them with the organization's key initiatives.

35:08

Latest resources available from Girls on the Run headquarters and to become informed of the overall health and vision of the organization for additional training.

35:21

The Board Chair Prep Kit equips you with essential quick tips and best practices for success in your role.

35:30

The kit contains practical advice, especially during your first 30/60 and 90 days, managing board dynamics, facilitating productive meetings, strategies for building relationships, and more.

35:47

Finally, the Board Fundamental Miniseries provides foundational knowledge and training for the board chair and other members.

35:57

This series helps in enhancing governance practices, clarifying roles and responsibilities, and ensuring that the board operates efficiently and effectively.

36:10

Together, these resources empower the Board Chair to lead with confidence, make informed decisions, and drive the organization towards success.

36:25

Our Board Chair Training I want to extend my heartfelt thanks for your dedication and commitment to our mission.

36:32

Your passion and leadership are truly inspiring, and we hope that the knowledge and strategies we've discussed today will greatly enhance our collective efforts.

36:44

Thank you once again for your commitment and enthusiasm.

36:48

Together, we will continue to drive our organization towards greater success.