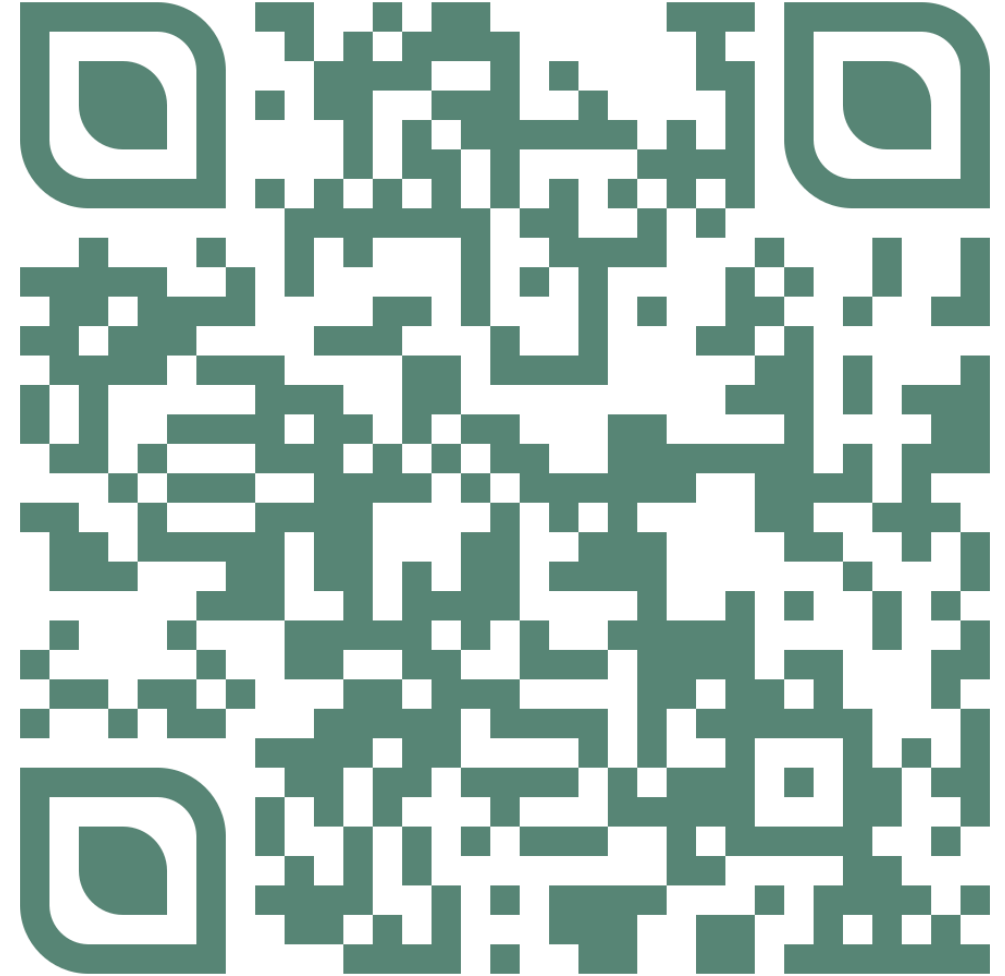


Engaging the Board  
through Accountability

# Agenda & Presentation Links

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# NONPROFIT INSIGHTS CONFERENCE | 2025

## Engaging the Board through Accountability

March 13, 2025



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**PRESENTED BY:**

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President & CEO, BVU

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# Board Authority

The board of directors bears the primary responsibility for ensuring that a charitable organization fulfills its obligations to the law, its donors, its staff and volunteers, its clients, and the public at large.

## Basic authority (§1702.30(A), O.R.C.):

“all of the authority of a corporation shall be exercised by or under the direction of its directors.”



# Board Responsibilities\*

How the three main roles of the board relate to the 10 basic responsibilities of nonprofit board members\*



\*Sources: Board Fundamentals, Ten Basic Responsibilities of Nonprofit Boards, Leading with Intent, Legal Responsibilities of Nonprofit Boards - *BoardSource*

# Engaging People – The Board's Role

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The Board is responsible to attract, retain and engage the following:

- Chief executive
  - Performance evaluation - annual
  - Compensation review - regular
  - Succession plan (emergency and long-term)
- Individual board members
  - Board member expectations & accountability
  - Board member self assessment
- The board as a whole
  - BVU's Board effectiveness score

# Performance & Comp Review – Chief Executive

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## Annual Performance Review

- Criteria for performance review:
  - Chief executives current job description
  - Current strategic plan
  - Annual goal established by the executive and the board - rooted in organizational performance against strategic goals, as well as the overall leadership of the executive.
  - Well defined process led by someone with relevant experience/expertise
- Ask chief executive to submit assessment/summary of progress to annual goals
- Survey to full board (or Executive Committee) asking for feedback on the chief executive's performance against goals
- Written review of performance and progress against goals
- Opportunity for feedback, enhanced communication, and support

# Performance & Comp Review – Chief Executive

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## Compensation Review (on regular basis)

- Ensure that the chief executive's compensation is competitive and appropriate, based on current market
- Review external salary benchmarking for comparative information
- Full board approvals the compensation package
- Comp should be attractive enough to retain the best possible talent for the position while not being excessive.
- To determine reasonable compensation, the board should conduct a review of similarly-sized organizations in the same geographic location to figure out how much they offer senior leaders.

# Succession Plan – Chief Executive

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## Two Types of Succession Planning

- Emergency/Urgent Need – departure without notice or long-term absence
- Planned/Departure-Define – future planned retirement or departure

## The Board's Role – TALK ABOUT IT!

- Develop a succession plan for the chief executive
- Ensure that there are organization-wide succession plans and documentation of key processes/information
- When needed, establish Search Committee to lead search, interview, & hiring process



# ROLES OF EXECUTIVE DIRECTOR AND BOARD CHAIR\*

BOARD CHAIR/BOARD	SHARED	EXECUTIVE DIRECTOR
<b>Policy and Planning</b>		
<ul style="list-style-type: none"> <li>Develop and review policies, mission, vision, values</li> <li>Ensure effective planning, oversee board involvement in planning</li> <li>Monitor programs and services in support of mission</li> </ul>	<ul style="list-style-type: none"> <li>Strategic plan</li> <li>Program evaluation</li> <li>Mission impact</li> <li>Organizational growth and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Carry out mission</li> <li>Implement strategic plan (engage board in planning)</li> <li>Monitor quality and effectiveness of programs, and provide board with relevant info to evaluate programs and mission impact</li> </ul>
<b>Budget and finance</b>		
<ul style="list-style-type: none"> <li>Ensure adequate financial resources, protect assets, provide financial oversight</li> <li>Review and approve budget</li> <li>Oversee annual audit</li> </ul>	<ul style="list-style-type: none"> <li>Fiscal stewardship</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and propose budget to board</li> <li>Manage programs according to board adopted policies and budget guidelines</li> </ul>
<b>Fundraising and Dev</b>		
<ul style="list-style-type: none"> <li>Maximize board member participation in FR and events</li> <li>Solicit contributions from board members</li> </ul>	<ul style="list-style-type: none"> <li>Solicit contributions from outside donors</li> <li>Engage board members in FR activity</li> </ul>	<ul style="list-style-type: none"> <li>Dev and coordinates implementation of fundraising plan</li> <li>Ensures staff support for board FR efforts</li> <li>Update board on FR efforts</li> </ul>
<b>Board Meetings</b>		
<ul style="list-style-type: none"> <li>Lead and facilitate meetings</li> </ul>	<ul style="list-style-type: none"> <li>Develop meeting agenda</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that meeting materials are sent in advance</li> <li>Attend meetings</li> </ul>
<b>Committee work</b>		
<ul style="list-style-type: none"> <li>Ensure the right committee structure</li> <li>Appoint board committee and task force chairs</li> <li>Serve as ex-officio on all committees</li> <li>Keep board informed of all committee work</li> </ul>	<ul style="list-style-type: none"> <li>Develop and review committee structure and committee assignments</li> <li>Identify committee members</li> </ul>	<ul style="list-style-type: none"> <li>Serves on each committee (or designee) as non-voting member</li> <li>Ensures that committees have sufficient materials, information and support as needed</li> </ul>
<b>Board recruitment and development</b>		
<ul style="list-style-type: none"> <li>Ensures strong board recruitment pipeline</li> <li>Sets goals and expectations for board</li> <li>Cultivates leadership among board members</li> </ul>	<ul style="list-style-type: none"> <li>Identify ideal board composition (diversity, expertise, networks, etc.)</li> <li>Keep full board engaged</li> </ul>	<ul style="list-style-type: none"> <li>Develops strong working relationships with all board members</li> <li>Shares appropriate info with full board</li> <li>Identifies potential members and participates in orientation</li> </ul>
<b>Staff oversight, compensation, and evaluation</b>		
<ul style="list-style-type: none"> <li>Oversees hiring, comp and evaluation of ED</li> <li>Ensures succession plan exists for ED</li> </ul>	<ul style="list-style-type: none"> <li>Ensure sufficient resources to attract and retain excellent staff</li> </ul>	<ul style="list-style-type: none"> <li>Oversees and evaluates all staff</li> <li>Sets staff salaries within budget constraints</li> </ul>

*\*Excerpted from BoardSource*

# Board Assessments

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Thoughtful reflection on performance demonstrates the board's commitment to shared leadership and responsibility



# Three Types of Board Assessment

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1. Board Member Expectations and Accountability  
*How are you doing as a board member? (evaluation by board)*
2. Board Member Self-Assessment  
*How am I doing as a board member? (evaluation by self)*
3. Board Development Assessment  
*How are we doing as a whole?*

# 1. HOW ARE YOU DOING?

## Board Member Expectations & Accountability

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### **CLARIFY**

Provide clarity to every board member about their individual responsibilities

### **ENGAGE**

Inform every board member they will be held accountable to expectations

### **RECRUIT**

Clear written expectations help recruit board members who understand what it means to be engaged

### **TRANSITION**

Clear expectations make it easier to say goodbye to board members who are not effectively engaged.

# Sample Statement of Expectations

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*The following responsibilities are specific to the Organization and are articulated for the purpose of complementing or clarifying certain aspects of the traditional governing responsibilities of board members.*

1. **Commit to the mission and goals of the Organization.**
2. **Attend meetings of the Board of Directors:** X meetings are scheduled each year. Board members are encouraged to attend and participate in all meetings (they are scheduled a year in advance). Minimum attendance expected of each individual Board member is 75%.
3. **Serve on at least one committee and attend committee meetings:** Board members are encouraged to attend and participate in all meetings of the committees on which they serve.
4. **Prepare for meetings in advance:** The Organization commits to sending materials in advance; board members commit to reading and considering materials in advance of meetings.
5. **Contribute expertise and participate in strategic development of board and organization.**
6. **Attend the Organization's special events,** including...
7. **Make a personal contribution to the Organization:** Every member of the Board of Directors is expected to make a personally significant financial contribution on an annual basis, in addition to in-kind contributions of time and resources.
8. **Develop funding support:** Assist the Organization board and staff in its fund development efforts by arranging introductions, signing letters to friends and associates and otherwise opening doors to funding sources. Each board member who represents a business is asked to seek organizational support at the highest possible level of sponsorship.
9. **Represent the Organization:** Be familiar with and speak in support of the Organization and allow his/her name to be used in support of its mission.
10. **Disclose any potential conflict of interest with the Organization.**
11. **Refrain from discussing or sharing confidential board business with non-board members.**

*I understand that as a member of the Board of Directors of the Organization, I will be held accountable to the expectations above on an annual basis.*

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*Signature*

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*Date*

[illegible]

# Implemented by the Governance Committee

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## **SIGN**

Invite the full board to sign the Statement of Expectations annually and turn in to the Governance Committee (at the same time they sign Conflict of Interest policy).

## **TRACK**

Identify staff or board members who will track board member participation.

## **EVALUATE**

Review accountability once or twice per year to identify board member who need to be more engaged.

## **FEEDBACK**

Inform board members who are less engaged that they need to increase involvement or they will not be invited to renew

# Three Types of Board Assessment

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*How am I doing as a board member? (evaluation by self)*

3. Board Development Assessment

*How is the board is doing as a whole?*



## 2. HOW AM I DOING?

### Board Member Self-Assessment

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#### **REFLECT**

Invite every board member to share their perceptions of their board engagement

#### **SUCCESSION**

Invite feedback about individual aspirations for leadership, committee roles, etc.

#### **COMPOSITION**

Gather additional information about board member skills and networks

# Sample Board Member Self-Assessment

BOARD MEMBER: \_\_\_\_\_

LEVEL OF INVOLVEMENT:

YEAR JOINED BOARD	BOARD MEETING ATTENDANCE	SERVES ON COMMITTEE	COMMITTEE MEETING ATTENDANCE	INDIVIDUAL CONTRIBUTION (Y/N)	DONOR DEVELOPMENT	ATTEND SPECIAL EVENTS	IN-KIND SERVICES	COMMENTS/

SKILLS/EXPERTISE:

DIVERSITY				LEADERSHIP		EXPERIENCE/EXPERTISE													INTEREST AREA					
Gender	Age 50+	Race	Other	Other Boards Served On	Community Leadership Roles	Financial Management	Development/ Fundraising	Investments	Audit	Legal Matters	Marketing	Media/PR	Technology	HR	Strategic Planning	Strategic Alliances	Wisdom/ Leadership Skills	Community Building	Arts & Culture	Health & Human Services	Economic Development	Community Development	Environment	Education
				▪ ▪ ▪	▪ ▪ ▪																			

# Sample Board Member Self-Assessment

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1. Are you satisfied with your committee assignment(s)?
2. Is there a committee (or committees) that you are no longer interested in serving on?
3. Is there a committee (or committees) that you would like to join?
4. Are you interested in serving in any leadership positions? If so, please specify.
5. Are there any specific topics that you would like to see discussed at an upcoming board meeting?

# Implemented by the Governance Committee

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## **SHARE**

Provide feedback to each member on how they are evaluated against statement of expectations

## **FEEDBACK LOOP**

Invite each board member to provide individual feedback through self-assessment

## **COMPARE**

Board member expectations with individual self-assessments

## **SUCCESSION**

Identify board members to groom for leadership, engage or transition

# Three Types of Board Assessment

---

1. Board Member Expectations and Accountability  
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3. Board Development Assessment  
*How are we doing as a whole?*

# 3. HOW ARE WE DOING?

## Board Development Assessments

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### **BOARD OF DIRECTORS' SELF-ASSESSMENT SURVEY**

- Engages the full board in a process to identify strengths and areas for attention
- Reminds board members of individual responsibilities

### **WHY DO A BOARD DEVELOPMENT ASSESSMENT?**

- Increases the board's accountability
- Provides every board member with a voice
- Provides the framework for the board to set goals to improve performance
- Note changes/improvements -- conducted every few years
- Facilitate change/improvement - Governance Committee oversees this assessment

# Topics Covered in Board Development Assessment

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- Board composition, committees and structure
- Board practices (terms, term limits, optimal board size, etc.)
- Board operations and meeting effectiveness
- Full board roles and responsibilities
- Understanding of mission
- Financial oversight
- Fundraising effectiveness
- Effective legal and fiduciary oversight
- Board recruitment, orientation and education
- Appropriate relationship with Executive Director

# Board Development Assessment

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## CONDUCTED BY THE GOVERNANCE COMMITTEE

- Governance Committee collaborates with the Board Chair and Executive Director to draft questions
- Governance Committee Chair (or Board Chair) informs the board of the objective and need for 100% participation
- Distributes surveys and asks for responses within 2 weeks
- Prepares summary of aggregate responses
- Identifies common themes (strengths and areas for attention)
- Facilitates discussion at a board meeting on how to address areas for attention



# ACCOUNTABILITY - FOCUS ON WHAT MATTERS MOST

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## Activity Dashboard

- Identifies trends and patterns; support planning
- Identifies challenges and problems.
- Provides holistic view of performance - information in efficient format

## Key Performance Indicators (KPIs) – aligned with Strategic Plan

- Focused metric that directly measures progress towards a specific objective

# Dashboard

## SAMPLE



### Financials

	2025 YTD	2025 BTD	% Achieved	Variance	Budget 2025	YTD 2024
Government						
Fundraising						
Foundations						
Fees						
Total Revenues						
Total Expenses						
Net Operating						

### Fund Development

Foundations				
Annual Fund				
Special Events				

### Board Development

Needs	Status
Annual Contributions	
Attendance	

### Program (Numbers Served)

	2025 YTD	2025 BTD	2024 YTD	Variance

# Key Performance Indicators (KPIs)

Performance Measures	FY 2022	FY 2023	FY 2024	FY 2025	Status
1. ...					
A.					
B.					
C.					
2. ...					
A.					
B.					
C.					
3. ...					
A.					
B.					
C.					
4. ...					
A.					
B.					
C.					
5. ...					
A.					
B.					
C.					

LEGEND: ● On or ahead of plan ● Within 10% of target ● Greater than 10% off plan

# Key Performance Indicators (KPIs)

Performance Measures	Dec 2018	2018 Target	Dec 2017	Status	2019 Target
<b>1. Ensure Economic Sustainability</b>					
A. Business Membership Revenue	\$616,700	\$700,000	\$571,505	●	\$700,000
B. Sponsorships	\$140,000	\$90,000	\$53,750	●	\$90,000
C. Consulting Revenue	\$294,554	\$303,000	\$229,920	●	\$344,000
D. Endowment	\$1,027,264	\$1,000,000	\$1,039,081	●	N/A
E. Cash Reserves	1.7	4 months	1.2	●	4 Months
<b>2. Expand Business Access</b>					
A. # of Members	105	130	121	●	130
B. # of Sponsors	43	30	25	●	NA
<b>3. Maximize Nonprofit Services</b>					
A. Annual Board Elections	160	160	144	●	160
B. Diversity of Board Elections	13%	12%	12%	●	12%
C. Nonprofit Consultations	160	140	163	●	160
D. Needs Assessments	374	350	319	●	350
<b>4. Grow/Enhance BVU Brand</b>					
A. Seminar Attendees	1,197	1,200	1,259	●	1,250
B. Visits to BVU Website	36,930	NA	65,160	●	55,000

**LEGEND:** ● On or ahead of plan ● Within 10% of target ● Greater than 10% off plan



## Business Volunteers Unlimited (BVU)

### Cleveland

1300 East 9<sup>th</sup> Street, Suite 1220  
Cleveland, OH 44114  
216-736-7711

### Akron

703 South Main Street, Suite 200  
Akron, OH 44311  
330-762-9670

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