Leadership and Governance

Six Critical Areas for Organizational Success: (Macro Level)

Governance (Authority) and Leadership:
In a successful organization, board members are:
- Engaged in the activities of the organization
- Representative of the community (demographically, ethnically)
- Trained in using governance practices
- Empowered to effectively oversee the policies, programs, and organizational operations including the review of achievement of strategic goals, financial status, and executive director performance.

Board members should:
1. Lead
2. Foster community connections
3. Plan
4. Set policy (see below for types of policies)
5. Raise funds
6. Assure financial stability
7. Assure legal accountability
8. Manage board development
9. Oversee the executive director

Types of Policies for Board Consideration and Action:
1. **Board Operating Policies** – relate to how the board members should function in relation to each other and to paid staff and/or volunteers.
2. **Management Policies** – concern planning and overall operation of the organization, as well as establishing accountability, responsibilities, budgets and fiscal procedures.
3. **Personnel Policies** – relate to recruitment, selection, placement, training and development, discipline, compensation, termination and fringe benefits for staff members.
4. **Professional Policies** – deals with professional actions of staff members in relation to performance of their organizational duties, confidentiality and ethical standards.
5. **Artistic Policies** – pertain to an organization's type and scope of artistic activity.

A successful organization is:
- Accomplished at recruiting, developing, and retaining capable staff and technical resources.
- Alert to changing community needs and realities.

Leadership and governance are the lubricant that keeps all parts of the organization aligned and moving. Board members "authorize" the work of the organization by providing credibility and human and financial resources.

Developing a good working board is an ongoing process. Prospective board members can be selected from the organization's membership, community leaders or other interested persons. Organizations should consider maintaining a "prospect list" of possible members so that they are never at a loss for new board members.

Process Worksheet 1.2 – Board Profile Grid