

In the Name of God, Most Gracious, Most Merciful

HIGH IMPACT BOARD DEVELOPMENT FOR PEACE ACADEMY



BEST PRACTICES OF EFFECTIVE GOVERNING BOARDS

HANDOUTS & RESOURCES

MERIT CENTER

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TABLE OF CONTENTS

SESSION I. BOARD STRUCTURE

- ✚ Roles and Responsibilities of Board Members
- ✚ Standards for Individual Board Members
- ✚ Board of Trustees Service Commitment Form
- ✚ Board / Principal Partnership

SESSION II. JOB DESCRIPTIONS

1. Board Officers' Job Descriptions

- ✚ Board Chair
- ✚ Board Vice-Chair
- ✚ Board Secretary
- ✚ Board Treasurer

2. Board Committees' Job Descriptions

- ✚ Committee Chair
- ✚ Governance Committee
- ✚ Finance Committee
- ✚ Development Committee

3. Board Members' Job Descriptions

SESSION III. ART OF SUCCESSFUL MEETINGS

1. Guidelines for Effective Board Meetings
2. Five Stages of Powerful Meetings
 - ✚ Preparing before the Meeting: Planning
 - ✚ Beginning of Meeting: Opening
 - ✚ During the Meeting: Facilitating
 - ✚ Ending the Meeting: Closing
 - ✚ After the Meeting: Follow-up
3. Guidelines for Building an Agenda
4. Standards of Excellence for Board Meetings
5. How do you use Standards to Evaluate Board Meetings?

SESSION IV. FINANCIAL MANAGEMENT OF OUR SCHOOL

- ✚ Guidelines for Financial Management
- ✚ Establishing An Effective Development Office
- ✚ Mission Of Development Program
- ✚ Development Committee Operating Plan
- ✚ Board Members' Role In Development
- ✚ Guidelines And Strategies For Fundraising
- ✚ Things You Need To Know Before You Ask For Donations

SESSION V. DEVELOPING AN ACCOUNTABILITY SYSTEM

- ✚ Tool #1: Ten Basic Responsibilities of Nonprofit Boards
- ✚ Tool #2: Thirteen Best Practices of Exceptional Boards
- ✚ Tool #3: Evaluation of Individual Board Members
- ✚ Tool #4: Board Meeting Evaluation

SESSION I BOARD STRUCTURE

 **BOARD'S ROLES AND RESPONSIBILITIES**

 **STANDARDS FOR INDIVIDUAL BOARD MEMBERS**

 **BOARD OF TRUSTEES SERVICE COMMITMENT FORM**

 **BOARD / PRINCIPAL PARTNERSHIP**

BOARD'S ROLES AND RESPONSIBILITIES

- I. **Determine Mission & Purpose:** The board, with the partnership of the Principal, creates, articulates, and guards the mission, vision and philosophy of the organization that is shared by the community. The board is the ultimate guardian of this mission. It is the Principal's responsibility to ensure that the mission of the organization is relevant in every aspect of the organization and the decisions are made considering the mission.
- II. **Select, Support & Evaluate The Principal:** The board hires, supports, nurtures, supervises and evaluates the Principal. The Principal is the only employee of the board.
- III. **Board Management:** The board is responsible for ensuring that the organization operates within its adopted bylaws. The board should establish committees and be sure that all members are actively involved in appropriate committee assignments. The board demonstrates a commitment to continuous improvement by arranging a board development program to improve performance.
- IV. **Ensure Financial Oversight & Stability:** The board is responsible for the financial stability of the organization by overseeing the budget, and participating actively in fund-raising.
- V. **Ensure Effective Planning:** The board will lead the school to a systematic, formal strategic planning process and responsible for developing annual plan based on strategic plan and setting goals and action plans.
- VI. **Develop Policies:** The board adopts, evaluates and updates policies consistent with the law of the land, Islamic principles and ideologies, mission and strategic goals of the school.
- VII. **Ensure Legal Compliance & Ethical Integrity:** The board ensures that the school and the board both operate in compliance with applicable laws and regulations. The board adopts, maintains and reviews bylaws that conform to legal requirements.
- VIII. **Enhance School's Public Standing Through Advocacy & PR:** The board serves as the school's key advocate and secures the community's support for the school's mission, vision and the long-term direction.
- IX. **Monitor & Strengthen Programs & Services:** The board is responsible for monitoring the programs and services to ensure that the school offers quality services as promised in the mission statement. They set, measure and reach their goals.
- X. **Ensure Accountability:** The board annually evaluates their Principal, the board as whole, individual board members and their committee

STANDARDS FOR INDIVIDUAL BOARD MEMBERS

The board members are required to carry out their roles, responsibilities, and duties in an ethical and professional manner, including proper use of authority.

Quality Indicators

1. Board members understand, support, and promote the school's mission and strategic goals.
2. Board members are knowledgeable about the school's mission, goals, programs and services.
3. Board members educate themselves by attending board development seminars and workshops.
4. Board members attend all regularly scheduled board meetings, coming to meetings well prepared and ready to participate.
5. Board members' first and utmost concern is the welfare and the academic performance of the students.
6. Board members assist in fundraising by identifying prospective donors and personally asking them make a contribution.
7. Board members contribute to the school's development program and give a significant annual gift to the school..
8. Board members understand the school's financial statements and that they have fiduciary responsibilities to the school for sound financial management.
9. Board members maintain a good working relationship with and publicly support the principal.
10. Board members deal with each other, staff, and the school community in a fair, ethical, and courteous manner.
11. Board members recommend qualified individuals with relevant skills and experiences as possible nominees for the board.
12. Board members participate in board and committee meetings as well as other activities of the school.
13. Board members take advantage of opportunities to enhance the school's public image by periodically speaking at the community events about the school.
14. Board members speak on behalf of the board only when authorized to do so.
15. Board members respect the confidentiality of the board.
16. Board members focus their attention on long-term and significant policy issues rather than short-term administrative matters.
17. Board members avoid conflict of interest whether at a business or personal level.
18. Board members are aware that authority is vested in the board as a whole and that individual board members do not have any power.
19. Board members accept and support board decisions. Once a decision has been made, the board speaks with one voice.
20. Board members care for the benefit of all students.

BOARD OF TRUSTEES SERVICE COMMITMENT FORM

I, _____, recognizing the important responsibility I am undertaking in serving the Board of Trustees of Peace Academy, hereby pledge to carry out in a trustworthy and diligent manner the duties and obligations in my role as a trustee as stated in the bylaws.

I pledge:

1. **Mission:** I will Support the Mission, Vision, Values and Goals of Peace Academy. I will always act for the good of the Peace Academy and represent the interests of all people served by Peace Academy.
2. **Active participation in board meetings:** I will attend all regularly scheduled board meetings, whether physical meeting or phone conference, be available for consultation by phone and email.
3. **Be prepared:** I will come prepared to discuss the issues and business to be addressed at scheduled meetings, having read the agenda and all background materials.
4. **Keeping informed:** I will keep myself informed about the Peace Academy's history, goals, challenges and current operations. I will read the materials sent to the board and ask for additional clarification if I think I do not have adequate information to make informed decisions.
5. **Committee meetings:** I will serve on at least one committee of the board where I can apply my special skills, perspective and experience. I will offer my expertise and participate in all requests for my assistance to help ensure the health and success of our school.
6. **Be an advocate:** I will be an advocate for Peace Academy by supporting it publically and helping others to understand the important contribution it makes to community at large.
7. **Conflict of interest:** I will guard against any conflicts of interest, whether personal or business-oriented. If even the appearance of one exists, I will inform the board Principal and withdraw from consideration of the issue.
8. **Confidentiality:** I will respect the confidentiality of the board's business at all times because I know that doing otherwise compromises the board's authority.
9. **Participate in board development:** I will participate in the annual strategic planning retreat, board self-evaluation meetings, and board development workshops, seminars, and other educational events that enhance my skills as a board member.
10. **Financial support:** I will support our school financially according to my ability, and I will actively participate in its advancement and development efforts by giving or getting.

I have read and understand the contract above and pledge to abide by it during my term while serving as a board member. If, for any reason, I find myself unable to carry out the above duties as best as I can, I agree to resign my position as a board member/officer.

Trustee's Name

Signature

Date

BOARD / PRINCIPAL RESPONSIBILITIES

	BOARD'S RESPONSIBILITIES	PRINCIPAL'S RESPONSIBILITIES
1. DETERMINE THE MISSION & PURPOSE	Responsible for creating, articulating and guarding the mission of the school.	Ensures that the mission of the school is relevant in every aspect of the school.
2. BOARD MANAGEMENT	Responsible for the management of the board and board development program.	Assists the board for successful board management and board development program
3. PRINCIPAL	Recruits, hires and evaluates the principal.	Recruits, hires and evaluates all staff.
4. FINANCIAL MANAGEMENT	Responsible for financial stability, financial planning and approving budget and participating in fundraising	Implements the budget Participate in fundraising.
5. STRATEGIC PLANNING	Develop strategic plan, mission and vision. Responsible for board committees' plans, goals and direction.	Provides information and input for strategic planning. Implements the strategic plan. Develops and implements operational plans.
6. POLICY MAKING	Develop, approve, evaluate and update policies consistent with the law of the land and ideology and vision of the school.	Gives recommendations to board for policies. Implements approved policies. Writes procedures to implement the policies.
7. LEGAL OBLIGATIONS	Ensures the school is properly licensed and managed and that the proper government procedures are followed.	Compiles all information and reports to the board. Keeps board informed of all business transactions and alerts the board if illegal or unethical issues might occur.
8. MONITORING	Monitors the school programs and services by keeping track of progress toward established goals.	Monitors and supervises staff and assures that school is moving towards established goals.
9.ACCOUNTABILITY	Accountable for the well being of the school. Board evaluates the principal's and board's performance.	Evaluates the staff and responsible for the progress.
10. ADVOCACY & PR	Serves as the school's key advocate and secures the community's support.	Works with the board for the PR of the school.

SESSION II

JOB DESCRIPTIONS FOR HIGH IMPACT BOARDS

1. BOARD OFFICERS' JOB DESCRIPTIONS

-  **BOARD CHAIR**
-  **BOARD VICE-CHAIR**
-  **BOARD SECRETARY**
-  **BOARD TREASURER**

2. BOARD COMMITTEES' JOB DESCRIPTIONS

-  **COMMITTEE CHAIR**
-  **GOVERNANCE COMMITTEE**
-  **FINANCE COMMITTEE**
-  **DEVELOPMENT COMMITTEE**

3. BOARD MEMBERS' JOB DESCRIPTIONS

JOB DESCRIPTIONS FOR BOARD OFFICERS

Although a variety of titles are used by various nonprofit organizations, corporate officers generally include a Chair, Vice Chair, a Secretary, and a Treasurer. The Bylaws should clearly indicate the roles of these positions in detail.

BOARD CHAIRPERSON

One of the most important roles in any nonprofit is the chair of the board. Board chairs should play a major role in the leadership and vision of the organization. A strong chair can guide a nonprofit organization to great success. A weak leader can hinder growth, stop it all together and at times, destroy the organization.

Board chairs should work closely with the principal. An ideal Board chair serves as a “sounding board” for the principal; an advisor, friend, mentor and partner and meets regularly with the principal. Board chairs should enforce the organization’s rules; making sure that all Board members perform their functions adequately.

Position	Board Chairperson
Term:	The chairperson serves a one-year term
Accountability:	The chairperson is accountable to the board of directors for his/her performance
Authority:	The chairperson has no formal authority of the organization. The chair may not, on behalf of the organization, enter into contracts or any agreements without the knowledge and approval of the board.
Responsibility:	As chairperson of the board, assure that the board of directors fulfills its responsibilities for the governance of the organization. Be a partner with the principal, helping him/her to achieve the mission of the organization and to optimize the relationship between the board and the administration.
Ex-officio status:	To ensure effective communication, the chair will be an ex-officio member of all board committees and may attend their meetings when needed.
Evaluation:	The effectiveness of the chair shall be evaluated annually as part of the board evaluation.
Removal of the chair:	The chair may be removed by a special resolution for which advance notification has been given to all board members, duly moved and seconded, and passed by a majority of directors present at a regular or special meeting of the board.

Major responsibilities of the board chair are as follows:

- Providing leadership to the board and being a partner with the principal in achieving the organization's mission.
- Overseeing and reviewing the preparation of the board meeting agendas, board materials and minutes with the input from the principal.
- Chairing all board meetings.
- Ensuring that the board fulfills its governance duties and responsibilities.
- Enforcing the bylaws, policies, procedures and rules.
- Encouraging the board's role in strategic planning.
- Selecting and supervises all committee chairs.
- Ensuring that the committees function appropriately and effectively.
- Working closely and meeting regularly with the principal to provide partnership.
- Representing the organization to the community.
- Assisting the organization in all fundraising activities.
- Working with other members of the board and leadership to recruit new volunteers to the board and its committees.
- Working with principal to ensure that the organization is meeting all compliance and fiduciary responsibilities.
- Ensuring that board as a whole and the individual board members receive adequate training, performance monitoring, and evaluation.
- Guiding, and if necessary, disciplining the individual board members.
- Ensuring that there is a process to evaluate the effectiveness of the board.
- Ensuring that there is a process to evaluate the performance of the principal.

BOARD VICE--CHAIR

Position	Board Vice-Chair
Term:	The vice-chair serves a one-year term.
Accountability:	The vice-chair is accountable to the board chair.
Responsibility:	The vice-chair is typically the successor to the chair and works closely with the chair.
Evaluation:	The effectiveness of the vice-chair shall be evaluated annually as part of the board evaluation.

Major responsibilities of the board vice-chair are as follows:

- Understanding the responsibilities of the board chair and being able to perform these duties in the chair's absence.
- Assisting the chair in all aspects of the position and holding positions and special assignments as requested by the board chair.
- Participating in the vital part of the board leadership and being consistently informed and involved in all major governance issues.
- Serving as the chair of the board when the chair is absent or unable to serve.
- Providing leadership and chairing one or more committees and task forces.
- Performing other responsibilities as assigned by the board.

BOARD SECRETARY

Position	Board Secretary
Term:	The secretary serves a one-year term.
Accountability:	The secretary is accountable to the board chair.
Responsibility:	The secretary of the board maintains records of the board and ensures effective management of board's records.
Evaluation:	The effectiveness of the board secretary shall be evaluated annually as part of the board evaluation.

Major responsibilities of the board secretary are as follows:

- Attend all board meetings.
- Responsible for all board attendance records and board calendar.
- Ensures notice of meetings, agendas, and board packages are distributed in a timely manner prior to the meetings.
- Ensures minutes, action items, and board motions are distributed to members shortly after each meeting.
- Assists in reviewing organization's legal documents, making recommendations to the board when there is a need for revision or change.
- Oversees, prepares, and maintains all official board records and ensures their accuracy:
 - Agendas
 - Minutes
 - Action items
 - Motions
 - Member list
- Ensures that board minutes are properly recorded, including:
 - Time and place
 - Names of those present
- Ensures that a master file is maintained for the organization board, including:
 - Articles of Incorporation
 - Tax-exempt information
 - Bylaws
 - Financial audits
 - Approved budget
 - Corporate Seal
 - Board Minutes Book
 - Policies and Procedures Manual

TREASURER

Position	Board Treasurer
Term:	The board treasurer serves a one-year term.
Accountability:	The board treasurer is accountable to the board chair.
Responsibility:	The board treasurer prepares a financial report at each board meeting. He/she shall chair Finance Committee, assist in the preparation of the budget, long-term financial report, and other financial information.
Evaluation:	The effectiveness of the board treasurer shall be evaluated annually as part of the board evaluation.

Major responsibilities of the board treasurer are as follows:

- Manages finances of the organization.
- Ensures development, board review, and approval of the financial policies and procedures.
- Prepares and presents annual budget to the board for member's approval.
- Keeps accurate financial records for the organization.
- Provides to the board the financial condition of the organization and reports all financial information to the board of directors on a regular basis.
- Ensures that all funds of the organization are deposited in the organization's selected banks.
- Ensures that funds are disbursed by the organization properly.
- Ensures that adequate and correct accounts are maintained, business transactions, liabilities, receipts, disbursements, gains, and loses.
- Ensures that the organization arranges for an annual fiscal audit
- Ensures that board members are trained in the areas of fiscal management

BOARD COMMITTEES JOB DESCRIPTIONS

The heart of the work of the board is its committee structure. The board has two types of committees:

1. Standing Committees
2. Ad-hoc Committees or Task Forces

Standing committees provide continuity for the basic work of the organization. Ad-hoc committees provide for special, usually short-term functions. Special ad-hoc committees or task forces are formed from time to time for capital campaigns, building projects, or other support projects. These committees usually are temporary. Each year, all committees should identify specific goals, objectives, and action plans. They will be accountable to the board for achieving their goals.

It is important to note that committees serve to make recommendations to the board, not to do all the work or not to take action without approval of the board. For instance, the Development Committee's role is to create a fundraising plan for the entire board to help implement, not do all the fundraising itself. Most boards have 4-5 standing committees, including:

- Governance Committee
- Finance Committee
- Development Committee
- Planning Committee
- Marketing and PR Committee
- Buildings and Grounds Committee

COMMITTEE CHAIR JOB DESCRIPTION

Position	Committee Chair
Term:	The committee chair serves a one-year term.
Accountability:	The committee chair is accountable to the board chair.
Responsibility:	The committee chairs are responsible to organize a professional committee structure. The committee chairs will receive direction by the board at the time of the appointment.
Evaluation:	The effectiveness of the committee chair shall be evaluated annually as part of the board evaluation.

Major responsibilities of the committee chair are as follows:

- Call, attend, and preside all committee meetings; set the agenda and the direction for the committee meetings.
- Invite the board chair and the principal as ex-officio to the committee meetings and inform them about the agenda items and decisions.
- Work with the principal and the board chair and get their recommendations and advice on who should serve on the committee.
- Recruit committee members from outside the board and delegate responsibilities to committee members.
- Distribute minutes of committee meetings to committee members for action and information; and to board members for information.
- Develop a budget to support the committee's plans and submit it to the finance committee and subsequently to the board approval.
- Prepare and present written committee reports with the decisions and recommendations made by the committee for each board meeting.
- Develop the committee's "Annual Agenda" with the annual goals and action plans and submit it to the board of directors for approval.
- Responsible for the annual evaluation of the committee utilizing the criteria approved by the board. This will include the chair evaluating the committee members and the committee members evaluating the chair. The whole committee evaluates their own performance according to the goals they set for themselves

GOVERNANCE COMMITTEE

Purpose

The governance committee is responsible for ongoing review and recommendations to enhance the quality and future viability of the board of trustees. The governance committee works very closely with the President and the board chair. The governance committee determines the composition of the board—identifying, recruiting, and orienting new trustees. This committee also facilitates the board’s performance evaluation; plans for leadership succession; and plans for trustee professional development through orientation, training, and ongoing education. The governance committee focuses mainly on the following five areas.

Goals

Goal 1: Recruitment & Nomination: The governance committee reviews the current and anticipated needs for board composition, and leads in recruitment, nomination and appointment of board of trustees.

1. **Develop a Profile:** Identify the needed skills and knowledge for Board of Trustees. (What do we have? What do we need?)
2. **Establish a Pool of Candidates:** Identify potential board candidates and explore their interest and availability.
3. **Cultivate Potential Board Members.** Get them interested in Bayan and invite them to meetings, different events and ask them to serve on committees.
4. **Develop a Recruitment Package:** Review and revise recruitment materials to inform the candidates about Bayan.
5. **Compile Information:** Make sure that there is sufficient information on each candidate so that board members can make educated decisions.
6. **Interview the Potential Candidates:** Ensure that the potential candidate is the right match and arrange for an interview with each candidate.
7. **Develop and Present a Slate of Candidates:** Present a slate of candidates to the board for their appointment.
8. **Recruit Prospects:** After the board’s approval of candidates, governance committee members will meet with candidates and describe the expectations of board membership, invite questions, and invite them to serve.
9. **Identify the Appropriate Trustee Role:** Work with each trustee to identify the appropriate post (trustee role) s/he might assume on behalf of the board.

Goal 2: Board Roles and Responsibilities

- Lead the board in regularly reviewing and updating the board’s statement of its mission, roles and responsibilities of the board, and the expectations of individual trustees.
- Assist the board in periodically updating and clarifying the primary areas of focus for the board—the board’s agenda for the following year, based on the strategic plan.

Goal 3: Encourage board development

- Develop and review “Board Development Plan” for the year.
- Design and oversee a process of board orientation, including information prior to election as a trustee and information needed during the first cycle of board activity for new board members (usually a year).
- Design and implement an ongoing program of board information and education to help board members.

Goal 4: Board Effectiveness & Accountability

- Lead the periodic assessment of the board's performance. Facilitate board self-assessment and provide other evaluation tools.
- Propose, as appropriate, changes in board structure, role and responsibilities.
- Provide ongoing counsel to the board chair and other board leaders on steps s/he might take to enhance board effectiveness.
- Regularly review the board's practices regarding member participation, conflict of interest and confidentiality, and suggest improvements as needed.
- Periodically review and update the board's bylaws, policy guidelines and practices.

Goal 5: Board Succession

- Take the lead in succession planning, taking steps to recruit and prepare for future board leadership and recommend an officer slate to the board for its approval.

Resources:

Maintain, review and revise (as needed) the following documents:

- Board self-assessment tools
- Nominating grid
- Board manual
- Orientation information
- Board development documents
- Bylaws
- Policies

FINANCE COMMITTEE

Purpose:

This committee is responsible for the overall direction and control of the finances of the organization. Its membership is composed of members of the board as well as non-board members as appropriate.

The board chair appoints the chairperson of the committee. The committee chair selects committee members.

Key Responsibility Areas:

1. Review and analyze the annual budget (typically twice each year, the next year's preliminary budget in the winter and the final budget in the fall) as well as the quarterly operating fund statements and balance sheets, advising the board of significant deviations from the approved budget and, where possible, consideration of requests from the staff for non-budgeted expenditures.
2. Review budget requests, analyze projections and initial budget drafts prepared by the staff, approve the proposed budget (after committee refinement) prior to presentation to the full board, and recommend priorities for future expenditures for the annual budget and for the capital budget.
3. Review budget requests of special projects or committee requests as appropriate. Approve the allocation of funds, payment of bills, and preparation of financial reports.
4. Review periodically employee benefit plans, organization insurance coverage, and office procedures as they relate to finances.
5. Advise the staff on the frequency, format, and content of reports to the board and to the organization community on the financial status of the organization.
6. Review government support programs, their applicability to the organization, and the wisdom of participation by the organization.
7. Consider possibilities for full-utilization of campus (e.g., summer and extended day programs) as source for additional organization revenues.
8. Arrange for an annual audit and report results of the audit to the board.

Financial Aid Sub-committee:

Financial aid sub-committee coordinates the financial aid application process.

DEVELOPMENT COMMITTEE

Purpose:

This committee is responsible for the overall direction and control of the friend-raising and fundraising activities for the organization. Its membership is composed of members of the board and non-board members as appropriate.

The board chair appoints the chairperson of the committee. Committee members are selected by the committee chair and approved by the board.

Key Responsibility Areas:

1. Prepare an annual development plan for board approval and implementation based on organization's funding needs. The plan should include public relations methods such as special events, annual funds, and special programs funding from individuals, community groups, corporations, and foundations.
2. Set the annual goals for organization fund-raising, orchestrate the board leadership and participation in the fund-raising program, and oversee all fund-raising activities by the organization (including coordinating fund-raising by the Parents Association).
3. Develop, coordinate, monitor, and establish leadership for the periodic capital campaigns of the organization.
4. Plan and coordinate the ongoing planned giving programs of the organization.
5. Assure appropriate parent, past parent, alumni communications, and programs to facilitate continuing cultivation of the friends and patrons of the organization.
6. Ensure that the development office of the organization maintains accurate and secure giving records and that appropriate acknowledgment and recognition for gifts are offered.
7. Oversee the development of special fundraising programs for capital, planned giving, and endowment programs.
8. Train and advice the board members in matters of development and fundraising. Regularly present reports to the board about the fundraising activities of the organization.

BOARD MEMBERS' JOB DESCRIPTION

Title: Member, Organization Board of Directors

Reports to: Board Chairperson

Term: Three years

Purpose: To serve the board as a voting member to govern the organization as outlined in the *Roles and Responsibilities* document.

Expected Meeting Attendance:

- Attend regularly scheduled meetings (About 10 per year)
- Attend standing committee meetings if a member (About 6 per year)
- Participate as an ad hoc committee member if appointed
- Attend board retreats, in-service workshops, and other board development activities
- Attend and participate special events as needed

Roles and Responsibilities:

- Determine and accomplish the mission
- Manage the board
- Hire, nurture, and supervise the principal
- Provide and manage the finances
- Develop the strategic planning
- Develop and monitor policies
- Ensure legal compliances of the organization
- Monitor the effectiveness of the board, principal, and the organization
- Evaluate the board and the principal
- Advocate presenting the organization outside

Board Member's Name: _____ Board Chair's Name: _____

Board Member's Signature: _____ Board Chair's Signature: _____

Date: _____ Date: _____

SESSION III

SECRETS BEHIND POWERFUL MEETINGS

- 1. GUIDELINES FOR EFFECTIVE BOARD MEETINGS**
- 2. FIVE STAGES OF POWERFUL MEETINGS**
 - + PREPARING BEFORE THE MEETING: PLANNING**
 - + BEGINNING OF MEETING: OPENING**
 - + DURING THE MEETING: FACILITATING**
 - + ENDING THE MEETING: CLOSING**
 - + AFTER THE MEETING: FOLLOW-UP**
- 3. GUIDELINES FOR BUILDING AN AGENDA**
- 4. STANDARDS OF EXCELLENCE FOR BOARD MEETINGS**
- 5. HOW DO YOU USE STANDARDS TO EVALUATE BOARD MEETINGS?**

SECRETS BEHIND POWERFUL MEETINGS

INTRODUCTION

- Board meetings are at the heart of non-profit organizations.
- A recent BoardSource survey of more than 200 board members revealed that most boards meet a median of seven times per year.
- Most survey respondents said they spend an average of five hours or more per month, or 60 hours per year, on board or committee business.
- Imagine if corporate executive invested only 60 hours a year (a week and a half) of work running a company. That company would probably never make it off the ground. Yet boards of nonprofits all over the world successfully govern organizations on about 60 hours a year.
- Therefore, it is critical that the time spent in meetings is significant to both the board and the organization.

OBJECTIVES OF THIS WORKSHOP

By the end of this workshop participants will be able to identify:

- ✓ Five stages of effective meetings
- ✓ Five things to be done to plan an effective meeting
- ✓ Four strategies for getting a meeting off to a good start
- ✓ Six strategies for moving a meeting forward to get results
- ✓ Five strategies ending the meeting on a positive note
- ✓ Five ways to follow-up with meeting participants after a meeting

FIVE STAGES OF POWERFUL MEETINGS

There are five essential stages to running an effective meeting:

1. Preparing before the Meeting: Planning
2. Getting a meeting off to a good start: Opening
3. Moving a meeting forward to get results: Facilitating
4. Ending the meeting on a positive note: Closing
5. Following-up after the meeting: Follow through

WHAT DO EFFECTIVE MEETINGS HAVE IN COMMON?

1. Effective meeting leader
2. Clear objectives
3. Well designed agenda
4. Meeting protocol: Following the five stages of meetings
5. Clear expectations

FIVE STAGES OF POWERFUL MEETINGS

STAGE I. PREPARING BEFORE THE MEETING: PLANNING

1. Effective meeting facilitator
2. Clear meeting objectives
3. Well-designed agenda
4. Meeting package
5. Clarity on expectations & roles

STAGE II. GETTING A MEETING OFF TO A GOOD START: OPENING

6. Make sure the meeting will start and end on time
7. Open the meeting with a prayer and set stage for success
8. Establish and emphasize the ground rules
9. State the purpose and review the agenda

STAGE III. MOVING A MEETING FORWARD TO GET RESULTS: FACILITATING

10. Creating a safe environment for participation
11. Maintain Focus during the meeting
12. Engage everyone in the decision making
13. Strive for consensus
14. Seek completion of each item
15. Moving the meeting forward to get results

STAGE IV. ENDING THE MEETING ON A POSITIVE NOTE: CLOSING

16. Putting closure to the meeting
17. Summarize the meeting
18. Identify the action items
19. Evaluate the meeting
20. Adjourn the meeting

STAGE V. TRACKING THE ACTION ITEMS AFTER THE MEETING: FOLLOW-UP

21. Send the meeting minutes to all participants
22. Send action items soon after the meeting to all participants
23. Follow-up with the members who missed the meeting
24. Write notes to yourself to follow-up
25. Place minutes in an organization's minutes book.

MEETING GUIDELINES

Effective meetings have effective meeting leaders. Meeting leader can be the board chair, principal or any other member. The meeting leader follows the meeting protocol is followed and ensures that the following jobs are done, by assigning them to various members.

I. BEFORE THE MEETING

1. **Meeting leader:** An effective meeting leader plans and runs the meeting in a professional, fair, open-minded and orderly fashion.
2. **Clear objectives:** An effective meeting leader is clear about the meeting objectives and makes sure that everyone knows what the desired outcomes are for each portion of the meeting.
3. **Agendas:** An effective meeting leader prepares a well-designed agenda jointly with the principal. The meeting leader and the principal convene before the meeting to clarify agenda items and anticipate problem areas.
4. **Meeting package:** An effective meeting leader always prepares useful meeting packages with needed information and sends it to the attendees prior to the meeting.
5. **Roles and responsibilities:** An effective meeting leader ensures that participants are informed about their roles and responsibilities and any advance preparation required of them.

II. BEGINNING OF THE MEETING

6. **Meetings will start and end on time:** An effective meeting leader makes sure that the meeting starts and ends on time.
7. **Set the stage for success:** An effective meeting leader starts the meeting with a prayer, welcomes new members, and clarifies different roles, expectations and procedural details.
8. **Ground rules:** An effective meeting leader establishes and emphasizes the ground rules and requires that the attendees abide by them.
9. **State the purpose and review the agenda:** An effective meeting leader states the purpose of the meeting, reviews the agenda, follows the agenda, and defers action on items not on the agenda until they can be studied and discussed, and the administration has had a chance to respond.

III. DURING THE MEETING

10. **Safe Environment:** An effective meeting leader creates a safe environment for all the participants and involves everyone, especially those who seem withdrawn from discussion.
11. **Focus:** An effective meeting leader maintains focus during the meeting while keeps members on task.
12. **Engage everyone:** An effective meeting leader engages all the members and gives an adequate opportunity to members to participate in discussion and decision-making.
13. **Building consensus:** An effective meeting leader strives for reaching a consensus and he/she is skillful in consensus building and problem solving, and works toward compromise and consensus when there are disagreements among members.
14. **Respectful atmosphere:** An effective meeting leader encourages a respectful atmosphere in the meeting room and encourages that the members relate to each other and to the principal in a courteous, dignified, fair, and ethical manner.
15. **Seek completion:** An effective meeting leader is a skillful taskmaster and seeks completion of each item on the agenda, keeps the meeting on track and moves the meeting forward to get results and fulfill objectives.

IV. ENDING THE MEETING

16. **Closure:** An effective meeting leader puts closure to the meeting by seeking completion of each item to make sure everyone is clear on the implications of a decision.
17. **Summarizing the meeting:** An effective meeting leader concludes the meeting by summarizing the meeting and the summary should relate directly to the purpose.
18. **Action items:** An effective meeting leader reviews the action items at the end of the meeting to give a clear picture of who is responsible for what action item.
19. **Meeting evaluation:** An effective meeting leader evaluates the meeting by creating a short form to use at the end of each meeting.
20. **Adjourn the meeting:** An effective meeting leader adjourns the meeting by thanking everyone for making the meeting a success and close the meeting with a dua.

V. FOLLOW-UP AFTER THE MEETING

21. **Meeting minutes:** An effective meeting leader makes sure that the meeting secretary sends a copy of the minutes to all members promptly after the meeting.
22. **Action Items:** An effective meeting leader sends action items soon after the meeting to all the participants to ensure the completion of the tasks.
23. **Follow-up:** An effective meeting leader follows-up with the members who missed the meeting immediately after the meeting.
24. **Reminder notes:** An effective meeting leader writes relevant reminder notes to him/herself to ensure prompt follow-up.
25. **Minute book:** An effective meeting leader places minutes in an organization's minute book after the attendees approve the minutes and the needed corrections are made.

GUIDELINES FOR DEVELOPING AN AGENDA

How to develop an agenda?

- ✓ Prepare agendas with priorities
- ✓ Place important items first on the agenda
- ✓ Routine items can be part of a consent agenda or can be placed last on the agenda

Before writing an agenda

- ✓ Review previous minutes
- ✓ Check with persons with delegated duties
- ✓ Were any items requested to be placed on the agenda?

Place items on agenda

- ✓ Any board member can request to place an item on the agenda
- ✓ Create an agenda with the items board members submitted in writing.
- ✓ Estimate projected time for each item
- ✓ Prioritize agenda items in order of importance

Following the agenda

- ✓ Review the agenda at the beginning of the meeting
- ✓ Ask at the beginning of the meeting for any last minute additions
- ✓ Stick to the agenda – the meeting will go faster
- ✓ Cover an agenda item completely before moving on to the next, unless it needs to be tabled or referred to a subcommittee
- ✓ Allow time for discussion and debate especially on controversial topics

How are agendas prepared?

- ✓ Typically, the principal and the board chair prepare the agenda after providing an opportunity for board members to request that certain items be included.

When should board members receive an agenda?

- ✓ Board members should receive the agenda about a week prior to the meeting so they have time to prepare, read the supporting materials, and reports.

What should the agenda include?

- ✓ Date, time, and place of the meeting
- ✓ Identify agenda items by policy, information, administration, action, decision, etc.
- ✓ Persons responsible for each item
- ✓ Time allotted for each item

What is Consent Agenda?

- ✓ A consent agenda includes routine and information items that require no additional presentation and discussion at the meeting (routine reports)
- ✓ A consent agenda can streamline meetings by combining action on standard items to one motion
- ✓ Any board member may request that an item be clarified and/or removed from the consent agenda for additional discussion before voting
- ✓ Benefits of the consent agenda:
 - Expediting business at the meeting
 - Facilitating the handling of routine items
 - Saving time by combining several actions into one motion to approve the consent agenda

WHO IS RESPONSIBLE FOR EFFECTIVE MEETINGS? EVERYONE CLARITY ON EXPECTATIONS & ROLES

- Although the board chair is responsible for facilitating successful board meetings, the rest of the board is also responsible for determining the outcome of the meeting.
- While the chair runs the meeting, the entire board shares the responsibility for keeping the discussion on track.
- Digressions and comments unrelated to the items at hand are an unwise use of time and diminish the effectiveness of the board meeting.
- An ideal board meeting is one in which every trustee leaves feeling that his/her presence made a difference.
- Acceptable boardroom etiquette and meeting norms are a must for any meeting to be effective.
- After you agree on the norms, encourage your members to follow them.

MEETING LEADER'S RESPONSIBILITIES

- Acts as a servant of the group; does not advocate his/her position.
- Keeps the group focused on the tasks and the agenda followed.
- Ensures individuals are not "attacked" for expressing contrary opinions.
- Proposes alternative options to achieve goals.
- Enables the group to reach a consensus.
- Encourages participation.
- Seeks clarity in issues.
- Summarizes issues.

TIMEKEEPER'S RESPONSIBILITIES

The timekeeper can be the board secretary or any board member who:

- Supports the work of the facilitator.
- Improves productivity.
- Enables participants to keep their attention focused on the expected outcomes.

PARTICIPANTS' RESPONSIBILITIES

- Arrive on time and stay until the end of the meeting
- Be prepared
- Listen actively
- Avoid side conversations
- Avoid repetition
- Help the facilitator keep people on task
- Offer alternatives when members disagree
- Respect time constraints
- Acknowledge individual contributions
- Use conflict-reducing strategies
 - Ask for clarification
 - Seek underlying assumptions
 - Disagree with issues, not individuals

ESTABLISHING GROUND RULES

An agreed upon set of ground rules ensures all group members understand expected norms of behavior and expedites the group process.

- ✓ Establish them with the group.
- ✓ Write them down.
- ✓ Review them often.
- ✓ Post them in the meeting room.
- ✓ Revise them as needed.
- ✓ Correct behaviors as needed.
- ✓ Evaluate group performance.

SAMPLE GROUND RULES NORMS WHICH WE AGREE TO FOLLOW

- ✓ Commit to attend every meeting. Arrive on time and stay until the end.
- ✓ Come prepared. Read material ahead of time, not while others are speaking.
- ✓ Don't use judgmental statements.
- ✓ Use "I" statements when speaking about opinions or feelings.
- ✓ Talk about issues, not about people.
- ✓ Listen to others and speak one at a time.
- ✓ Refrain from criticizing absent members.
- ✓ Be careful not to monopolize the conversation.
- ✓ Ask questions if you do not understand something.
- ✓ Maintain confidentiality.
- ✓ Recognize when you have a conflict of interest and disclose it to the group.
- ✓ Talk about board issues in the boardroom; don't save issues for the parking lot.
- ✓ Encourage everyone to speak.
- ✓ Disagree respectfully.
- ✓ Reach decisions by consensus.

GUIDELINES TO REACHING A CONSENSUS

- ✓ We accept that different views and values are healthy and will help us come to a satisfactory decision.
- ✓ We will utilize each person's experience that has some bearing on our problem.
- ✓ We will all present our position as clearly as possible and answer any questions we are asked.
- ✓ We will not argue over others' positions; instead we will ask questions that will encourage understanding of different positions.
- ✓ We will take whatever time is needed to reach a consensus.
- ✓ We will explore each person's position thoroughly.

STRIVE FOR CONSENSUS

Not every decision will be unanimous, but the more decisions that are arrived at through discussion and consensus, the better the chance for successful implementation.

- ✓ Strive for consensus for a better chance at successful implementation.
- ✓ Take the time to give board members an opportunity for thoughtful consideration of an issue.
- ✓ This is time well spent in gathering support for a final decision.

SIX STEPS OF PROBLEM SOLVING

- Step 1: Identify the problem
- Step 2: Analyze the problem
- Step 3: What are the possible solutions?
- Step 4: What is the best possible solution
- Step 5: Plan and implement the solution
- Step 6: Assess the solution

MEETING EVALUATION

This survey is designed to evaluate the effectiveness of the Board meeting. Your input is greatly appreciated and will be used in planning the next meetings. Please review the statements below and circle the box that most closely represents your perception of the meeting.

Thank you! Your input is very valuable. Please share your further comments about the meeting

SA = Strongly Agree; A = Agree; U = Uncertain; D = Disagree; SD = Strongly Disagree

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FINANCIAL MANAGEMENT OF OUR SCHOOLS

- **ESTABLISHING AN EFFECTIVE DEVELOPMENT OFFICE**
- **MISSION OF DEVELOPMENT PROGRAM**
- **DEVELOPMENT COMMITTEE OPERATING PLAN**
- **BOARD MEMBERS' ROLE IN DEVELOPMENT**
- **GUIDELINES AND STRATEGIES FOR FUNDRAISING**
- **THINGS YOU NEED TO KNOW BEFORE YOU ASK FOR DONATIONS**

FINANCIAL MANAGEMENT OF OUR SCHOOLS

Who is involved in preparing the budget?

- Principal
- Business Manager
- Board Treasurer/Finance Committee

What is the Principal's role in preparing the budget?

- Total salary budget (no to minimal exposure of individual salaries)
- Projecting enrollment
- Anticipated Tuition Assistance
- Programmatic additions (new textbooks, technology, etc.)

What is the Business Manager's Role?

- Facilities
- Extra programmatic income/expense (uniforms, lunch, aftercare)
- Utilities
- Equipment/Furniture purchase/rental

What is the Finance Committee's Role?

- Analyze and understand budgetary changes;
- Look at impact of budgeted items and explore scenarios to balance budget – cut expenses, increase tuition, additional fundraising
- Present recommendation to the Board

What level of autonomy does the Principal have in spending decisions?

- Within categories, Principal should have full autonomy – no need to notify Board;
- Adjustments between categories but within the total budget - notification to Finance Committee of change and potential impact on operations – Finance Committee presents to Board as FYI
- Any changes that impact overall budget (reduced enrollment, increased tuition assistance, additional expenses not budgeted for, etc.) – Finance Committee to analyze and work through, then present to the Board for vote/approval.

Streams of income for schools:

1. Tuition
2. Donations
3. Extra programs (lunch, uniform, aftercare)
4. Facility use

Is there a rough formula for healthy budgets?

- Salaries and Benefits (75% of total income minus donation)
- Programs and Facilities (25% of total income minus donation)
- Tuition Assistance (10-15% of budget)
- Fundraising (15-20% of budget)
- Endowment (5% of budget)

What do long-standing institutions do to assure financial sustainability?

- Endowment, endowment, endowment!
- Average national endowment: \$20,000/students

ESTABLISHING AN EFFECTIVE DEVELOPMENT OFFICE

Mission:

The mission of the Development Program is to develop a fundraising infrastructure in order to generate a steady and increasing revenue stream so that the school can continue to accomplish its mission.

Goals:

- Step 1: Forming the Committee
- Step 2: Identifying the Need
- Step 3: Provide training
- Step 4: Create Promotional and Fundraising Materials—Tool Kit
- Step 5: Identify and expand the Donor Base
- Step 6: Identifying the Fundraising Activities
- Step 7: Establishing a Recognition and Cultivation System
- Step 8: Establish a database
- Step 9: Monitoring the Plan and Reporting
- Step 10: Establish development guidelines and policies

Step 1: Forming the Committee:

Committee Member Selection Criteria:

- People with a passion for the school
- People with different strengths, abilities and skills
- People with connections
- People with the ability to convince others
- People who can organize events
- Select from board members, community members and parents

Step 2: Identifying the Need:

- Work closely with the principal and the board to know what is needed to close the year with a balanced budget
- Formula for determining the needs to be raised annually:
Annual income = Tuition X Number of students + Other income
Annual expenses = List of all the expenses for the year
Annual fundraising amount = Annual expenses - Annual income
- Example:
Annual expenses: \$ 1,300,000
Annual income: \$5000 X 180 = 900,000 + \$100,000 = \$ 1,000,000
Annual fundraising amount: \$1,300,000 - \$1,000,000
Annual fundraising amount: \$300,000

Sample Scale of gifts chart for a \$300,000 campaign

<i>Number of gifts</i>	<i>Gift size</i>	<i>Total</i>
1	\$30,000	\$30,000
2	\$20,000	\$40,000
7	\$10,000	\$70,000
10	\$5,000	\$50,000
15	\$2,500	\$37,500
20	\$1,000	\$20,000
30	\$500	\$15,000
40	\$250	\$10,000
100	\$100	\$10,000
200	\$50	\$10,000
300	\$25	\$7,500
	TOTAL	\$300,000

Step 3: Providing Training:

- Enthusiasm and motivation about fundraising is good but not enough, since very few people are trained in fundraising.
- We need to empower our board members and volunteers by offering training on “Fundraising Strategies” so we can maximize their efforts.

Step 4: Create Promotional and Fundraising Materials—Tool Kit:

As we design our plan, we will create a core communications piece and select the materials to support the importance of the school’s work. Donors receive many funding requests each year. In order to get their serious consideration, we have to present our school in a clear and compelling manner. The school’s case statement is the basic message it wants to communicate to constituents; it explains why an organization exists. The following questions need to be addressed:

- What is the mission of the organization?
- What is New Horizon trying to accomplish?
- What makes New Horizon special?
- What has New Horizon achieved?
- Why does New Horizon need money?
- How much money does New Horizon need to raise?
- Who supports New Horizon now?

Tool Kit: The following information will be presented in the donor information packet:

- Mission statement
- Strategic plan
- Development plan
- Success stories
- Testimonials
- Promotional information
- Fact sheets
- Letters of endorsement
- Facts that make the school stand out

Step 5: Identifying and expanding the donor base:

The plan should help to identify, cultivate and recognize donors. The development office will establish a database with the following groups of donors.

- The school community:
 - Board members
 - Staff
 - Parents
- Masjid members
- Muslim activists
- Caring Muslims
- Muslim businesses
- Foundations

The following questions will help us to build our donor base:

- Who participates in our school’s functions?
- Who donated to the school before?
- Who donates time to the school?
- Who had a previous relationship with the school?
- Who has the school served?
- Who has similar interests?

Step 6: Identifying the Fundraising Activities:

Fundraising activities focus on both cultivating and soliciting individuals. We will also plan for different strategies to reach different donors.

A. Cultivation Events—Friend-raising—Point of Entry

Throughout the year there will be ongoing “Friend-raising” events.

B. Solicitation Events—Fund-raising—Asking

Throughout the year there will be “Fund-raising events.”

The following events are being planned to raise the determined amount:

2 Major Dinners	\$50,000 X 2	\$100,000
10 Small Dinners	\$15,000 X 10	\$150,000
PTO Contributions through small fundraisers		\$20,000
Annual Campaign (Letter & Phone)		\$20,000
Fun-a-thon		\$5,000
Scrip		\$5,000
	TOTAL	\$300,000

Step 7: Recognition and Cultivation System:

The committee needs to establish a recognition system for donors.

- Donor Recognition Policy
- Publish an annual report to acknowledge even the small contributions
- Invite all \$10,000 and above donors to a dinner
- Invite all volunteers to an appreciation dinner
- Send a letter from the principal to major donors on the use of their gifts

Step 8: Establishing a Database

We need to establish a database identifying different groups of donors.

- Usually if someone donated to an organization most probably they will give again.
- It is very important to keep a good record of previous donors, to recognize and ask again.

Step 9: Monitoring the Plan and Reporting

- The Annual Development Plan will be presented to the board in the beginning of the year.
- At the end of the year, the board will evaluate the development committee according to this plan.

Evaluation Criteria For Value Of Each Fundraiser

1. **Cost Effective:** Did the fundraiser produce an income commensurate with the involvement of time and effort of the staff and volunteers?
2. **Frequency:** How many are held? Are there so many that school supporters are frustrated?
3. **Staff Time:** How much quality time do fundraisers consume by the faculty, office, school board and administrators?
4. **School Image:** Do the constituents of the school perceive the school as always selling something and asking for money?

Step 10: Establishing development guidelines and policies:

- Fundraising guidelines
- Gift acceptance policy
- Donor recognition policy

ANNUAL FUND CAMPAIGN

The Annual Fund is a campaign of voluntary giving that has a profound impact on every aspect of the school. Gifts to the Annual Fund are channeled directly into the current operating budget in the year in which they are received, so students benefit immediately from those gifts. Almost without any exception, every independent school has an annual giving campaign, because tuition does not cover all the expenses that an excellent education costs. The Annual Fund Drive allows every family to help make up the difference between the cost of tuition and the cost of education by participating at a level, which is affordable to them. Each year that your children are enrolled at the school, you will be asked to make a gift to the Annual Fund Campaign. Usually the goal is 100% participation.

How much should we give?

This year's gap between the cost of education and the cost of educating each student is about \$2100. For some families, that full amount is not affordable, and for others, making a gift over and above the tuition gap for each of their children is not only possible but demonstrates a strong family commitment to the school's goals.

Participation is tax deductible

Gifts to the Annual Fund Campaign are tax deductible. The Annual Fund Campaign pledge card itemizes the categories of giving. The size of your gift is your choice, but please remember two important things as you determine the amount:

- The tuition gap for the 2001-2002 school year is \$2100
- The number of children your family has enrolled at the school

BOARD MEMBERS' ROLE IN DEVELOPMENT

Every trustee need not be capable of making a big gift, but every trustee must be willing to donate early in the campaign, something that is generous for his/her financial ability

TYPICAL TRUSTEE COMMENTS

- I'll do anything except raise money
- I give my time, that should be enough
- I don't know people who can make big gifts
- No one told me I'd have to raise money
- We should raise the tuition instead of asking for money
- We have the Development Director for fund-raising

DONOR CULTIVATION

Six Stages of Development:

Identify
Invite
Inform
Interest
Involve
Invest

Six Stages for Cultivating Donors:

Awareness
Knowledge
Interest
Caring
Participation
Commitment

Five Qualities of Effective Cultivation:

Candid
Face to Face
Frequent
Regular
Documented

INSTITUTIONAL READINESS FOR DEVELOPMENT

- Clear mission
- Recent Strategic Plan
- Board Commitment
- Board and Community Cultivation
- Effective Marketing Materials
- Development Plan, Goals and Timetable
- Adequate Staff and Volunteer

SEVEN STEPS IN CREATING A MAJOR DONOR POOL

- The Prospect – Identified
- The First-Time Donor – Invited
- The Repeat Donor – Informed
- The Established Donor – Involved
- The Loyal, Frequent Donor – Interested
- The Major, Committed Donor – Invested
- The Ultimate Donor – Inspired

CHECKLIST FOR VISIT TO PROSPECT

The Homework

- ✓ Know the case
- ✓ Know your prospect
- ✓ Make an appointment convenient for the prospect
- ✓ Rehearse the conversation

The Visit

- ✓ The introduction
- ✓ The school update
- ✓ The case
- ✓ The fund-raising update
- ✓ The gift request
- ✓ The closure

The Follow-up

- ✓ Send a letter of thanks

ASK AND NEGOTIATION

- If you cannot give \$200, then would you consider \$150?
- Would you pledge that amount annually for three years?
- Are you willing to reconsider this? We could return next week and discuss other possibilities?
- Under what circumstances would you consider making a gift?
- Will anything change your mind about this program?
- Would you consider sharing the names of three of your friends whom we can approach for donations?
- We'd really appreciate learning more about the issues you have raised. Could we set a time to go into this in more detail?

TEN REASONS WHY PEOPLE GIVE

1. They are involved in the organization or the cause
2. Representative from the organization really listen to them
3. Emotions are stirred or their hearts are touched
4. They are confident that contributions are used wisely
5. Someone they know and respect asks them to give
6. They understand that their gift will really make a difference
7. They are clear about the organization's need for resources
8. They support the mission and want to go forward
9. They receive appropriate recognition for the gift
10. They feel good donating to a deserving charity that produces results

SEVEN REASONS PEOPLE FAIL TO GIVE

1. Solicitation came infrequently or poorly
2. Information was lacking about the difference their gift made
3. They never felt wanted or needed
4. The organization did not ask their opinions or include them in plans or programs
5. No one asked them to give again or consider giving more
6. They received no direct, personalized appeal by someone excited about the organization's accomplishments
7. They gave in the past and their gift went unacknowledged

DIFFERENT OPTIONS OF GIVING

The Annual Giving Campaign

Annual Giving provides funds for the school's current operations. The proceeds are used in the areas of greatest needs such as faculty compensation, curricular activities, maintenance of the physical plant.

Capital Giving Campaign

Periodically, the schools raises funds for major capital projects such as construction of new buildings, renovation of classrooms, or extensive equipment purchases. A capital gift is normally larger than an annual contribution because it contributes to the long-term assets of the school, and payments may be spread out over time.

Designated Gifts

Designated gifts are given with the understanding that they are to be used to address specific, designated needs of the school for the current year. Examples of such gifts are gifts to specific departments, or special projects.

Scholarship

The school board is committed to making a New Horizon education available to as many qualified deserving students as possible. Twenty percent of the student body receive some financial assistance.

The Endowment Funds

One of the goals of New Horizon school is to establish an endowment fund to be invested to provide secure income used annually for operating expenses.

Gifts-In-Kind

Over the years, several individuals have given the school non-cash items. These gifts, while considered direct support of the school's mission, are considered a different type of gift due to their non-cash nature. Examples of such gifts include books and computers.

Memoriam Gifts

Donations to any of the above Options for Giving may be made as IN MEMORIAM GIFTS (gifts made in memory of a deceased individual).

In Honor Gifts

Donations to any of the above Options for Giving may be made as IN HONOR GIFTS (gifts made in honor of the accomplishments of any person, such as student, an alumnus/a, a faculty member).

Matching Gifts

More than 1000 employers offer the opportunity to match gifts to non-profit organizations. Please obtain Matching Gift forms from the human resources office of your employer.

SESSION V

DEVELOPING AN ACCOUNTABILITY SYSTEM

- ✚ TOOL #1: TEN BASIC RESPONSIBILITIES OF NONPROFIT BOARDS**
- ✚ TOOL #2: THIRTEEN BEST PRACTICES OF EXCEPTIONAL BOARDS**
- ✚ TOOL #3: EVALUATION OF INDIVIDUAL BOARD MEMBERS**
- ✚ TOOL #4: BOARD MEETING EVALUATION**

BOARD EVALUATION

TEN BASIC RESPONSIBILITIES OF NONPROFIT BOARDS

		5	4	3	2	1
		VERY GOOD	GOOD	FAIR	POOR	VERY POOR
1	Determine mission & purpose: The board creates, articulates, and guards the mission, vision and philosophy of the school.					
2	Select & evaluate the PRINCIPAL: The board hires, supports, nurtures, supervises and evaluates the PRINCIPAL.					
3	Board management: The board structure itself to fulfill essential governance duties through committee structure and policies and procedures.					
4	Ensure financial oversight & stability: The board is responsible for the financial stability of the organization by overseeing the budget, and participating actively in fund-raising.					
5	Ensure effective planning: The board will lead the school to a systematic, formal strategic planning process and responsible for setting goals and priorities based on a rational analysis of strengths, weaknesses and opportunities.					
6	Develop policies: The board adopts, evaluates and updates policies consistent with the law of the land, Islamic principles and ideologies, mission and strategic goals of the school.					
7	Ensure legal compliance & ethical integrity: The board ensures that the school and the board both operate in compliance with applicable laws and regulations.					
8	Enhance school's public standing through advocacy & PR: The board serves as the school's key advocate and secures the community's support for the school's mission, vision and the long-term direction.					
9	Monitor & strengthen programs & services: The board is accountable for monitoring the programs and services to ensure that the school offers quality services as promised in the mission statement. They set, measure and reach the goals.					
10	Ensure accountability: The board annually evaluates their PRINCIPAL, the board as whole, individual board members and their committees.					

BOARD EVALUATION

THIRTEEN BEST PRACTICES OF EXCEPTIONAL BOARDS

1	Trusteeship: Effective boards consider their role as trusteeship and ownership to the organization and they have passion and loyalty to its mission; follow the bylaws and they always consider the benefit of the organization.					
2	Job descriptions: Effective boards are clear about their roles and responsibilities.					
3	Collaborative partnership: Effective boards govern in constructive partnership with the PRINCIPAL recognizing that the effectiveness of the board and PRINCIPAL are interdependent.					
4	Committee structure: Effective boards establish committee structure to accomplish the board’s strategic goals.					
5	Meeting management: Effective boards plan for and conduct efficient board meetings.					
6	Strategic thinking: Effective boards focus their time and attention to what matters most and always engage in strategic issues and strategic thinking to direct the organization’s future.					
7	Board culture: Effective boards create a culture of mutual respect, trust, open, honest communication and constructive debate that leads to shared decision-making.					
8	Board acting with one voice: Effective boards are clear that they can act as a whole body; individual board members have no authority.					
9	Ethos of transparency: Effective boards promote an ethos of transparency by ensuring that constituencies have access to appropriate and accurate information regarding finances, operations and results.					
10	Continuous improvement culture: Effective boards will be built with careful planning, diligence, and continuous improvement and periodic evaluation.					
11	Identify & recruit: Effective boards establish criteria for selecting board members; they identify their board’s needs and recruit new board members according to those needs and set criteria.					
12	Orient & educate: Effective boards will provide ongoing education to the board by starting the year with board orientation, planning for a board retreat to focus on issues that are not covered at board meetings.					
13	Involve & motivate: Effective boards engage all their board members. Discover their interests and availabilities. Involve them in committees or task forces.					

EVALUATION OF INDIVIDUAL BOARD MEMBERS

	Quality Indicators	Outstanding	Effective	Acceptable	Needs improvement	Ineffective
1	Passion to the Cause & Mission: Board members have passion to the cause. They understand, support, and promote the school's mission and strategic goals.					
2	Committed to Attend Meetings and Participate: Board members attend all regularly scheduled board meetings, coming to meetings well prepared and ready to participate.					
3	Committed to Board Education: Board members continuously educate themselves by attending board development seminars and workshops.					
4	Care For All Children: Board members' first and utmost concern is the welfare and the academic performance of all students and they are committed to care for the benefit of all students not the needs of an individual child.					
5	Understand School's Finances: Board members understand the school's financial statements and that they have fiduciary responsibilities to the school for sound financial management.					
6	Have Connections: Board members have connections and they are willing to assist in fundraising by identifying prospective donors and personally asking them to make a contributions.					
7	Give An Annual Gift To The School: Board members contribute to the school's development program and give a significant annual gift to the school.					
8	Partnership With The Principal: Board members maintain a good working relationship with and publicly support the principal.					
9	Building Relationships: Board members deal with each other, staff, and the school community in a fair, ethical, and courteous manner.					
10	Help With Recruitment: Board members recommend qualified individuals with relevant skills and experience as possible nominees for the board.					
11	Participate Actively: Board members participate in board and committee meetings as well as other activities of the school.					
12	Enhance School's Public Image: Board members take advantage of opportunities to enhance the school's public image by speaking positively about the school at the community events.					
13	Respect Confidentiality: Board members respect the confidentiality of the board.					
14	Avoid Conflict of Interest: Board members avoid conflict of interest whether at a business or personal level.					
15	Focus on Governance: Board members focus their attention on strategic issues and significant policy issues rather than administrative matters.					
16	Individual Board Members do not have an Authority: Board members are aware that authority is vested in the board as a whole and that individual board members do not have any power. Board members speak on behalf of the board only when authorized to do so.					

BOARD MEETING EVALUATION (SHORT FORM)			
	OK	Needs Improvement	Suggestion for Improvement
1. The agenda was clear, supported by the necessary documents.			
2. The agenda was circulated before the meeting.			
3. Most board members were present.			
4. All board members were prepared to discuss materials sent in advance.			
5. Board members participated responsibly.			
6. Reports were clear and contained necessary information.			
7. We avoided getting into administrative/ management details.			
8. A diversity of opinions was expressed and issues were dealt with in a respectful manner.			
9. The chair guided the meeting effectively.			
10. The meeting began and ended on time.			
11. The meeting room was conducive to work.			
12. Next steps were identified and responsibly assigned.			
13. We enjoyed being together.			

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Source: Boardsource