

Revisiting **Board Engagement**

Over the last several years, the Board of Directors of Camp Tawonga has been exploring new ways of organizing its work. Inside, you will find a description of the OM Process we use in our planning, a summary of an OM exercise on board engagement, and a guiding document used to define the roles of Board and Staff.



Outcomes and Methods

No self-respecting Tawonga exercise can start without an exploration of outcomes and methods. Tawonga uses the Outcomes and Methods process to plan nearly everything -- from strategic planning to organizing an activity at camp. Before addressing “methods” for achieving goals, the outcomes must be fully defined and expressed. Only after outcomes are defined do you start to address the methods used for achieving your goals. Match all methods with outcomes, leaving no outcomes without methods, and no methods without matching outcomes.

Outcomes

- Assure volunteer board members have a fulfilling experience.
- Assure agency staff receive an appropriate balance of advice and oversight from the board.
- Focus board attention on gaps in achieving strategic objectives.
- Better defined roles for staff and board.
- Build robust board membership that reflects our community and a broad range of experiences.

Methods

- Reduce standing committees in bylaws to those necessary to fulfill our most basic oversight roles.
- Create short term, ad-hoc committees to address specific issues, challenges, or opportunities.
- Move bulk of board work to committees, allowing full board to engage in only high level strategic discussion.
- Add community members to board committees to provide focused expertise where needed and help recruit new and next generation board members.

Committee Evolution

Recognizing the need to focus board attention on key issues, the Board Governance committee recommended changes to Tawonga's bylaws, reducing the number of standing committees from nine to five.

Over the last two years, Tawonga has used ad-hoc committees to address specific agency needs or challenges. From building our new kitchen to addressing the needs of executive leadership transition, these committees have defined objectives, beginnings, and ends.

Our 2012 goal is to further explore the use of these ad hoc committees to address more specific issues that might have been addressed by a standing committee in years past.



Roles and Responsibilities

Board Responsibilities

The BOARD acts to
GOVERN the organization

The BOARD acts to
SUPPORT the organization

Determines mission and purpose, strategies and overall priorities.

- Provides input on, and approves, long range strategic goals.
- Monitors the achievement of long range goals.

Safeguards assets from misuse, waste, and embezzlement.

- Hires the Auditor.
- Approves audit report.
- Approves extra-budgetary expenditures.

Ensures a realistic budget that maximizes use of resources.

- Approves a budget.

Selects the Executive Director, and monitors and evaluates performance.

Approves a fundraising strategy and monitors its effectiveness.

- Cultivates and solicits major donors.
- Individuals make financial contributions, volunteer at fundraising events, and assist staff in raising funds.

With staff, determines the organization's program priorities and monitors implementation.

- Evaluates programs.

Individuals act as ambassadors to the community.

Individuals advise staff in areas of expertise; act as a sounding board for Executive Director and other executive staff.

Staff Responsibilities

STAFF MANAGES the day-to-day operations of camp.

STAFF EXECUTES the organization's mission.

Executes mission and purpose, strategies and priorities.

- Provides input on long range goals.
- Directs the planning process and oversees the implementation of plans.
- Formulates annual objectives.
- Prepares reports about achievement of objectives.

Develops realistic budget that maximizes resources.

- Creates budget.
- Manages and maximizes camp's financial resources, including income and expenses.
- Implements audit.

Hires other year-round and seasonal staff, and evaluates performance.

Develops, implements, and oversees global fundraising plan.

- Develops fundraising material.
- Implements annual campaign, fundraising events and capital campaigns.
- Engages board to help with fundraising.
- Writes grant applications.
- Oversees the stewardship of donors.

Develops, implements, and oversees camp programming.

- With board, determines camp's program priorities.
- Develops and implements new programming.
- Assesses stakeholder needs.
- Prepares reports used for evaluation.