



*Executive Leadership Search
Institute for Nonprofit Board
& Executive Leadership*

NATIONAL COUNCIL
for Mental Wellbeing

HEALTHY MINDS ■ STRONG COMMUNITIES

Strengthening Your CEO and Board Partnership – Creating a Dynamic and High-performing Agency Board

June 20, 2024, 3:00 p.m. ET



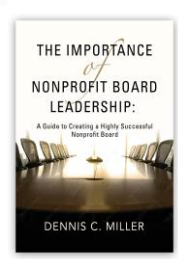
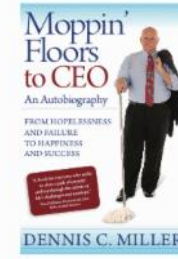
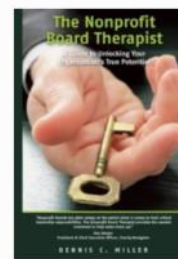
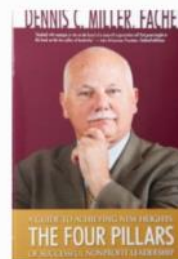
Dennis C. Miller

Founder and Chairman

Dennis is a nationally recognized strategic leadership coach and executive search consultant with more than thirty-five years of experience working with nonprofit board leadership and chief executives across the country. Dennis is also an expert in board governance, leadership development, philanthropy and succession planning. In addition, he is a successful author, sought-after motivational speaker, retreat facilitator and leadership performance coach. Dennis' experience working with hundreds of nonprofit organizations has provided him with the knowledge and insights to understand the competencies required of today's nonprofit leadership.



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Dr. Laura Heintz

CEO of Stanford Sierra Youth & Families

Dr. Laura Heintz holds a doctorate in psychology with an emphasis on organizational work. She brings over 30 years of residential and community-based children’s mental health, behavioral health, juvenile justice and social work service experience, along with a personal passion for serving her community. Since 2012, Dr. Heintz has been in her role as CEO of Stanford Sierra Youth & Families, a nonprofit, where permanent family connections and appropriate individualized services are priorities. In 2019, Dr. Heintz led the merger of two agencies who had worked closely together for many years across several counties in Northern California. The intent was to broaden the service continuum and strengthen the fiscal foundation of both agencies. The merged agency provides services to over 6500 youth and their family members annually. Stanford Sierra is well known for its continuous quality improvement processes, while bringing the voice of the youth and families to the center of the work. While serving as the CEO of the newly merged organization, Dr. Heintz was President of the California Alliance— a statewide membership association focused on advocacy for children’s mental health, education, juvenile justice, family preservation, foster care and adoption services. Dr. Heintz continues to serve on the national Voice for Adoption board. A great deal of advocacy and system changes have been needed to meet the needs of youth and families throughout the Covid-19 pandemic, and post pandemic. As the field continues to evolve, Dr. Heintz focuses on the continuous evolution of Stanford Sierra while growing the next generation of diverse and empowered leaders. Embedded in the agency is a fierce commitment to the mission of transforming lives by nurturing permanent connections and empowering families to solve challenges together, so every young person can thrive.

For more information visit our website at ssyaf.org



AGENDA

Dr. Laura Heintz, CEO of Stanford Sierra Youth & Families will discuss how to create a powerful partnership with her board, recruited new members based on competencies and characteristics rather than just skill needs and a host of important matters in building and strengthening her agencies board with nationally recognized nonprofit board governance expert, Dennis C. Miller, Founder & Chair of DCM Associates, author of six best selling books, including his latest, ***The Importance of Nonprofit Board Leadership: A Guide to Creating a Highly Successful Nonprofit Board.***



The Board & CEO Partnership

Board & CEO Partnership

A partnership built on trust

A shared sense of accountability
and responsibility

Positive interaction that is focused
on results

Open and honest communication

Mutual recognition and
understanding that the chief
executive works with the board

Continuous process with each
succession





The Role of the Board Chair

Board Chair

- Delegates to and empowers board members
- Supervising the CEO and building a strong supportive relationship
- Appointing committee chairs
- Facilitating board meetings and approving meeting agendas
- Ensuring that all board members are engaged and participating in board decisions
- Communicating with all board members on a regular basis
- Staying abreast of the board governance committee's recommendations and decisions regarding board recruitment and reappointment
- Serving as an ex-officio member of all board committees
- Leading the board's evaluation of the CEO on an annual basis
- Ensuring that the board's performance is measured regularly

Board Meetings: Meeting flow to enhance engagement

- 50% Rule
 - Necessary Reports/Updates
 - Reflection/Discussion

Reflective Questions:

- What is the value we provide to the communities we serve?
- What is the image of our organization in our community?
- Why is our organization worthy of someone's gift?

Commitment to continuous learning & improvement



Board Leadership Succession



Board Leadership Succession

- Identify leadership potential of current board
- Open discussions regarding interest
- Identify individualized training or coaching needs
- Institute ongoing training for all board members
- Provide mentorship for committee co chairs and new officers
- Recognize & celebrate board members
- Encourage participation in committees
- Build a culture of success
- Recognize past board presidents



SUCCESSION PLANNING

The Importance of Board Diversity



Board Diversity

-
- Reflect the populations served builds community trust & respect
 - Varied backgrounds, demographics and expertise reduces “group think” challenges

Benefits

Hearing different perspectives leads to better decisions

Decisions can be made with a fuller understanding of their potential implications

Drives creativity and innovation

Demonstrates commitment to diversity across the agency



Reflection

- Has your board provided any training on the importance of diversity?
- How does your board define diversity?
- Has your board discussed how best to recruit diverse candidates?
- How successful has your board been in recruiting candidates from diverse backgrounds, demographics and expertise?

Board Recruitment



Board Recruitment & Reappointment

- Reflect on the qualities and characteristics that are most needed by the organization
 - Personal Characteristics
 - Ideal Matrix: Inspirational Leadership, Influence, Brand Builder, Strategic Thinking, Collaborator, Decision Maker
 - Current Board Matrix Mapping & Evaluation
 - Compare Ideal with Current Board – What’s strong? What’s lacking? What are our priorities?
 - Reach out to key business, community and civic leaders asking them for possible board members
 - Recruiting for Personal Characteristics is as important as specific skills

Intentional Board Member Recruitment

The Agency has a Board Matrix that identifies job roles, expertise, and demographics.

What are the board member characteristics that would benefit us?

Influencer
Strategic
Connector
Resourceful
Community Visibility

Action Items for the Board



The Board's Role in Strategic Planning



Strategic Vision

- Upfront, comprehensive assessment to identify key strengths and challenge areas
- Clear vision and measures of successful progress
- Comprehensive funding plan
- Resources Needed
- Implementation plan

Leadership and board work together to define the organizational future



Building Your Positive Brand



Building Positive Brand Identity

- Brand identity is the aggregation of all the organization does—its mission, vision, personality, and promise to those we serve.
- Review the current core values, review surveys from clients/staff, update website, review communications and public relations messages.
- Identify all organizational achievements and make them known.
- Ideas: develop a speaker's bureau & organize forums to address community needs

Reflection

- When you hear our name, what feelings and thoughts come to mind?
- What is our reputation in the community?
- Are you able to communicate our organization's values?
- What are some of our top achievements?

Creating a Culture of Philanthropy



Creating a Culture of Philanthropy: Board Ambassadorship

Why people give?

- because they want to
- because they have been asked
- to meet the needs of those you serve—not to your needs
- give to make the world a better place

Find the Why?

They give to people they respect and trust

They give to success—not distress

Measuring the Board's Annual Performance



“Good
boards
evaluate
CEOs; Great
boards
evaluate
themselves”

What is the most effective way to assess a nonprofit board’s performance is to use both strategies?

- ❖ a questionnaire to complete by each member
- ❖ trained board facilitator who can ask important open-ended questions that will also measure the level of engagement and motivation of your board members.

Consistent Reviews

Opportunity for reflection with the full board



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