

# NASW Oklahoma

## Board of Directors' Orientation

# Ground Rules

- Relax and be comfortable
- Ask questions as they arise
- Think in terms of your role as a director or officer responsible for the organization (on behalf of members and stakeholders)
- Think long term; the look of the organization and our stakeholders in the next 1 to 5 years
- Enjoy your time as a respect leader

# Purpose of Board Orientation

- To **govern** based on documents and key information
- To focus on the **strategic direction**, mission and goals of the organization
- **Fiduciary** duties; the trust of members in the board of director
- To explore **opportunities** while being careful with our **resources**
- To develop **policies** and **procedures**.
- To manage **risks**

# NASW Mission

NASW is a membership organization with a dual mission to:

- Promote, develop, and protect the practice of social work and social workers; and
- Seek to enhance the effective functioning and well-being of individuals, families, and communities through its work and through its advocacy.

# NASW Oklahoma Vision Statement

The Oklahoma Chapter of the National Association of Social Workers serves as the leading voice of the profession in the State to enhance the value and respect of social workers, to influence public policy, and to promote social justice.

# Current Snapshot of NASW

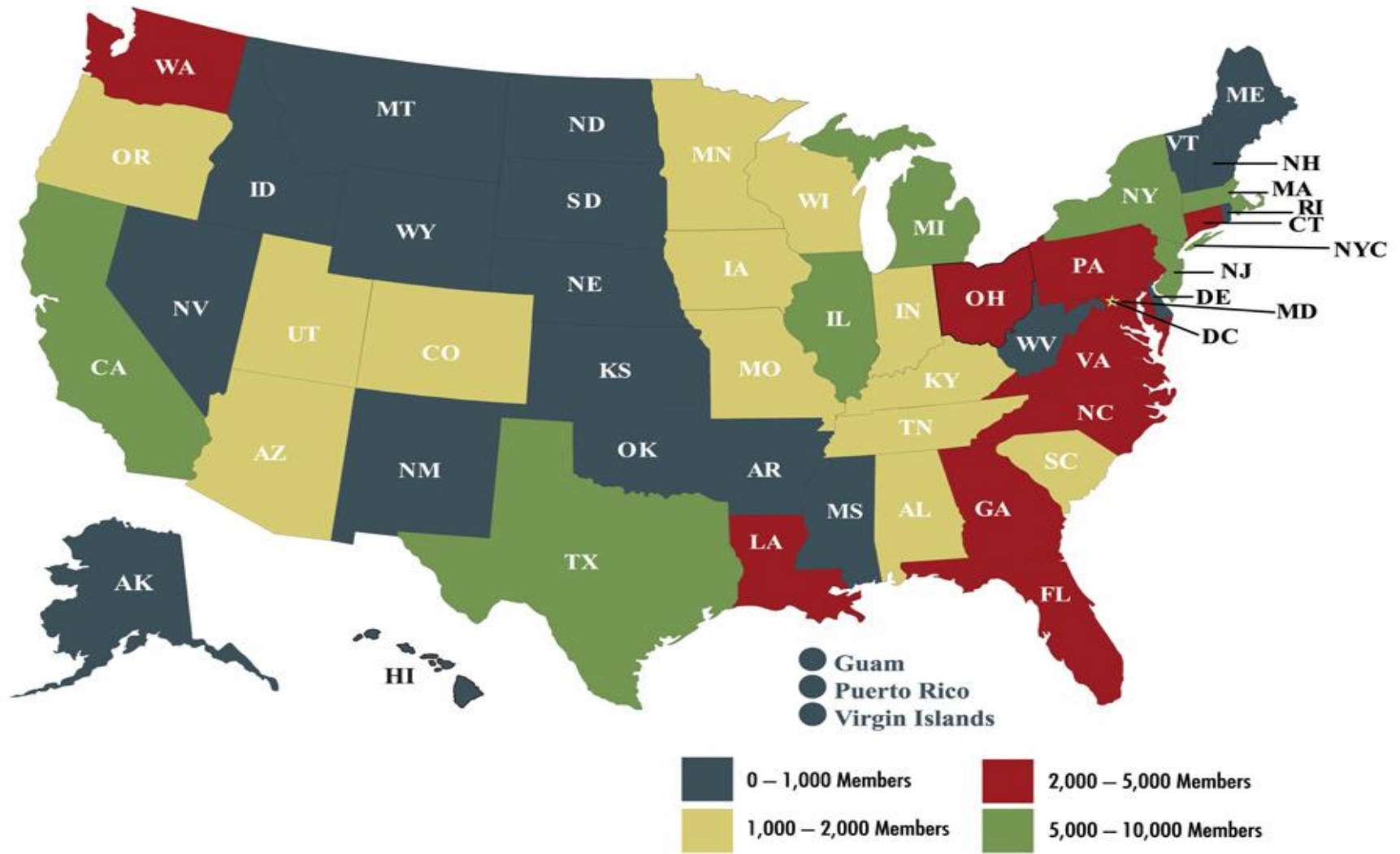
- Approximately 120,000 members
- Entities: Foundation, Legal Defense Fund, ASI, PACE
- Association combined staff – about 200
- National office in Washington, DC
- 55 Chapters with 6 shared executive director arrangements
  - Florida/Virgin Islands
  - Missouri/Alaska
  - Nebraska/South Dakota/North Dakota
  - Oregon/Idaho
  - DC/Delaware
  - Illinois/Nevada

# Snapshot of NASW Oklahoma

- Approximately 882 members
- Executive Director
- Chapter Office in Norman, Oklahoma
- Leadership Team – President, President-Elect, Vice President, Secretary
- Three Grand Regions – East, Central, West
- Six Representative Directors – East, Central, West, Director At Large, MSW Student, BSW Student
- Six District Representatives
  - NorthEast District                      - SouthEast District
  - NorthCentral District                 - SouthCentral District
  - NorthWest District                    - SouthWest District

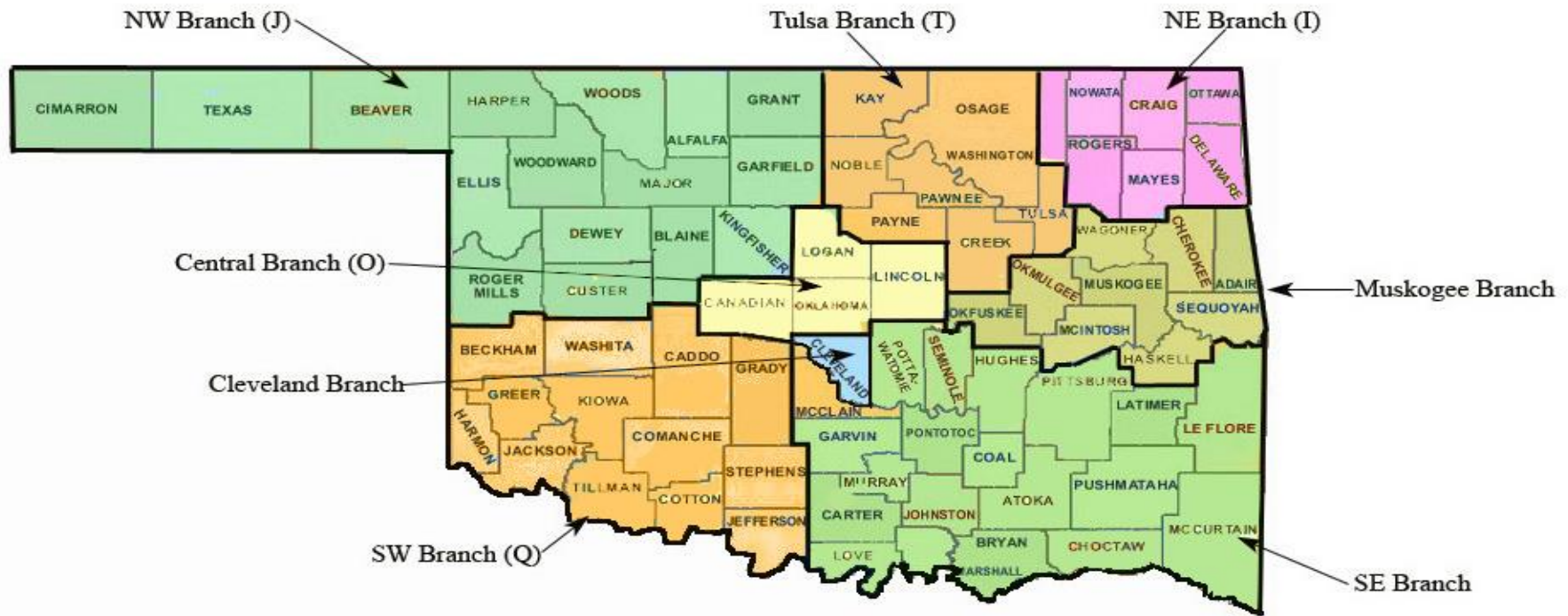


# National Association of Social Workers Membership





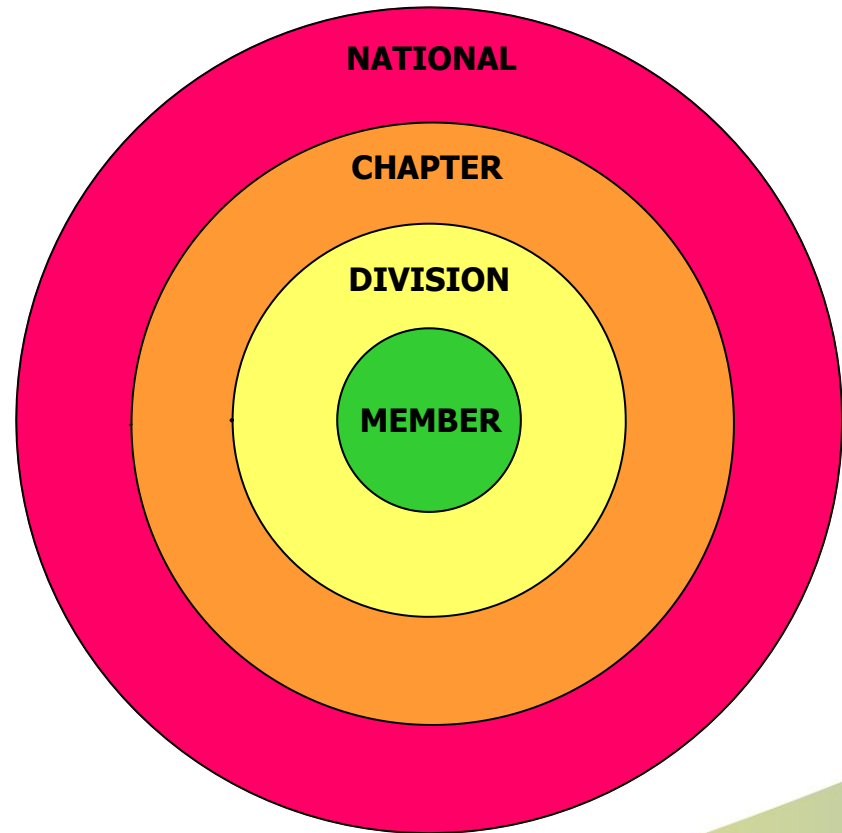
# NASW Oklahoma Branch Map



# NASW Membership

Membership in NASW includes three levels:

- National
- Chapter
- Region



# Purpose of Chapters

To advance programs and plans of NASW at the local level, consistent with NASW's official positions, with special emphasis on the needs and interests of their particular members.

Chapter-based programming and member services enhance the professional growth and development of its members as well as professional standards and ethical practice, and advocate for sound social policies.

# How is the Chapter Financed?

- Rebates from membership dues;
- Supplemental grants at discretion of national board of directors;
- Non-dues income.



# Membership Categories

- MSW/PhD members \$225;
- BSW members \$150;
- BSW/MSW students \$57;
- Associate student \$57;
- Doctoral student \$170;
- Transitional members \$110/170;
- Associate members \$225;
- Gold Card \$57;
- Reduced Income/Retired/  
Unemployed. \$70.

# Chapter Guiding Documents

Chapter Charter

National Bylaws

Nominations/Elections Standards

Employee Standards for Chapters

Chapter Diversity Plan

Chapter Operations Standards

Delegate Assembly Program Priority Goals

*Social Work Speaks*

*Code of Ethics* & Professional Review Procedures



# Chapter Accountability

We are one Association (legally, member dues, etc.)

Chapters are accountable to the National NASW Board of Directors:

Carrying out activities in accordance with the program objectives & policies of NASW

Fiscal management

Managing human resources

If necessary, the national NASW Board has the power to levy sanctions for noncompliance.



# The Road to Building Exceptional Boards

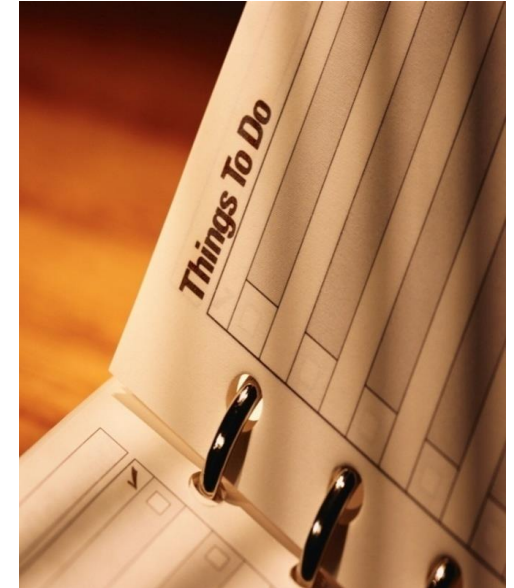
# NASW-OK Board of Directors

18 voting members:

- **Officers:** President, President-Elect, Vice President, Secretary
- **Directors:** Division Directors, Student Representatives, Members-at-Large
- Executive Director is a non-voting position

# The Role of the Board Member

- Articulate vision for future;
- Establish strategic plan and annual goals and objectives;
- Determine association policy;
- Allocate resources through the budget;
- Monitor progress;
- Promote the organization.



# Expectations of Board Members

- Attend all board meetings;
- Study and understand the mission statement, bylaws, and strategic plan;
- Prepare for meetings by reviewing the agenda and supporting documents;
- Stick to established agendas during board meetings;
- Treat information and discussions as “confidential”;
- Be respectful of people and ideas.

# Expectations of Board Members

- Promote NASW Oklahoma;
- Recruit members;
- Advocate on behalf of the organization;
- Recruit future leaders to help govern the organization;
- Volunteer for committees;
- Readily communicate with staff for needed information and assistance.

# The Board - Staff Relationship

## Two Partners, One Team

- Board focuses on governance, direction, and vision
- Staff manages day-to-day operations within the context of the board's direction
- This partnership between board and staff allows the organization to achieve its goals, avoids micro-management of the staff and over-taxing of the volunteer leaders. Leaders govern; staff manages.





# Partnership Expectations

- What can the Executive Director do that will most help the President/Board to be more effective?
- What can the President/Board do to most help the Executive Director/Staff to be more effective?

# Partnership Expectations?

## Sample of Presidents' Actual Responses

- Keep us informed of what's going on (communications, policy issues, etc.).
- Ensuring that the office staff is providing adequate support.
- Ask for help if they need it.
- Have a collaborative framework for board development.
- Listen.
- “Pushing back” to board’s ownership of its own role.
- Have shared vision with president so that we have “united front” with the rest of the board, association.
- No surprises – transparency at board meetings.
- Be a self-starter and an independent thinker.

# Partnership Expectations?

## Sample of Execs' Actual Responses

- Motivate and delegate responsibilities to the board.
- Help board members not to micromanage
- Plain talk – clarify expectations.
- Smoothly and effectively run the board meetings.
- Follow-up and hold board members / committee chairs accountable.
- Empower the board to conduct a self-evaluation as board members.
- Motivate and lead the volunteers
- Leadership – show we are “a team”.
- Don't let personal & professional agenda interfere with chapter activities.
- Discipline and/or manage the volunteers.

# Board Self-Assessment

- Provide opportunity to step back & reflect on how well the board is meeting its responsibilities.
- Refresh the board's understanding of its role & responsibilities.
- Identify important areas of board operation that need attention or improvement.
- Measure progress & shape the board's future operations
- Conduct self-assessment of Board annually/biennially; regularly assess individual meetings.

# Risk Management

- There is some risk associated with board service;
- Insurance coverages; types;
- Written policies exist to guide board and staff;
- Antitrust avoidance issues;
- Annual financial audit.

# Legal Responsibilities

- Duty of Care: Competence; care that an ordinarily prudent person would exercise in a like position and under similar circumstances.
- Duty of Loyalty: Give undivided allegiance when making Board decisions; does not use Board information for personal gain.
- Duty of Obedience: Makes decisions that are in line with the stated mission and goals of the organization.

# Legal Considerations

- **Duty of Care**
  - Good business judgment at all times
  - Due diligence in decision making
- **Duty of Loyalty**
  - Act in the best interest of the organization and membership
  - Avoid conflicts of interest
- **Duty of Obedience**
  - Faithful to the mission and goals
  - Follow the governing documents



# Risk Management – Antitrust

- Antitrust Avoidance
  - Antitrust statement on file and annual acknowledgements from each board member
  - Every staff, board and committee member should be aware of the policy and take immediate action in any setting where a violation is occurring. Most common threat is discussions of price-setting among competitors that could be interpreted as an effort to restrict trade
  - Staff monitors on-line discussions and meetings for potential violations
  - Up to \$10 million fine + damages

# Red Flags at the Board Table

- **Mission Drift:** Straying from the mission
  - **Group Think:** Difference between enthusiasm and knowledge
  - **Abeline Paradox:** Not speaking your mind



# Red Flags at the Board Table

- **“But we’re non-profit!” OR “Use It or Lose It” mentality**
- **Micromanaging the Budget**
- **Not protecting the assets**



# Red Flags at the Board Table

- **Confidentiality**
- **Apparent Authority**
- **Conflict of Interest**



# Red Flags at the Board Table

- **Wandering without a Roadmap**
- **Lack of Performance Measures**
- **No Self-Evaluation**



# The Strategic Plan

- Mission, vision and values position and distinguish the organization
- Goals (usually 3 to 7) are core competencies of organization
- Strategies should be fresh approaches to advance the goals
- Tactics and action steps are the realm of committees and staff
- Plan is realistic, based on capacity
- Spans a period of 3 to 5 years

# Strategic Boards

- Help shape the organization's priorities through the strategic planning process.
- Align agenda with goals and priorities.
- Focus meetings on governing rather than managing.
- Allocate time to what matters most to the organization's future viability and performance.



# Committees & Task Forces

- Opportunities to engage members
- Identify potential leaders
- Are “where the work gets done”
- Must be aware of risk avoidance; keep minutes.
- Aligned with strategic goals and strategies

# Board Culture and Stress Management

# Board Culture

- ***“To create learning organizations, we must understand the underlying agreements we have made about how we will be together.” Margaret Wheatley***
- ***“Effective boards nurture the development of board members as a working group, attend to the board’s collective welfare, and foster a sense of cohesiveness.” Chait, Holland, and Taylor***

# What is Board Culture?

## How board members:

- Communicate with each other
- Work as a team
- Solve problems

# Positive Board Culture Leads to:

- A climate of mutual respect & trust.
- The willingness to respectfully listen to, acknowledge, & solicit different points of view.
- Encourage dialogue & constructive debate.
- Make decisions based on information.
- Board's norms of engagement being honored.
- More meaningful & effective meetings.

# Some Structure Needed

- Need a common reference point to rely on when the unexpected happens.
- Specific standards serve as a guide for making good decisions & solving dilemmas that arise from individual board member behavior.
  - Robert's rules (relaxed version in most cases; quorum required)
  - Good facilitation (all perspectives heard, not overly controlled)
  - Ensure meetings are about the “business” of the chapter

***BUT -- too much structure and too many rules can stifle creativity and result in focusing more on rules than results.***

# Positive Board Culture Snap Shot

Board members:

- Find it enjoyable and exciting to come to the meetings;
- Like working with each other because mutual respect is present; and
- Feel that they learn something from their interactions.



# Stress Management

- Write it out
- Relaxation techniques
- Confront irrational beliefs, take control
- Realistic self-appraisal
- Increased assertiveness skills
- Adjust attitude/outlook
- Aerobic exercise, being physically active
- Getting enough sleep
- Schedule time for enjoyable activities
- Don't take on more than you can handle (learn to say no)

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