

# Running Effective Board Meetings



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## **I. Overview**

### A. Essential Board Duties

- (1) Determine organization's \_\_\_\_\_ and \_\_\_\_\_.
- (2) Select \_\_\_\_\_.
- (3) Provide proper financial \_\_\_\_\_.
- (4) Ensure adequate \_\_\_\_\_.
- (5) Ensure legal and ethical integrity and maintain \_\_\_\_\_.
- (6) Ensure effective organizational \_\_\_\_\_.
- (7) Recruit and orient new \_\_\_\_\_  
\_\_\_\_\_.
- (8) Determine, monitor & strengthen organization's \_\_\_\_\_ and \_\_\_\_\_.
- (9) Support CEO and review CEO \_\_\_\_\_.

B. Board Meeting Objectives

- (1) To agree on a \_\_\_\_\_ and assess its effectiveness.
- (2) To ensure credit union \_\_\_\_\_ are in line with strategy.
- (3) To \_\_\_\_\_ financial performance against the budget.
- (4) To make sure procedural and \_\_\_\_\_ issues are properly dealt with.

C. Characteristics of an Effective Board Meeting

- (1) Capable \_\_\_\_\_
- (2) Informed, well \_\_\_\_\_ directors
- (3) Seamless \_\_\_\_\_ in terms of agenda, preparation and delivery of papers and venue
- (4) Timely \_\_\_\_\_ of appropriate members of the management team for specific agenda items
- (5) Clear and timely \_\_\_\_\_

## **II. Board Packets & Agenda**

### A. Sample Agenda

- (1) Call to order & \_\_\_\_\_
- (2) \_\_\_\_\_ of items
  - a. \_\_\_\_\_ of previous meetings
  - b. \_\_\_\_\_ reports
  - c. \_\_\_\_\_ items (only routine voting issues)
- (3) \_\_\_\_\_ (those which require consideration and deliberation)
- (4) Board \_\_\_\_\_ reports
- (5) Staff \_\_\_\_\_
- (6) New \_\_\_\_\_
- (7) \_\_\_\_\_

### **III. Board Chairman & Committees**

#### A. Chairman's Role

- (1) Determine final \_\_\_\_\_ content (with CEO).
- (2) Allocate \_\_\_\_\_ to agenda items.
- (3) Create open \_\_\_\_\_.
- (4) Elicit views of \_\_\_\_\_ directors.
- (5) Give own views \_\_\_\_\_ others have given theirs.
- (6) Summarize \_\_\_\_\_.

#### B. Suggestions for Chairman

- (1) Problem: People arrive late.  
Solution: Start \_\_\_\_\_ with whoever is in the room.
- (2) Problem: Board members are not prepared for meeting.  
Solution: Find out way, be calm and \_\_\_\_\_.
- (3) Problem: Meeting drags on and on.  
Solution: Keep people \_\_\_\_\_ on topics at hand.
- (4) Problem: People make the same point over and over.  
Solution: Record comments on \_\_\_\_\_.

(5) Problem: Somebody shoots down every idea put forward.

Solution: Ask how they would \_\_\_\_\_ the idea to make it work.

### C. Board Committees

(1) Committees are where the \_\_\_\_\_ of the board is done.

(2) Committees gather information and make \_\_\_\_\_.

(3) Committees are chaired by board members, but may include \_\_\_\_\_ volunteers.

(4) Sample \_\_\_\_\_ include executive, supervisory & audit, human resources, board development, finance & budget, and marketing

## **IV. Board Self-Assessment**

A. Board Self-Assessment Quiz

B. 15 Questions to Ask About Your Board Meeting



## V. Ten Steps to a Successful Board Meeting

- (1) Ask, "Do we really need to \_\_\_\_\_ about this?"
- (2) Put the meeting \_\_\_\_\_ in writing.
- (3) Don't try to do \_\_\_\_\_.
- (4) Set the \_\_\_\_\_
- (5) Establish \_\_\_\_\_.
- (6) Brief the executive committee \_\_\_\_\_ the meeting.
- (7) Keep the meeting \_\_\_\_\_.
- (8) Remember, every board member has a \_\_\_\_\_ to play.
- (9) Close the meeting with the \_\_\_\_\_ step.
- (10) \_\_\_\_\_ with the minutes.

## **Resources**

### —Books

*Self Assessment for Nonprofit Governing Boars Kit*, BoardSource  
*Board of Directors Fundamentals*, CUNA, VAP Course V100M  
*How to Run a Successful Meeting in Half the Time*, Frank  
*Developing Dynamic Boards*, Hardy

### —Consultants & Organizations

Jean Gatz, 800-489-8033  
National Center For Nonprofit Boards; 800-883-6868; [www.boardsource.org](http://www.boardsource.org)

### —Web Sites

[boardstrategies.com](http://boardstrategies.com)  
[learndirect-business.co.uk](http://learndirect-business.co.uk) (Directors' Briefing)  
[library.on.ca/trustee/Tips/Tip-13e.pdf](http://library.on.ca/trustee/Tips/Tip-13e.pdf) (*Trustee Tips*)  
[managementhelp.org](http://managementhelp.org)



## Self-Evaluation Quiz: Chairman

*As the chair of the meeting do I.....*

- Make adequate preparation prior to the meeting?
- Set objectives for the meeting?
- Develop an agenda?
- Follow the agenda?
- Help clarify participants' comments?
- Succeed in keeping the discussion focused on the topic?
- State the purpose of each item on the agenda?
- Know the Rules of Order that the Board is using?
- Make sure everyone gets an opportunity to voice their views?
- Summarize often so the group can see and feel the progress being made?
- Outline matters to be held over for future meetings?
- Close the meeting by reviewing the next step?
- Make sure minutes are written and distributed to all board members?

*Source: Trustee Tips*

## Self-Evaluation Quiz: Board Member

*As board meeting participant do I....*

- Arrive on time?
- Study the agenda and any background material, in advance and come prepared to participate in the discussion?
- Know the Rules of Order that the board is using?
- Speak up when I have something to contribute?
- Encourage others to express their views?
- Listen attentively when others are speaking?
- Respect and give thoughtful consideration to the viewpoint of others?
- Request further information when I feel that the group has insufficient data on which to make a decision?
- Help summarize ideas?
- Work to help other board members at the meeting feel at ease?
- Avoid interrupting others?
- Avoid side conversations which distract from the meeting?
- Keep on topic?

*Source: Trustee Tips*



## Increase Your Value as a Meeting Participant

- Get to the meeting on time.
- Come prepared—make sure you’ve done your “homework.”
- Come with at least one idea to contribute.
- Don’t monopolize the discussions.
- Communicate effectively.
- Listen even more effectively.
- Don’t change the agenda.
- Build on others’ ideas when problem solving.
- Be open minded and receptive.
- Ask questions to clarify.
- Take good notes.
- Criticize ideas, not people.
- Don’t hold your own “meeting within a meeting.”
- Follow-through on your commitments after each meeting.

*Source: Jean Gatz, 800-489-8033*



# Board Self-Assessment

Responsibility 1: Determine the organization's mission and purpose.		Not Satisfied		Satisfied		Not Sure	Not App.
		1	2	3	4	NS	NA
1.1a	All board members are familiar with the current mission statement?						
1.1b	All board members support the current mission statement?						
1.2	The current mission statement is appropriate for the organization's role in the next two to four years?						
1.3	The board's policy decisions reflect the mission of the organization?						
1.4	The organization's programs and services reflect the mission of the organization?						

**How can the board do better in this area?**

Responsibility 6: Engage in strategic planning.		Not Satisfied		Satisfied		Not Sure	Not App.
		1	2	3	4	NS	NA
6.1	The board has a clear understanding of the organization's market and whom it is serving?						
6.2	The board has a strategic vision of how the organization should be evolving over the next 3-5 years?						
6.3	The board periodically engages in strategic planning process that helps it consider how the organization should meet new opportunities and challenges?						
6.4	The board has identified key indicators for tracking progress toward the organization's strategic goals?						

**How can the board do better in this area?**

*Source: National Center for Nonprofit Boards, 202-452-6262, [www.boardsource.org](http://www.boardsource.org)*



## Board Self-Assessment Cont'd

Responsibility 3: Provide proper financial oversight.		Not Satisfied		Satisfied		Not Sure	Not App.
		1	2	3	4	NS	NA
3.1	The board ensures that the budget reflects priorities established in the strategic plan?						
3.2	The board receives financial reports on a regular basis?						
3.3	The financial reports are understandable, accurate and timely?						
3.4	Management has instituted appropriate financial controls?						
3.5	The board requires an annual audit and considers all recommendations made in the independent auditor's report and management letter?						

**How can the board do better in this area?**

*Source: National Center for Nonprofit Boards, 202-452-6262, [www.boardsource.org](http://www.boardsource.org)*

## 15 Questions To Ask About Your Board Meetings

		Yes	No
1.	During board meetings, do members ignore each other's input?		
2.	Do members state their own ideas, rather than build on ideas of others?		
3.	Are confidential board discussions leaked to non-board members?		
4.	Do private communication networks exist between board members and management of the organization?		
5.	Do members criticize each other privately to other board members?		
6.	Do members criticize each other in public settings?		
7.	Do face-to-face criticisms lead to personal attack, defensiveness or arguments?		
8.	Does the board disagree on its role and use of time?		
9.	Do members regard themselves as representing particular constituencies, rather than working as part of a team?		
10.	Do members have conflicting goals for the organization?		
11.	Do members disagree on how meetings should be run?		
12.	Do members boycott meetings to indicate displeasure with what is going on?		
13.	When the president asks for a consensus check around the table, do certain members ask to pass, withholding their views until they hear the opinions of others?		
14.	Do board members differ widely regarding the effectiveness of the management of the organization?		
15.	Does voting (and disagreement on issues) occur along predictable lines?		

**Totals:**      **Yes:** \_\_\_\_\_      **No:** \_\_\_\_\_

*Source: Jean Gatz, 800-489-8033*

## Mark Arnold

Mark Arnold, CCUE, is an acclaimed speaker, brand expert and strategic planner. He helps organizations and credit unions achieve their goals with strategic marketing insights and energized training. Mark speaks regularly to audiences around the country on branding, marketing, strategy, leadership, personal growth and generational issues. He speaks to diverse audiences such as management, staff, executive leadership and boards of directors.

He is also president of On the Mark Strategies, a consulting firm specializing in branding and strategic planning. Mark is the author of multiple books, including *Think Huge: Elevating Your Life and Your Business*, *My Best Service Ever* and *Marketing Across the Generations: Gen. X*.

Mark is rich in credit union work experience. Prior to founding On The Mark Strategies, Mark served as senior vice president for Neighborhood Credit Union in Dallas. He oversaw and planned strategies for multiple departments, including marketing, business development, human resources, training and business services. He has also served as the communications manager for the Texas Credit Union League (TCUL). Mark also worked in several areas at Community Credit Union, including loans, collections and marketing.

Arnold has won numerous communication awards, including CUNA's national Marketing Professional of the Year and the Texas Credit Union Marketer of the Year.

### Credit Union Consulting ([markarnold.com](http://markarnold.com))

Arnold can assist your credit union with the following areas:

Long-range planning sessions	Marketing reviews/audits
Branding	Marketing planning
Sales training	Management/supervisory training

### Training Topics Include:

- Pearl Harbor or Pearl Jam? Marketing Across the Generations
- Got Brand? Successful Credit Union Branding Strategies
- Top 10 Marketing Trends Every Credit Union Should Know
- It Takes A Village: Community Charter Marketing
- Excelling with E-Commerce: Electronic Marketing
- From Grunge to Noserings: How to Market to Generation X
- Star Wars for Your Credit Union: Technology Strategy & Planning
- When Employees Act Their Age: Generational Workplace Differences

*These are sample available topics. Presentations are customizable to meet your specific needs*

To schedule, contact Mark Arnold at 214.538.4147 or [mark@markarnold.com](mailto:mark@markarnold.com). Mark's web address is [www.markarnold.com](http://www.markarnold.com).



## KEEP THE CONVERSATION GOING

*Check out Mark's website:*

➤ **[www.markarnold.com](http://www.markarnold.com)**

*Check out Mark's blogs:*

➤ **[blog.markarnold.org](http://blog.markarnold.org)**

- *information about marketing, branding, strategy, generations, and leadership*

➤ **[blog.thinkhuge.info](http://blog.thinkhuge.info)**

- *comments, posts, interviews, illustrations on key Think Huge concepts*

*Follow Mark on Twitter:*

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