



the NATIONAL REENTRY  
RESOURCE CENTER

— A project of the CSG Justice Center —

# **Your Board of Directors**

## **Building and Maintaining a Successful Board**

Brought to you by the National Reentry Resource Center  
and the Bureau of Justice Assistance, U.S. Department of  
Justice

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Society Institute



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[www.nationalreentryresourcecenter.org](http://www.nationalreentryresourcecenter.org)

- The resource center is continually updating its website with materials relevant to the reentry field.
- Sign up for the monthly NRRC newsletter to receive news about upcoming distance learning and funding opportunities.

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WELCOME TO THE  
**National Reentry Resource Center**

The Resource Center, established by the Second Chance Act, provides assistance to the prisoner reentry field. We provide education, training, and technical assistance to states, tribes, territories, local governments, service providers, nonprofit organizations, and corrections agencies working on prisoner reentry.

**Audiences**  
States/Locals  
Community and Faith-based Organizations  
People Returning Home

**Tools & Resources**  
Calendar  
Funding  
Reentry Service Directories  
Program Examples  
Second Chance Act  
Forums/Networking  
Announcements

**Popular Topics**  
▶ Housing  
▶ Substance Abuse  
▶ Juveniles  
▶ Employment  
▶ Starting a Reentry Initiative  
[View All Topics](#)

**Announcements**  
▶ National Reentry Resource Center Announces Two Upcoming Web Events  
▶ Recognizing the Value of Peer Recovery Support  
▶ Justice Mapping Center Launches First National Atlas of Criminal Justice Data

**What's New?**  
▶ **The National Reentry Resource Center is Hiring!**  
▶ Register Now for Webinar: *The Essential Elements of Reentry Webinar: Primary Care and the Transitions Clinic Approach*  
▶ Updated Version of *Back to School: A Guide to Continuing Your Education after Prison* Now Available  
▶ Watch "From Arrest to Homecoming—Addressing the Needs of Children of Incarcerated Parents" Webinar  
▶ Watch "Local Governments Role in Reentry" Webinar

**Reentry in the Media**  
▶ *New York Amsterdam News (NY)* — New homes open for the formerly incarcerated

# Speakers

- Christi Hurt, Consultant
- Council of State Governments

# Webinar Overview

- Defining Boards and their Success
- Overview Board Members' Responsibilities
- Staff Influence on Board Success
- Evaluation & Course Correction
- Questions and Answer Session

# What is a nonprofit organization?

- Organized and incorporated at the state level
- Reinvests profits into the organization
- Tax exempt/IRS benefits

# Why have a Board of Directors?

- Guardians of the public trust
- Demonstration of community support and investment in organization
- Workers/emissaries for the organization

# Defining Success

- A board is focused on issues of governance instead of management
- A board is 100% financially contributing to the organization (at any level)
- A board is fully engaged in developing a course for the organization's future

# What that means for you

- The board leads the organization – so that staff know what kinds of programs to build (no mission drift)
- The staff can rely on the board for fundraising support
- The staff and board work together to build a sustainable future for the organization

# Legal Duties

- Duty of Care
- Duty of Obedience
- Duty of Loyalty

# Basic Board Responsibilities

*\*Adapted from BoardSource ([www.boardsource.org](http://www.boardsource.org))*

- Determine agency's mission/purpose
- Select the ED
- Support the ED and assess her or his performance

# Basic Board Responsibilities

- Plan for the organization's development
- Ensure adequate resources
- Manage resources effectively
- Determine and monitor agency's programs and services

# Basic Board Responsibilities

- Enhance the organization's public standing
- Ensure ethical and legal integrity and maintain accountability
- Board development

# Action Planning

- How do these responsibilities apply to your agency?
- What do you need to do in the next year to fulfill these responsibilities?
- What resources do you need to be successful?

# Top 5 Things Staff Can Do

- Recruit governors
- Share information
- Encourage discussion and dissent
- Engage external, independent support
- Build partners

# Recruitment

- Work with board committee/ reps to identify needs of the board
- Identify your supporters/allies who can govern
- Find ‘worker bees’ not ‘yes-people’
- Be honest about the commitment

# Information Sharing

- Board orientation & training
- Board prep materials
  - Agenda shaping
  - Background material
  - Financials
- Board presentations
- Questions for the board
- Need for action steps
- Director's complaints

# Discussion/Dissent

- Support development of a culture of question-asking
- Recognize questions as supportive
- Ask board to identify questions that community members or funders would ask
- Ask questions yourself

# External/Independent Information

- Audits
- External program evaluation
- External consultants: financial, programmatic, development, board
- Peer evaluation/funder information
- Encourage input

# Building the partnership

- Work with board chair and committee leaders
- Recognize evolution/development of the partnership as board/organization grows
- Be honest; share full information
- Identify your needs as staff: how can the board support you and stay in their governance role?

# Are you on course? Indicators

- Board giving
- Board committee/meeting participation
- Governance vs. management activities
- Board emissary work
- Board development

# Course Correction Strategies

- Find your allies
- Change the information you're sharing to match what you want the board to work on
- Bring in independent/external information
- Change how you set up the board meeting



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