Transforming Board Practice
Becky Bowen  She is an attorney and has served several nonprofit organizations in various capacities, including communications director, general counsel and executive director. She currently is a Co-Director of Carolina Common Enterprise, a nonprofit cooperative and community development center.

Jessica Katz Jameson is an Associate Professor in the Department of Communication at NC State University. She teaches courses and conducts community-engaged research on the topics of organizational communication, conflict management and nonprofit leadership. She chairs the Academic Council for the Institute for Nonprofits and serves on the Extension, Engagement and Economic Development task force for the College of Humanities and Social Sciences.

Susan Scherffius Jakes is the Associate State Program Leader for Community Development, an Extension Assistant Professor with NC Cooperative Extension and an Adjunct Professor in Psychology at North Carolina State University. She received a Ph.D. in Community Psychology from North Carolina State University.

Mary Tschirhart is a Professor of Public Administration at The Ohio State University. She served as Director of the Institute for Nonprofits and Professor of Public Administration at NC State University from 2008-2013. She has published extensively on nonprofit topics including board governance. She recently co-authored a text titled Managing Nonprofit Organizations. Dr. Tschirhart has served on six nonprofit boards in a variety of roles, including president, and led a nonprofit as its executive director.
Goals for this Module

Participants will be able to:

– articulate the importance of planning for organizational effectiveness
– build flexibility into plan implementation to effectively adapt plans to changing contexts
– Identify organizational values that support the balancing of flexibility and planning
How we are taught to plan
Reality

Our work and programs

TBP
How to be strategic and flexible

Strategically planned structure

Flexibility to innovate and adapt
Uncharacteristic Curiosity
Tell a story of a time when you were part of an organization that was a “plan-ful” organization.
Interview Questions

• What was your role in this organization?

• What did you do to make this responsive planning happen?

• What did others do?

• What were the results of this for the organization?
What are the elements of an organization with a clear, flexible, and adaptive plan?

- Strategically planned structure
- Flexibility to innovate and adapt
Benefits of good planning
(adapted from Carter McNamara)

Planning serves a variety of purposes; it helps to:

• Define the purpose
• Establish realistic goals and objectives
• Communicate those goals and objectives
• Develop a sense of ownership of the plan
• Use organization’s resources effectively
• Focus on organization’s priorities
• Helps frame evaluation
• Build a consensus around the organization’s direction
Vision versus Values

• Both can drive strategic planning
• Vision (where you want to go) should reflect values (the culture or way in which you operate to get there)
• Organic small organizations may run on values for a long time with no systematic plan or written vision
Organizational Values

http://www.youtube.com/watch?v=g6WHAfWqX3s
Vision and Values

• How do vision and values work with the organizational elements we talked about earlier to build organizational capacity in flexible planning?
What are the key points of this module?

– What did you find most useful?
– What can we improve upon?
– Other items you want us to cover?
Curriculum Modules

Module 1: Foundations for Transforming Board Practice
Module 2: Legal and Recruitment Issues
Module 3: Governance and Board Structure
Module 4: Enhancing Board Engagement
Module 5: Constructive Conflict
Module 6: Thinking Strategically
Module 7: Asking the Right Questions
Module 8: Board Meeting Communication
Curriculum Modules

PDF copies of the curriculum modules are available for viewing on the NC Thrive portal:

http://communitydevelopment.ces.ces.ncsu.edu/local-government-nonprofits/

For additional information, case studies, articles, materials and meeting design please visit the Appreciative Inquiry Commons at http://appreciativeinquiry.case.edu/