

Maximizing Governance



ENGAGING COMMUNITY VOICES IN BOARD GOVERNANCE

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Good Governance

- Responsibility for the oversight of the present and future needs of the organization
- Exercises prudence in policy-setting and decision-making



- Strategic and intentional
- Ensures that the best interests of all stakeholders are taken into account

Not-For-Profit Governance in Current Environment

- Impact of COVID 19 on marginalized communities and demands for social justice exposed both the historical and existing systemic and structural inequities and racism, resulting in demands for addressing and dismantling them
- As leaders of the FPB sector, which exists for the public benefit, we must do better in addressing the needs of the communities we serve, and engaging them in that journey

“Do the best you can until you know better, then when you know better, be better.”

- Maya Angelou -

Reflection: Organization and Personal

Organization	Personal
<ul style="list-style-type: none">● Values● Vision● Mission● Structures● Power● Community Impact● Knowledge of systemic racism and discrimination	<ul style="list-style-type: none">● Biases● Values● Acknowledge and respect perspectives of those we serve affected by systemic inequities, discrimination and racism● Recognize relevance of communities to the FPB sector● Engage in learnings and understanding of equity, power and privilege● Determine how best to engage with communities we serve; be more accountable to them, our mission and to achieving community impact

Relevance of Existing Governance Model

- Top down, command and control, based on corporate model
- Small group of people, often outside community being served, making decisions in the absence of community voices
- Internal focused
- Isolation from very community they ostensibly serve
- Ineffective governance accountability
- Minimal community impact



New Approaches To Governance

- Look beyond board of directors as sole focus of governance
- Board of directors does not equal governance
- Diversity statements are not enough
- Having 'diverse' people on a board for sake of "checking a box" or filling a quota is neither good governance nor community engagement. Moreover, progress on board diversity is very slow.
- Need to move beyond the board as the sole focus of governance to a model for the FPB sector where governance is shared with other stakeholders including community members and other stakeholders
- Need to build a governance structure where substance dictates structure and can respond to challenges of the FPB sector

Effective Community Engagement



Enables:

- Better understanding of communities' needs
- Capacity to shape policy and decisions on issues that impact the lives of communities served
- Brings communities impacted to the table and allows them to be heard on matters that affect them; this leads to more informed decisions on matter that affect them
- Benefits the communities served and can drive social change
- Builds deeper relationships, trust, respect between FPB organizations and the communities served

Effective Community Engagement (cont'd)

Community Engagement Governance Project in US

- National network of practitioners and researchers in the US initiated a framework which can be adapted to each organization's circumstances where:
- Responsibility for governance shared by key stakeholders, including constituents, community members, funders, staff, and board of directors
- Helps organizations and networks become more responsive to community needs, more adaptive to a changing environment, effective community impact
- Larger number of active stakeholders results in more person power, with increased responsiveness and impact, and more credibility with funders

"Not everything that is faced can be changed, but nothing can be changed until it is faced."

- James Baldwin -

Roles & Responsibilities

Identity & Direction

Resources

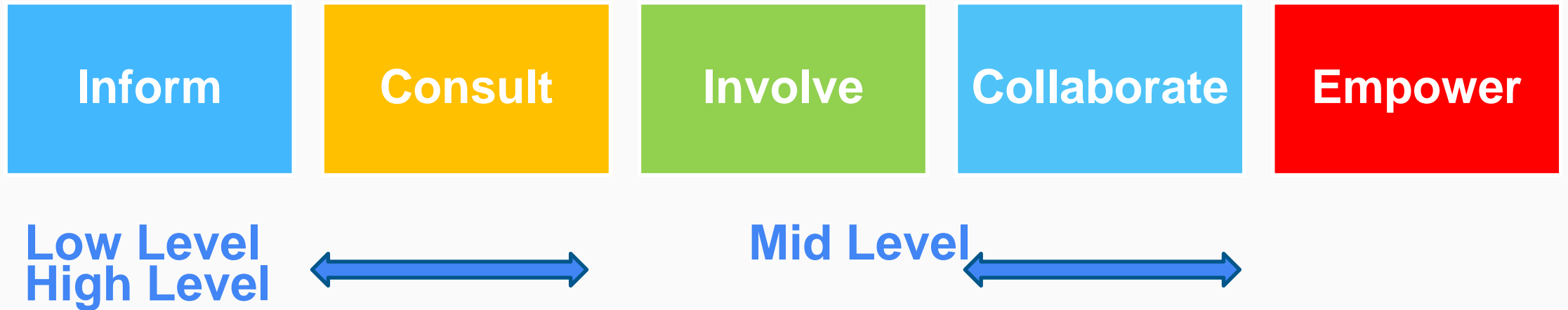
Oversight

Self

Three Governance Mindsets



Spectrum – Community Engagement



Four Building Blocks of Inquiring Boards

