




The Source¹²


**Twelve Principles of Governance That Power
Exceptional Boards**

Presented to the
**Indiana Association of Public Education
Foundations**



Ten Basic Responsibilities of Nonprofit Boards

1. Determine mission and purpose.
2. Select the chief executive.
3. Support and evaluate the chief executive.
4. Ensure effective planning.
5. Monitor and strengthen programs and services.



Ten Basic Responsibilities of Nonprofit Boards

6. Ensure adequate financial resources.
7. Protect assets and provide proper financial oversight.
8. Build a competent board.
9. Ensure legal and ethical integrity.
10. Enhance the organization's public standing.



EXCEPTIONAL BOARDS: THE FORMULA

Responsible Boards \times The Source Of Power $=$ Exceptional Boards



CONSTRUCTIVE PARTNERSHIP¹

Responsible
Boards



The Source
Of Power



Exceptional
Boards

- The partnership is greater than the sum of its parts.
- Exceptional boards govern in constructive partnership with the chief executive, recognizing that the effectiveness of the board and the chief executive are interdependent.



MISSION DRIVEN²

Responsible
Boards



The Source
Of Power



Exceptional
Boards

- Exceptional boards shape and uphold the mission, articulate a compelling vision, and ensure the congruence between decisions and core values.

STRATEGIC THINKING³

Responsible
Boards



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Of Power



Exceptional
Boards

- Exceptional boards allocate time to what matters most and continuously engage in strategic thinking to hone the organization's direction.

CULTURE OF INQUIRY⁴

Responsible
Boards



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Of Power





Exceptional
Boards

- Exceptional boards institutionalize a culture of inquiry, mutual respect, and constructive debate that leads to sound and shared decision making.





INDEPENDENT-MINDEDNESS⁵

Responsible Boards  The Source Of Power  Exceptional Boards

- Exceptional boards are independent-minded. When making decisions, board members put interests of the organization above all else.



ETHOS OF TRANSPARENCY⁶

Responsible Boards  The Source Of Power  Exceptional Boards

- Exceptional boards promote an ethos of transparency by ensuring that donors, stakeholders, and interested members of the public have access to appropriate and accurate information regarding finances, operations, and results.



COMPLIANCE WITH INTEGRITY⁷

Responsible
Boards



The Source
Of Power



Exceptional
Boards

- Exceptional boards promote strong ethical values and disciplined compliance by establishing appropriate mechanisms for active oversight.



SUSTAINING RESOURCES⁸

Responsible
Boards



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Exceptional
Boards

- Exceptional boards link bold visions and ambitious plans to financial support, expertise, and networks of influence.



RESULTS-ORIENTED⁹

Responsible
Boards



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Exceptional
Boards

- Exceptional boards are results oriented. They measure the organization's advancement towards mission and evaluate the performance of major programs and services.



INTENTIONAL BOARD PRACTICES¹⁰

Responsible
Boards



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Exceptional
Boards

- Exceptional boards intentionally structure themselves to fulfill essential governance duties and to support organizational priorities.



CONTINUOUS LEARNING¹¹

Responsible
Boards



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Exceptional
Boards

- Exceptional boards embrace the qualities of a continuous learning organization, evaluating their own performance and assessing the value they add to the organization.



REVITALIZATION¹²

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Boards




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Exceptional
Boards

- Exceptional boards energize themselves through planned turnover, thoughtful recruitment, and inclusiveness.



“The game is not won or lost
on volume; it will be won on
the quality of the players.”

-Bill Rancic,
1st winner of The Apprentice

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