

We create opportunities for independence for people with disabilities through research, education, and consultation



Independent Living Research Utilization

www.ilru.org

IL-NET

CIL-NET · SILC-NET

Supporting Your CIL Board for Success

February 20, 2019

Presenters:

Paula McElwee

Anne Weeks

Evaluation Survey & Presenter Contact Information

Your feedback on this webinar is important to us. At the end of the presentation you will have the opportunity to complete a brief evaluation survey.

- Anne Weeks – aoweeks@mtstcil.org
- Paula McElwee – paulamcelwee.ilru@gmail.com

What You Will Learn...

- Effective strategies that support an organization's board in
 - Recruitment and orientation,
 - Training and professional development including succession planning,
 - Effective communications, and
 - Development and fundraising.
- Components of an effective board member orientation plan.
- How the performance evaluation of the executive director can result in better-aligned expectations and goals for the organization and for the executive director.
- How to determine the leadership gaps in your current board and focus your recruitment on filling those gaps.
- Strategies for running smooth, highly effective board meetings.

Recruitment of Board Members

- The Executive Director (ED) is often in the community and attending meetings with other community members. You should always keep your eyes open for potential board members.
- You should know where your gaps in leadership or representation occur.
- Recruit to those gaps. (More about this in a bit.)
- Consider local leadership development efforts for emerging leaders in the disability community.
- Ask board members (and staff) to share names and reasons why that person might be helpful to the board.

Recruitment of Board Members, cont'd.

- Ask board member to go to meeting with the ED and the potential board member to explain the programs.
- The board member can let their person know why they suggested them as a potential board member.
- The current board member may be the best person to set up the initial meeting with the potential member.

How can we find leaders with disabilities?

- Have you noticed — not every person with a physical or obvious disability is interested in what centers do?
- Unless your center is a meeting place for leaders who have disabilities, you may not have an opportunity to meet these leaders.

Can a consumer become a board member?

- Yes, absolutely. And a board member can become a consumer.
- CILs represent the disability community at every level, and sometimes there is crossover.
- There is no conflict of interest unless the board member causes it by attempting to act as the board while in the role of consumer.
- Keep the roles straight and our vital community is stronger for this crossover.

Does your process for recruitment work well?



- Do you have an easily accessible application form? Is it available to the current board members and on your website?
- Who reviews the applications? Typically there is a small nominating committee that includes the executive director and one or two board members. They review application for characteristics/interests.
- Who meets the potential board member? Do you have an interview process that will tell you enough to know if the person is a good fit?
- When is the nomination presented to the board for a vote? Does the nominee attend at least one board meeting before this vote?

How to identify those gaps in leadership

- Do you serve a specific geographic area? Are all your counties represented on your board? Major cities?
- You have identified unserved or underserved communities. Are these communities represented on your board? Often these are racial or ethnic minorities.
- You are required to serve all ages and all disabilities. Do you have good disability and age diversity on your board?

How to identify gaps in leadership, cont'd.

- Including a specific group on your board is the first step to reaching those underserved communities.
- Do you have one or more business people on your board who understand financial reports?
- Who on your board represents the local university or other learning institutions?
- Do you have someone on your board whose background makes them a good spokesperson?
- Do more than 50% (majority) of your board members identify as having a significant disability?

How to identify gaps in leadership, cont'd. 2

Develop matrix of types of board members needed, disabilities needing to be represented, service areas representation lacking or small amount of board members. Customize to your organization.

A sample can be found at

<https://www.slideshare.net/LinkedinforGood/linked-in-board-recruitment-resource-board-matrix>

NOTE: An individual may serve more than one role as you round out your board.

Do board members understand their roles?

- A board member — even the board chair — is not the spokesperson for the board unless assigned by consensus of the full board.
- Only the full board can speak for the board, not an individual member.
- The Executive Director is in charge of day to day operations and any questions can be asked of the ED.
- The board member has a duty to the organization to examine the financial status of the organization — through the executive director, auditor or finance committee.
- A complaint against the ED may involve the board. Otherwise the ED should handle complaints.

Components of an effective orientation plan

- Have initial board orientation within a month or two of being elected to the board. Find most convenient times for the majority of new members.
- Reference notebooks are given out at the initial orientation.
- Time is allotted at each board meeting for new members (and all members) to ask questions. Probably more than one has a similar question.

Components of an effective orientation plan, cont'd.

- Use a board meeting a couple times per year to provide training on a specific topic that may assist with understanding more about the center, the relationships to funders, IL philosophy/consumer control, etc.
- Some topics may arise because there has been questioning about why something is done a certain way, or board members not understanding their roles, etc.
- Get pictures of members for the website/ask to write a few sentences about themselves to add that as well. Get them invested.

Components of an effective orientation plan, cont'd. 2

- Provide a Board Notebook for use during orientation and continued use by adding minutes, financial statements, personnel information, etc.
- Components of the Board Notebook
 - IL Philosophy, history, and center history
 - By-laws
 - Articles of Incorporation
 - Board “Job” Descriptions
 - Policies and Procedures
 - Title VII of Rehabilitation Act, as amended

Components of an effective orientation plan, cont'd. 3

Contents of Board Notebook, cont'd.

- List/Explanation of Programs
- Current approved budget
- Board Roster
- Staff Roster
- Brochures
- Minutes for immediate past year and current year up to time of orientation
- Current year financial statements and latest annual audit

Components of an effective orientation plan, cont'd. 4

Contents of Board Notebook, cont'd.

- Meeting dates and times for the year
- Glossary of acronyms
- Vision and Mission Statements
- Current Strategic Plan
- Current Year's Work Plan
- 704 (Program Performance) Report for most recent reporting year
- State Plan for Independent Living

Components of an effective orientation plan, cont'd. 5

Contents of Board Notebook, cont'd.

- Information/relationship with the SILC
 - Facebook page
 - Other social media addresses
 - Website information

- Are these accessible to the individual?
- Who reviews these materials with the person?
- Who is responsible for keeping the information up to date?

Components of an effective orientation plan, cont'd. 6

- Provide a “Contact form” for them to complete so you make sure you have their correct mailing information, email, cell phone (if they want texts). Have them identify their preferred method of contact.
- Assign a mentor to make introductions and assist if needed during the first meeting or two.

On-going training/professional development

- Ask board members what training they want.
- Consider providing a training element at each board meeting. You can make a list of twelve topics and provide a short video and/or printed materials at the beginning of each meeting. Keep it under 30 minutes.
- Provide background on any decision that the board is considering.
- Budget for and provide opportunities for board members (a couple each year perhaps) to attend national conferences.

On-going training/professional development, cont'd.

- Introduce the ILRU website and suggest courses to review.
- Take new staff and board member(s) to NCIL conference as your budget allows.
- Provide specific leadership training for less experienced board members (others can attend).
- Invite board members to webinars that your staff are attending.





We create opportunities for independence for people with disabilities through research, education, and consultation.

Home
About ILRU
Projects
Publications
Resources
Technical Assistance
Training
Contact Us

Search this site

Mailing List Sign-up

Email *

First Name *

Last Name *

Home

ILRU, founded in 1977, has a long history of providing research, education and consultation in the areas of independent living, home and community-based services, and the Americans with Disabilities Act.

Core Areas of Expertise

Centers for Independent Living (CILs)

ILRU operates the IL-NET national training and technical assistance project for CILs, **CIL-NET**

The CIL-NET project maintains the up-to-date **Directory of CILs and Associations**

CIL Disability, Diversity, & Intersectionality

ILRU conducts the **CIL Diversity project** to support CILs in improving services, programs, and outreach for racially, ethnically, culturally, and linguistically diverse groups.

Americans with Disabilities Act (ADA)

The **Southwest ADA Center** is one of ten regional ADA Centers that provide technical assistance and training on the ADA. ILRU also is a member of the **ADA Participation Action Research Consortium (ADA-PARC)**.

Houston Livable Communities Initiative

ILRU is engaged in a cooperative initiative with the City of Houston to assess and improve community participation and access to healthcare for people with disabilities and older adults in five relatively disadvantaged neighborhoods.

ILRU provides training, technical assistance, and information dissemination on a number of topics and in a variety of formats. On-location, online and on-demand trainings, Webinars and teleconferences provide timely information on a wide range of

Statewide Independent Living Councils (SILCs)

ILRU operates the IL-NET national training and technical assistance project for SILCs, **SILC-NET**

The SILC-NET project maintains the up-to-date **Directory of SILCs**

Collaborative on Health Reform & Independent Living (CHRIL)

The CHRIL brings together disability advocates and researchers from four institutions to investigate and disseminate findings about how the **Affordable Care Act** affects working age adults with disabilities.

Disaster Preparedness for People with Disabilities

The **Disability911 website** was created to provide assistance in and information on disaster preparedness for people with disabilities. Recent updates include **Hurricane Harvey Resources for People with Disabilities**.

Browse by Topic

- Americans with Disabilities Act (1)
- Assistive Technology (1)
- ▼ CIL Core Services (42)
 - IL Skills Training (2)
 - Information & Referral (4)
 - Institutional Transition & Diversion (13)
 - Peer Counseling & Peer Support (4)
 - Systems & Individual Advocacy (13)
 - Youth Transition (17)
- CIL Financial Management (10)
- ▼ CIL Management & Operations (34)
 - 704 Reporting (2)
 - Consumer Service Records (4)
 - Outcome Measures (3)
 - Public Relations & Marketing (5)
 - CIL Programs & Services (14)
 - Disability Law & Olmstead Implementation (7)
 - Emergency Preparedness (3)
 - Employment Law/Issues (1)
 - Gathering, Analyzing, & Utilizing Data (11)
 - Health and Wellness (3)
 - ▼ Home and Community-based Services (14)
 - Managed Care (4)
 - Personal Assistance Services (PAS) (3)
 - Housing and Transportation (12)
 - IL Administration (6)
 - IL History & Philosophy (9)
 - Inclusion, Diversity & Underserved Populations (11)
 - SILC Operations (24)
 - SILC Roles & Responsibilities (16)

Effective communication between meetings

- Know your board members. Do they text? Check email frequently? If something about the CIL — good or bad — is going to hit the news, they need to hear from you **BEFORE** that happens, *via* their preferred communication.
- Do you invite board members to community events where your center is involved? Even if they don't typically attend, they want to know what you are doing in the community.
- Do you have a Facebook page? Make sure board members know, and like, and follow your page as well as any other social media you use.

Effective Communication between meetings, cont'd.

- Have one staff member attend each board meeting for a 5-10 minute presentation on what their role is at the center.
- Social media/Constant Contact
- Posting everyday happenings on social media so board members as well as the general public see what's going on, plus it keeps the center's name out there.

Strategies for running smooth, highly effective board meetings

- Always have an evolving rough agenda in your notes. If you jot them in a tickler file as they occur to you, and if your chair does the same, you will always know what business is pending.
- Meet with your chair by phone or in person at least a week before the meeting to finalize the agenda.
- Specify on your agenda what kind of item it is. Information? Motion needed? This will move the meeting forward — no wondering about whether a motion is needed.
- Specify who will speak to each agenda item.

Strategies for running smooth, highly effective board meetings, cont'd.

- Provide an annotated agenda by ED for Chairperson. Even if agenda had been developed jointly, Chair is not going to remember everything discussed. Agenda hints will help.
- Mountain State Centers for Independent Living uses the 5 overall goals from their strategic plan as the sections of the agenda, and everything fits under those goals. This keeps the strategic plan active and helps the board remember where they are going.

Strategies for running smooth, highly effective board meetings, cont'd. 2

Agenda Item	Person responsible	Action needed	Page #
Minutes	Secretary	Motion	1-3
Public Comment	Chair	Listen Only	
Report on Strategic Plan	Executive Director	Information Only	4-5
Financial Statements, February	Treasurer	Motion	6-9
Reports from services	Program Manager	Information Only	10-15
Report, Development Committee	Committee Chair	Motion	16

Keep a good record of board decisions

- Minutes of the meeting should reflect discussion points and the decisions made.
- A transcript of the meeting is usually not useful, and is difficult to capture if your members tend to talk over each other.
- The board secretary, who should present the minutes for approval, is not always the best person to take minutes.
- The agenda for the meeting makes a good template for minute-taking. Capture the motion exactly – because you may be asked to read it back. Jot notes like “Joe moved/Terry sec Car.” to indicate action.

A word about executive session

- A board can move to a private meeting by an approved motion to move to executive session.
- Typically executive session includes the ED.
- Executive session is only appropriate if there is a legal matter to discuss with your attorney, or if the board and ED are discussing a personnel matter.
- Decisions made in executive session must be stated as a motion when the board returns to open session.
- It is not appropriate to have numerous executive session meetings without coming to some decision.
- If the personnel being discussed is the executive director, don't keep them in suspense.

Questions & Answers

How can Executive Director (ED) evaluation result in better-aligned expectations and goals?

- Make sure the goals in your strategic plan are part of the review. The ED doesn't do this alone, but is in charge of the center's overall operation.
- It is okay for the ED to take the lead in the discussion of the past year's progress, but it is also important to hear from the board what their expectations were and are going forward.
- An evaluation isn't only about the quality of the work, it is also about the specific things you worked on through the past year.
- Make sure there is time to discuss this in depth.

Executive Director Evaluation, cont'd.

- This is more about an open discussion than about what tool you use.
- You may want input from other stakeholders. Determine how staff, consumers, and community members might have input.
- Often this input can be part of the annual satisfaction evaluation.

How to assist board in timely ED evaluation

- Put the evaluation on the agenda for discussion two or three months before your annual date.
- Ask the board to determine the date of the evaluation and who will be conducting it.
- The board should determine what instrument will be used for questions, answers, and ratings.
- It is okay for the board to ask the ED to collect several sample evaluation forms for review.
- The board needs to decide what other stakeholders (staff, consumers, funders) might have input into the evaluation and how input will be invited/considered.

Resource Development/Fund Raising by board

- Let potential board members know they are expected to financially support the center as well as volunteer at resource development events.
- Identify board members who have connections to bank trustees who manage estates of people that may be looking for charities for donations.
- Consumer board members should also know they need to contribute financially, even if it's only a \$1.00, so you can say you have 100% participation.

Resource Development/Fund Raising, cont'd.

- Invite consumers to meetings with potential board members so they can share how the center has helped them.
- Invite a consumer to attend meetings with possible donors to give a face to the work being done.
- If they are willing, consumers should be involved in as many aspects of the organization as possible.

Address succession planning with the board

- The board should be involved in the planning process at all stages, and there needs to be a high level of transparency between board members, the incoming director, and the one leaving.
- Ideally an internal candidate who has a strong sense of the center culture, known to the board, and has an impressive record as an employee should be the first choice for the position.
- Small centers may not have internal candidates. ILRU.org has an area of job postings that can be used. Candidates who have an understanding of independent living would be a good asset during the search.

Address succession planning with the board, cont'd.

- Identify the overall important culture requirements such as to provide leadership, but also to be people-oriented and understand front-line issues.
- Hopefully the outgoing director is personally ready to transition away from that role and is invested in helping secure a successor to lead the organization.
- Provide as much notice as possible to the board of your intent to leave to allow the board ample time to find a replacement. This assists with a smooth transition as opposed to leaving the center without leadership for a long period of time.
- Provide the board with ACL's guidance on ED changes.

FREQUENTLY ASKED QUESTIONS

Centers for Independent Living Executive Director Changes

Introductory Note: Centers for Independent Living (CILs) are grantees that receive funding from the Administration for Community Living (ACL) authorized by the Rehabilitation Act of 1973, as amended, in Subchapter C. Federal guidelines require grantees to inform funding agencies and receive prior approval of changes in “Key Personnel.” For the purposes of this FAQ, “Key Personnel” refers to the CIL Executive Director (ED) or interim ED.

Checklist



A CURRENT EXECUTIVE DIRECTOR SHOULD COMPLETE THE FOLLOWING STEPS PRIOR TO A STATUS CHANGE :

- Notify the Project Officer (PO) in writing before the ED/AOR named in the Notice of Award is about to change.
- Provide the Board the FAQ: CIL Executive Director Changes and checklist before the recruitment/promotion process.
- Provide the BOD the PO's contact information. Submit to the PO a description of the selection process indicating it was open, fair, and transparent.

See ACL's Checklist for CILs Hiring or Promoting a New Executive Director and ACL Frequently Asked Questions Concerning Executive Director Changes at <https://www.ilru.org/federal-guidance-il-program>

Address succession planning with the board, cont'd. 2

A CIL BOD SHOULD COMPLETE THE FOLLOWING STEPS WHEN HIRING OR PROMOTING A NEW ED/AOR

- Develop a “critical information” file to leave necessary information to the incoming director. This would include information about Federal, State, and local government requirements; reports, registrations, passwords (they will need to be changed).
- Provide information on all grants, contracts, programs, contacts, information on the history of each and the relationships with contact people.
- Provide information on due dates, deadlines, forms needing to be completed, how to access necessary information stored on the director’s computer.

As the succession plan draws near...

- Walk through the year's events and make notes on what responsibilities go with those events.
- Make a list of community contacts that the new individual needs to meet and if possible help with those meetings.
- One of the most important things you can do is, when the time comes, walk away and not continue to be involved in the business of the center except by invitation of your successor ... and maybe not even then.

Final Questions and Evaluation Survey

Any final questions?

Directly following the webinar, you will see a short evaluation survey to complete on your screen. We appreciate your feedback!

https://usu.co1.qualtrics.com/jfe/form/SV_ewEoDDI5MHuNCzX

CIL-NET Attribution

This project is supported by grant number 90ILTA0001 from the U.S. Administration for Community Living, Department of Health and Human Services, Washington, D.C. 20201. Grantees undertaking projects under government sponsorship are encouraged to express freely their findings and conclusions. Points of view or opinions do not, therefore, necessarily represent official Administration for Community Living policy.