

# **COMMUNITY EMPOWERMENT BOARD TRAINING**



## **Participant Manual**

Prepared for:

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# **Management and Governance**



# Empowerment Community Board Type



⌘ An Empowerment Community Board is like an Executive Management Team:

- ☑ Purpose: to provide coordinated leadership to the organization
- ☑ Contribution: oversight and advice
- ☑ Dangers: that it shirk its responsibilities or not be used
- ☑ Advantages: builds common purpose and consensus within the organization

# Ten Responsibilities of Non-Profit Boards



1. Determine the Organization's Mission and Purpose
2. Select the Chief Executive
3. Support the Chief Executive and Assess His/Her Performance
4. Ensure Effective Organizational Planning
5. Ensure Adequate Resources
6. Manage Resources Effectively
7. Determine, Monitor, and Strengthen the Organization's Programs and Services
8. Enhance the Organization's Public Standing
9. Ensure Legal and Ethical Integrity and Maintain Accountability
10. Recruit and Orient New Board Members and Assess Board Performance

# Define Reasons for Being



- ⌘ As your organization's Strategic Planners, you must spell out its purpose (why it was formed)
- ⌘ You must also create a formal statement of the organization's Mission (what are its responsibilities)
- ⌘ You should also organize these responsibilities in descending priority

# Select a Manager



- ⌘ As Board Members, you are your organization's leaders
- ⌘ One exercise of leadership is to define the characteristics you want in a manager of day-to-day operations
- ⌘ Another leadership function is to select the candidate who is best qualified to carry out your agenda

# Support and Assess the Manager



- ⌘ The Manager and his/her Staff are your organization's "troops in the trenches"
- ⌘ As leaders, you must provide adequate support and guidance to these troops
- ⌘ As mentors and coaches, you must evaluate the performance of the Manager and Staff and provide them with feedback



# Perform Planning



- ⌘ To qualify for designation as an Empowerment Community, you had to create a Strategic Plan
- ⌘ Your planning responsibility requires you now to develop a Tactical or Implementation Plan
- ⌘ You need to revisit your Strategic and Tactical Plans *periodically* to update and revise them as needed

# Acquire & Leverage Resources



- ⌘ In addition to your Title XX grants, you need to acquire other, continuing resources
- ⌘ You need to form alliances or partnerships with other organizations to leverage both your resources
- ⌘ You need to guide your community in the necessary activity of fundraising

# Oversee Resource Utilization



- ⌘ As leaders, you need to resist the temptation of micro-managing your organization
- ⌘ You should review and make decisions on proposed resource allocations
- ⌘ You should review and evaluate resource utilization

# Oversee Organizational Activities



- ⌘ As leaders, you don't design and sponsor your organization's programs and services
- ⌘ Instead, you assess, advise, and facilitate your organization's actions in support of its programs and services
- ⌘ One of your important responsibilities as leaders is to "grow people" in your community

# Maintain Public Relations



- ⌘ You can not assume that your organization will continue to have the respect of the community
- ⌘ As leaders, you have a responsibility to inform them continually of your problems, your efforts to solve them, and your accomplishments
- ⌘ As leaders, you have a responsibility to motivate your community to take responsibility for its own fate

# Govern Morally



- ⌘ As leaders, you must ensure that your organization avoids any actions that are illegal or unethical
- ⌘ As leaders, you must be concerned that your organization does not even give the appearance of illegal or unethical behavior
- ⌘ As evaluators of proposals, you must be impartial and not give preferential treatment to any individual or organization

# Recruit Fresh Blood



- ⌘ As leaders concerned with the continued well-being of your organization, you must be constantly looking for new candidates for the Board
- ⌘ As new Board Members take their place, you must be sure that they are given formal orientation into the purpose and functioning of the Board
- ⌘ As leaders, you must set the example of assessing and evaluating the performance of the Board

# Maintain Corporate Memory



- ⌘ As leaders, you need to ensure that the information important to your organization is being documented and preserved
- ⌘ You need to be concerned with memoranda, minutes of meetings, required reports, program evaluations, and customer feedback
- ⌘ You should periodically review the location and content of your organization's historical records (its corporate memory)



# Responsible Behaviors



⌘ Board Members meet their responsibilities by their behaviors in three areas:

☑ Work Activities

☑ Internal Relations

☑ External Relations

# Responsible Work Activities



- ⌘ Take an active part in Board Meetings
- ⌘ Share your ideas and opinions with the Board
- ⌘ Listen to other Board Members when they share their ideas and opinions
- ⌘ Resolve conflicts (“Be part of the solution, not the problem!”)
- ⌘ Work toward consensus
- ⌘ Employ formal procedures

# Responsible Internal Relations



- ⌘ Ensure access to information to all Board Members
- ⌘ Formally orient new Board Members
- ⌘ Promote mutual understanding on the Board
- ⌘ Facilitate communications among Board Members
- ⌘ Focus on common ground, not only differences

# Responsible External Relations



- ⌘ Foster good relations with the community
- ⌘ Cultivate those outsiders who can provide support
- ⌘ Build and maintain a Board-related support network
- ⌘ Shape public opinion via information and recognition
- ⌘ Follow pertinent legislation as it progresses through local, state, and Federal legislative bodies

# Activity I



1. Individually fill out the “Empowerment Community Board Assessment Questionnaire”.
2. Form a group of your fellow Board Members and score your answers for each statement by adding up the numbers circled by those present.
3. For each statement, sum the scores and divide by the number of respondents.

# Activity I



4. List the resulting average score for each statement.
5. Discuss with your fellow Board Members any average score lower than 3.
  - ☒ What is the problem?
  - ☒ How critical is the problem?
  - ☒ What can you do about it in the short-term?
  - ☒ What should you do about it in the long-term?

# Activity II



1. Individually fill out the “Parliamentary Procedures Questionnaire”.
2. Form a group of your fellow Board Members and score your answers for each statement by adding up the numbers circled by those present.
3. For each statement, sum the scores and divide by the number of respondents.

# Activity II



4. List the resulting average score for each statement.
5. Discuss with your fellow Board Members any average score lower than 3.
  - ☒ Which parliamentary procedure is not being followed?
  - ☒ What seems to be the cause?
  - ☒ What is required to change our behavior?
  - ☒ When can we implement our new behavior?



# Activity III



1. Individually fill out the “Ethical Behavior” questionnaire.
2. Form a group of your fellow Board Members and score your answers for each statement by adding up the numbers circled by those present.
3. For each statement, sum the scores and divide by the number of respondents.

# Activity III



4. List the resulting average score for each statement.
5. Discuss with your fellow Board Members any average score lower than 3.
  - ☒ Which behavior is or seems to be unethical?
  - ☒ Is it based on a difference of opinion?
  - ☒ What can be done about it in the short-term?
  - ☒ Does the behavior pose a long-term threat to the Board?