


Board Director Orientation

Fall 2016




Orientation Overview

- Roles and responsibilities of the ICC Austin Board
 - ICC Austin model of cooperative governance
 - Policy governance and how the Board maintains oversight
 - Visionary/strategic leadership and how the Board leads
 - Overview of Board committees
 - Anatomy of a Board meeting
 - Your responsibility as an ICC Austin Board Director
 - Board resources
- 

ICC Austin ENDS Policy

The purpose of ICC Austin, a Texas non-profit corporation, is to create a mutually beneficial, diverse, and inclusive community so as to promote the transformation of society toward cooperation, justice, and non-exploitation. To achieve this vision, ICC Austin provides affordable housing to students, on a cooperative basis, in an environment that enhances members education, encourages the formation of long last communities, and fosters responsible citizenship.



Roles of the ICC Austin Board

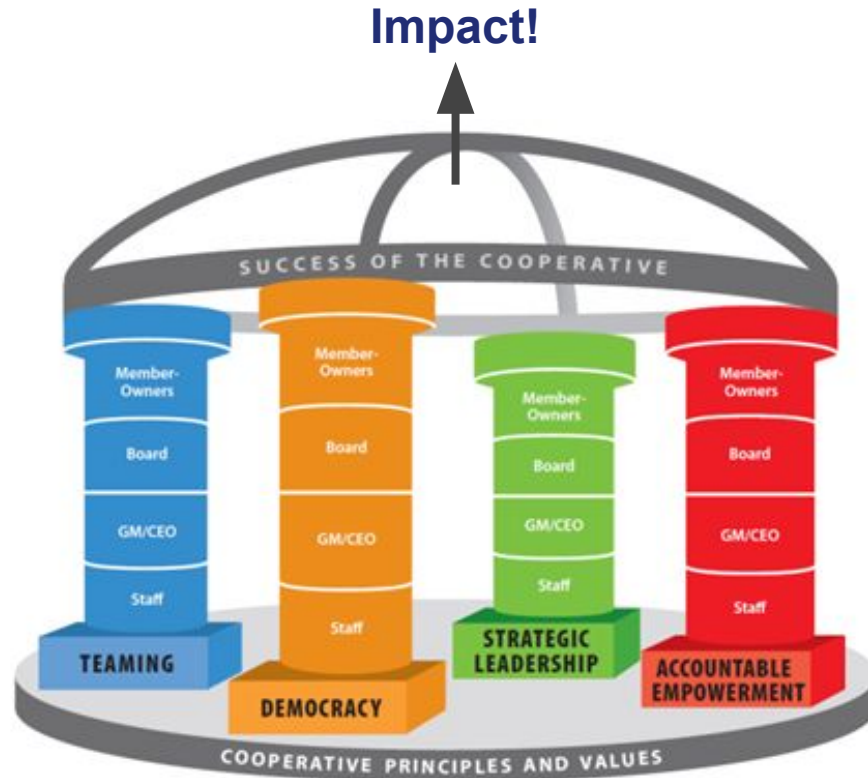
1. Maintaining oversight of the organization's operations including evaluating the Executive Director (Billy)
2. Ensuring compliance with laws and ethical standards
3. Setting the strategy and direction of the organization
4. Acting on behalf of, and in the best interest of, the collective ICC Austin membership

accountability

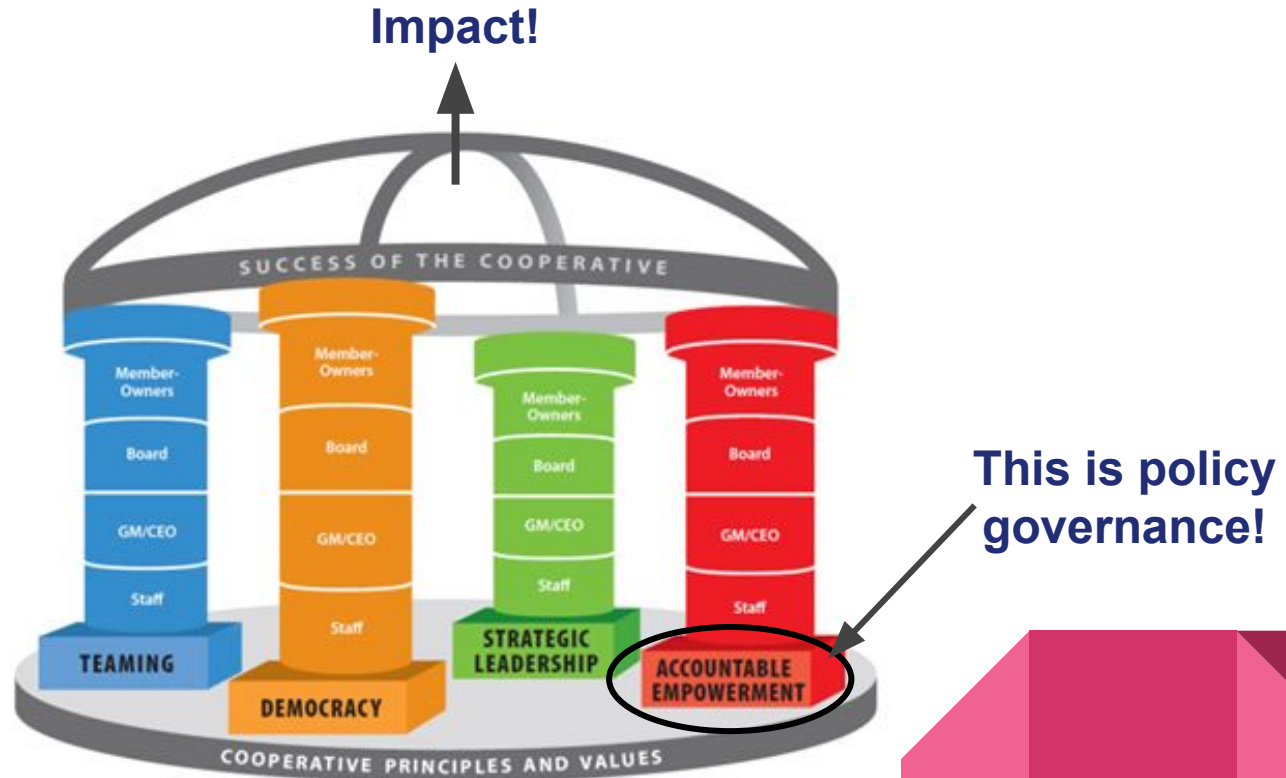
leadership



4 Pillars of Cooperative Governance



4 Pillars of Cooperative Governance



Accountable Empowerment

Accountability

- Having clear expectations - and writing them down!
- Assigning responsibility
- Checking to make sure things got done

Empowerment

- Enabling and allowing people to accomplish goals and outcomes using their creativity, strengths and skills



Policy Governance Simplified

1. Have expectations (and write them down)
2. Assign authority
3. Check (will need information)



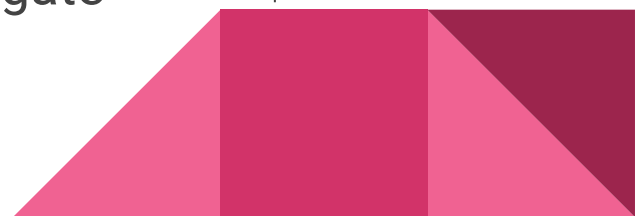
ICC Austin Policy Register

(Have Written Expectations & Assign Authority)


- A. **Ends** - declare the purpose of the organization
- B. **Executive Limitations** - define what staff cannot do
- C. **Board Governance Process** - describes the expectations the Board has for itself
- D. **Board-Staff Relationship** - describes the relationship between the Board and its delegate

Assigned to
Executive
Director

Expectations the
board sets for
itself



A. Ends


- Statement(s) that declare the purpose of the organization
 - Similar to a mission / vision
 - Achievement of Ends = organizational success
 - Authority assigned to staff
 - ENDS report presented annually to the Board in March
- 

ICC Austin Ends Policy

The purpose of ICC Austin, a Texas non-profit corporation, is to create a mutually beneficial, diverse, and inclusive community so as to promote the transformation of society toward cooperation, justice, and non-exploitation. To achieve this vision, ICC Austin provides affordable housing to students, on a cooperative basis, in an environment that enhances members education, encourages the formation of long last communities, and fosters responsible citizenship.



B. Executive Limitations

- Policies that define what is not OK (limit authority)
 - Intentionally written in the negative!
 - Board maintains oversight of operations
 - Board ensures compliance with laws and ethical standards
 - Board holds accountability to the membership
 - **Encourages empowerment!**
 - Enables staff to accomplish the organization's ENDS using their creativity, strengths and skills
 - All B Policies assigned to Executive Director (Billy)
- 

B Policy Monitoring (check)

- Board must ensure policies are being followed
 - This is accountability!
- Three ways a board might check to make sure staff complies with board policies:
 - Request Staff Monitoring Reports
 - Conduct Direct Inspections
 - Hire 3rd Party Consultants



Monitoring Reports

- Requires staff to:
 - Interpret policy
 - Board must be willing to accept any reasonable interpretation
 - If not, Board needs to re-evaluate policy.
 - Demonstrate expectations have been honored (or have plan for “getting into compliance”)
 - Show concrete examples of performance



Monitoring Reports

page 42 of Board packet

Italics indicate Board policy language (see end of report for Policy B6 in its entirety)

Policy B6 – Communications to the Board

[The policy as made by the Board]

The staff shall not cause or allow the Board to be uninformed or unsupported in its work.

INTERPRETATION

[The ED interpretation of the Board policy and the ED-defined measurable definition]

In the context of this policy, the Executive Director is responsible for ensuring that the Board has sufficient information to make Board decisions. Policy B7 - Board Logistical Support separately monitors all logistical and administrative matters.


Operational Definition: The Board has fully defined this policy in the sub-policies below. Please look there for further definitions.

DATA SUPPORTING COMPLIANCE

[The evidence that staff is complying with the operational definition]

See data for each of the six sub-policies (see following pages).

C. Board Governance Process

- Describes the expectations the Board has for itself
 - Encourages the Board to stay focused on the big picture
 - Ensures compliance with laws and ethical standards
 - Holds the Board accountable to the membership
 - Authority assigned by the Board to itself
- 

Please fill this out to the best of your ability. You will be ranking how the board HAS been functioning in the past. However, you can keep in mind the tools that the board has put in to place to ensure its functioning for the future as well.

* 1. Director, please give us your name.

* 2. C7 We will use Board committees only to help us accomplish the Board's job, not to do the Board's job for it, nor to help the staff do its/their job.

- 1 = Definitely no
- 2 = No
- 3 = Needs Improvement
- 4 = Yes
- 5 = Definitely yes
- Don't Know

* 3. C7.1 Board action is required to form a Board committee.

- 1 = Definitely no
- 2 = No
- 3 = Needs Improvement
- 4 = Yes
- 5 = Definitely yes
- Don't Know

7. Policy Monitoring - C7 Board Committee Principles

Monitoring Report									
C7 - Board Committee Principles									
Monitoring Results - 3/13/2016									
	C7 We will use Board committees only to help us accomplish the Board's job, not to do the Board's job for it, nor to help the staff do its/their job.	C7.1 Board action is required to form a Board committee.	C7.1.a The Board will establish, regularly review and control committee responsibilities in written committee charters.	C7.1.b The Board will carefully state committee expectations, authority, and resources.	C7.1.c The Board will ensure that committee expectations and authority do not conflict with authority delegated to the staff.	C7.2 Committees will reinforce and support the wholeness of the Board.	C7.2.a In particular, committees help the whole Board move forward when they research alternatives and bring back options and information.	C7.2 Board committees may include members who are not Directors.	C7.4 Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes.
Brett	4	5	5	4	4	4	5	4	
Gaby	4	4	5	4	4	3	5	4	
J.T.	Don't Know	5	5	5	5	5	5	5	
Josh	4	5	5	4	5	5	3	5	
Natalia	4	5	5	4	4	5	4	5	
Luca	5	5	4	4	5	5	5	5	
Dawson	5	5	4	4	4	4	4	4	
Cara	5	5	5	5	5	5	3	5	
Noah	5	5	4	4	5	5	5	Don't Know	
AVERAGE:	4.50	4.89	4.33	4.22	4.56	4.56	4.56	4.11	4.63

Do you have any comments or thoughts about our performance relative to this policy?	
Brett	I agree with all of the above. A for C7.3, I was under the impression only certain committees like CCO and GMM could contain non-Directors.
Gaby, Josh, Natalia, Dawson, and Noah	No
J.T.	I do not.
Luca	I don't know how much time is given to reviewing charters. I think we do this regularly (usually the committee re-evaluates/updates at its reporting), but it could easily not happen and I wouldn't realize it.
Cara	Attendance/participation of non-board members in committees needs to be improved

D. Board-Staff Relationship

- Describes the relationship between the Board and ED
- Board maintains oversight of operations
- Board holds accountability to the membership
- Empowers the Board to maintain accountability
- Empowers staff to get the work done
- Authority assigned to the Board

C & D Policies are monitored the same way



Policy Governance Simplified

1. ✓ Have expectations (and write them down)
2. ✓ Assign authority
3. ✓ Check (will need information)



Roles of the ICC Austin Board

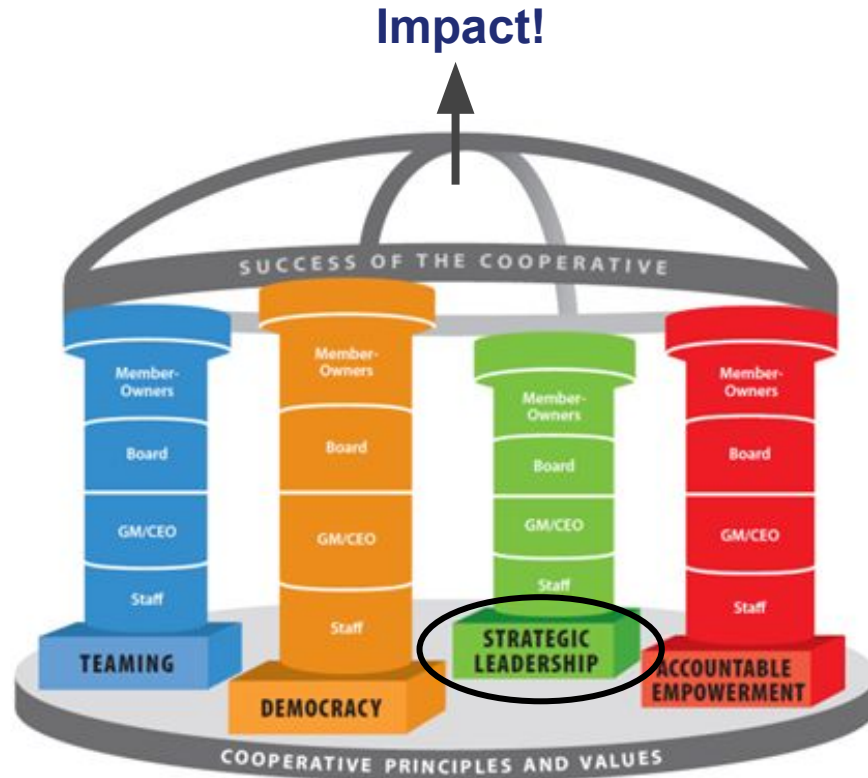
1. Maintaining oversight of the organization's operations including evaluating the Executive Director
2. Ensuring compliance with laws and ethical standards
3. Setting the strategy and direction of the organization
4. Acting on behalf of, and in the best interest of, the collective membership

accountability

leadership



4 Pillars of Cooperative Governance




Strategic Leadership


- The Board must:
 - Learn
 - Have active, thoughtful conversations
 - At the Board level
 - At the house level (Board representatives relaying information)
 - At the organizational level (GMM & voting)
 - Decide what, if any, action is necessary (policy updates)
- Staff must:
 - Listen
 - Align daily operations with Board vision
 - Interpret policies using Board conversations as the guide



Orientation Overview

- Roles and responsibilities of the ICC Austin Board
 - ICC Austin model of cooperative governance
 - Policy governance and how the Board maintains oversight
 - Visionary/strategic leadership and how the Board leads
 - Anatomy of a Board meeting
 - Your responsibility as an ICC Austin Board Director
 - Board resources
- 

Anatomy of a Board Meeting

- Member open time & round robin
 - Consent Agenda
 - Committee Updates
 - Governance Work
 - Strategic Learning
 - Policy Monitoring
- 

Governance

This is the centralized area for ICC Austin Board Director information. Check here for Board packets, calendar, and director tasking (e.g. surveys, minutes approvals).

Last updated: June 17th, 2016

Current Information:

Next Board Meeting
Saturday, June 25th
12:00 PM – 6:00 PM
U.T. Student Union – room 4.224 (Asian Cultures Room)

June 2016 Board Packet

Current Board Work - Due Wednesday, June 15th by 8:00 PM

Current Board Documents



Your Responsibilities as a Board Director

- Preparing for Board meetings - read the packet
- Completing the monthly policy monitoring
- Participating on committees
- Reviewing minutes from previous meetings and ensuring accuracy
- Reporting back to house members & back to the Board



Roles of the ICC Austin Board

1. Maintaining oversight of the organization's operations including evaluating the Executive Director
2. Ensuring compliance with laws and ethical standards
3. Setting the strategy and direction of the organization
4. Acting on behalf of, and in the best interest of, the collective membership

accountability

leadership



Board Resources

- The ECC (Board Officers)
 - Board Library on the ICC Austin website
 - Board Administrative Assistant (Audrey)
 - Board Meeting Facilitator (Nicole)
 - ICC Austin Staff (Billy, Ashleigh & Nick)
 - CDS Consulting Co-op
- 