Purpose

1. Determining your purpose

2. Purpose discovery
You are also welcome to use a separate piece of paper.

3. Our mission is:

because (purpose)
4. Name organizations working on projects related to your purpose. (Use your purpose discovery drawing to identify categories of organizations.)

5. Name or describe individuals who might care about your purpose. (Use your purpose discovery to identify affiliations related to your purpose.)

6. What would you see if you backed up and looked at the big picture?

<table>
<thead>
<tr>
<th>Systems</th>
<th>Trends/Patters</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenges</td>
<td>Connections</td>
<td>Other</td>
</tr>
</tbody>
</table>
Board Composition

1. Why does board diversity matter to you and your organization?

2. What kind of diversity would it help for your board to consider?
   - Knowledge/access
   - Skill
   - Gender
   - Age
   - Ethnicity
   - Approach
   - Geographic area
   - Other

Describe steps to integrate this kind of diversity in your board.

3. Either here or on a larger piece of paper (or on an Excel sheet), plan a board matrix that would guide more intentional conversations about board diversity.

<table>
<thead>
<tr>
<th>TERM</th>
<th>ROLE</th>
<th>AREAS OF EXPERTISE</th>
<th>DEMOGRAPHIC FEATURE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NAMES</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Culture

## 1. Words you would use to describe your board culture:


## 2. How is your board culture seen, heard, or experienced?

<table>
<thead>
<tr>
<th>Stuff</th>
<th>Behaviors &amp; Actions</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>What it is now...</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What I would like it to be...</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## 3. Culture Survey

Check “Yes” or “No” for each of these statements.

- When problems arise, I am part of the solution.  
  - Yes  
  - No
- I consider all voices in board conversations.  
  - Yes  
  - No
- When my goals conflict with my organization’s approach, my actions are guided by the organization’s vision, mission, or strategy.  
  - Yes  
  - No
- I am generous with my networks when it is time for fundraising or board recruitment.  
  - Yes  
  - No
- I have a warm relationship with the leadership team.  
  - Yes  
  - No

What is needed for you to say “Yes” to all of these statements?


©2023 Nancy Bacon & Margaret E. Schulte. All rights reserved.
Responsibilities

1. Which of these aspects of a board should your board discuss further? Check all that apply.
   - Board represents the community to the organization.
   - Board represents the organization to the community.
   - Govern and manage are two jobs.
   - Experienced knowledge is important on your board.
   - Chair works in partnership with Executive Director.

   Describe how and when you will address the issues you checked.

2. Draw your organization as a triangle, with mission, internal capacity, and external support in the corners. Are you in balance? Which corner is bigger or smaller?

3. Take an issue in front of your board. Frame it in these three ways.

<table>
<thead>
<tr>
<th>Fiduciary</th>
<th>Strategic</th>
<th>Generative</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 4. Job description

Position (This template can be used for the board job description or for specific leadership roles.)

<table>
<thead>
<tr>
<th>Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose of the board</td>
</tr>
<tr>
<td>Term / Time commitment</td>
</tr>
<tr>
<td>Qualifications</td>
</tr>
<tr>
<td>General responsibilities (for all board members)</td>
</tr>
<tr>
<td>Specific tasks (if appropriate, name specific expectations related to this individual)</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>