Best Practices in Board Governance Structure Models,
Board Development Plans and Strategies
SESSION PARTICIPANTS

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Create a More Knowledgeable, Engaged, Confident, Committed and Leadership-Focused Board/Elected Officials
### Four Questions

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1. What additional changes, if any, have you made to your board governance structure (i.e. standing/ad hoc committees, by-law changes, meeting design/reports, etc.) beyond WIOA requirements to improve effectiveness, efficiency and overall performance?
SOME EXCERPTS FROM ANSWERS TO Q1

Committees Changes

- Added Funding & Sustainability
- Adding a "systems building" and "communications" committee
- Now have compliance / internal-facing and separate external-facing committees.
- Combined Performance Committee and the Business and Industry Partnership Committee.
- Folded youth council into one stop committee.
- Added Youth Employment Council
EXCERPTS FROM ANSWERS TO Q₁ CONT...

Board Composition

- Members are owners and/or chief operating officers
- Combined Performance Committee and the Business and Industry Partnership Committee
- Eliminated the Executive Committee
- Only regular committee is Program Oversight Committee
- Expanded the Board to 60% pvt business
designed by business and led by business
- membership at c-suite of employers.
Q1 - WHAT IS COMMON OR UNIQUE?

**Commonalities**

- Much **restructuring** and re-organizing,
- **Committees** have more authority and responsibility, Adding youth councils, Governance Committees
- Tying board work to **community needs**.
- **Bifurcating and collapsing** old committees and giving them new updated and relevant purposes to address issues such as skills shortages, generational poverty and economic trends.
- Finding ways to provide more **authority to businesses** on the board.

**Unique Innovations:**

- Funding and Sustainability Committee added
- Moving away from Committees and setting up project teams/task forces.
2. What strategies/actions have you undertaken to improve the knowledge and engagement of your board (i.e. orientation sessions/manuals, stakeholder/customer roundtables, webinars, workshops, mission moments, etc.)?
EXCERPTS FROM ANSWERS TO Q2

- New orientation design
- New vision and mission
- No more program administrivia
- Annual Webinars
- sunshine and public records update
- Mission Moments
- Lunch and Learns
- Online Training Tools
- Electronic Playbook
Q2 - WHAT IS COMMON OR UNIQUE?

**Commonalities**

- Either individual or group orientations, lunch and learn, retreats, peer to peer.
- Develop strategies to increase attendance and engagement including travel and training with staff.

**Unique Innovations:**

- Online training tools for board members
- Individual board member engagement as identified by CEO
- Electronic “playbook” replaces annual autopsy report.
- Community engagement education about role of Board.
- Mission moments
3. Have the changes and corresponding results met expectations/had impact and if so how?
Q3 - WHAT IS COMMON OR UNIQUE?

**Commonalities**

- Increased attendance and engagement, less churn on Board.
- Results still undetermined, looks good, but **too early to tell**.

**Unique Innovations:**

- Raised $20 million, much of it from Board members
- Strategic plan has given Board a higher level to direct what impact the Board should give to the community.
- Ad hoc committees as pipeline for future board members.
- We think our Board’s business driven focus is helping to ensure the workforce board is a destination for executive level business talent, similar to the role of chambers or economic development entities in other communities.
What, if any, is the role of your Mayor on the Board?
Q4 - WHAT IS COMMON OR UNIQUE?

**Commonalities**
- In most areas Mayors are involved and serve on boards, appoint Board Members or chair boards.
- Ranges from very involved to none depending on workforce area.
- Political and economic development involvement. Mayors and County Commissioners/Executives work together.

**Unique Innovations:**
- The board is appointed by the Mayor and the Mayor has aligned workforce activities to his priorities.
- Mayor’s cabinet members serve on Board.
- As a compromise the Mayor of the largest area, Nashville, agreed not to be the chief local elected official, deferring to a smaller suburban/exurban Mayor.
OVERARCHING THEMES

Re-structuring/re-organizing since WIOA implementation (i.e. youth councils, tying board work to social / community and economic development needs and giving business more board authority).

Developing strategies to increase attendance and engagement (i.e. conferences/training with staff, learning lunches, retreats, peer to peer roundtables).

Board knowledge/engagement efforts undetermined for some, but others seeing positive results (i.e. one Board helped raise $20M, much from members).

In most areas, Mayors have some representation on the Board.
EVOLVING BEST PRACTICE EXAMPLES

Frank Avery, Career Source-North Central Florida

Diane Pabich, DC Workforce Investment Council
Have a “Yes” or “Push Back” Board?
Board Development, Succession, Performance Evaluation Plans Exist?
Executive/Standing Committees Leadership Pipeline?
Board/Elected Officials Able to Articulate the Mission/Strategic Priorities?
Board/Elected Officials Actively Engaged and Personally Leveraging Networks in Support of the Mission?
Board/Elected Officials Meetings Engaging?
Board and Elected Officials Work Closely Together?
Board Assisting in Raising Capital?
Is Your Board “Bored” or “On Board”? 
FINAL QUESTIONS AND THOUGHTS
CONTINUE THE DIALOGUE?

Thank you for your participation.