

# american **CAMP** association®

## 20/20 Initiatives

Name of Initiative: Board Development

### Overview

- **Key Personnel:**
  - Volunteers: (interim) Ann Sheets, Scott Brody, Rodger Popkin, Charles Butler, Art Wannlund, and Kevin Gordon; and new Board Development Committee members: Maggie Braun, Brian Crater, Ed Greene, Nancy Hartmann, Monna Loftis and Rita Yerkes
  - Staff: Peg Smith
- **Objective** (Charge): The Board Development Committee is commissioned by and responsible to the Board of Directors to assume the primary responsibility for matters pertaining to Board of Director's recruitment, nomination, orientation, training, and evaluation in accordance with the by-laws as well as established policies and practices approved by the Board of Directors.
- **Desired Outcomes** (including return on investment [ROI] and specific benchmarks):
  - Ensure effective board processes, structures and roles, including retreat planning, committee development, and board evaluation;
  - Includes role of a nominating committee, such as keeping a list of potential board members as well as training and orientation materials;
  - Will study the composition of the Board of Directors to determine current skills and experience and identify needs'
  - Will recruit members to serve and develop a slate of directors for consideration by the Board of Directors.
- **Timeline(s)** (including benchmark timelines):
  - June – 08 First class of public members presented and approved by the BOD
  - October –draft operating code for Board Development Committee presented to the BOD for approval
  - November through January
    - Develop operating procedures
    - Recruit second group of public members
    - Develop a Board Development Committee slate for BOD approval in February 09
    - Facilitate the President's communications to the field per Board Development
      - Inside ACA
      - President/Executive Calls

- Web
  - Leadership Meetings
- February – BOD approves the Board Development Committee slate
- March to April
  - Complete second group of public members
  - Orientation to new Board Development Committee
  - Recruitment of new board members including representatives from ACA begins
- Fall 2009 – third class of new Board members
- **Other Impacted Groups:**
  - Name(s): 2020 Task Force, Association Leadership, Council of Delegates, Section Leadership
  - Communication Strategies: The Association Leadership group will become sub-committee of Board Development Committee. Additional communication strategies listed above.
  - Avenues for Dialogue and Feedback: The Web and calls will include background materials and avenues for feedback.
- **Budget:** TBA

### Current Status

- **Date of Update:** 10/2/2009
- **Name of Individual Providing Update:** Peg Smith
- **Action Steps:**
  - Action Steps in Process:
    - See attached
  - Action Steps in Future (Planned):
    - See attached
- **Narrative on Current Status** (including comparison to benchmarks and alternatives/modifications needed related to the result of the benchmark review):  
See attached

Other Documents/Key Materials (if there are other working documents related to this initiative, attach to this document):

- Attachment A: What other organizations are doing: 1-07
- Attachment B: Profile Inventory
- Attachment C: Principles, Role, and Ends for the Board of Directors

- Attachment D – Status Update October 2, 2009

## **What other organizations are doing? 1-07**

### **American Lung Association®**

*Nerida Torres (212) 315-8704*

- Past-chair of the board will chair the governance committee, thus not prohibiting the active board members from having the opportunity to serve in a particular position on the board
- National Board members can serve on national and local boards without running into any conflicts
- There are a couple of board members not part of the association that have been recommended to sit in on the board due to their area of expertise
- *Learning and Governance Committee* is responsible for overseeing the board development process
- Acting Chair of Board conducts the orientation for newer board members

### **American Heart Association®**

*Carla McConnell (214) 706-1224*

- Nominating process is about a year long process
- Affiliates and Volunteers send in their nominations
- Nominating and Awards Committees makes selections from the large amount of nominations sent in from affiliates and volunteers
- The Nominating and Awards Committee is staffed by the immediate past-chair and past-president. These two voting individuals serve in this role for 1 year, and then roll-off.
- Delegate session votes on the final board nomination candidates and essentially forms the new National Board.
- National Board includes a member from each affiliate area. Thus, each area is equally represented.

### **National Council of La Raza**

*Vanessa Clemens (202) 785-1670*

- Board Chair and CEO are the most active individuals in Board Development (known as the Governance and Nomination committee. Vice President does not have a very active role in this process. This allows him or her to move up the ranks in leadership if this is the desire of the organization.
- Board evaluation Process occurs frequently.

- A board retreat occurs every 1 to 2 years – this acts as an opportunity to refresh each directors mind on the reasons that they are on the board.
- Like ACA, a board orientation takes place typically every year to orient new directors to the organization and to expose them to their expect roles as board members.
- Board members *do* have very distinct constituencies.
- NCLR Board members are not necessarily expected to be active volunteers for NCLR outside of the roles as members of the Board of Directors.
- It's implied that members will represent their constituencies considering the nature of how the board is selected. Directors are; however, encourage to look at issues from a more national perspective when acting on the board.

Additional Survey Information:

	<b>Term Limits of National Board of Directors</b>	<b>Number of Board Members</b>	<b>Single or Dual Slate</b>	<b>Do Board Members Have the Ability to Serve Two Consecutive Terms</b>	<b>Honorary Board or Advisory Board</b>
<b>YMCA of the USA</b>	3 year terms with eligibility to serve for a second 3 year term. Board officers will serve during a 2 year term	25			
<b>Campfire USA</b>	2 year term limits	18	single	Yes, two consecutive terms	No
<b>National Association for the Education of Young Children</b>	4 year terms on a staggered basis, with terms beginning on June 1.	17			







## PRINCIPLES, ROLE, AND ENDS FOR THE BOARD OF DIRECTORS

### PRINCIPLES OF THE BOARD OF DIRECTORS

In its commitment to achieve 20,000,000 children and youth at camp and 20,000 participants in ACA by the year 2020, the Board of Directors establishes the following principles related to the Board:

1. The National Board believes that all board members, present and future, must:
  - a. understand and value the vital role camps play in the development of healthy children and young people;
  - b. advocate articulately for ACA and its vision in political, social, community and business forums;
  - c. access, activate and lead volunteers through corporate, civic and governmental connections;
  - d. engage philanthropic or corporate networks to solicit immediate and long term financial resources for ACA;
  - e. advance the mission, vision, values and ends of ACA by extending personal and professional credibility, expertise, and leadership to the organization; and
  - f. think broadly and strategically about the role of camps and of ACA.
2. ACA is committed to having a majority of its National Board members from the public.
3. ACA is committed to recruiting board members from ethnically diverse communities.
4. ACA is committed to having board members from throughout the United States and from a broad spectrum of professions.
5. ACA is committed to recruiting board members who can connect the association to individuals and organizations of influence outside of ACA who also believe in youth development and the camp experience
6. ACA is committed to recruiting board members who will support the association with their wisdom and wealth, at the greatest level possible for each individual.
7. The National Board is also committed to evaluating and adjusting its meeting and communication policies and practices in order to make the best use of time for its members.

## **ROLE OF THE BOARD OF DIRECTORS**

The Board will govern with an emphasis on:

- outward vision rather than internal preoccupation,
- encouragement of diversity in viewpoints,
- strategic leadership more than administrative detail,
- clear distinction of Board and chief executive roles,
- collective rather than individual decisions,
- future rather than past or present, and
- proactively rather than reactivity
- assuring sufficient resources to carry out the goals of the Association.

## **BOARD ENDS**

The Board will produce:

- The link between the organization and the people who are interested or potentially interested in the camp experience.
- Written governing policies that, at the broadest levels, address each category of organizational decision.
  - Ends: Organizational effects, benefits, outcomes, recipients, and their relative worth (what benefits, for whom, at what cost).
  - *Executive Limitations*: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - *Governance Process*: Specification of how the Board conceives, carries out, and monitors its own task.
  - Board-Executive Director Relationship *Policies*: How power is delegated and its proper use monitored; the Chief Executive Officer role, authority, and accountability.
- Assurance of Chief Executive Officer performance (against Ends and Executive Limitations policies).
- Complete a formal performance evaluation on the Chief Executive Officer.
- Financial support to the Association's fund development goals, including an annual personal contribution to the association from each Board member, based on personal means.
- Strategic leadership to the Association's public policy priorities based on all available information

# **BOARD MEMBER POSITION DESCRIPTION**

## **TITLE**

Member, American Camp Association (ACA) Board of Directors

## **ROLE OF THE MEMBER**

To serve as an active member of the American Camp Association Board of Directors that is responsible for fiduciary oversight, strategic planning and generative work of the Association.

## **TERM**

Board members serve for a three year term.

## **CRITERIA**

- Willing to accept and promote the mission, vision, values, and goals of the American Camp Association.
- Possesses professional expertise and influence needed by the American Camp Association and/or represents one or more constituencies needed to provide balance to the Board's membership.
- Has demonstrated significant leadership capability nationally and is willing to provide that expertise to the Board and its committees.
- Willing to make a personal financial contribution at a level that demonstrates commitment and sets a standard for others and is willing to ask others to also give.
- Able and willing to serve effectively as a public representative of the Association and involve others in the work of the American Camp Association.

## **SPECIFIC RESPONSIBILITIES**

- Participate regularly by attending scheduled board meetings, committee or task force meetings as assigned, orientation sessions and special meetings as appropriate.
- Commit to serve on at least one standing committee or task force and to accept special assignments.
- Spend time studying and evaluating issues to become informed and prepared to discuss and vote on issues facing the ACA. Each board member is expected to vote their position after careful consideration of the issue. Tasks which will require preparation and a vote by Board members include:
  - decisions on initiatives, policies, priorities, goals and objectives;
  - participation with other Board members and staff in the formulation, updating, and approval of long range strategies and objectives;
  - nomination and election of members and officers of the Board;

- monitoring and evaluation of the effectiveness of the projects and programs and assure these projects and programs are progressing toward achieving stated objectives; and
  - approval and monitoring of the operating and plant, property, and equipment budgets.
- Support the resolutions and actions of the Board of Directors irrespective of personal opinion as to any such resolution or action.
- Assure a process is in place to select, employ, and periodically evaluate the performance of the Chief Executive Officer.
- Make a personal and/or business contribution to the American Camp Association current support campaign, capital development needs, and/or endowment program as well as solicit funds from others in annual support and capital development campaigns.
- Promote the mission, vision, values, and goals of the American Camp Association to increase public awareness, understanding and support of the organization.
- If necessary, seek assistance from other Board members to enable each member to successfully fulfill the above level of commitment.

american **CAMP** association®

20/20 Vision Progress Report  
Board Development



**Team:**

Past and current members of the Board Development Committee: Maggie Braun, Scott Brody, Charles Butler, Brian Crater, Kevin Gordon, Ed Greene, Nancy Hartmann, Monna Loftis, Rodger Popkin, Ann Sheets, Art Wannlund, and Rita Yerkes

**Overview Statement:**

The Board Development Committee was charged with examining current policies and practices and to reach the following outcomes:

- Ensure an effective board nomination process, including studying the composition of the Board of Directors to determine current skills and experience and identifying needs and developing a slate of directors and officers to present to the Board of Directors for elections.
- Ensure effective board processes, structures, and roles, including orientation planning, committee development, and board evaluation.

**Relevancy to ACA's Preferred Future:**

*From the list of the ten items for ACA's Preferred Future, the following are relevant to this project:*

- *Item 4 — ACA would have contemporary and dynamic strategies designed to maximize and mobilize all appropriate resources (fiscal, human, knowledge).*

**Assumptions:**

- National Board members must:
  - Understand and value the vital role camps play in the development of healthy children, youth, and adults;
  - Advocate articulately for ACA and its vision on behalf of the camp community;
  - Advance the mission, vision, values, and ends of ACA by extending personal and professional credibility, expertise, and leadership to the organization; and
  - Think broadly and strategically about the role of camp and of ACA.
- ACA is committed to having both ACA members and members from the public on the National Board of Directors.
- ACA is committed to having board members from ethnically diverse communities.
- ACA is committed to having board members from throughout the United States from a broad spectrum of professions.
- ACA is committed to recruiting board members who can connect the association to individuals and organizations of influence outside of ACA who also believe in youth development and the camp experience.

- ACA is committed to recruiting board members who will support the association with their wisdom and wealth at the greatest level possible for each individual.

**Facts, Research, Environmental Scan:**

- June 2008 —the first class of new public\* Board members was presented and approved by the Board of Directors: Ed Greene, Alan Yuspeh, Glenn Turman, and JoAn Turman. ([www.ACAcamps.org/board/](http://www.ACAcamps.org/board/)) *\*Individuals who are connected and committed to the camp experience but may not be directly involved with a camp.*
- February 2009 —the second class of new public Board members was presented and approved by the Board of Directors: Michael Thompson Ph.D., author, consultant, and child psychologist; Sylvester (Sly) Johnson, VP corporate controller and chief accounting officer for R.H. Donnelley; Ellen Gannett, director at the National Institute on Out of School Time; Anthony Deguzman, director of operational reforms and member of Chancellor’s Cabinet for the District of Columbia Public Schools; and Rick Roth, past CEO of OgilvyAction.
- Fall 2009 —the slate for the third class of new ACA\* Board members is being prepared and will be presented to the Board before the end of 2009. *\*Individuals from the camp community.*
- Research on other organizations:
  - Members from the public on nonprofit boards is increasing.
  - Nominating process takes a year or longer.
  - Terms range from two to four years.
  - Composition matters.

**Findings:**

- Ongoing prospecting and cultivation are critical elements to a healthy board development process.
- Volunteer organizations and boards are being challenged by competing priorities for use of time.
- Styles of governance are evolving.

**Recommendations:**

- Communicate multiple times during the year with the ACA membership to seek qualified candidates for nomination. (Example of the recent communication — [www.ACAcamps.org/board/seeking\\_board\\_candidates.php](http://www.ACAcamps.org/board/seeking_board_candidates.php) ).
- Continue to review board expectations and submit suggested changes for consideration by the board.
- Recruit members of the board development committee from outside the camp community to assist in providing additional sources of board candidates.
- Debrief and evaluate the first year of board development ‘lessons learned’ to improve and refine the process.