

Board Governance

How to be a successful board

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Schedule



16:30 - 16:45	Introductions and Ice-Breaker
16:45 - 17:25	The basic principles of governance
17:30 - 18:30	Your choice of topics part 1
18:30 - 19:00	Dinner
19:00 - 19:50	Your choice of topics part 2
19:50 - 20:00	Wrap up

Areas of responsibility of the board



- Strategic leadership
- Governance and compliance, legal obligations
- Financial management and fundraising
- Partnerships
- Communication and representation
- Relationship with the community
- Monitoring Program management (activities)
- Personnel management (being an employer)



So what IS strategic leadership



- Looking forward to the more distant future
- Identify opportunities and threats
- Align different visions
- Setting long term goals
- Providing **guidance** with regards to how these goals are to be achieved



Strategic Leadership: difficulties



Lessons Learned: Board and Its Role(s)



In an ideal world!

The Board is responsible for Strategy

The Board does not micromanage

The Board is accountable, but the authority and work are delegated

Lessons Learned: Board and Its Role(s)



In reality:

The Board members are elected because they do stuff

The Board members (only) care about the stuff they do

They do not think they are accountable for the work of others...

Lessons Learned: Board and Its Role(s)



The good news are:

The Board can evolve, they can change

Lessons Learned: Board and Its Role(s)



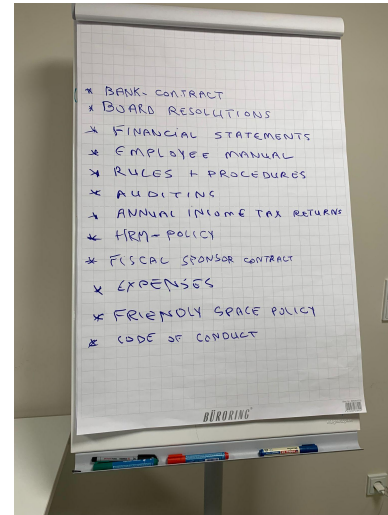
You have succeeded if:

You do not need a Board decision to buy a map for 20 USD to have in the office :)

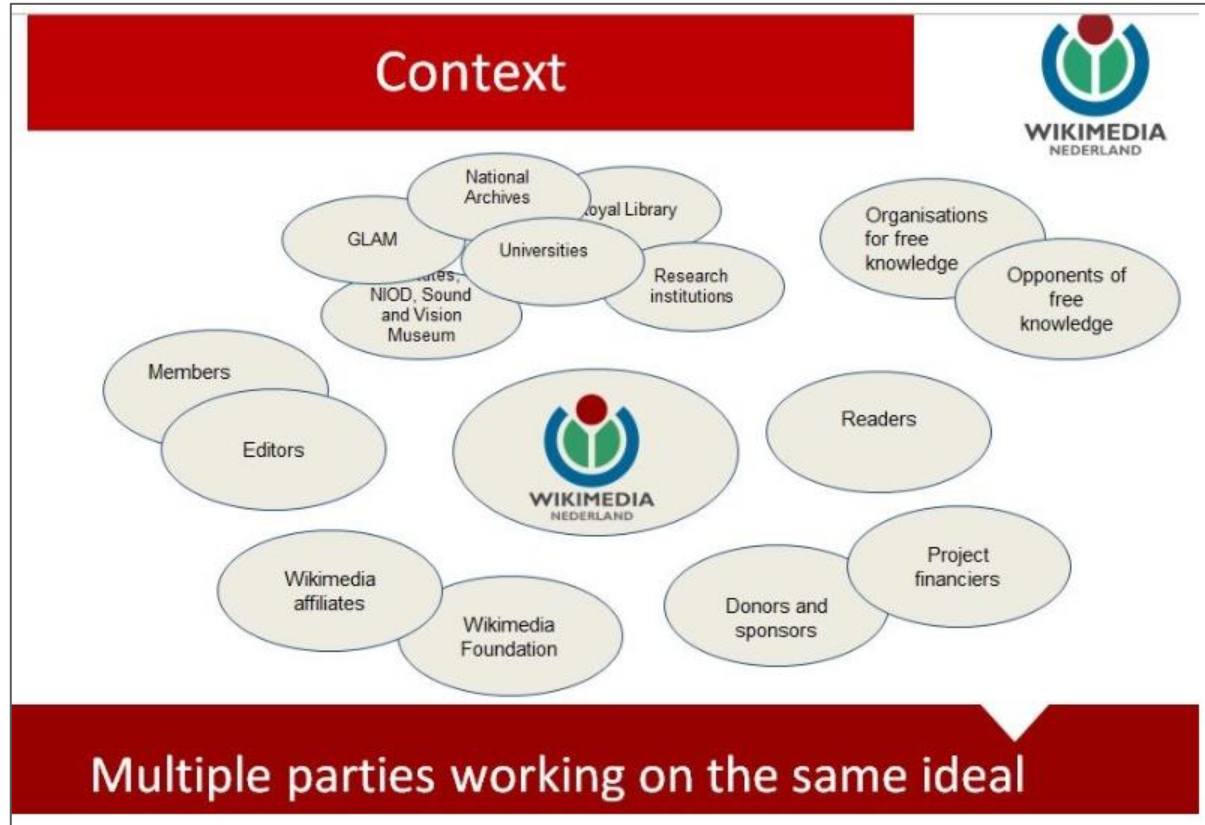
Governance and Compliancy: documents



- The rules of governance and compliance are often laid down in documents.
- *Bylaws* of course, but there is much more with a legal implications
 - *Minutes of meetings*
 - *Declaration procedures*
 - *Employment contracts*
 -
- **Question:** What else can you name?



Partnerships



Communication and representation



	Direct personal contact	Mass mailing/ mailing list	News letter	Social media	Association wiki	Web site	Wiki-pedia Site notice	Wiki-pedia Pub	Media	Monthly and annual reports
Members and active volunteers	*	*	**	**	**					
Donors	*	**		***		**			**	
Collaboration Partners	*	*	**			***				
Readers				**		***	*		**	
WMF	*	**								*
WM community	*	**					*	***		
Press	*	*	**	**		**				
Potential members and donors				**		**	*		*	

Support your volunteers



- Support with administrative tasks (locations, reporting)
- Ask volunteers to plan their activities = input for your annual plan
- Provide training, financial support, individual help
- Try to form teams that work on multi-year themes
- Invite them to the general meeting so that they can have their say on organizational issues
- Say thank you, share their successes: invite them to special events:
New Years drink, midsummer barbecue

- https://upload.wikimedia.org/wikipedia/commons/0/08/Wikimedia_Ukraine's_“condensed_milk”_program.pdf

- Inspiration: free access to annual conferences to meet other wikipedians & partner organizations
- **Tip:** There is a very useful job description for volunteers

[Job Description Volunteers Title Purpose Time and Place Qualifications Responsibilities Benefits](#)



Monitoring Program management (activities)



Vision > mission > strategy > **execution** > reporting > evaluation

Strategic plan → program management → project management

or

→ annual plan → activity planning

Kwartaalplanning 2018						
A	B	C	D	E	F	
			2018 - Q1	2018 - Q2	2018 - Q3	
1						
2	1	Trekker	Community			
3	110		Een gezonde Wikimedia-gemeenschap			
4	111	SR	E-learning programma online communicatie en omgangsvormen	Uitrol programma voor moderatoren	Verdere uitrol programma aan brede gemeenschap	
5	112	MB	WikZaterdag, wikimeets, nieuwjaarsreceptie	Nieuwjaarsbijeenkomst: 20/1 WikZaterdag: 17/2 - 31/3 Publiek Donnesdag 5 jan	WikZaterdag: 28/4-26/5-23/6 Fotoworkshop Hortus Botanicus	Fotoworkshop Hortus Botanicus /Wikidataverjaardag
6	113	AW MB	Een of meer grotere bijeenkomsten voor de bewerkingsgemeenschap, de lezers en/of samenwerkingspartners	Overleg toekomst WCN WikZat 17 feb		KerstWikZa Wikidata ve
7	114	SR MB	Survey onder bewerkers en lezers.	Definieren kennisbehoefte, formeren stuurgroep, keuze bureau	Vragenlijst ontwikkeld	survey en v
	115		Trainingen en delen technische vaardigheden	2 sessies introductie Wikimedia: 15 maart (wikimedia algemeen)	- Laatste sessie introductie Wikimedia: 12 april Commons en	Wikidata event voor vrijwilligers

Personnel management (being an employer)



The board is the governing body

Execution is the *responsibility* of the staff

Suppose: An affiliate has a board of five, chair, treasurer, etc.

The staff consists of an ED and staff member for outreach, administration, project management

Question: who reports to whom?

Exercise: assign responsibilities to Board and Staff

<https://maken.wikiwijs.nl/205339/>

Break

Topics prepared

- **Topic 1 Competencies of board members**
- **Topic 2 Board member transition cycle**
- **Topic 3 The design of a strategic plan**
- **Topic 4 Areas of staff responsibility**
- **Topic 5 Hiring your first employee**



Topic 1 Competencies of board members



- The 'obvious' characteristics: skills, experience, qualifications
- Other characteristics can be just as important: personality, motivation, workstyle. There is a difference between skills and competencies
- **Skills**
 - Financial skills, HR management, legal knowledge, educational skills, etc
- **Competencies**
 - Collaboration, networking, creativity, integrity, etc. These are less often discussed.

Assignment Competencies



- In groups of 2 or 3:
- Think of 5 key competencies that are important for the different roles and portfolios in your board
- Examples:
 - Treasurer: reliable, and ...
 - Communications: listening, and ...
 - Etc.

Tip: use the [Competency Library](#)



Outline of a job description



- Job title + reports to ...
- Purpose of the position in one sentence
- General responsibilities, being a member of the board
- 3 - 5 specific job responsibilities
- (Maximum) 5 competencies (networker, creativity, collaboration, etc.)
- Personal qualifications (background, experience, education)
- Expected commitment in time / place
- Benefits, expense reimbursements and other benefits

- Roles and responsibilities of the directors or board members of Wikimedia Canada

- https://ca.wikimedia.org/wiki/Roles_and_responsibilities_of_the_directors_of_Wikimedia_Canada



Topic 2 Board member transition cycle (Ferris wheel)



- 1 Analysis - defining the needs of your affiliate / board
- 2 Recruitment - planning for finding a new board member
- 3 Selection - the actual work of selecting someone
- 4 **Onboarding** - the orientation phase, hand-over of portfolio, support = necessary
- 5 Guidance - **ongoing support** during the term
- 6 Getting out - on how you prepare a farewell

Assignment: Make an assessment tool

https://meta.wikimedia.org/wiki/File:Assessing_candidates_for_the_Affiliate-selected_Board_seats_of_the_Board_of_Trustees.pdf



Preparing a change in board composition



- Plan in advance, taking into account: board size, length of terms, electoral procedures, bylaws
- Identify what the board needs and the profile you are looking for (use your strategic plan)
- Areas of interest, but also skills and competences
- Use *job descriptions* as a tool to approach potential candidate
- Prepare an introduction program including the handover of portfolio

The board member catcher



- How to find a new board members
- See presentation [So you need new board members?](https://vimeo.com/93592373)



<https://vimeo.com/93592373>

Topic 3 The design of a strategic plan



- Targets + Assessment = the basic ingredients for a strategy

The screenshot shows the Wikimedia Sverige website with the "Strategy" page selected. The page title is "Strategy 2021-2025". The main content area includes a navigation menu on the left, a search bar, and a list of links. The main text area contains the following sections:

- Strategy 2021-2025**: This is Wikimedia Sverige's strategy for the years 2021 to 2025. The strategy describes how the chapter will work until 2025 to achieve its and provides a number of frameworks and guidelines for how we will get there.
- The chapter's objective**: The chapter shall work to make knowledge freely accessible to everyone. Among other things, we do this by supporting Wikia Foundation's online, multilingual knowledge platforms, which everyone can freely use, edit, share and extend. The chapter also work towards spreading knowledge about these platforms, promoting their use, supporting the technology that is crucial if them, as well as collaborating with other free knowledge organizations.
- The chapter's vision**: "Free knowledge for a better world. To help people and organizations create and support free knowledge, and make it easily accessible for all".
- We are Wikimedia Sverige**: Wikimedia Sverige is an association with its roots in the digital knowledge society, sprung from the platform Wikipedia. Our mission, goals all to make knowledge free and accessible to more people, in more ways. Wikimedia Sverige is a non-profit association, and its members are of crucial importance for our work. It is them who democratically – through meetings and the mail – make decisions that set a direction for the association's work. The association's officers and members work together, investment collaborators and partners in order to do our work with good results. If the strategy is to become reality, we need to continue develop



Assignment Strategic plan



- Create a draft **table of contents** for a strategic plan for your affiliate
- Work with an experienced board member



Why is a strategic plan so important?



- To develop a common path to the future, what do you want to achieve
- Look outside the window: identify threats and opportunities
- To provide continuity & stability to your affiliate
- ... for your members & for the community, for your staff and for your partners
- It provides a framework for annual plans and resources



Vision, mission and strategy



- **vision** = the *aspiration* = why
- **mission** = the *purpose* = what
- **strategy** = the *roadmap* = how
- **Wikimedia vision:** *Imagine a world in which every single human being can freely share in the sum of all knowledge. That's our commitment.*
<https://wikimediafoundation.org/about/vision/>
- **WMF mission statement:** *The mission of the Wikimedia Foundation is to empower and engage people around the world to collect and develop educational content under a free license or in the public domain, and to disseminate it effectively and globally.* <https://wikimediafoundation.org/about/mission/>

'Standard' table of contents



- Vision + mission statements (why are we doing this)
- Brief history
- Present an analysis of the current situation: scan environment 360°, stakeholder analysis, SWOT, confrontation matrix
- Formulate objectives (where do you want to stand in 4 years)
- Translate objectives into programs
 - The programs are the **input** for the Annual Plan in which they are to be broken down into projects and activities
- Organizational implications, address governance issues
- Resources plan: financial + human resources

Topic 4 Areas of staff responsibility



- Project management, usually for content projects
- Finance and administration
- Community affairs
- Partnerships
- Communication, newsletters, social media

- Who reports to whom?
- Role of the Executive Director
- The role of the board changes with the introduction of paid staff

Example of formal cooperation board - staff



1 Responsibilities regarding finance

Process	Preparatory processes	Executive responsibility	Decision making authority	notes
Annual budget	Director	Treasurer	AGM	
Annual Report	Director	Treasurer	AGM	
Contracts & formal agreements		Director	Director < € 5000 Director + 2 board members > € 5000	
Purchases		Treasurer	Director < € 5000 Director + 2 board members > € 5000	
Payment processing	Financial assistant	Director	Treasurer	
Administration	Financial assistant	Director		
Intermediate financial reporting	Financial assistant	Director		
Formal financial control	Treasurer	Accountant	AGM	
(Annual) FDC grant	Director	Director	Treasurer	Based on approved Annual Plan
Collect other funding partners	Director	Director and Treasurer	Board	
Contribution	Finance assistant	Director	Fixation: AGM Collection: Treasurer	
Financial project management	Financial assistant	Director	Board	



[File:Division of tasks and responsibilities between board, staff and volunteers WMNL v5.pdf - Wikimedia Commons](#)

Topic 5 Hiring your first employee



Experiences from CEE-affiliates

- The decision to hire a first staff member is very much influenced by the stress level of board members
- A transformation in the deployment of staff: from 'helping the board' to 'helping the volunteers'
- Informal personal communication is the preferred way of dealing with difficulties and barriers
- *A first staff member ends his or her career with the affiliate in a year*
- The ED position was created only after negative experiences with hrm-issues
- Paid staff ensures continuity and extension of the external network
- Hiring the first staff member increases the workload of the board, while the benefits only become noticeable after some time



https://docs.google.com/presentation/d/1_TQC8dp5nGOuPbhxc0IIMtWZw8gUs8uZkbbUB0n1Lz8/edit#slide=id.g2c8505dca84_0_5

Learn from others



- [Courses | Wikimedia](#) & [WikiLearn](#) (Community development team)
- [Board Member Support - Meta](#) (Board member trainings Berlin)
- [Learning patterns - Meta](#) (Community driven)
- [Wikimedia Resource Center/All - Meta](#) (Affiliations Committee)
- [Wikimedia Foundation Board Handbook - Meta](#) (WMF)
- [Leadership Development Working Group/LDP/Preface - Meta](#) (Leadership Development Working Group)
- https://meta.wikimedia.org/wiki/Grants:Knowledge_Sharing/Connect/Team

In case you're really desperate:

https://meta.wikimedia.org/wiki/Failfest_Prague_June_2023

Acknowledgements workshop 2



- slide 3 [File:Euro Münzgeld und Portmonee - Nahaufnahme \(Geld, Kleingeld, Münzen\).jpg - Wikimedia Commons](#)
- slide 4 https://commons.wikimedia.org/wiki/File:Skwer_p%C5%82k_Zdzis%C5%82awa_Ku%C5%BAmirskiego-Pacaka_2020d.jpg
- slide 17 [https://commons.wikimedia.org/wiki/File:Fountain_pen_writing_\(literacy\).jpg](https://commons.wikimedia.org/wiki/File:Fountain_pen_writing_(literacy).jpg)
- slide 19 [File:Bureau de poste Haute-Ville Quebec 07a.JPG - Wikimedia Commons](#)
- slide 20 https://commons.wikimedia.org/wiki/File:Tbilisi_Zoo_-_amusement_ride.jpg
- slide 22 <https://vimeo.com/93592373> (still from a video by Janet Mullarney)
- slide 23 https://commons.wikimedia.org/wiki/File:Strategic_Plan_2015-2016_-_Wikimedia_Italia.pdf
- slide 24 https://commons.wikimedia.org/wiki/File:Hand_showing_lens_demonstration.jpg
- slide 24 https://commons.wikimedia.org/wiki/File:Students_working_with_Wikipedia_1.JPG
- slide 25 https://commons.wikimedia.org/wiki/File:Borsch_05.jpg
- slide 25 https://commons.wikimedia.org/wiki/File:Food_from_Puzata_Hata_restaurant_in_Lviv.jpg
- slide 29 https://commons.wikimedia.org/wiki/File:2015-11-28_WCN_05.JPG
- slide 30 <https://meta.wikimedia.org/wiki/User:Grijz> (My first staff member)

Contact: frgrijz@gmail.com

End