

# What makes my board successful ?

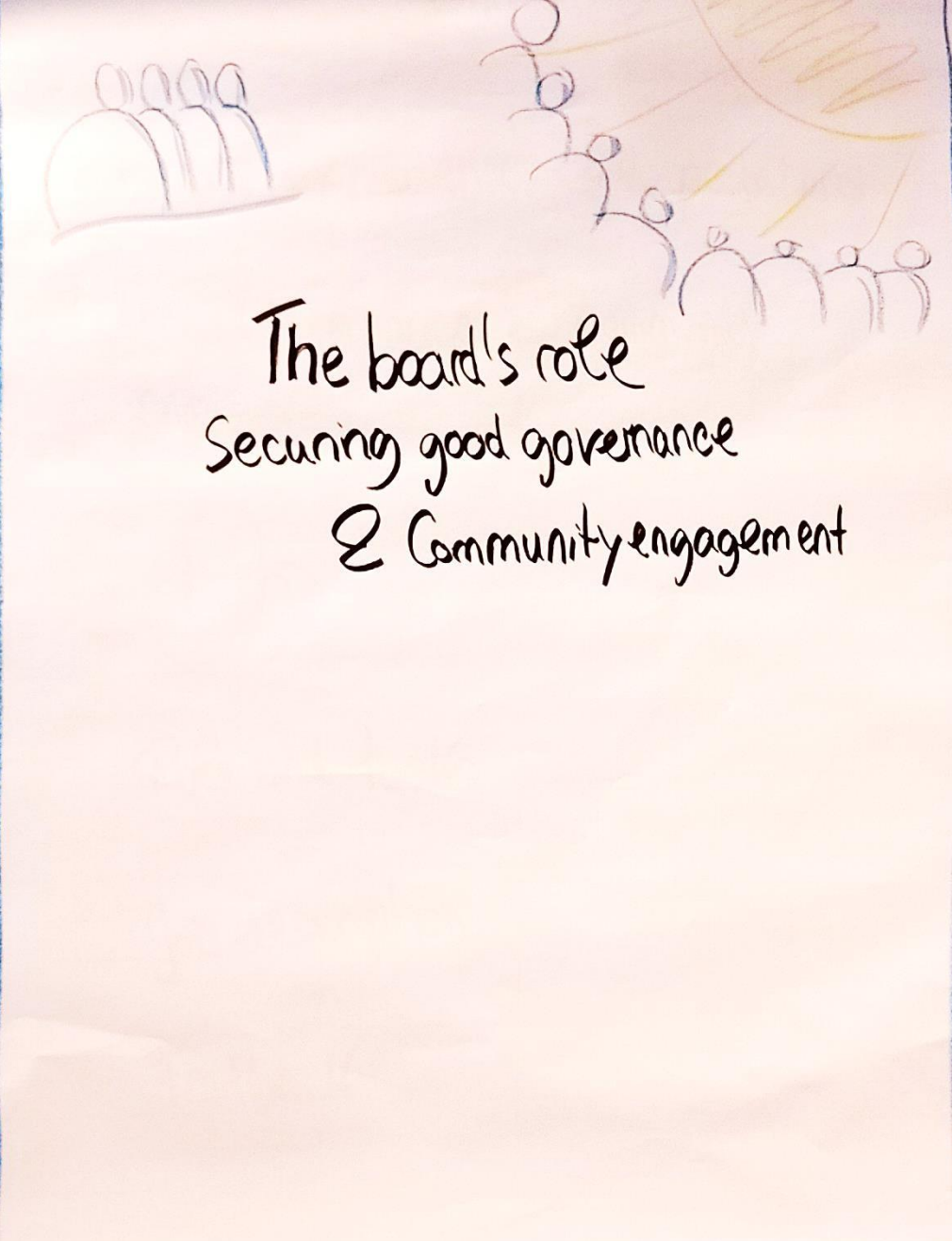
The Board's Role in Securing Good Governance and Community Engagement

19.04.2018

Veranstalter: Wikimedia Deutschland e.V.

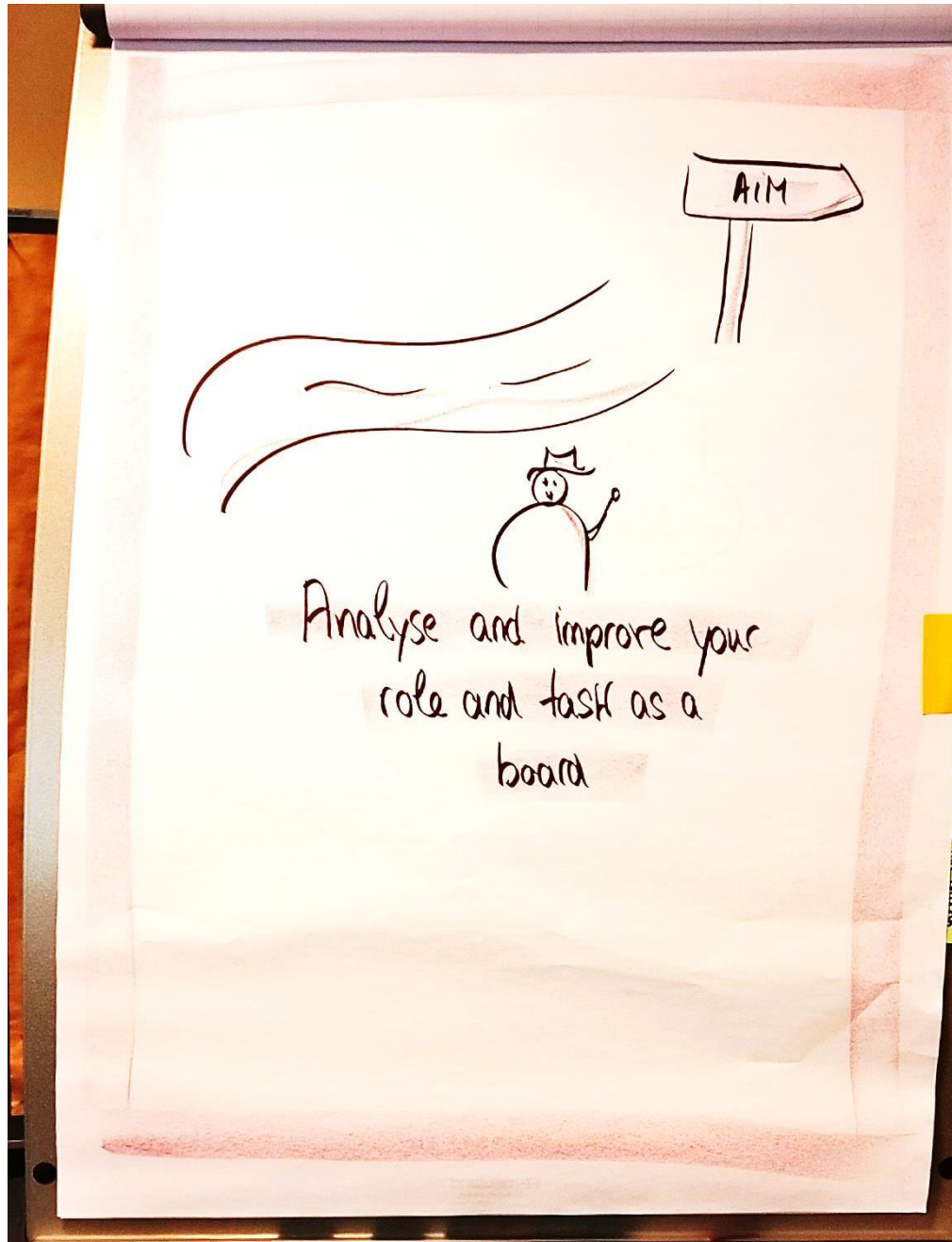
Moderation: Ana-Maria Stuth, Akademie für Ehrenamtlichkeit

## Greeting



The board's role  
Securing good governance  
& Community engagement

## Aim of the workshop



„There is one thing all boards have in common... They do not function.“

Drucker (1974)

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# Corporate Governance

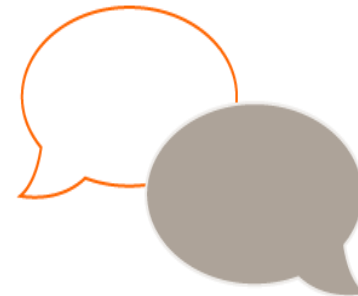
„Considering Governance as a decision making process...“

Murray (1998)

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## Corporate Governance means building up trust

- Clear roles and responsibilities of the different bodies, staff, volunteers
- Transparent reporting and control structures
- Transparent leadership
- Clear ways of information
- Codes of conduct
- Long term decisionmaking
- Preserving the interest of different stakeholders
- Appropriate taking and handling of risks



## Program

9<sup>00</sup> Intro : Experiences & Expectations

9<sup>45</sup> Good Governance & Community  
Engagement



Role and tasks

Job description

Feedback

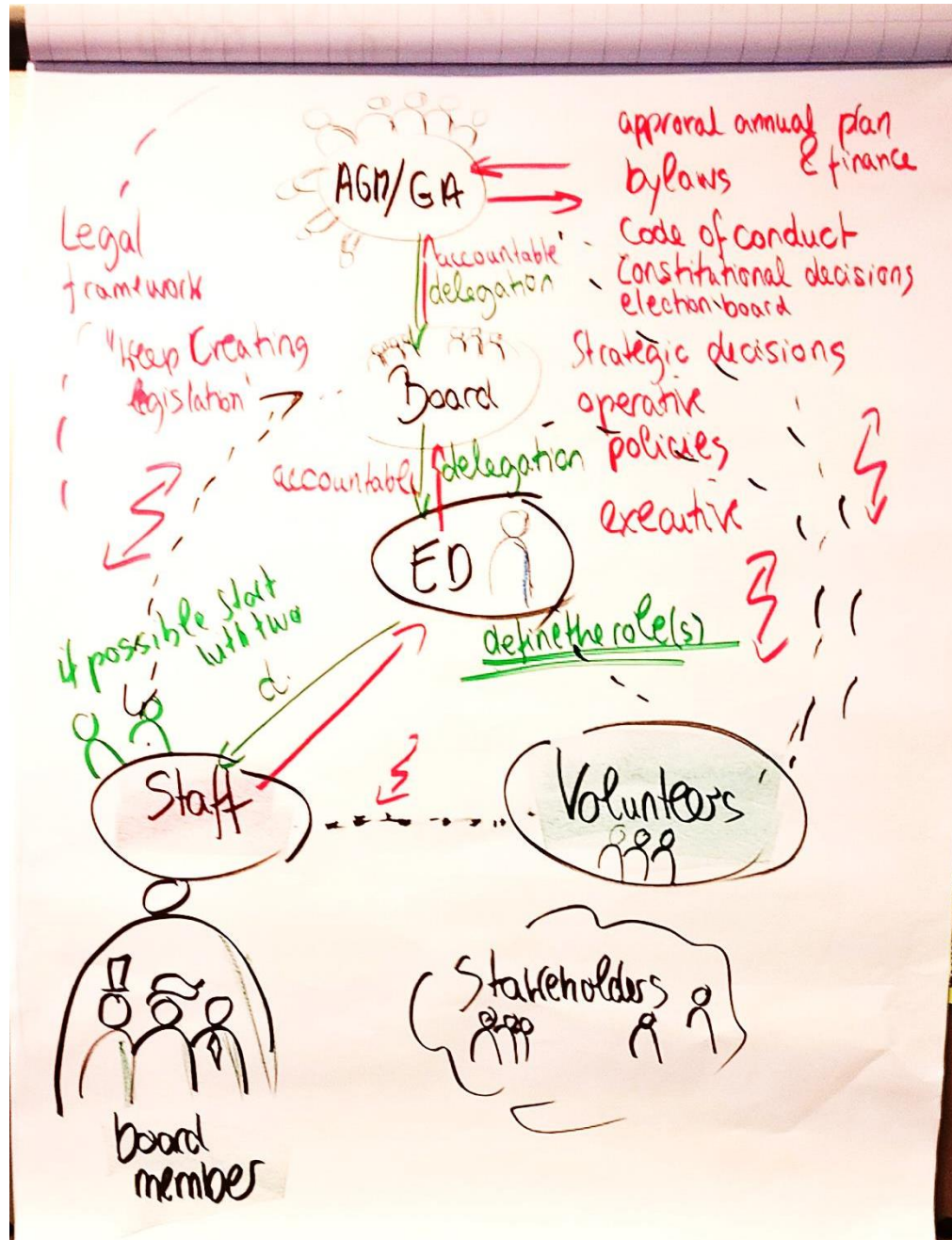


# Experiences and expectations

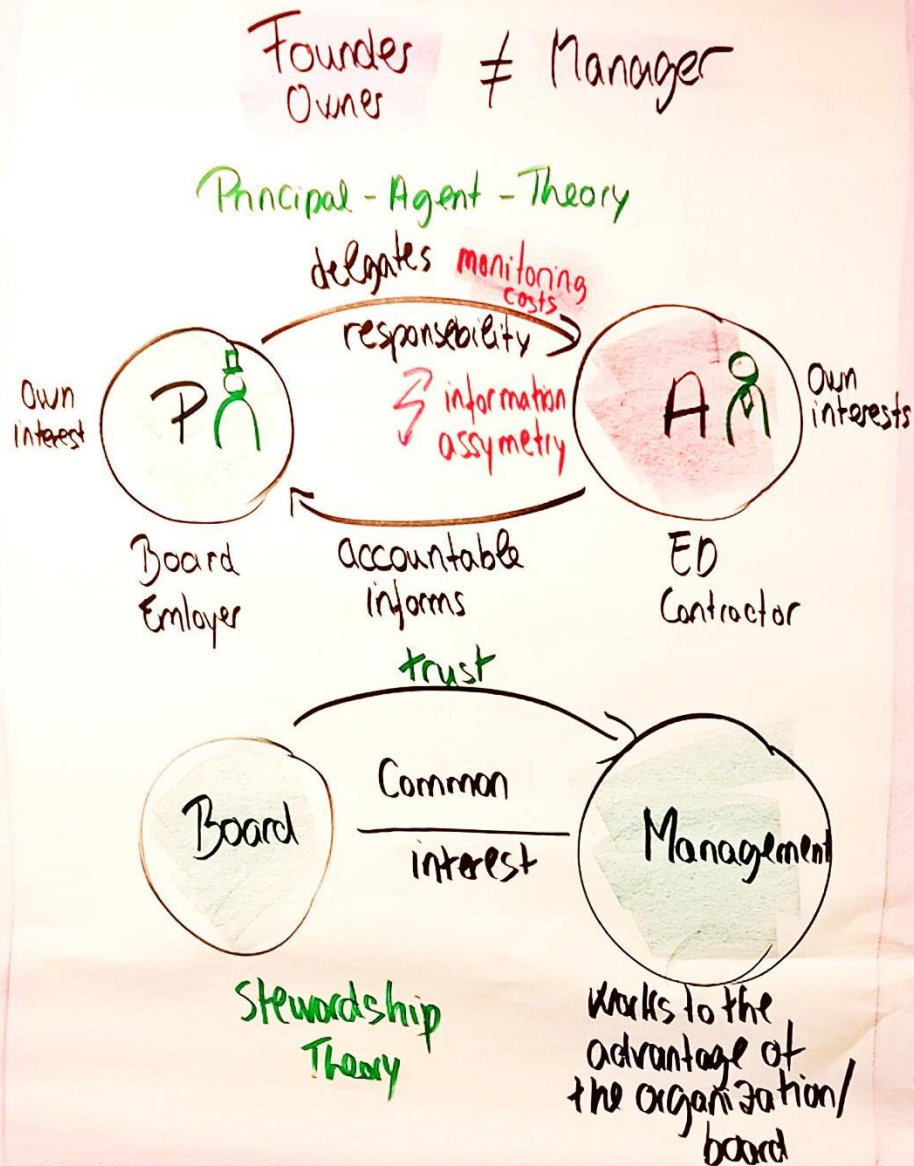




## Governance structure with relations and tasks



## Principal-Agent-Theory and Stewardship Theory



# Choice of relationship: Steward or Agent

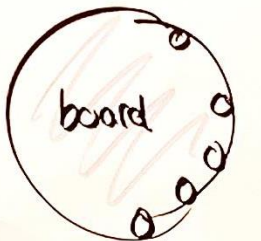
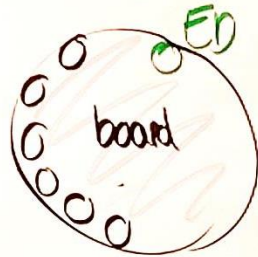
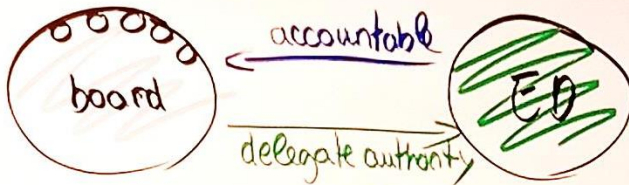
## Lines of conflict

		Behaviour of the Principal	
		Agent	Steward
Behaviour of the Manager	Agent	<ul style="list-style-type: none"> <li>• Minimization of potential costs</li> <li>• Mutual agency-relationship</li> </ul> <p style="text-align: right;">1</p>	<ul style="list-style-type: none"> <li>• Agent acts opportunistic</li> <li>• Principal is angry</li> <li>• Principal gets deceived</li> </ul> <p style="text-align: right;">2</p>
	Steward	<ul style="list-style-type: none"> <li>• Principal acts opportunistic</li> <li>• Manager is frustrated</li> <li>• Manager gets deceived</li> </ul> <p style="text-align: right;">3</p>	<ul style="list-style-type: none"> <li>• Maximization of potential performance</li> <li>• Mutual Stewardship-relationship</li> </ul> <p style="text-align: right;">4</p>

Source: Welge 2014, p. 27



# Models of collaboration



monster board



rubber stamp



## Models of collaboration

between board and executive director



# Roles of the board





## Working groups governance

- difficult/easy issues with/without procedures  
Rehmann, ~~Fre~~ Jayanta
- reporting/control structures  
Cheol, Tomi, Jayanta
- roles/responsibilities board  
Juan, Xaver, Mahid  
Sasama
- riskmanagement (What are the risks,  
Rahil, Dong how to handle)
- tasks/role description 1st employee  
Paul, Greg, Miguel, Coenraet, Rahman

## Working groups governance



# Roles of the board responsibilities

PRESIDENT

VICEPRESIDENT

↳ SECRETARAT DE PRS.

→ later staff  
SECRETARY

if the board is weak secretary can become the villain

→ later committee?!  
TREASURER

preparing the minutes of meeting

GENERAL

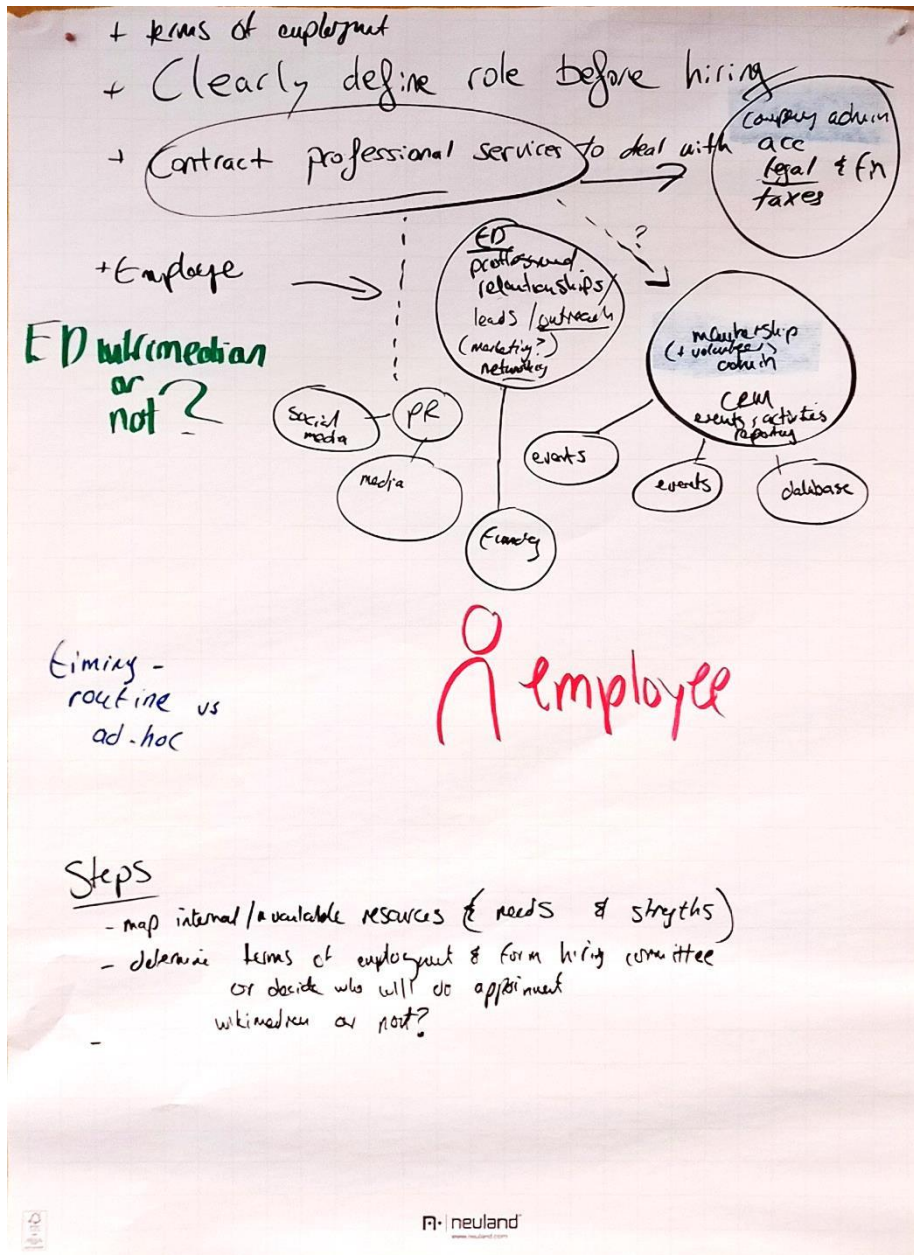
## FUNCTIONS

- CALL ASSEMBLY
- LEGAL REPRESENT.
- SIGNATURES
- PRESIDING MEETING
- BANK ACCOUNT
- PRESENT DE ACCOUNTS (depending on org.)

- BANK ACCOUNT
- ORDINARY ORGANISATION FUNK
- PAYMENTS APPROVAL
- REPORT MAKING + PRESENT
- MONITORING ACTIVITIES
- FIRST POINT OF CONTACT
- PREPARE CONTRACTS
- BANK ACCOUNT + PAYMENTS
- BUDGET MAKING
- MONEY RELATIONS TO GOVERN

- ANNUAL PLAN
- HEAD OFFICE BEARERS
- OTHER FUNCTIONS
  - COMMUNICATION
  - ACTIVITIES

# Roles and responsibilities of the board



## Tasks of the 1st employee

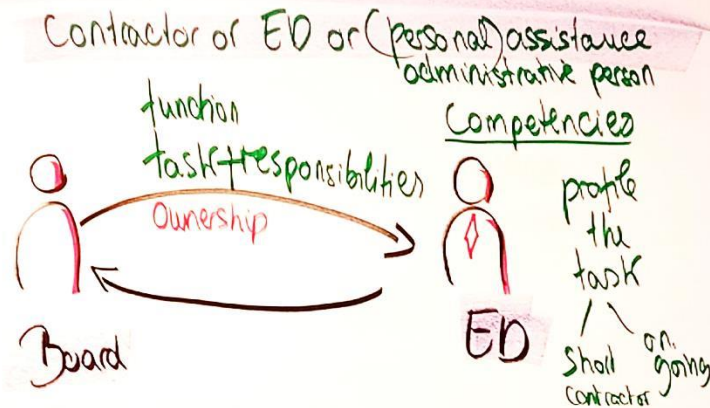
What will his/her tasks be?

Should it be an ED or staff member? (rather 2 staff members if possible)

Should it be a wikimedian or not?

How do you manage giving him/her not only tasks but also responsibilities?

## Board & ED relationship



Which tasks should we give to a ED?

What do you need support?

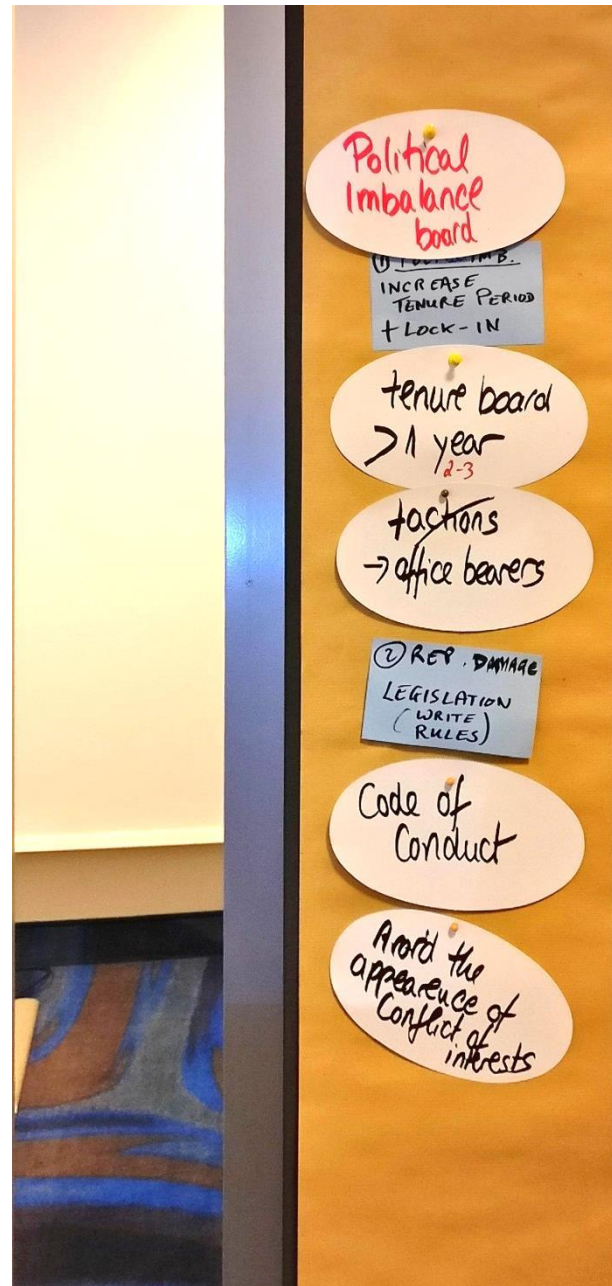
Could I use a contractor?

Support or decision?



## Main risks and solutions for boards

- Political imbalance
- Reputational damage



# Encreasing comunity engagement

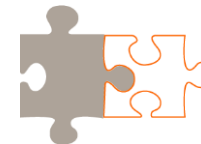
# Expectations of community members - motivation



Have fun



Learn new things



Cooperating  
exchanging

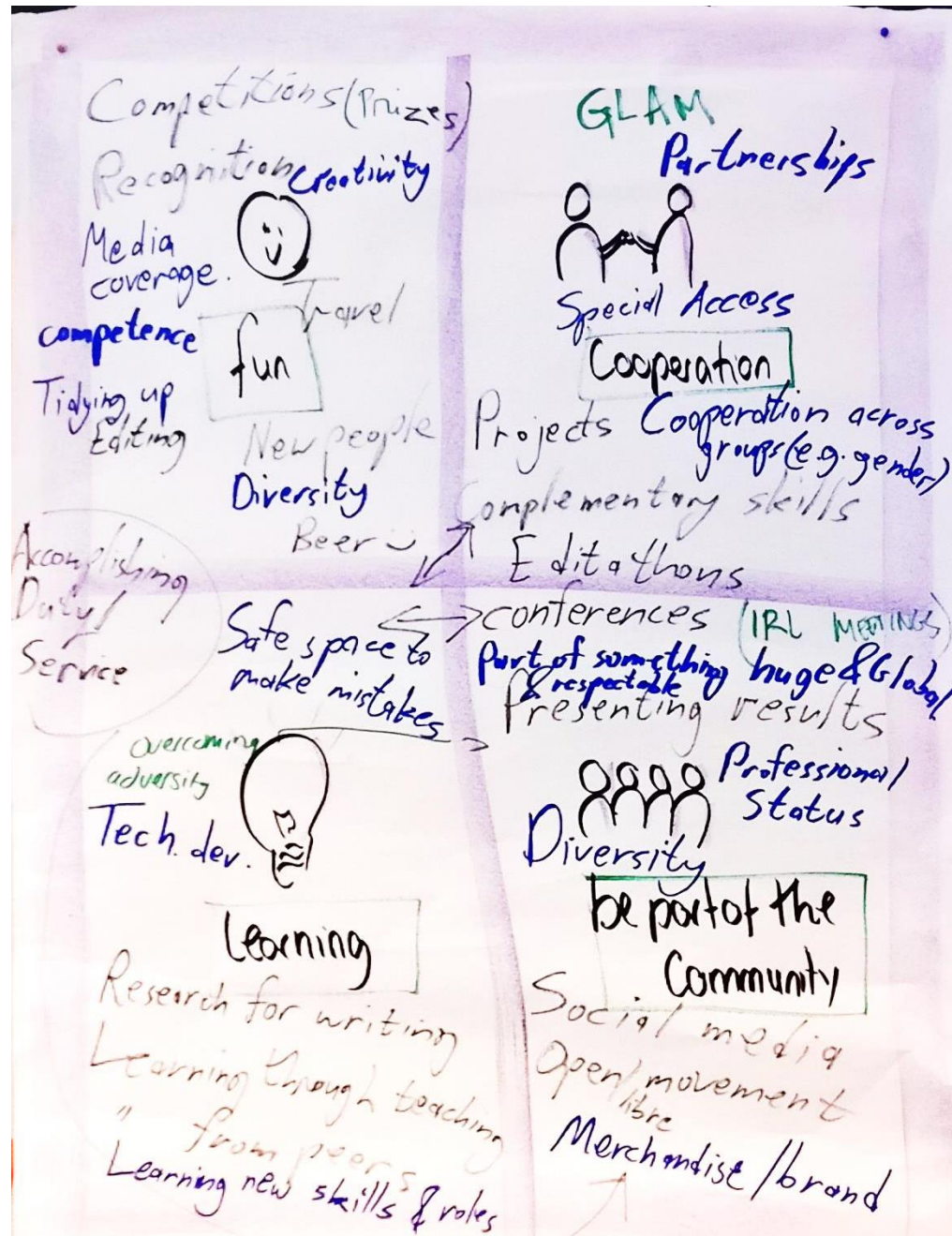


Be part of the free knowledge  
community



## Motivation

Community members have different motivations. What are you offering on the different dimensions?



# Level of engagement

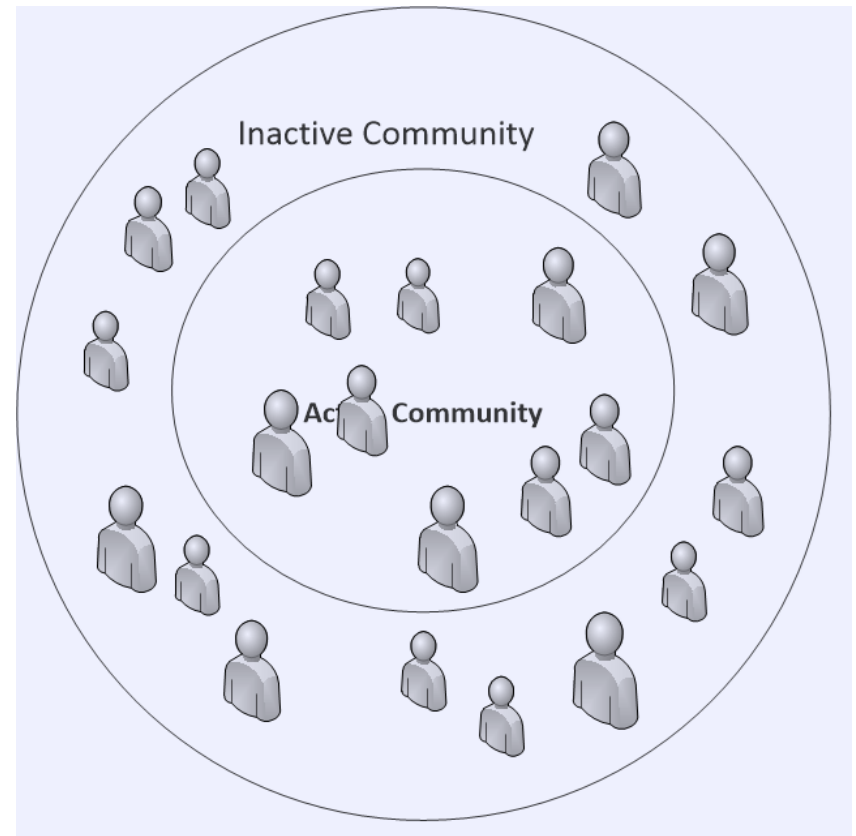
**CORE:** lead, coordinate or run community activities

**ACTIVE:** regularly join community activities

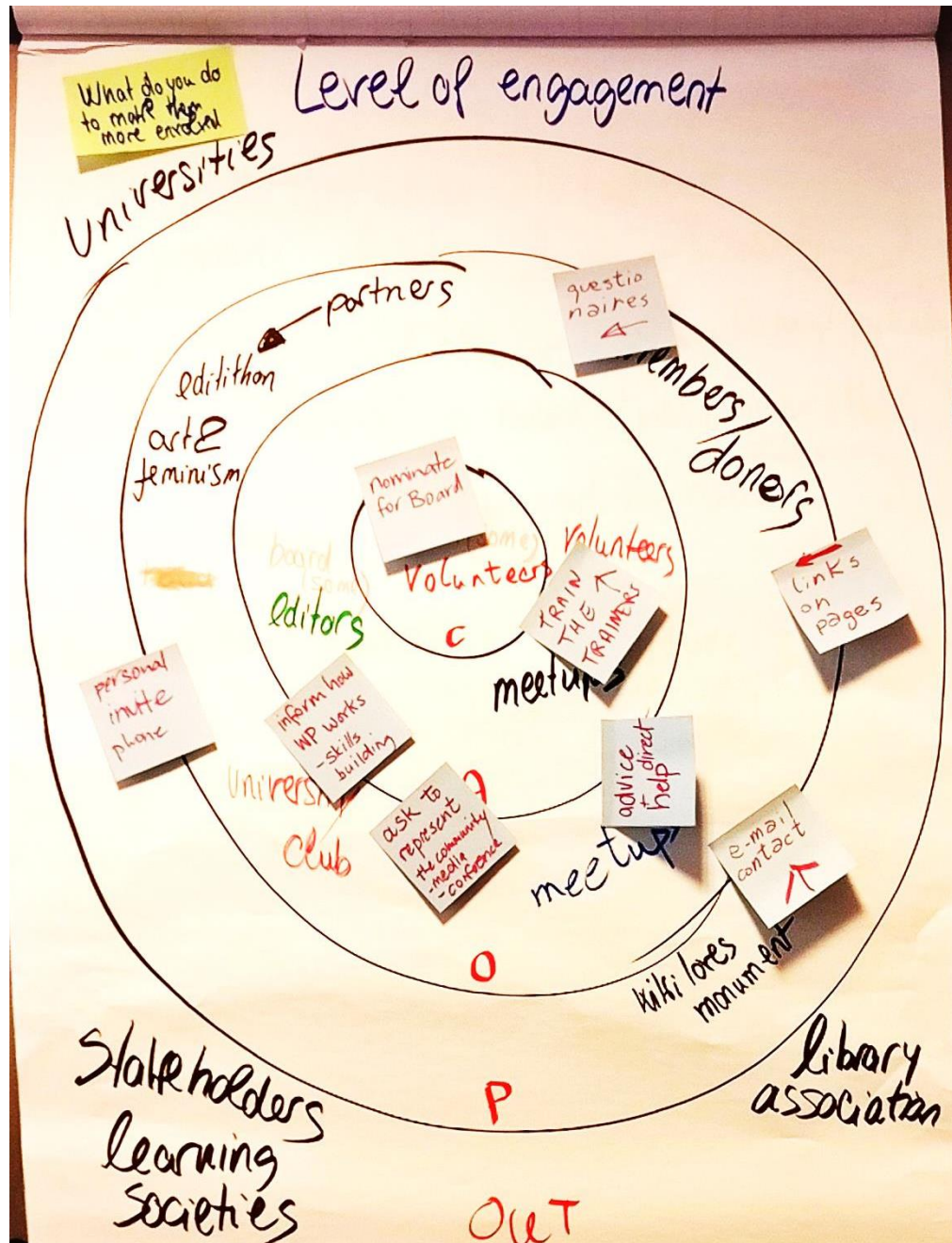
**OCCASIONAL:** show up to community activities from time to time

**PERIPHERAL:** rarely come to community activities

**OUTSIDE:** people outside of your community



What are you doing, in order to increase the degree of engagement in your community?





# Job Description

## Title

- This will be the volunteer's identification. Give it as much recognition as possible.

## Purpose

- This section describes the specific purpose of the position in no more than two sentences. If possible, the purpose should be stated in relation to the mission and goals of the non-profit organization.

## Time and place

- This should include the exact duty hours, on which weekdays and the place where the volunteer has to perform the tasks. Be specific.

## Qualifications

- Include all things necessary for the effective performance of tasks, listing requirements from physical to human qualities desired.
- Be careful not to over qualify the position – you could lose some excellent volunteers due to stringent educational requirements.
- Specifics such as a driving license, insurance needed, etc. should be noted.

## Responsibilities

- List each duty and responsibility of the job as specifically as possible.

## Benefits

- List any available benefits to the volunteer, such as free parking, coffee, mileage reimbursement, training, materials usage, etc.



# Example: After-School Tutor

Title
After-School Tutor
Purpose
The position of <i>After-School Tutor</i> supports the educational program for high school students. The tutoring program is designed to help high school students achieve academic success and graduate on time.
Time and place
The After-School Tutor position requires a minimum commitment of two hours, and no more than four hours per week, for each week that school is in session. The Tutor Program is held from 3-5 p.m. each Monday and Wednesday. The After-School Tutor will serve for the fall 2001 and spring 2002 semesters. The tutor is eligible to continue in the 2002/2003 school year with approval from the director of tutors.

## Qualifications

Eligible candidates for the After-School Tutor position include adults over 21 years of age who have earned a Bachelor's Degree and who pass a criminal history record check.

## Responsibilities

The After-School Tutor:

- (1) works with an assigned high school student to provide assistance in one or more academic subjects;
- (2) assists a student in developing a better understanding of in-class and homework assignments;
- (3) coaches the student in identifying resources to complete assignments;
- (4) reviews completed assignments and suggests ways to improve or supplement assignments; and
- (5) provides positive feedback on the student's progress and encourages the student's continued focus on academic excellence.

# Example: After-School Tutor



## Benefits

Training for this position will be provided at the four-hour orientation session. In addition, the director of volunteers is available on an ongoing basis to answer questions and provide other assistance as needed.

Media director

# MEDIA DIRECTOR

## Purpose

- \* Bridge communication between the public and the organization.
- \* ~~Prepare press releases~~ **PROMOTE FREE KNOWLEDGE**
- \* Improve the understanding of the movement / wikipedia.
- \* **ATTRACT NEW EDITORS**

## Time and place

- 2 hours / week
- Online / offline

## Qualification

- Media experience / PR / video editing / IMAGES

## Responsibilities

- Write Press Release
- Post messages on SNS
- Educate or Advise media staff

## Benefits

Be a part of the movement

BUILD YOUR NETWORK

## Job description for a volunteer position Media director

You can use this frame to  
describe the tasks on your  
board.

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