

# Town & Gown



**WORKSHOP**

**OPTIMIZING NONPROFIT ORGANIZATIONS:  
ELEVATING BOARD GOVERNANCE**



# UL Lafayette<sup>TM</sup> Community Collaboratory

A black silhouette of a city skyline, featuring several buildings of varying heights and two trees on either side, positioned below the word 'Collaboratory'.

The UL Lafayette Community Collaboratory brings together our town and gown partners to strengthen our communities and create a better world for future generations.

The Community Collaboratory fosters collaboration and mutually beneficial partnerships, promotes meaningful dialogue, and co-develops solutions to address community priorities. It enriches teaching and learning while providing professional development and service opportunities to prepare educated and engaged citizens

# UL Lafayette<sup>TM</sup> Community Collaboratory



The Community Collaboratory is supported through the generosity of our founding partners, The Stuller Family Foundation and William C. Schumacher Family Foundation.



STULLER  
*Family Foundation*



**William C. Schumacher**  
FAMILY FOUNDATION



# COMMUNITY COLLABORATORY FELLOWS

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The Community Collaboratory Fellows are made of UL Lafayette's Faculty and Staff who are leaders on campus in how they are engaged with communities on campus and in our community.

**Dr. Aimee Barber**

**Blair Begnaud**

**Dr. Lisa Broussard**

**Jonathan Brown**

**Kevin Guillory**

**Dr. Emad Habib**

**Ruben Henderson**

**Rose Honnigor**

**Kayleigh Murphy**

**Professor Kiwana McClung**

**Professor Tom Sammons**

**Kyle Sarver**

**Dr. Liz Skilton**

**Dr. Lise Anne Slatten**

**Dr. Geoff Stewart**

**Dr. Peter Shepard**





# UPCOMING EVENTS

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- **August 7:** SOUL Camp A
- **August 12:** SOUL Camp B
- **August 21:** Town & Gown Workshop (Faculty & Staff Development)
- **October 3:** Alternative Fall Break (Faculty & Staff Day of Service)
- **October 13:** Community Engagement Fair
- **October 20:** Krewe de Coulee: Homecoming
- **February 19:** Krewe de Coulee: Mardi Gras
- **Tentatively March 28:** The Big Event

## **Community Collaboratory Partner Events:**

- **September 20** Parish Proud Day with Love Our Schools



# KEEP UP WITH US!



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\_COMMUNITYENG



FACEBOOK



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AT LAFAYETTE OFFICE OF  
SUSTAINABILITY



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UNIVERSITY *of*  
**LOUISIANA**  
L A F A Y E T T E<sup>®</sup>

**Office of Sustainability and  
Community Engagement**

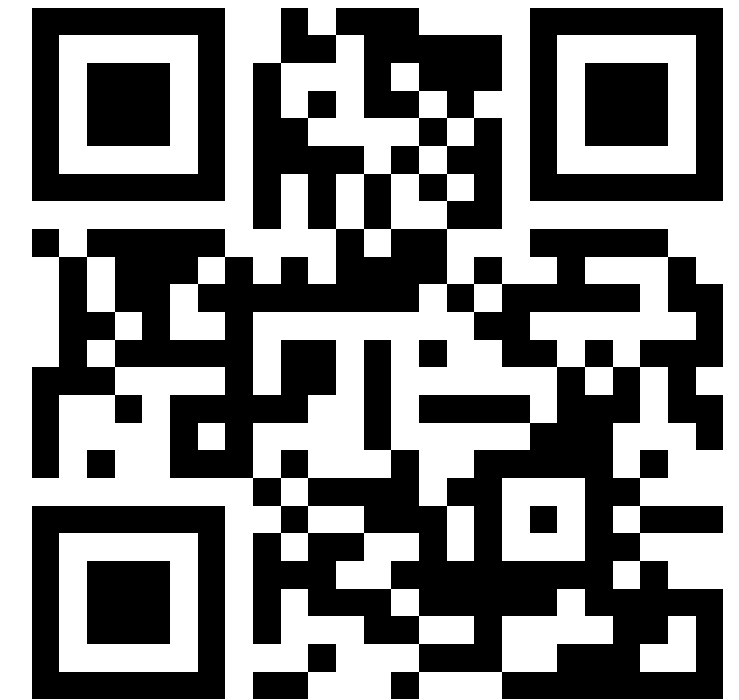




**THANK YOU FOR  
ATTENDING TODAY'S TOWN  
& GOWN WORKSHOP!**

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**TAKE THIS QUICK SURVEY  
TO TELL US ABOUT YOUR  
EXPERIENCE TODAY:**





# Elevating Nonprofit Governance



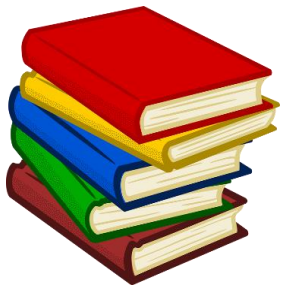
Town & Gown Workshop  
UL Lafayette Office of Sustainability and  
Community Engagement  
July 1, 2025

Presented by:  
Dr. Lise Anne Slatten

337-257-7800



# Worksheet to help reinforce important points



Optimizing Nonprofit Organizations: Elevating Board Governance Worksheet

UL Lafayette Town & Gown Workshop – July 1, 2025

Presenter: Dr. Lise Anne Slatten (laslatten@louisiana.edu)

## Notes:

**Set your Intention:** Today, in this workshop, I want to learn more about \_\_\_\_\_.

1. What is a nonprofit organization? (4 parts to the definition)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

2. Understanding Governance: "Governance provides the type of consistent

\_\_\_\_\_, \_\_\_\_\_, and checks and balances that can ensure nonprofit organizations both \_\_\_\_\_ and remain \_\_\_\_\_ for the long-term."

# Introduction

Dr. Lise Anne D. Slatten  
Professor, Department of Management  
Moody College of Business Administration  
University of Louisiana at Lafayette



- ▶ 35+ years of attending Board Meetings in a variety of roles with many different types of boards
- ▶ Roles:
  - ▶ Staff Member
  - ▶ Board Member
  - ▶ Board Officer
  - ▶ Consultant



# Presentation Outline



- ▶ Define the Terms
- ▶ Today's Governance Topics:
  - ▶ Situational Analysis: NPO & NPO Board
  - ▶ Types of Boards & Basic Functions
  - ▶ Building a High-Performing Board
  - ▶ Governance Models
  - ▶ Board Effectiveness
- ▶ Questions

# Part 1: Define the Terms



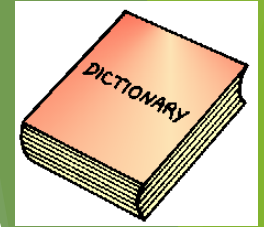




A word cloud on a dark blue background with the words "NONPROFIT" and "ORGANIZATION" in large, bold, yellow letters. Other words in white and light blue include: Public Interest, Funding, Social Problems, Not For Profit, Service, Promote, Associations, Charitable, Volunteer, Money, Accountability, Donation, Tax Exempt, Foundations, Tax Deduction, Charity, Philanthropy, Helping, Benefit, Poverty, Relief, NPONGO, Advancement, EDU, Trust, Grant, and ORG.

Public Interest  
Funding Social Problems Not For Profit Service  
Promote Associations Charitable  
**NONPROFIT** Volunteer Money  
**ORGANIZATION** EDU  
Tax Exempt Foundations Trust  
Tax Deduction Charity Grant  
Philanthropy Helping Benefit ORG  
Poverty Relief NPONGO  
Accountability Donation Advancement

# What is a Nonprofit Organization?



- ▶ A nonprofit organization is a business....
  - ▶ The IRS has granted tax-exempt status because it furthers a social cause and provides a public benefit.
- ▶ Donations made to a nonprofit organization are
  - ▶ Typically, tax-deductible to individuals and businesses that make them, and...
- ▶ The nonprofit itself pays no tax on the received donations or on any other money earned through fundraising activities.
- ▶ Nonprofit organizations are sometimes called NPOs or 501(c)(3) organizations based on the section of the tax code that permits them to operate.

Source: Nonprofit Organization (NPO): Definition and Example (investopedia.com)

# Understanding Governance



## ► What is Nonprofit Governance?

Schedule the board meeting. Send out the agenda.  
Finish the audit on time.....

Governance can make or break an organization.

At for-profit and nonprofit organizations alike, ***governance matters.***

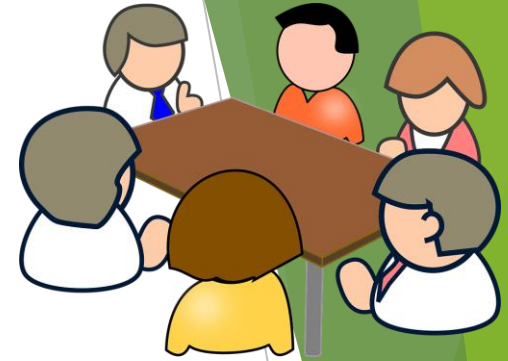
Governance provides the type of consistent oversight, accountability, and checks and balances that can ensure nonprofit organizations both reach their goals and remain sustainable for the long-term.

In nonprofit organizations, this role is most often filled by the Board of Directors.

Source: What is Nonprofit Governance and Why Does it Matter? - Funding for Good



# Understanding Governance (cont.)



- **Most Common Nonprofit Board Governance Model:**  
the Board of Directors is responsible for (3) important things:
1. Establishing organizational direction
  2. Providing oversight of the organization, including managing the Executive Director; if there is no Executive Director, the board's role may entail more hands-on management
  3. Ensuring the resources required to fulfill the organization's mission are available

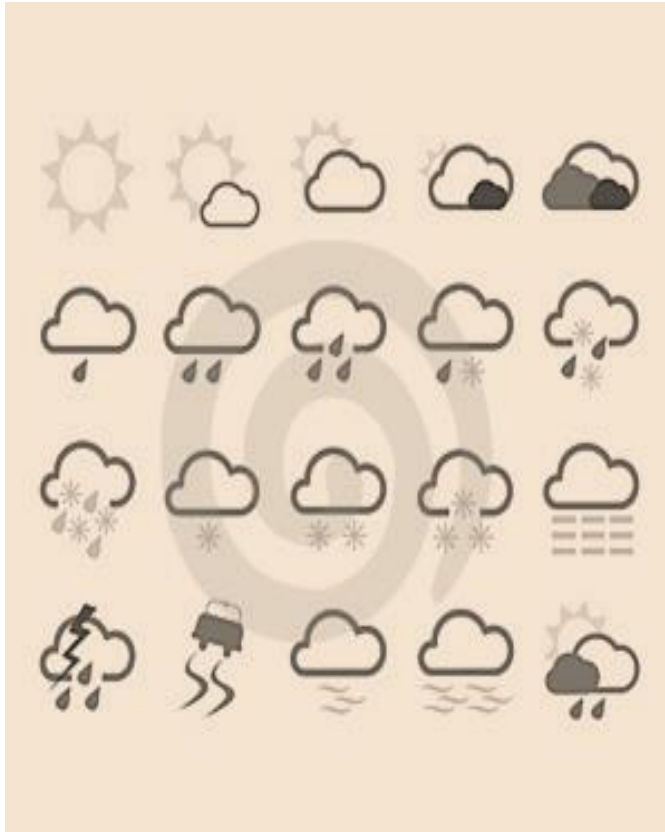
Source: What is Nonprofit Governance and Why Does it Matter? - Funding for Good

# Part 2: Today's Governance Topics



- ▶ Today's Nonprofit & NPO Board of Directors
- ▶ Types of Boards & Basic Functions
- ▶ Building a High-Performing Board
- ▶ Governance Models
- ▶ Board Effectiveness

# The climate for today's nonprofits



Complex business model  
Funding Uncertainty  
Need for Diversification  
Imbalance between capacity and demand  
Relevancy challenged  
Fast-paced  
Demands for accountability  
Staffing challenges  
Economic uncertainty  
Public skepticism  
Technology & Digital Transformation

# The Modern Nonprofit Board of Directors



## Roles are Evolving & Focus is Shifting

- ▶ Shift towards strategic governance
- ▶ Emphasis on data-driven decision making
- ▶ Strong leadership capabilities required - including leading in a crisis or business disruption scenario
- ▶ Skills needed: vision, agility, responsiveness to complex challenges
- ▶ Deeper understanding of the mission, context, and future direction of the organization
- ▶ Diverse members - lived experiences, identities, and perspectives
- ▶ Collaboration



# Types of Nonprofit Boards



1. Policy Making Board
2. Administrative Board
3. Advisory Board



# The Details

Policy Making Board	Administrative Board	Advisory Board
Governing body for the organization	Full-time working board - does it all	Primarily gives advice & recommendations
Makes policy decisions on function, goals & activities/programs	Makes decisions regarding programs & policies; members carry out policies through administrative actions	Executive Director is not appointed by or responsible to the advisory board - does not have to follow their advice
Selects, employs & evaluates Executive Director who reports to the Board	Acts a plural chief executive for the organization	No absolute authority; no administrative duties



# What Type of Board Are You???



- ▶ Policy Making Board
- ▶ Administrative Board
- ▶ Advisory Board

# Let's Keep Moving on





# Basic Functions Of the Board of Directors

Human Resources

Planning & Policy  
Administration

Financial  
Management

Organizational  
Operations

Community/Public  
Relations

# Basic Functions Of the Board of Directors



## Human Resources

- ▶ Board Membership: recruiting new members; recognizing & nurturing existing members; providing existing members opportunities to develop as leaders
- ▶ Volunteer Involvement: setting policy regarding how volunteers should be used, where & how they are to be treated

# Basic Functions Of the Board of Directors



## Planning & Policy Administration

- ▶ Set and review the organization's mission, philosophy & goals (set policy)
- ▶ Plan for the future (long & short-range planning)
- ▶ Determine what services & programs the NPO will provide (implement policy)
- ▶ Evaluate programs & organization operations regularly (monitor policy)



# Basic Functions Of the Board of Directors



## Financial Management

- ▶ Ensure the financial accountability of the organization
- ▶ Oversee the ongoing process of budget development, approval & review
- ▶ Raise funds or ensure adequate funds are raised to support the organization's programs
- ▶ Risk Management: protecting the organization's assets (property and investments)

# Basic Functions Of the Board of Directors



## Organizational Operations

- ▶ Maintain the organization's history by keeping good records
- ▶ Ensure the NPO has a functional & legal organizational structure
- ▶ The organization & board members should meet all legal requirements for operations
- ▶ Plan for the future, blending the organization's past into the plans

# Basic Functions Of the Board of Directors



## Community/Public Relations

- ▶ Ensure the organization's programs appropriately serve the community & client needs
- ▶ Marketing of the organization's services (know the mission statement)
- ▶ Ongoing public relations - board members are ambassadors of the organization in the community
- ▶ Cooperative action via coalitions or joint projects, when applicable, with other groups



# Sounds Easy Enough... Questions?



# Building a High-Performing Board



# Building a High-Performing Board

- ▶ Recruit thoughtfully and inclusively (like talent development)
- ▶ Set clear expectations with a job description (meaningful opportunity to create change)
- ▶ Provide ongoing training for members
- ▶ Foster a culture of trust & engagement
- ▶ Ensure strong Board - Executive (staff) partnership
- ▶ Plan for sustainability and succession thinking beyond the tenure of current board members
- ▶ **FINAL THOUGHT:** A high-performing board is not just about who's in the room - it's about how they lead, how they learn, and how they live the mission.





# How to Recruit High-Performing Board Members

- ▶ Define “High-Performing” for your NPO
- ▶ Use a Board Matrix to identify gaps
- ▶ Ongoing identification of potential members - build a targeted pipeline
- ▶ Diversity across all categories (race, gender, geography, age, business sector, lived experience, leadership experience)
- ▶ Interview/screen for fit and commitment
- ▶ Create a clear & compelling recruitment package
- ▶ Invite for impact, not just prestige
- ▶ Onboard and orient thoughtfully (“board buddies”)
- ▶ **FINAL THOUGHT:** Should be strategic, continuous, and aligned with where the NPO is going in the future



# Sample Board Matrix (A)

[illegible]

# Sample Board Matrix (B)

Menu 0565\_001 (2).pdf 0565\_001 (3).pdf + Create Sign in

All tools Edit Convert E-Sign Find text or tools

**SAMPLE #3**

**Board Matrix Worksheet**

	# of Current Members	# of Prospective Members	Total Members
<b>Areas of Expertise/Leadership Qualities</b>			
Administration/Management			0
Early-stage organizations/start-ups			0
Financial oversight			0
Fundraising			0
Government			0
Investment management			0
Law			0
Leadership skills/motivator			0
Marketing, public relations			0
Human resources			0
Strategic planning			0
Physical plant (architect, engineer)			0
Real estate			0
Understanding of community needs			0
Technology			0
Other			0
<b>Resources</b>			
Money to give			0
Access to money			0
Access to other resources (foundations, corporate support)			0
Availability for active participation (solicitation visits, grant writing)			0
<b>Community Connections</b>			
Religious organizations			0
Corporate			0
Education			0
Media			0
Political			0
Philanthropy			0
Small business			0
Social services			0
Other			0
<b>Personal Style</b>			
Consensus builder			0
Good communicator			0
Strategist			0
Team member			0
Visionary			0

# Coming to the end...

## Governance Models and Board Effectiveness





# Governance Models

Model	Description	Strength	Watch Out For
Traditional - Working Board	Board handles operations directly	Engaged board	Burnout; unclear roles
Policy Governance (Carver)	Board sets big picture policies- staff manages operations	Clear roles & Strategic focus	Board may get bored and disengage
Advisory Board	Body provides expertise or influence only	Adds expertise & credibility	Confusion about authority
Patron Board	Focus on fundraising & visibility	Strong fundraising potential	Lack of strategic input
Collective-Consensus	All have equal voice; shared leadership & decision making	Equity, shared power	Slow to make decisions or unclear decisions; talk & no action

# Core Elements of Board Effectiveness

- ▶ **Clear Roles & Responsibilities**
- ▶ **Strong Governance Practices** - updated bylaws, board evaluation, strategic plan
- ▶ **Mission-Driven Decision Making** - actions align with the organization's mission
- ▶ **Active & Engaged Board Members**
- ▶ **Diverse Composition & Skilled Members**
- ▶ **Focus on Financial Oversight** - monitors the budget, organizational financial health, and does fundraising
- ▶ **Strong Partnership with the Executive Director** - support without micromanaging
- ▶ **Commitment to Continuous Improvement**



# Take a Breath...



# Enhancing Board Effectiveness

Signs of an Ineffective Board	Enhancing Board Effectiveness
Poor attendance and engagement	Conduct a board self-assessment regularly
Unclear or overlapping roles with staff	Offer onboarding and ongoing board training
Lack of diversity or relevant expertise	Set term limits; rotate leadership roles
Infrequent or unproductive meetings	Develop a board recruitment matrix
Minimal fundraising or financial oversight	Revamp the board meeting - consent agenda, comments from clients, strategic conversations (no report reading)
Reactive instead of strategic decision-making	Create clear meeting agendas with strategic dashboards

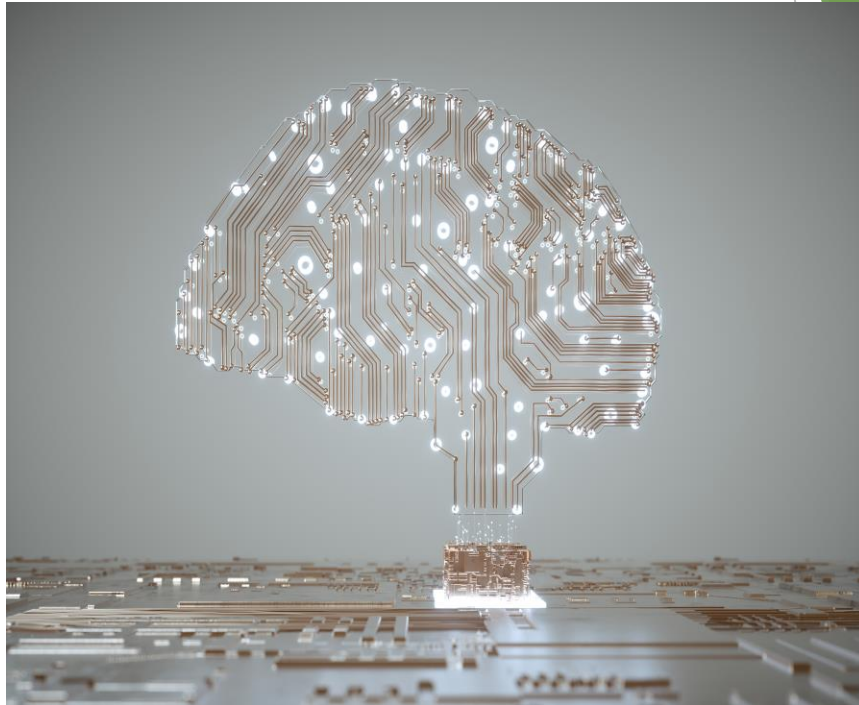


# What's on my mind these days....

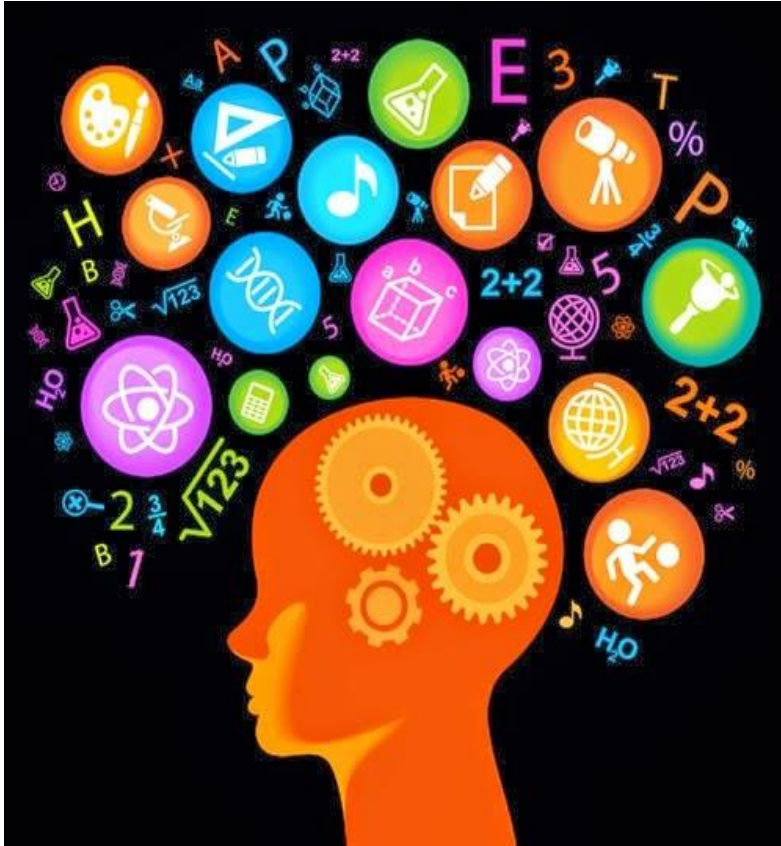
The use of Artificial  
Intelligence and its  
impact on governance  
in nonprofit boards.

What practices should  
boards adopt to  
address potential  
perils, challenges,  
biases, and power  
issues that may arise?

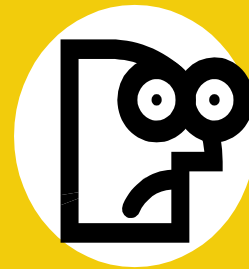
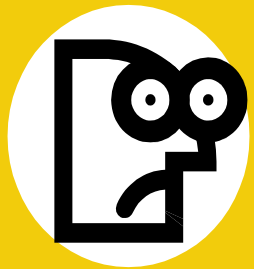
A new frontier.



# Recap of Today



- ▶ Today's Nonprofit & NPO Board of Directors
- ▶ Types of Boards (Q3)
- ▶ Basic Functions of the Board (Q4)
- ▶ Building a High-Performing Board
- ▶ Governance Models(Q7)
- ▶ Board Effectiveness (Q8)




**It's QUESTION TIME!!**

# Worksheet items -- to Keep the Conversation going...


What was confirmed for me today



What I heard today for the first time



What I want to explore further





Thank You  
*Dr. Lise Anne Slatten*  
*337-257-7800*  
*laslatten@louisiana.edu*



Never forget that  
nonprofit work,  
like no other endeavor,  
engages our choice,  
our hearts, and  
our spirits.

*Max Depree*  
*“Called to Serve: Creating  
and Nurturing the Effective  
Volunteer Board”*