

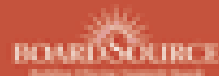


Contemporary Governance

Larry Minnix, Author & Retired CEO, LeadingAge

Governance *as* Leadership

*Reframing the Work of
Nonprofit Boards*



Richard P. Chait
William P. Ryan
Barbara E. Taylor

3 Modes: What's the Difference?

**Fiduciary:
Oversight**

**Strategic:
Foresight**

**Generative:
Insight**

3 Modes: What Do We Measure?

Fiduciary – Board as Control Mechanism- Dashboards

**Strategic – Board as Direction-Setter- Achievements,
Market Position**

Generative – Board as Meaning Maker- Enduring Impact



Focus for Next Decade

Fiduciary

**Improving
Performance**

Strategic

**Innovative
Solutions**

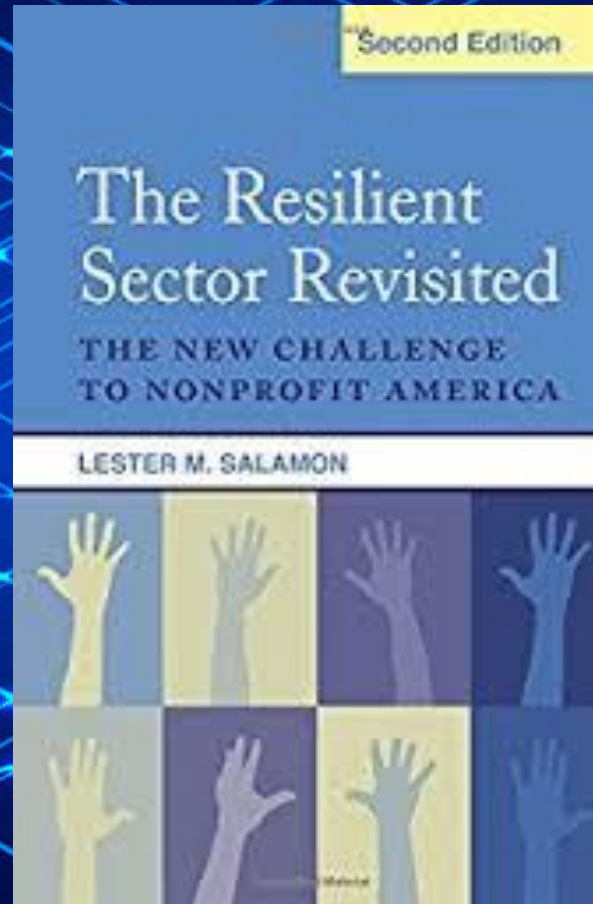
**Transforming
Policy**

Generative

Redefining Age

**Creating
Enduring
Impact**

Future of Nonprofit Sector



What are the Traditional Responsibilities of the Nonprofit Sector?

“Change lives.” – Peter Drucker

4 Duties – Lester Salamon

- 1. Guardian of values**
- 2. Meet unmet need, often difficult and unprofitable**
- 3. Advocate, especially for those without voice**
- 4. Create social capital, aka community**



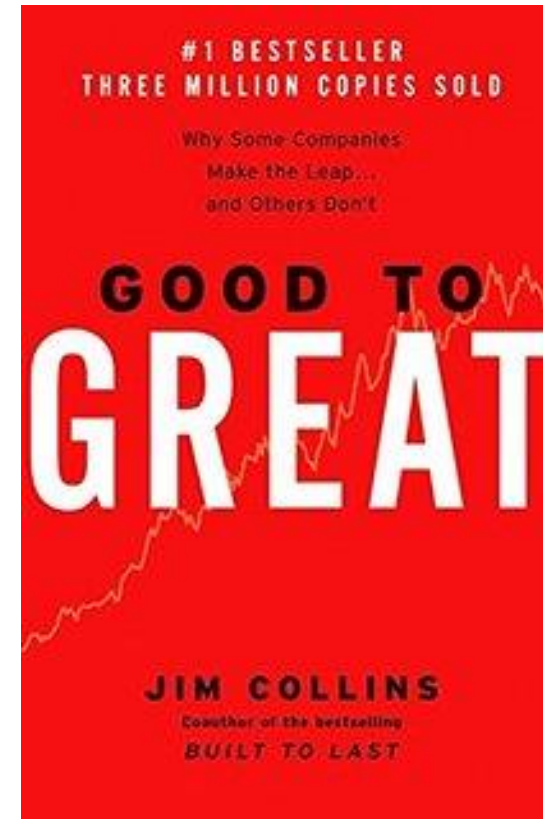
What are the Major Impulses of the Nonprofit Sector?

According to Salamon...



Measuring Impact

“We must reject the idea- well intentioned, but dead wrong- that the primary path to greatness in the social sectors is to become ‘more like a business.’”



Greatness Defined

According to Collins and cross-referenced with Chaitt, Ryan, and Taylor...

- Superior Performance...Fiduciary
- Distinctive Impact...Strategic
- Lasting Endurance...Generative



Personally Motivated

Lean

9-15 members



Efficient

4-6 meetings

few committees, if any

executive session every meeting

assume everyone can read ahead of time



80/20 Rule

80: future and why

20: past and how well



Renewable

recruitment criteria by competence

education and development every meeting

national events

term limits

attendance in person

chemistry

written succession plan



Generative Discussion Topic:
What do YOU believe about aging?

It is essential you know what you believe about aging, the responsibility of nonprofits, and how your organization operates.



Outdated Beliefs About Aging

Denial

**Dependence
and Disease**

**Peak &
Decline**

2nd Childhood

Biblical Philosophy

Then Abraham breathed his last and died at a good old age, an old man and full of years; and he was gathered to his people.

Genesis 25:8

He has shown you, O mortal, what is good. And what does the Lord require of you? To act justly and to love mercy and to walk humbly with your God.

Micah 6:8

Biblical Philosophy

*The gifts and the call of
God are irrevocable.
Romans 11:29*

*By their fruit you will
recognize them.
John 7:16*



Generative Questions for You and Your Board

- If resources weren't an obstacle, what would we do differently?
- What new talents will we need on the Board in the coming years that we could begin cultivating today?
- Can we fulfill the traditional mission or should the mission change?
- When your tenure is over as a Board member, what would you want others familiar with your involvement to say your impact has been?
- In 10 years, what impact would you want to say your organization has made in your community?



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