



So, You Want to Start a Youth Program?

Session II – Management

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Now you have your vision, values and mission clear for your organization, however without a solid foundation and sound business practices you could spend your time frustrated as your worker harder and not smarter.

The next step in the journey is to take a look at your current and future management plans as it pertains to your organization. There are many of factors when it comes to developing the operational arm of your organization. This session is designed to provide several top level things to consider starting at the top with your Board of Directors.

Getting Your House In Order

Your Board of Directors

- ▶ Should be available
- ▶ Should be committed
- ▶ Should be resourceful
- ▶ Should be diverse
- ▶ Should be invested
- ▶ Should be focused on \$\$\$



Advisory Board Considerations

- ▶ High profile people
- ▶ Busy people
- ▶ Specialized areas of expertise
- ▶ Representatives from your target population
- ▶ Former board members
- ▶ Community leaders



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Session II – Management Board Assessment

Review the list below and rate your organization on a scale of 1-5 in the following areas as it pertains to your Board of Directors.

	1	2	3	4	5
Has the organization identified the types of people they would like to serve on the Board of Directors					
Does your organization have written bylaws?					
Has the organization clearly stated and communicated the responsibilities of the Board of Directors (i.e. a Board job description and/or commitment letter)?					
Have you developed a Board operations manual?					
Are Board members required to sign a conflict of interest policy prior to serving?					
Has the organization reviewed the current Board of Directors and assessed the overall strengths and weaknesses?					
Does the organization currently have a nominating committee in place?					
Is the Board of Directors diverse or does it adequately represent your target population?					
Are Board members interviewed before they are asked to serve?					
Does the Board have an annual meeting calendar?					
Have you identified Board Committees?					
Are Board members required to be financial invested in the organization? If so, how much?					

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Session II – Management Sample Board Job Description

BOARD OF DIRECTORS JOB DESCRIPTION

Position

Member, Board of Directors

General Statement of Duties

The primary responsibilities of the *ABC Organization* Board of Directors include setting policy; hiring, firing and evaluating the Executive Director; evaluating the program; representing *ABC Organization* in the community; and giving and raising money. The Board works closely with the Executive Director to ensure program effectiveness, quality and integrity.

Examples of Duties

- Develop and implement plans for fundraising;
- Review and approve budgets to ensure financial solvency;
- Approve program plans and authorize implementation of new or modified programs;
- Develop short- and long-range plans;
- Evaluate the effectiveness of the organization in fulfilling its mission;
- Provide guidance to the Executive Director;
- Establish Board objectives and monitor degree of achievement;
- Represent our program to the public, including sources of financial support;
- Communicate public needs and interests to our program;
- Fulfill legal responsibilities by adhering to applicable federal, state and local laws in governance of our program;
- Establish and update required policies;
- Actively serve on at least one committee and participate in decision making by attending Board meetings;
- Nominate and elect new Board members;
- Meet minimum financial commitments set by the Board;
- Assist with special program projects; and
- Participate in all fundraising events.

Hours

Board meetings are held on a monthly basis, unless otherwise specified.

Qualifications

Our Agency strives to maintain a variety of skills and talents on the Board. Examples of qualifications sought include excellent organizational skills, management background, knowledge of local community and resources, outstanding communication skills, ability to work well with a wide spectrum of people, creative thinker, self-starter, budget/financial/fundraising experience, public relations background and human resources expertise.

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Session II – Management Sample Board Evaluation

BOARD MEMBER EVALUATION

	Considerations	5 Very Good	4 Good	3 Ave.	2 Fair	1 Poor
1	Board has full and common understanding of the roles and responsibilities of a board					
2	Board members understand the organization's mission and its products / programs					
3	Organizational pattern (board, officers, committees, executive and staff) is clear					
4	Board has clear goals and actions resulting from relevant and realistic strategic planning					
5	Board attends to policy-related decisions which effectively guide operational activities of staff					
6	Board receives regular reports on finances/budgets, products/program performance and other important matters					
7	Board helps set fundraising goals and is actively involved in fundraising (<i>nonprofit</i>)					
8	Board effectively represents the organization to the community					
9	Board meetings facilitate focus and progress on important organizational matters					
10	Board regularly monitors and evaluates progress toward strategic goals and product/ program performance					
11	Board regularly evaluates the Executive Director					
12	Board has approved comprehensive personnel policies					
13	Each member of the Board feels involved and interested in the board's work					
14	All necessary skills, stakeholders and diversity are represented on the Board					

Please list the three to five points on which you believe the Board should focus its attention in the next year. Be as specific as possible in identifying these points.

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Session II - Management Board Committee Report - Sample

Board Committee Report Summary

Committee Name:	
Report Given by:	
Date Report Given:	
Committee Updates:	
Items Needing Action:	<ul style="list-style-type: none">▪▪▪▪▪▪
Upcoming Dates:	
Motions Made:	

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Session II – Management Board Letter of Commitment - Sample

Board of Directors Letter of Commitment

I, _____, agree to serve on the **ABC Organization** Board of Directors. As a member of this Board, I hereby:

- Commit to actively support and participate in activities to ensure that the Board as a whole fulfills the responsibilities outlined in the Board of Directors Roles & Responsibilities;
- Commit to support the mission, vision and uphold the values of **ABC Organization** and act in the best interest of **ABC Organization**;
- Commit to act in accordance with the bylaws and policies of the organization;
- Commit to attend orientation and other Board education functions;
- Commit to participate in Board functions, such as fundraisers, tours, site visits and other special activities;
- Commit to hold confidential matters in confidence;
- Commit to actively attend quarterly Board meetings and serve on at least one standing committee and one ad hoc committee throughout the year;
- Commit to review all materials provided to the Board for review and/or approval;
- Commit to attend the annual Board planning session/retreat;
- Commit to make a generous annual gift from your own resources;
- Commit to assist the Development Committee and staff by implementing fundraising strategies through personal influence with others (e.g., corporations, individuals, foundations);
- Commit to support fundraising strategies by identifying prospective donors and soliciting contributions from individuals or organizations to which I have access;
- Commit to serve as a community ambassador;
- Commit to nominate new Board candidates on an ongoing basis;
- Commit to participate in the interview process for new Board candidates;
- Commit to draw upon community contacts and affiliations to further the cause of **ABC Organization**, such as recruiting new volunteers, establishing new corporate partnerships, etc;
- Commit to a two year term with the understanding that the terms are renewable upon approval; and
- Understand that the Board meets quarterly; that committees may meet monthly; and that there may be additional special meetings in any given month.

I understand that the role of Board Member is a critical role for this organization, and therefore I understand that my failure to live up to these commitments may result in my resignation or removal from the Board.

As agreed this ____ day of _____, 2012

Signature _____

Print Name _____

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Volunteer Job Description - Sample

DIAMOND IN THE ROUGH Volunteer Opportunities

VOLUNTEER TITLE:	MENTOR
VOLUNTEER CATEGORY:	Hands-on
COMMITMENT TIME:	Long Term position with a minimum eight-month commitment (3-5 hours/month)
AREAS OF INVOLVEMENT:	Commitment to developing supportive relationships and co-facilitating group mentoring sessions with Mentoring Coordinator.

RESPONSIBILITIES:

- Participates as part of the Mentoring team including assisting in the facilitation of program activities and lessons.
- Helps to maintain order and structure of *ABC Organization* Program.
- Attends mentor orientation and training sessions before meeting youth.
- Attends ongoing mentor training and support sessions.
- Attends small group sessions on a regular basis to establish healthy relationships and to demonstrate support.
- Keeps time logs and other information as requested by Mentor Coordinator.
- Helps set-up for programs & helps clean up at the end of each session.
- Recognizes club members for program participation & achievements.

QUALIFICATIONS:

- Sincere desire to be personally involved with young girls to help them achieve personal and career goals.
- Ability to communicate with teenagers openly and non-judgmentally.
- Ability to establish a relationship based on equal responsibility and respect.
- Practical problem-solving skills and ability to suggest and implement alternatives.
- Sensitivity to persons of different educational, economic, cultural or racial backgrounds.
- Required to maintain strict confidentiality and professional/ethical standards.
- Must have excellent communication, organization and inter-personal skills.
- Experience in leading, teaching and/or in youth development work a plus.
- Access to computer, printer, e-mail or fax machine a plus.
- Must be a self-starter.
- Good verbal and written communication skills and strong listening skills.

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Session II – Management Staff/Volunteer Development

Recruitment of Volunteers/Staff

- ▶ Identify needs
- ▶ Create a volunteer/staff profile
- ▶ Develop position descriptions
- ▶ Develop an intake process
- ▶ Find people with shared values
- ▶ Don't be afraid to say "No"



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Volunteer Checklist

- ▶ Professional and informative website
- ▶ Volunteer/Staff application
- ▶ Reference check (non relative)
- ▶ Background
- ▶ Interview
- ▶ Copy of drivers license
- ▶ Orientation & training
- ▶ Staff/Volunteer policies & procedures
- ▶ Evaluation tools
- ▶ Recognition & Retention



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Session II – Management

Where to find qualified candidates?

- ▶ Where do I find qualified applicants?
 - ▶ Local businesses & business organizations (i.e. chamber)
 - ▶ Corporations (community outreach)
 - ▶ Groups (i.e. sororities, book clubs, women's groups)
 - ▶ High schools, colleges & universities
 - ▶ Churches
 - ▶ www.Volunteermatch.org
 - ▶ www.mentoring.org
 - ▶ www.caresmentoring.org



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Youth Recruitment

- ▶ Create attractive and informative website
- ▶ Identify your specific target audience
- ▶ Develop a member intake process
 - ▶ Application
 - ▶ Interview (optional)
 - ▶ References (optional)
 - ▶ Parent release
 - ▶ Mandatory orientation (optional)
 - ▶ Membership fee (optional)
- ▶ Create marketing material



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Identifying Allies

- ▶ Schools (teachers, counselors & administrators)
- ▶ Youth organizations
- ▶ Churches
- ▶ Counselors
- ▶ Coaches
- ▶ Court & Juvenile Justice Dept.
- ▶ Parent organizations
- ▶ State & governmental agencies



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Spreading the Word

- ▶ Speaking engagements (lunch & learns, local organizations)
- ▶ Marketing material (postcards, brochures, etc.)
- ▶ Signs, posters & banners
- ▶ Information sessions
- ▶ Social media
- ▶ Local media
- ▶ Special events



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