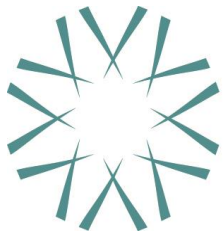


Network Board Development: Equipping Leaders for Effectiveness



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Rural Health Innovations (RHI), LLC, is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are the nation's leading technical assistance and knowledge centers in rural health. In partnership with The Center, RHI connects rural health organizations with innovations that enhance the health of rural communities.



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Contributors

- Rural Health Innovations (RHI), LLC, is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are the nation's leading technical assistance and knowledge centers in rural health.
- The National Cooperative of Health Networks Association Inc. (NCHN), is the only national professional membership organization whose sole focus is on health networks. NCHN's mission is to support and strengthen health networks.
- RHI and NCHN have developed this guide to assist rural health networks in establishing and improving board governance.



Agenda

- Rural Health Network Board Development Guide
- Getting Started with Board Development
- Recruiting and Selecting Board Members
- Models of Organizational Structures
- Articles and Bylaws
- Orientation
- Network Governance
- Effective Meeting Management
- Record Keeping

Board Development Guide for Rural Health Networks

The purpose of the Guide is to support rural health networks in their efforts to establish, maintain and improve the effectiveness of their boards.

- The benefits of using the Guide include:
 - Improved understanding of how to identify and recruit board members
 - Improved understanding of the roles and responsibilities of board members
 - Improved understanding of how to manage effective board meetings
 - Quick access to board development resources
- The Guide contains the following related to board development & governance:
 - Glossary of terms and definitions
 - Sample documents
 - Resources
- The intended audience:
 - Network leaders of rural health networks
 - Board of directors of rural health networks

Getting Started

The main purpose of a network's board of directors is to guide the direction of the organization in a fiduciary manner to insure staff are able to carry out the organization's mission.

- Organizational oversight, not management of day-to-day operations
- Determine the organization's values, mission & vision
- Establish bylaws
- Set long-term goals and policies
- Oversee and approve network finances

Recruiting and Selecting Board Members

- Establish the right board for your organization
- Recruit, don't gather
- Establish an on-going recruitment & nomination process
- Select individuals with varied training, experiences, knowledge and skills

Models of Organizational Structures

- Cooperative
- For-Profit
 - Limited Liability Corporation (LLC)
- Memorandums of Agreement
- Non-Profit (i.e. 501-c-3)

Articles of Incorporation

The statement of the name, activities, stock or non-stock status and other basic attributes of a corporation filed with the state corporate regulator to start the process of creating a legal entity.

- Establishment of a legal entity
- The terms of the Articles of Incorporation are typically defined by state law
- Commonly required content:
 - Organization's name and address
 - Purpose
 - Name and address of the organization's registered agent

Bylaws

Bylaws are your organization's written operating manual.

- They must provide clear instructions on such things as:
 - Size and makeup of the board
 - Member term limits
 - How the board will function
 - Roles and responsibilities of the directors and officers
 - Meeting procedures
 - Standing committees
 - Any additional aspects related to governance, as outlined by state law

Board Orientation

Process of educating board members about your organization as well as expectations and responsibilities of their role.

- New members prior to the first meeting
- Annual refresher for all members

Governance

The systems of management and controls exercised in the stewardship of your organization.

- Organizational chart
- People
- Processes

Effective Meeting Management

Structure and preparation implemented to make the most efficient use of board meeting time.

- Meeting packets
- Consent agenda
- Distribute materials early
- Read materials prior to the meeting

Record Keeping

Minutes provide a memorialized chronology of key information about the organization's board actions, elections of officers and/or directors, and certain reports from committees and staff.

- Important for audit
- Important for any legal action/court proceeding
- Keep permanently

Resources on Board Development

The Guide contains a listing of resources on board development.

- Links to organizations with information about board development of non-profit organizations
- Electronic newsletters on board development
- Articles about board development

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