

Table of Contents

Preface	viii
Introduction	ix
<i>The Source: Twelve Principles of Governance That Power Exceptional Boards</i>	xii
Principle 1: Constructive Partnership	
<i>Constructing a Partnership</i>	1
M. Christine DeVita, The Wallace Foundation	
<i>It's Lonely at the Top</i>	4
Joshua Mintz, Cavanaugh, Hagan, Pierson & Mintz, Inc.	
<i>Frequently Asked Questions about Executive Compensation</i>	7
Brian H. Vogel, Quatt Associates, Inc.	
Charles W. Quatt, Quatt Associates, Inc.	
<i>Teamwork That Works</i>	9
George C. Benson, Michigan State University Foundation	
Edward James, Michigan State University Foundation	
Principle 2: Mission Driven	
<i>Living Your Mission: What's Behind the 17 Words?</i>	15
Keith Timko, Leader to Leader Institute	
<i>Vermont Foodbank Stays True to Its Mission</i>	19
Deborah A. Flateman, Vermont Foodbank	
<i>Vision and Values</i>	21
Kay Sprinkel Grace, Transforming Philanthropy, LLC	
Principle 3: Strategic Thinking	
<i>Thinking Outside the Boardroom</i>	25
Terry Williams, McKinsey & Company	
<i>Design for the Future: Creating a Strategic Plan That Works</i>	28
John DiConsiglio, BoardSource	
<i>Driving Strategic Planning</i>	32
Deborah L. Kocsis, Cornerstone Consulting Associates, LLC	
Susan A. Waechter, Cornerstone Consulting Associates, LLC	
<i>Changing Our Mindset</i>	36
Carl Brooks, The Executive Leadership Council	

Principle 4: Culture of Inquiry

Curious Boards 41
Nancy Axelrod, NonProfit Leadership Services

Rattle Your Board 44
Sandra R. Hughes, BoardSource

A Tradition of Dialogue 46
Lewis M. Gedansky, Project Management Institute

Principle 5: Independent-Mindedness

Declaration of Independence 51
Maureen K. Robinson, Consultant

Conflicts of Interest: Avoiding the Bad and Managing the Good 53
BoardSource White Paper

Daring To Innovate 56
Lowell Noteboom, The Saint Paul Chamber Orchestra

Principle 6: Ethos of Transparency

Through the Looking Glass 61
Anne Cohn Donnelly, Northwestern University

Rocking the Cradle 64
Julie S. Tye, The Cradle

To Disclose or Not To Disclose 66
BoardSource Topic Paper

Principle 7: Compliance with Integrity

Legal. Ethical. Exceptional. 71
Margaret L. Ackerley, World Wildlife Fund

Audit Rules 74
BoardSource White Paper

Beyond Compliance 76
Trinita Logue, Illinois Facilities Fund

Principle 8: Sustaining Resources

Turning Up the Volume 81
David H. Hosley, KVIE Public Television

Funding the Future 85
Jennifer Proga, Deutsche Bank Securities Inc.

Putting Your Money Where Your Mouth Is 89
Kim Klein, Jossey-Bass

Going Above and Beyond 91
Jane Mentzinger, Chicago Communities In Schools

Principle 9: Results-Oriented

Are We There Yet? The Board's Role in Evaluating
Mission Achievement 97
Peter York, TCC Group
Evaluation: A Blend of Art and Science 100
John DiConsiglio, BoardSource
Measuring Success with a Pyramid 104
Kathleen Wagner, Philadelphia Zoo

Principle 10: Intentional Board Practices

Good Intentions 109
Charles F. Dambach, Alliance for Peacebuilding
A Winning Number 112
Duane A. Brown, American Diabetes Association
Finding Inspiration in Our Own Backyard 114
Susan Sanow, Center for Nonprofit Advancement

Principle 11: Continuous Learning

Continuous Learning 119
Melissa Davis, YMCA of the USA
Opportunities To Grow 123
Janet Murguía, National Council of La Raza

Principle 12: Revitalization

Revitalizing Your Board 129
Jameson A. Baxter, Baxter Associates, Inc.
Roles and Responsibilities of Board Officers 132
Barbara Lawrence, Consultant
Outi Flynn, BoardSource
The Board Member Shortage..... 134
John DiConsiglio, BoardSource
Start Kidding Yourself 137
Donald T. Floyd, National 4-H Council
Natalie Cheng, National 4-H Council