

Eleventh Annual USD Kaleidoscope Award for Exceptional Governance

Like a kaleidoscope, the work of nonprofit governance is intricate, varied, and involves viewing the organization through a variety of lenses. Exceptional governance requires precision, imagination, and principled and adept decision-making. Its practitioners are dedicated volunteers who contribute valuable services to our community.



Kaleidoscope Award winners are:

Casa de Amparo (2007)

Home of Guiding Hands (2007)

San Diego Jewish Community Foundation (2007)

Chicano Federation of San Diego, Inc. (2008)

San Diego Hospice and Palliative Care (2008)

San Diego Jewish Academy (2009)

Volunteers of America of Southwest California (2009)

United Through Reading (2010)

San Diego Youth Symphony and Conservatory (2011)

Girl Scouts San Diego (2012)

Francis Parker School (2013)

Ocean Discovery institute (2014)

Voices for Children (2014)

Kids Included Together (2015)

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Dear Potential Applicant,

The mission of the USD Kaleidoscope Award for Exceptional Governance is to recognize, celebrate, promote and inspire excellence in nonprofit governance in the San Diego region. Our Kaleidoscope Award Committee is now accepting nominations for the Tenth Annual Kaleidoscope Award for Exceptional Governance. The winner will be announced at the 12th USD Nonprofit Governance Symposium on January 13, 2017.

The award winning organization will receive a \$500 cash award plus 5 complimentary passes to the 12th annual symposium in recognition of their leadership, service and accomplishments. Their name will also be placed on the Kaleidoscope Award recognition wall at USD's School of Leadership and Education Sciences.

We are very excited that you are considering an application and we wish you well. To help you make your decision and to prepare a strong application, please read our synopsis of the governance framework we use as well as the **Governance as Leadership** by Richard Chait, Paul Ryan and Barbara Taylor.

Remember, you don't have to be perfect to apply!

You may call or email any questions to:

Elizaebth Kocek (619-260-7442, elizabethkocek@sandiego.edu) , or

Liz Shear (858-886-6941, lizshear42@gmail.com).

Thanks for your interest and for your contributions to our San Diego community.

Best,

Your Kaleidoscope Award Committee:

Edith Glassey, M.A., CFRE, Associate Executive Director, Center for Community Solutions

Mary McDonald, Ph.D., Director of Development, Father Joe's Villages

Janine Mason, M.A., Executive Director, Fieldstone Foundation; Founder of Kaleidoscope Award

Hans Peter Schmitz, Ph.D., Associate Professor, University of San Diego

Liz Shear, M.A., Director, Nonprofit Governance Symposium

Don Stump, M.A., Executive Director, North County Lifeline

Paul Van Dolah, President, Van Dolah and Associates

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The application follows this letter and includes in order:

Definition of Exceptional Governance

Synopsis of The Kaleidoscope framework-governance as leadership

- An example of governance as leadership in action
- Application instructions
- The award nomination form
- The application

Governance Definition:

Governance is a legally constituted group of people, who together advance, guide and oversee an organization's mission for the common good and on behalf of the community.

Exceptional governance is the process of giving fiduciary, strategic and generative leadership to a nonprofit organization to help it reach its full potential:

- Embrace the “governance as leadership” framework
- Be a governance leadership team
- Create and maintain a positive board culture
- Become advocates for your cause
- Maintain a respectful partnership between the Board Chair and CEO
- Have a precise social architecture to support your governance work.

A Governance Revolution!

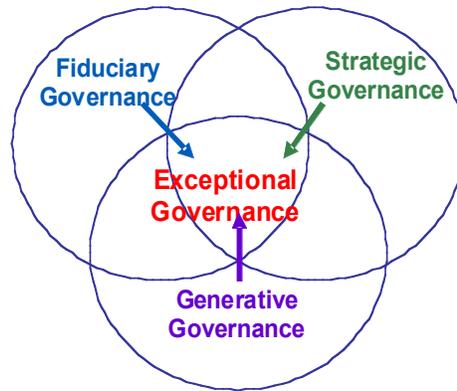
In late 2004, a nonprofit governance revolution was sparked by the publication of Governance as Leadership: Reframing the Work of Nonprofit Boards by Richard Chait, Bill Ryan and Barbara Taylor.

They begin with some startling observations:

- Most governance is past referenced, episodic and boring
- Most is about management, not leadership. Yet, nonprofits recruit leaders to be on boards
- Most governance focuses solely on fiduciary governance, necessary but insufficient to truly actualize the organization
- Boards have become more regulatory—more like a police officer than a leadership team

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- Governance needs to be a source of leadership rather than management in order to be productive. This requires a real partnership between the board and the executive
- Governance needs to be meaningful and productive on many levels in order to keep board members engaged



An exceptional Board moves nimbly from one lens to another as required

What's a solution? It's a new framework of thinking, what we call **the kaleidoscope of governance**, in which boards view the organization through three lenses: fiduciary, strategic and generative. Each of these requires a different cognitive approach: thus a different agenda design, style and question.

An exceptional board moves easily from one kaleidoscope lens to another as needed, producing consequential governance and high performing boards.

The Kaleidoscope of Governance Framework: Three Necessary Lenses for your board to use

OVERSIGHT (fiduciary governance) is the stewardship of tangible assets. This is the most common and familiar governance lens. Its goals are good oversight of operations, legal compliance and fundraising. Oversight focuses on operations, resources, and legal accountability. The key question is **"What is wrong/right?"**

FORESIGHT (strategic governance) moves the organization wisely into a preferred future, shaping the work to meet it and offering technical assistance along the way. Strategic governance focuses on analysis and synthesis of ideas into plans and the shaping of organizational direction. The key questions are **"What is your thinking about the future of this organization and what is the plan?"**

Oversight and foresight, together, make up the current "state of the art" of governance. They both focus on logic and rational thought. But organizations are more complex and permeable systems. They are also about meaning, story and purpose.

The third lens, **INSIGHT**, (generative governance,) defines the context for both fiduciary and strategic governance. Its goals are to to make sense and meaning of complex challenges, problems, opportunities and questions. Using this lens, the board discerns challenges and opportunities probes organizational assumptions and logic and pays attention to the values behind strategies. Generative governance is the creative and expressive aspect of governance. The key question is **"What is the right question?"**

Chait et al. believe that generative governance is where the juice of governance lies: that not only does this mode add enormous value to an organization; it is also the core meaning maker to board members. They speculate that this aspect alone will deal with the revitalization, reengagement, and the continuous learning of board members, thus solving most of the issues around board development and retention. Generative governance also positions board members as leaders, rather than managers and shifts the executive's territory from sole leader to co-leader making the principle of constructive partnership crucial to organizational health.

*-Adapted from **Governance as Leadership** by Chait, Ryan and Taylor by Liz Shear*

An Example of Governance as Leadership in Action

The new Las Vegas Casino and Gallery offered to rent 21 Monet masterpieces from The Boston Museum of Fine Arts. The board of directors needed to make what could be a controversial decision with many organizational and community consequences. What kinds of questions did they ask?

1. Fiduciary examples:
 - a. Are the paintings travel-worthy?
 - b. What are the security risks?
 - c. How much is the rent?
 - d. What kind of insurance will be provided?
2. Strategic examples:
 - a. Will our reputation suffer or be enhanced?
 - b. Will our patronage be affected negatively or positively?
 - c. Will these gain new audiences for fine art?
3. Generative examples:
 - a. What will we do or not do if the price is right?
 - b. Should we display art where the masses are?
 - c. What is our underlying obligation to art?

What did they decide? Their answer was “yes,” based on careful fiduciary oversight and strategic foresight (museum attendance is down and new audiences need to be developed) and their tipping point insight that their deepest obligation was to bring art to the people. *This is a real example taken from Governance as Leadership*

In summary, this says it all!

GET TO FRAMIN”

GOVERNANCE IS GIVING PEOPLE THE “WHAT” BY QUESTIONING THE “WHY” WITH AN EYE TOWRDS THE “WHEN” AND AN “EAR” ON THE “HOW.”

EFFECTIVE GOVERNANCE FOSTERS CREATIVE LEADERSHIP. IN THE WORDS OF DOLLY PARTON, “IF YOUR ACTION CREATES A LEGACY THAT INSPIRES OTHERS TO DREAM MORE, LEARN MORE AND BECOME MORE, THEN YOU ARE AN EXCELLENT LEADER.”
-Alsion Aragon, USD NLMP Masters candidate

Application Instructions and Timeline:

- Nominees must represent a regional 501(c) 3 nonprofit organization based in and primarily serving the County of San Diego.
- **Incomplete or late applications will not be accepted.**
- Fill out the nomination form. Please note that an individual or the organization itself may nominate. Please make sure to include the nominator's relationship to the organization as well as their reason for the nomination. If your mission statement doesn't fit in the space provided, you may attach it.
- Fill out the 2-section application form. Please answer all questions in no more than three pages (12-point font, 1-inch margins). Include examples or illustrations for each of your answers.
- Attach one copy of the organization's audited financial statements for the two most recent fiscal years (if unavailable, please submit the last year-end income and expense statement signed by your treasurer).
- Attach your board roster with names, titles, addresses, length of services and brief bios.
- To ensure receipt please mail or deliver one original and one electronic copy of the above by **5:00 p.m. on October 15, 2016**, to Elizabeth Kocek, Nonprofit Institute, SOLES, 5998 Alcala Park, San Diego, CA, 92110 and lizshear42@gmail.com.
- Please save the interview date, **November 2, 2016** at your site. We will let you know your status by **October 25, 2016**. At least 2 board members and the executive director must attend.
- If you are selected to be a finalist, please have these documents available for committee review on **November 2, 2016**:
 - Articles of Incorporation and By-Laws
 - Board member and board committee job descriptions
 - Governing Policy Manual
 - Current strategic and board development plans and evaluation tools
 - Examples of board meeting minutes
- We will let you know if you have won on **November 10, 2016**.
- Winners will be announced on January 11, 2017 at 9:15 a.m. in an award ceremony followed by a panel discussion. The entire board is invited to attend the ceremony.
- 5 board members and the executive director will be our guests for the symposium.
- Winners will be featured in local press and on the USD website. The organization will be memorialized on our USD Kaleidoscope Award plaque in the School of Leadership and Education Sciences.

USD Kaleidoscope Award for Exceptional Governance Application

Award Nomination Form

Organization:

Street Address:

Phone:

Fax:

Email:

Website:

501(c) 3 nonprofit organization? Yes ____ No ____

Date Incorporated:

Organization's Mission:

Board President/Chair:

Number of Board Members:

Executive Director (include contact information):

Current year budget:

Number of staff members (if appropriate):

Number of volunteers (if appropriate):

Reason for nomination:

Nomination Submitted by:

Signature: _____

Print Name: _____ Relationship to organization _____

Phone: _____ Email: _____

Board President Signature (if self-nominated): _____

Print Name: _____

Phone and Email: _____

Application

Section One: *Briefly answer these questions:*

1. How do you use your mission to advance your organization?
2. How do you ensure that you are in compliance with all appropriate laws and regulations that affect you?
3. How do you exercise due diligence to determine that the organization is well managed, focused on stewardship and financially sound?
4. Describe your board/executive partnership.
5. How do you decide where you want to be as an organization and what is your strategy for getting there?

Section Two:

Describe a moment when you faced a question or opportunity that caused you to fundamentally examine the role your organization plays in our community. What questions did you ask? What points of view did you consider? What conclusions did you reach? How did you reconcile any dissension during the process and move on?