



**Traverse City Downtown Development Authority
Board of Directors – Leadership Development Session
Summary and Recommendations
December 14, 2018 Minutes**

- Easel pad notes:
 - What do board members think it means to be prepared for meetings?
 - Know the agenda
 - Read the materials and think in advance
 - Ask questions in advance of and during the meeting
 - Be committed to the time allotment needed for the preparation and meeting
 - Question the assumptions behind the materials and the recommendations
 - Continually increase knowledge and understanding of relevant topics
 - Tie back decisions and priorities to the strategic plan
 - Know and fully understand the board's roles, responsibilities, and policies
 - Fully understand the organization's history
 - Provide wise counsel
 - How can we improve as a board and what do we need?
 - Form and properly use a Finance Committee
 - Consistent and regular communication with the public
 - Develop a communications policy and plan
 - Develop a Board Code of Conduct Policy
 - Develop a Board Roles & Responsibilities Policy
 - Develop a Board Manual and Orientation process

Continued...

- Annually review by-laws for committee structure/functions, membership requirements, terms, and other details
- Develop a Conflict of Interest Policy
- Develop a qualifications grid for consideration of potential board members

- Conduct an annual board self-evaluation
- Develop a comprehensive board education and development process
- Develop a grievance policy & process
- Clearly define roles of board vs. CEO, per a method such as:

Time & Attention Graph

<p>BOARD POLICIES</p> <p>STRATEGIES Mission Goals & Measures Leadership Major strategic direction</p> <p>FINANCIAL Major financial decisions Ultimate financial responsibility Sustainability</p>	<p>BOARD'S DECISIONS</p> <p>CEO's Advice</p>
<p>PARTNERSHIP Monthly/annual financials Operating policies Communications Strategic decisions Public relations Accountability to stakeholders</p>	<p>SHARED DECISIONS</p>
<p>OPERATIONAL Strategic plan implementation Staffing/personnel development Daily management & operations Internal systems Progress reports Problem solving Recommendations to board</p>	<p>Board's Advice</p> <p>CEO'S DECISIONS</p>

RECOMMENDATIONS

Woodside Strategies recommends that the TCDDA Board take the following actions in follow-up to the leadership development session. These can be accomplished over the course of a few months, and outside professional help is often used by boards to accomplish many of these things.

1. Form a Finance Committee
2. Form a Governance Committee
3. Form a Marketing/Communications Committee
4. Eliminate the Executive Committee
5. Develop a “job description” for each committee
6. Develop a Board Member Roles & Responsibilities Policy
7. Develop a Board Code of Conduct Policy
8. Develop a Board Conflict of Interest Policy
9. Develop a substantial Board Manual and a Board Orientation policy & process
10. Develop a qualifications grid for consideration of potential board members
11. Develop a Board education and development protocol, content, and schedule
12. Develop and implement an annual Board self-assessment process
13. Develop a general Board-CEO Roles Policy
14. Develop a Grievance Policy

Meeting adjourned at 11:45AM

Leah Bagdon-McCallum, Chair