

Ann Arbor Downtown Development Authority

Board Training Session
November 20, 2024



What We'll Cover Today

- Governance Roles & Responsibilities
 - Role Clarity & Expectations
 - Accountability & Trust
- Meeting Design and Communication Processes
 - Designing meaningful meetings
 - Meeting cadence
- Your Next Steps
 - What working well that you want to continue
 - What you might like to change

DDA Board Membership

The Art of Wearing Different Hats

- Governing Roles
- Ambassadorship, Volunteering
- Community Member
 - Business Owner
 - Landowner
 - Service Provider
 - Resident



Governing Roles & Responsibilities



Governing vs. Managing Roles

Activity	Managing Role	Governing Role
Strategy and operations	Coordinating strategy and plan development. Managing contracts. Coordinating and managing public and stakeholder engagement. Communicating with the public. Leading and managing operations. Implementing and monitoring policies. Developing and monitoring procedures.	Representing the public's interests. Developing/setting policies. Leading open meetings. Approving plans. Leading board and committee responsibilities/roles. Evaluating progress toward goals. Ensuring accountability.
Finance	Developing budget. Managing expenses and revenues. Monitoring compliance with regulations, policies, procedures.	Approving budgets. Monitoring and approving financial reports. Approving certain expenditures.
Program and project development	Researching, planning, designing. Coordinating and implementing programs, projects, partnerships. Evaluating programs. Reporting on outcomes and impacts.	Sharing advice and feedback. Approving project contracts. Assessing outcomes and impacts in line with policies, plans, and goals.
Human resources	Supervising staff and contractors. Managing volunteers.	Evaluating Executive Director's performance tied to strategic & operating goals.

Board and Committees - Purpose

Board as a Body

- Regular Board Meetings
- Monitoring/evaluating, considering, approving/making decisions

Board Committees

- Executive Committee
- Monitoring/evaluating, advising, recommending

Board Work Sessions

- Program and Project-Based Discussions
- Reviewing, discussing, advising via policy and strategic goals lenses

Discussion about Roles

- What is working well?
- What needs more clarity?
- What needs improvement?

Culture - Healthy Board Dynamics



Healthy vs Unhealthy Tension

Healthy Tension Looks Like...	Unhealthy Tension Looks Like...
People are curious about other's needs and interests; when there is disagreement they listen to understand	People interrupt with others are sharing; when there is disagreement they ignore or dismiss other's perspectives
People see things from multiple perspectives and understand people have different needs and priorities	People are not willing to consider perspectives, needs, and priorities that are different from their own
People focusing on issues during disagreements	People turning disagreements into personal attacks
People speaking directly to each other	People gossiping, triangulating, or avoiding conflict
All group members are engaged; all voices heard	The full group is not engaged; one or a few voices heard
People sharing their needs openly and respectfully, asking for help when they need it, and saying "yes" or "no" when asked for help	People withholding from sharing their needs, not asking for help, and saying "yes" when they want to say "no"

Healthy Board Mindsets and Communication Habits

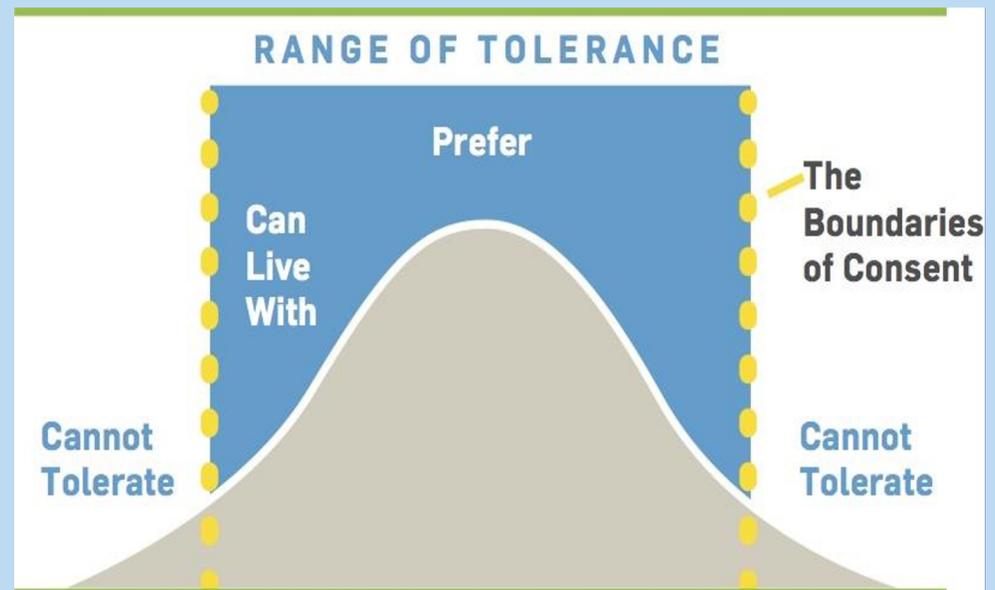
- Respect for roles
- Showing up, commitment and follow-through
- Speaking up, sharing ideas
- Listening, curiosity, asking questions
- Respect for diverse ideas

- Willingness to self-assess and reflect
- Comfort with uncertainty
- Trust intentions of team members
- Ambassadors for defined processes
- Willingness to participate in a process

“Consent-Based” Governance

- Can be used within any type of governance system (including majority voting)
- Creates space to discuss tolerance levels for ideas, as well as adapt ideas and proposals
- Inclusive
- Taps into team wisdom and invites diverse perspectives, critique, and creativity

Gradients of Agreement Approach (Handout)



Reflection, Assessment, and Accountability



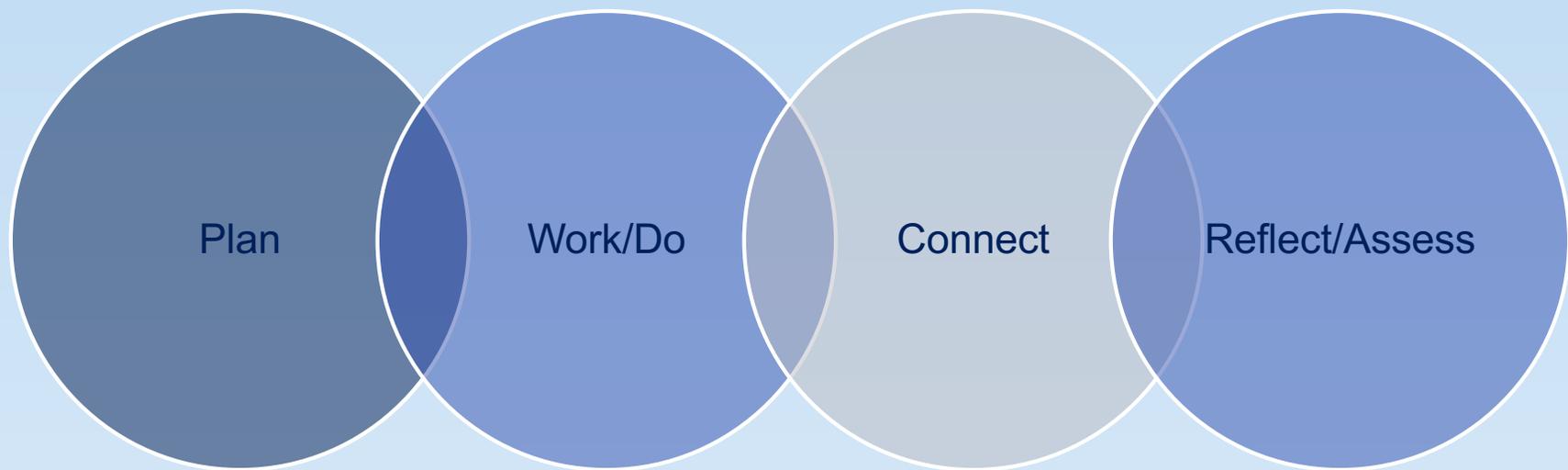
Individual	<ul style="list-style-type: none">• Personal commitments and intentions• Self-awareness• Self-regulation
Interpersonal	<ul style="list-style-type: none">• Giving and receiving direct feedback• Accountability for words, actions, impacts
Board as a Body	<ul style="list-style-type: none">• Meeting check-ins• Annual board self-assessment
Board-Staff Interactions	<ul style="list-style-type: none">• Executive Director performance evaluation

Address issues. Take action.
Board culture is built through actions.

Discussion about Culture

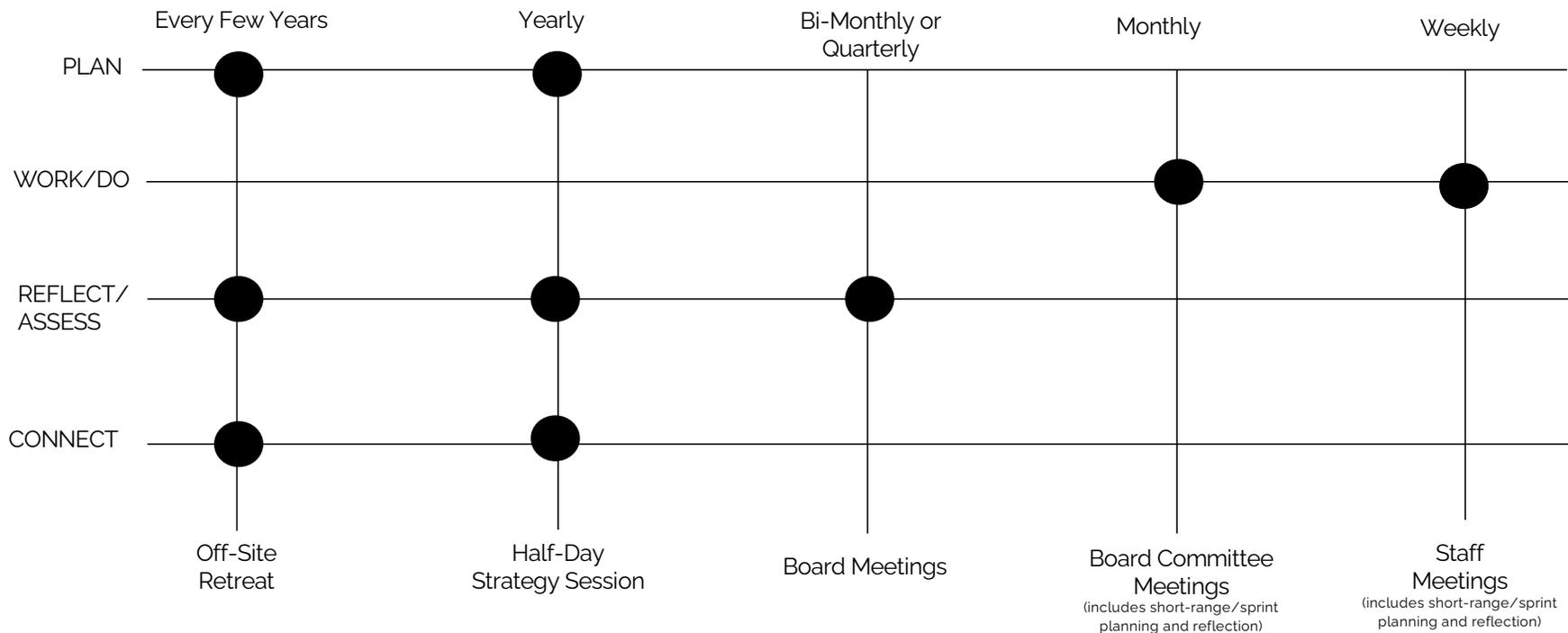
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Meeting Cadence & Design



Strategic Planning

What is your organization's strategic planning (and doing) cadence and meeting rhythm?



This chart riffs on a "meeting rhythm map" developed by The Hum (www.thehum.org).

Meeting Design

Self Check-Ins

- How are you showing up?

Clear Purpose

- Why are you showing up? Role and goal.

Inclusive Discussions

- How are we engaging?

Evaluate Meetings

- What happened...so what...now what?

Agenda Design



TOOL = Consent Agenda		
List of routine, non-controversial items that are presented to a board for a single up-or-down vote	Meeting minutes, financial reports, board committee reports, staff reports, organizational/project updates, correspondence, future meetings dates	Requires focused goals, role clarity, accountability systems, and trust

Assessing our meeting design and cadence...

- What's working well? What will we keep doing?
- What might we change?

Reflection and Closing Thoughts

- What's one thing you learned or are thinking about differently?
- What's one thing you are committed to trying or practicing? What is your hope for what this might make possible?