

Twelfth Annual USD Kaleidoscope Award for Good Governance

Like a kaleidoscope, the work of nonprofit governance is intricate, varied, and involves viewing the organization through a variety of lenses. Nonprofit governance works best when viewed through three lenses: fiduciary, strategic and generative. Good boards are dedicated volunteers who understand which lens to apply at any given time, to provide leadership that enhances an organization's ability to fulfill its mission.



Kaleidoscope Award winners are:

Balboa Park Conservancy (2016)

Kids Included Together (2015)

Ocean Discovery Institute (2014)

Voices for Children (2014)

Francis Parker School (2013)

Girl Scouts San Diego (2012)

San Diego Youth Symphony and Conservatory (2011)

United Through Reading (2010)

San Diego Jewish Academy (2009)

Volunteers of America of Southwest California (2009)

Chicano Federation of San Diego, Inc. (2008)

San Diego Hospice and Palliative Care (2008)

Casa de Amparo (2007)

Home of Guiding Hands (2007)

San Diego Jewish Community Foundation (2007)

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Dear Potential Applicant,

The mission of the USD Kaleidoscope Award for Good 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. The winner will be announced at the 14th Annual Nonprofit Governance Symposium on January 25, 2018.

The award winning organization will receive a \$500 cash award plus 5 complimentary passes to the 14th 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:

Kim Fields (619-260-7443, kfields@sandiego.edu) or

Emily Young (619-260-7791, emilyyoung@sandiego.edu).

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

Best,

Your Kaleidoscope Award Committee:

Laura Deitrick, PhD, Professor of Practice and Associate Director, The Nonprofit Institute at The University of San Diego

Edith Glassey, MA, Associate Executive Director, Center for Community Solutions

Janine Mason, MA, Executive Director, Fieldstone Foundation; Kaleidoscope Award Founder

Don Stump, MA, Executive Director, North County Lifeline

Paul Van Dolah, President, Van Dolah and Associates

Mariano Diaz, Lead Partner, R&M Consulting Group

Michelle Jaramillo, Communications Director, Partners for Progress

Emily Young, PhD, Executive Director, The Nonprofit Institute at USD

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The application follows this letter and includes in order:

- Definition of Good 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.

Good 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!

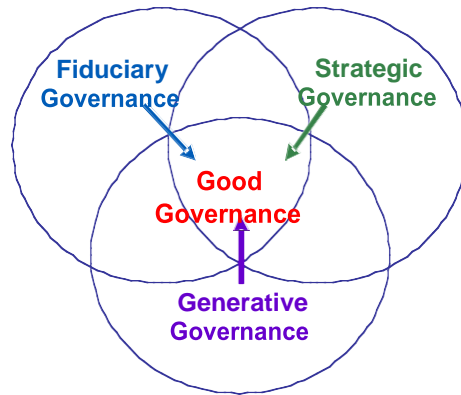
In late 2004, a nonprofit governance revolution was sparked by the publication of [Governance as Leadership: Reframing the Work of Nonprofit Boards](#) by Richard Chait, Bill Ryan and Barbara Taylor.

They begin with some startling observations:

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

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5. 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.
6. Governance needs to be meaningful and productive on many levels in order to keep board members engaged.



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

Synopsis of the Kaleidoscope of Governance Framework: Three Key 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 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:

Case Study of Kaleidoscope Award Winner, San Diego Youth Symphony and Conservatory

When the San Diego Youth Symphony and Conservatory (SDYS) was accepted to the League of American Orchestra's Institutional Vision program, it presented an immense opportunity for the board of directors to reflect on and re-envision the potential impact of music education in the San Diego community. They were forced to step out of their comfort zone to ask questions about what the organization could be, as opposed to what it had been in the past.

What kinds of questions did they ask?

1. Generative examples:

- Is our showcase model sufficient to provide music education?
- Do we have an obligation to focus more on increasing access to music education?
- What would happen if we incorporated more community outreach and engagement?

2. Strategic examples:

- What does the community think of our shift in approach?
- Will our reputation suffer or be enhanced?
- Will we generate greater public support for music education in schools?

3. Fiduciary examples:

- How could we best execute our vision to be financially viable over a decade?
- Are our budgets for new programming realistic?
- What resources do we currently have available to undertake this work and what more is needed?

What did they decide? They decided to move forward in launching the Community Opus Project, with an initial focus on providing music education for low income students in Chula Vista who never would have had the opportunity to receive such instruction. It was a major endeavor that would not have been possible without the board's thoughtful oversight, foresight, and insight.

In reflecting back on the impact of the Kaleidoscope Award recognizing the board's leadership, President and CEO Dalouge Smith notes:

"They realized that every board choice has a meaningful impact on the SDYS vision and can contribute to the pursuit of the vision. The board now approaches governance with a determination to uphold best practices and fulfill its responsibilities with thoughtfulness and discipline. Since receiving the Kaleidoscope Award, nothing has diverted the SDYS board from its convictions and dedication."

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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 email your application to Kim Fields at (kfields@sandiego.edu) by **5:00 p.m. on November 15, 2017**.
- Please save the interview date, **December 13, 2017** at your site. We will let you know your status by **December 6, 2017**. 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 **December 13, 2017**:
 - 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 **December 20, 2016**.
- The winner will be announced at the 14th Annual Nonprofit Governance Symposium on **January 25, 2018** at an afternoon 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 14th Annual Nonprofit Governance Symposium on **January 25 - 27, 2018**.
- The winner 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 Good 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. Describe your board/executive partnership.
2. How do you ensure that you are in compliance with all appropriate laws and regulations that affect you? (fiduciary lens)
3. How do you decide where you want to be as an organization and what is your strategy for getting there? (strategic lens)
4. How is the board addressing issues of diversity, equity and inclusion through its governance practices? (generative lens)

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?