

International Conference
Adelaide Convention Centre

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Alumni Advisory Boards and Councils

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Introduction / Why

Key Takeaways

1. To develop an understanding of the most efficient and effective ways to manage an alumni board.
2. To determine the roles and responsibilities of board members.
3. To understand the relationship between the alumni office and the alumni board.

OHA COUNCIL

PRESIDENT

VICE PRESIDENT

EXECUTIVE DIRECTOR

CLUBS
PORTFOLIO

BUSINESS
RELATIONS
PORTFOLIO

CHAPTER
RELATIONS
PORTFOLIO

COMMUNITY
RELATIONS
PORTFOLIO

DIGITAL &
TECHNOLOGY
PORTFOLIO

FINANCE
PORTFOLIO

ALUMNI MANAGER



OHA
OLD HAILEYBURIANS
ASSOCIATION

Outcomes:

Introduction / Why

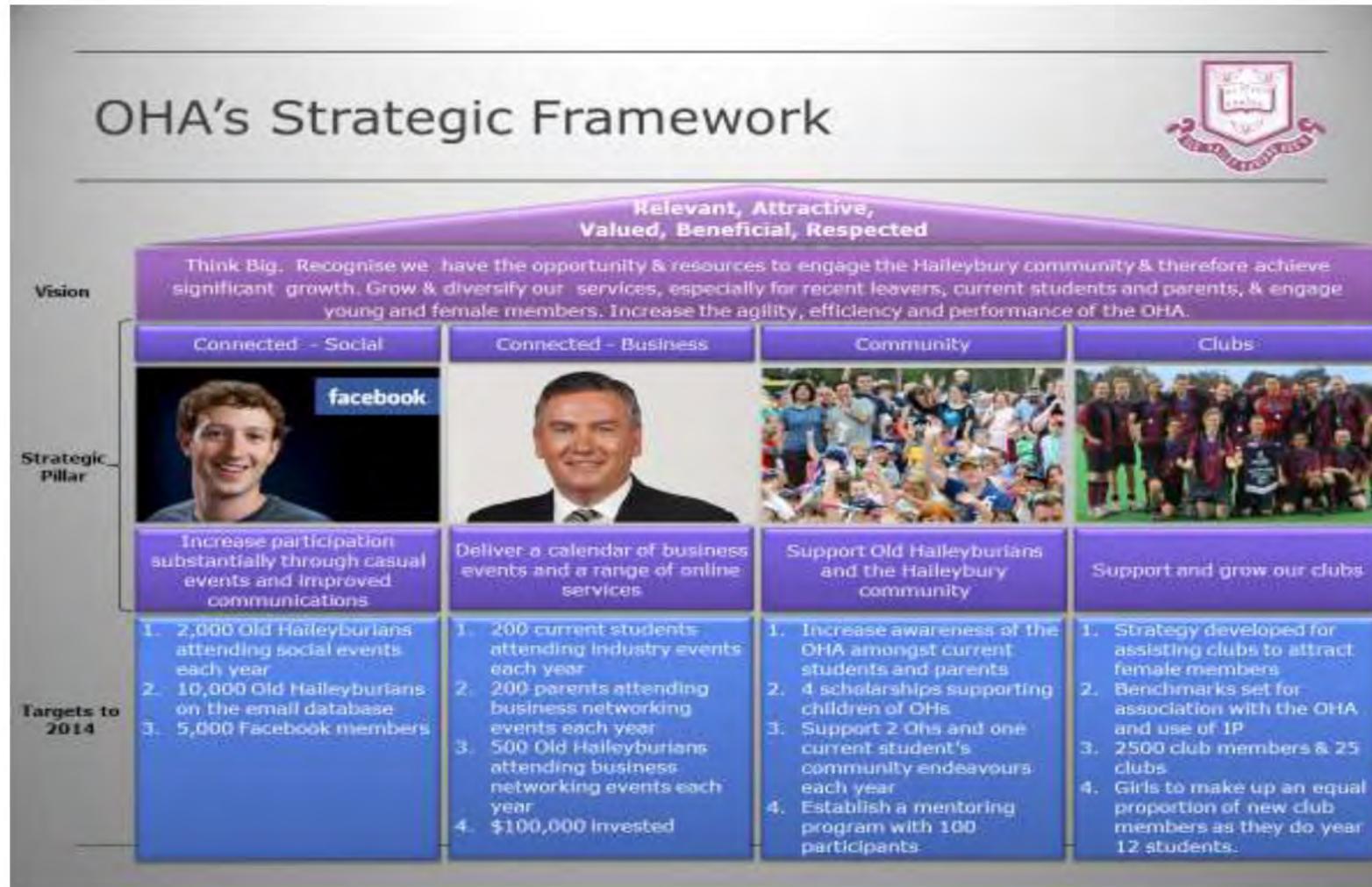
Why become a Board member?

What do Board members want out of their service?

What are the positives?

What are the frustrations?

What has worked well.



Board Responsibilities

- Ensuring enduring value is created.
- Improving the performance of the organisation through developing strategy and policy.
- Monitoring performance to ensure goals and objectives are met – including legal requirements and managing risk.
- Recruiting and overseeing the CEO (although different in an institutional setting)

Core Principles

- Board appoints management to carry out the functions of the organisation within a framework of policies and strategic guidelines.
- Essentially the board is both coach and supporter – asking searching and demanding questions, whilst encouraging and giving management freedom to perform.

Contribution of Board Members

- Think about and reflect on contribution made.
- Did you make a string or rope?
- Did you make statements?
- Did you make points succinctly and effectively
- Did you make a valuable contribution?
- Did you feel pressured to adopt 'group think'



Role of the Chair

- This is the single most important factor in determining Board effectiveness
- The Chair has a key role in determining the atmosphere through which structured decision making occurs

They must ensure:

- There is comprehensive, relevant and timely information from management
- There is an appropriate environment allowing for open and robust discussion
- There is sufficient time for timely decisions
- There is a culture of inclusiveness
- Decision making is aligned to governance structure, strategy, values, risk profile and ethical policy
- Decisions are made in a timely manner and with clarity for management
- A Board culture or 'tone' is developed whereby decisions can be reviewed using insights thereby building the emotional intelligence of the Board

Functional / Dysfunctional members

Functional Behaviours	
Conductor-Chairs	Relate well to others, exceptional leaders, flexible and inclusive
Change Agents	Catalysts, future thinking, optimistic
Consensus Builders	Conciliators, superior conflict resolution skills
Counsellors	Persuasive, credible, work well with others
Challengers	Deliberate, prepared, direct, fair

Dysfunctional Behaviours	
Caretaker-Chairs	Ineffective, under-controlling, do not know how to work towards consensus: OR Use power to intimidate and manipulate
Controllers	Negative, reject first propositions, block discussion, interrupt meetings
Conformists	Make no real contribution. Nice people but with limited credibility
Cheerleaders	Enthusiastic amateurs
Critics	Criticise and complain. Confrontational - Manipulative

Board composition

- Develop a skills matrix – skills and dynamics
- Ideally 8-12 Directors
- Must have trusting and respectful environment
- Diversity of outlook and background is desirable
- A dysfunctional individual can be a major problem
- A key Director skill is to ask questions – not make statements
- Develop a policy on maximum tenure – 3 terms of 3 years as a max or develop a process whereby no Director seeking reappointment will be supported unless their evaluation indicates continuing and valued contribution

Strategy

- Board skills – different views & experience
- Add value through strategy
- Induction
- Strategic Planning Process:
 - Where are we now and where do we want to be?
 - What do our customers want? Value proposition.
 - What is changing?
 - What are our options? Long term v Short term
 - What resources do we need to achieve this?
 - KPIs and Budget

Characteristics of an engaged Board

Agendas	<ul style="list-style-type: none"> • The agendas limit presentation time and maximise discussion time. • There are lots of opportunities for informal interaction among directors.
Norms	<ul style="list-style-type: none"> • Board members are honest yet constructive. • Board members are ready to ask questions and are willing to challenge leadership. • Board members actively seek out other directors' views and contributions. • Board members spend appropriate time on important issues.
Beliefs	<ul style="list-style-type: none"> • 'If I don't come prepared, I will be embarrassed.' • 'If I don't actively participate, I won't be fulfilling my responsibility.' • 'I'll earn the respect of my fellow directors by making valuable contributions and taking responsibility for what we do together.' • 'If I can't carry my load, or if I can't agree with what's going on, I should resign.'
Values	<ul style="list-style-type: none"> • The board serves the business community by actively participating in governance. • The board is responsible to the organisation's various stakeholders and constituencies. • Board members are personally accountable for what goes on in the organisation. • The board is responsible for maintaining the organisation's stature in the industry. • Board members respect one another.

Board / Management collaboration

Board-management collaboration in strategy

Stage / Focus	Board contribution	Management contribution	Output
<p>Strategic development: Environmental review and organisation performance analyses, alternative scenarios for the future, alternative strategic pathways and risk-reward analyses, mission, vision, values and goals</p>	<ul style="list-style-type: none"> • Provide alternative perspectives • Pressure test and enhance management's thinking • Set appetite for risk and ethics standards • Constructive engagement 	<ul style="list-style-type: none"> • Be the 'champion' • Prepare high quality, relevant information and discussion papers • Highlight risk-reward trade-offs • Constructive engagement • Document agreed next steps 	Strategic directions document
<p>Strategic planning: Elaborate the Strategic direction document into a more detailed strategic plan, allocate resources and identify the KPIs and the people talent necessary for implementation</p>	<ul style="list-style-type: none"> • Review and enhance management's recommendations where appropriate • Approve plans and allocate resources • CEO succession planning • Identify performance indicators the board will monitor — lead and lag 	<ul style="list-style-type: none"> • Articulate strategic plan for final board review • Identify KPIs (lead and lag) that can cascade down through the organisation • Management succession planning 	Strategic plan
<p>Strategic implementation: Execute the agreed plan efficiently and effectively, recognise business environment changes and adjust activities accordingly</p>	<ul style="list-style-type: none"> • Ensure strategic readiness • Monitor progress against KPIs and milestones • Ongoing strategic dialogue with management 	<ul style="list-style-type: none"> • Communicate the strategy • Drive organisational alignment with the strategy • Drive execution • Monitor progress against KPIs and milestones • Monitor business environment changes • Change the execution if warranted • Propose changes to the strategy if warranted 	<ul style="list-style-type: none"> • Achievement of goals • Competitive advantage

Where are we at now.



Strategic Plan 2023-2025

OUR VISION

A connected, diverse community where all members feel valued and supported to achieve their potential.

OUR PURPOSE

We provide pathways that enable Haileyburians and their wider communities to create long-term impact together.

OUR ROLES



Connector



Nurturer



Convenor

OUR OUTCOMES

We make a difference for and with Haileyburians so they can enrich their lives and communities through...

One community

We are the interface between Haileybury and the wider world to connect people with shared goals, values and passions regardless of geography, sector or background.

Accessible leadership opportunities

Our network supports diverse personal and career development aspirations. We remove barriers so everyone can reach their full potential.

Responsive support pathways

We provide flexible support to our Haileybury community throughout their life journey so they can achieve ongoing fulfilment and success.

OUR PRIORITIES

Relevant brand

Our brand represents what matters most to our community. We use data and insights to evolve how we engage key stakeholders and tell our collective impact story.

Impact-led partnerships

We harness the power of values-aligned relationships to continually deliver what our community needs to thrive through events, education, funding and more.

Agile, sustainable organisation

We leverage team diversity, digital technology and robust systems and processes to deliver value in ways that ensure our sustainability.

THE HAILEYBURIAN WAY

Staying

Supporting

Providing a

Presenter Details



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