

KCM BOARD MEMBERS PLEDGE

This document functions as both a statement of principles and a bold, sometimes rebellious, call to action. Its purpose is to cause KCM Board members to evaluate the gap between those principles and reality, to challenge their own assumptions, to foster commitment and to provoke change. It is a living document that will be reviewed, discussed and amended by the Board on a regular basis.

From this point forward, KCM Board members pledge individually and collectively to:

1. Be Unreasonable

KCM's tried-and-true ways of getting things done are running out of gas. They sometimes appear to work, so we may think they still do and that they'll work this way forever. That's just an illusion; they're only going to look that way for a little while longer. As a Board of Directors, it's time to become unreasonable.

Being unreasonable means achieving the extraordinary by doing things that are unexpected, unpredicted, and beyond what normal people may consider to be *normal*. We will consider whether what we want for KCM is possible without fretting on the likelihood or the probability. Assessing the odds will always keep KCM from doing the extraordinary.

Repeating the successes of the past, preserving tradition, and keeping everything the same can, at best, only give us results like those from before. But in the new future, the *now* future, those results will never be as good as they once were. Things are decidedly different than they were just a few years ago or even a few months ago.

We will heed the words of Bob Dylan: "*He who isn't being born is busy dying.*" We will work together to oversee and support KCM as something that is emerging, not fading away.

2. Focus on Governance

We recognize, as board members, our fundamental duty of governance. Governance includes setting direction; monitoring organizational performance; stewarding assets and managing risk; ensuring board succession and renewal; hiring and evaluating an Executive Director; and protecting the public interest. The ultimate legal responsibility for the actions (and any inaction) of KCM rests with its board.

3. Need for Strategy

We will undertake strategies that build on or reinforce our current competitive advantage, possess ability to be sustainable, and will either reinforce or make a positive change in the community's perception of KCM.

4. Develop Organizational Depth

Beyond attending board meetings, we will increase our understanding of our programs, services, operations and organizational culture on an ongoing basis. We will act as ambassadors of KCM to the community, which includes its citizens, nonprofit organizations, educational and governmental institutions, foundations and private businesses.

5. Develop Understanding of Nonprofit Management

We will increase our understanding of how nonprofit, philanthropy and government agencies work and how they operate together as an ecosystem. Training and education should be incorporated on a regular basis into Board meetings, and KCM should sponsor Board members' attendance at nonprofit training classes. Board members should have access to and utilize webinars, print and web resources on nonprofit management.

6. Build a Strong Advisory Network

We will build a strong network of advisors and peer colleagues to help us stay abreast of management and service trends.

7. Build the Board Intentionally

Every new board member represents a strategic addition to expand the capacity of our board.

We recognize a need to have a balanced board team, mixing analytical thinkers with visionaries and conciliators with challengers and working to reflect our community's diverse population, including its racial, sexual, ethnic, cultural, educational and workforce segments. Each of us provides a broad strategic perspective while also bringing our specific experience and expertise to bear on boardroom issues.

8. Foster Effective Board Operations

We will expect the best from ourselves and from those around us.

We will enhance and preserve a strong decision-making framework, participate in action-oriented meetings, and conduct annual reviews of our board composition, structure and duties. We recognize that effective chemistry, candid communication and mutual respect are critical amongst board members. The board chair/president will create an environment that fully engages all members of the board, drawing out opinions and shaping discussions on issues related to KCM.

We will attend and actively participate in board meetings, as well as any meetings of committees to which we may be assigned. We agree to notify the designated representative(s) of either the board or committees, at least 24 hours in advance of the meeting date/time, except in the case of emergencies, of our absence. We understand that we may be removed from the board for frequent absences, whether or not they are excused or unexcused.

9. Contribute to Financial Health

We recognize our responsibility for the financial health of KCM and will participate in fundraising, as well as provide an annual, personal contribution at a level that is meaningful to each of us.

10. Measure Process

We will routinely monitor a core set of performance metrics related to our programs, services and operations; actively discuss progress reports; and routinely share measurement data and results with sponsors, donors and the community. This process should include development and ongoing review of a performance dashboard or other visual representation.

11. Foster a Learning Community Culture

We will foster a learning community culture where we routinely share resources and information we've discovered to help the board be more effective and for KCM to grow. We will build in social time along with the formal work of the board. This culture may include creation of a lending library for current resources, a periodic change in meeting structure to hold study circles or book discussion, and celebrate key accomplishments.

12. Safeguard Values and Reputation

Each of us will act in the best interests of KCM and abstain from discussion and voting when we have a conflict of interest. We will act as a whistleblower, whenever necessary, if we feel that some policy, practice or activity of KCM, including any party associated with KCM, is in violation of local, state or federal law, policy or regulation, as well as KCM's own bylaws and other official documents, by submitting our complaints, in writing, to the principal office of KCM at 625 52nd Street, Room 96.