KPI Pearls of Wisdom for NPC Boards

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What’s most important?
- Make or break issues
- Major obstacles
- Weaknesses
- Opportunities
- Recurring problems
What do all KPIs require?

Analysis!
Which KPIs to emphasize?

- Trends
- Anomalies
- Surprises
- Major shifts
- Sound, select data
  - Supports sound decisions
A Common Issue: Too many eggs in one basket
What KPIs do you use?

- Year over year performance
- Status vs. annual budget
- Multi-year trends
- Labor costs vs revenue production
- Number of projects started or ended YTD/YOY
- New investigator progress
- Struggling projects
  - Poor recruitment
Beware routine/repetition

Ruts are common

Easy to fall into

Data repetition yields:

Boredom

Complacency

Disconnection

Omit non-actionable data

Avoid data dumps
Board Time is Precious

- Boards can only act legally by consensus of a quorum
- Only in a duly constituted meeting
- Must be documented with minutes
Creating Productive, Lively Meetings

- Spend Board time **USING** information, not **GETTING** information
- Safe environment – confidentiality is key
- Disagree constructively
- Shoot for:
  - Interesting, strategic topics
  - Stimulating, long-range questions
  - Fast-paced agenda
- Chair speaks *last*
  - Votes *only* to make or break a tie
Treat Agenda Items as Precious Pearls

- Protect your agendas
- Start with strategic priorities
- Focus more time on highest impact items
- Allot time based on priority
- Stick to the agenda
- Avoid rabbit holes
- Require proposers to do homework
The 4 Qs of Agenda Readiness

- Do the stakeholders need it or want it?
- Does it fit with our strategic plan?
- Do we have the capacity to handle it?
- What potential problems may occur?
Begin With the End in Mind

1. Define strategic value
2. Allot time accordingly
3. Determine desired outcome
   - Vote
   - Direction
   - Discussion
   - Preparation for future vote
In a Knowledge-Based Organization:

70% of agenda items should be about strategic direction or policy...

...NOT administration
Become An Advanced Knowledge-Based Organization

- Proposing parties do discovery… *in advance!*
- Reports are delivered… *in advance!*
- Board reads and develops questions… *in advance!*

“…”
Changing Board Protocols

“Yesterday, civility was the norm; today, accountability is, but both depend on a shared vision and a clear definition of success.”

-- Sam Pettway in “How Governance will be Different”
Thank you

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