

Welcome House of Northern Kentucky Student Board Member Program Guide





Young people should be at the forefront of global change and innovation. Empowered, they can be key agents for development and peace. If, however, they are left on society's margins, all of us will be impoverished. Let us ensure that all young people have every opportunity to participate fully in the lives of their societies.

-Kofi Annan

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Student Board Member Program Guide

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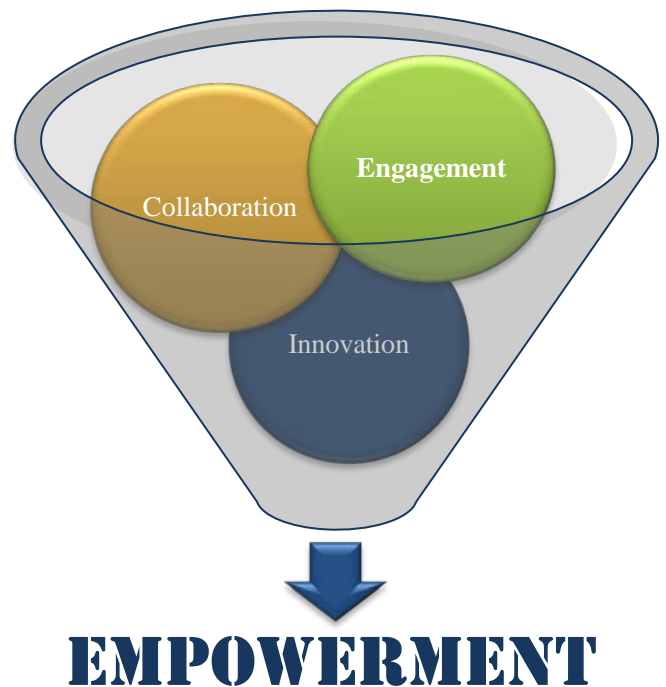
Welcome to the Welcome House of Northern Kentucky's Student Board Member (SMB) Program.

We are excited about creating an opportunity for local area high school students to engage with their community through membership on the Welcome House governing board.

Many organizations around the country use students as part of their councils or boards. Though many of these programs incorporate university students in graduate programs, our Student Board Member Program (SBM) is specifically for local area high school students.

By engaging with local high school students, Welcome House will benefit from the valuable first hand perspectives youth bring from their unique and diverse communities. "Young people today navigate many different communities, large and small, each with its own influences and pressures. Families, classrooms, and myriad peer cliques form a diverse landscape of identities for youth (San Diego Co., 2012)."

Student board members will have the potential to be powerful advocates for Welcome House and for the community at large. Students will also help our current board members by providing fresh ideas through innovation, creativity, and citizenship. An opportunity like this will help local students make a real difference, as well as, encourage them to feel part of something larger than themselves (San Diego District Attorney, 2012).





The skills and knowledge you will learn throughout this experience will endure as you embark on your future academic career, professional career, personal life, and beyond. This experience can inspire current sitting board members to think broadly about how they can contribute to an ever changing world of technology and diversity which they are apart. The SBM program will also introduce you and your local area high school to the world of non-profits and service learning.

Benefits to the Student of a Non-Profit Board

Why should you be a part of the Student Board Member Program? You will learn how to liaise between employees and volunteers of Welcome House, as well as, with current board members of Welcome House. Many students would like to be involved in their community, but they are not sure how to get involved; how or where to help; nor do they always feel comfortable participating “alone”. By creating the SBM program we are helping local students by encouraging them to engage their community, as well as, engage their family, friends and classmates to become involved and share in a great experience (San Diego District Attorney, 2012). Other benefits of being a student board member will include:

- Gain new skills from a generation full of knowledge and experience
- Develop partnerships with local area leaders from a myriad of industry backgrounds
- Develop communication skills, leadership skills, public speaking skills, project management skills, and skills which will aid you when working as a team
- Volunteering your time to an organization and community which appreciates your commitment to help
- Learn to become a spokesperson and promoter within your school and local community
- Learn how to recruit family, friends, and the community to engage in support and volunteering
- Learn valuable professional and life skills





Other Benefits of Nonprofit Boards to Students

Communication	Budgeting
Community Outreach and Recruitment	Conflict Resolution
Creativity	Learn how to Network
Decision Making	Innovation
Enhance your resume and your college application	Negotiation
Financial Planning	Public Speaking
Fundraising	Responsibility
Leadership	Teamwork
Time Management	Strategic Planning
Public Relations	Volunteerism
Event Planning	...and more

“Providing young people with the opportunity to voice opinions about concerns that matter to them, and to participate in decision making can be empowering, and may inspire them to take on greater initiative. Young people can put their creative ideas into action when they have control over decisions and plans, no matter how big or small (GenerationOn, 2012).”

The U.S. Department of Labor reported there were over 60 million volunteers in the U.S. between 2009 and 2010; 30% of those volunteers were between the ages of 16 and 19 years old (National Center for Education Statistics, 2011). By being a SBM member you can have an impact on issues of social change. Through research the Forum for Youth Investment (2007) has shown there are three core strengths which are built by being a student board member:

- *Capacity – knowledge, leadership and action skills*
- *Motivation – understanding and awareness of issues and root causes, systems, strategies for change, commitment and a sense of responsibility.*



- *Opportunity – chances to act on passions, use skills, and generate change through relevant sustained action.*



Benefits of Students to a Non-Profit Board

Not only is your presence serving as a board member valuable to you, as a student you are adding value to current board members development and creative potential. There are many benefits to having a student participate on a non-profit board. These benefits are not limited to the student; the board of a non-profit agency will also grow from the interaction in the following ways:

- Gain new, creative and fresh ideas from a younger generation
- Leverage high school student's skills of socializing on a strategic project
- Be introduced to new forms technology and the use of social media to communicate with today's youth
- Get connected with today's youth in a meaningful way
- Learn how to recruit and work with young leaders
- Develop and engage the next generation of leaders

(University of Washington, 2014-2015)

Basic Board Functions

All non-profit organizations have a governing board composed of people who believe-in and support the mission of that particular organization (Andringa & Engstrom, 2002). Governing board members have the duty, responsibility and desire of monitoring, overseeing, and providing direction for the organization's mission (University of Washington, 2014-





2015). Those responsibilities do have legal, financial and strategic planning ramifications. There are 10 basic responsibilities of non-profit boards:

1. Determine the organization's mission and purpose
2. Select the chief executive, as well as, support the chief executive and review the chief executive's performance
3. Provide proper financial oversight
4. Ensure adequate resources
5. Ensure legal and ethical integrity and maintain accountability
6. Ensure effective organizational planning
7. Recruit and orient new board members and assess board performance
8. Enhance the organization's public standing
9. Determine, monitor and strengthen the organizations' program and services
10. Support the chief executive and assess his/her performance

(Andringa & Engstrom, 2002)

Roles and Responsibilities as a Student Board Member

Involving students to work with our existing board of adults is a two-way street. Remember: **students are not the board's interns**. As a student of the Welcome House board you are non-voting board member; due to the board bylaws maintaining at least an age of 18 years to vote. You should be expected to be treated with respect, just as an adult board member would be treated. Some of the roles and responsibilities you will have as student board member are to:

- Commit your time for at a minimum of 1 year, maximum of 2 years set period
- Maintain confidentiality based on the current board's bylaws and standards
- Attend and participate in all board meetings during your committed time period
- Participate on a board committee
- Attend any professional board leadership development seminars



- Advocate and promote opportunities for others to volunteer and support Welcome House of Northern Kentucky and the Welcome House Outreach Committee (WHO)
- Provide feedback about the program and submit an Evaluation Form

“The single most important requirement for success is to keep showing up after the first meeting” (San Diego District Attorney’s Office, 2012). Being prepared for monthly board meetings will help to keep you on track. As a board member you will receive a Board Member Handbook, which will include bylaws, board functions, board expectations, details about confidentiality and more. You will receive the past few months of board meeting minutes, as well as, other introductory documents once you become a board member. You should review and familiarize yourself with all of the board material, previous board meeting minutes, as well as, the Welcome House Mission, Vision, and Values Statements (Appendix).

The single most important requirement for success is to keep showing up after the first meeting.

- San Diego District Attorney’s Office

Fiduciary Responsibility & Expectations

Fiduciary Responsibility is a corner stone of board governance. It means there is a legal obligation to behave in the best interest of the person, group, organization, etc. in which you are serving (Andringa & Engstrom, 2002). Therefore, as a student board member you have a fiduciary responsibility or duty to Welcome House. Based on our current board requirements here are some key program components to help make your experience as a student on the board successful:



<u>Key Program Components</u>	
<u>Board Service</u>	Students will be required to attend all board meetings and participate as a non-voting board member
<u>Board Committee Participation</u>	Students will be required to serve on a board committee
<u>Governance Workshops</u>	Board members and student board members will receive training from experienced consultants.
<u>Shadowing</u>	While serving on a committee, the student will have an opportunity to shadow and learn leadership strategies from current board members
<u>Promotion of Outreach and Community Support</u>	Students will have an opportunity to volunteer at Welcome House, as well as, promote opportunities for volunteering within their school community and family community

(Berkley Board Fellows, 2012)

Roles and Responsibilities of the Board to the Student

As mentioned above, students are non-voting board members, but the adults on the board also have a responsibility to the student. Current board members are expected to:

- Take part in the student’s orientation by providing a formal introduction to the board’s work and invite the student to all board meetings, as well as, all committee meetings, once the student has been nominated to a committee.
- Create a safe environment for the student, whereby the student board member will be treated with respect, as well as, be supported, guided and be given ongoing feedback, as to encourage assimilation into the board and expand knowledge to the student regarding non-profit governance.

(University of Washington, 2014-2015)

Group Dynamics

Group dynamics of boards continually change. No matter the ever changing dynamic of a board, members must rely on each other to engage in decision-making discussions to make sure the goals of the organization are being met. To be a successful team of a non-profit board, members need to:

- Focus on the mission of your organization



- Build a culture of trust and respect
- Encourage open-mindedness and the ability to speak your mind
- Focus in creative problem solving solutions, despite the differences individuals will bring
- Encourage a fun environment

Positive group dynamics can be a challenge even under the best of conditions.

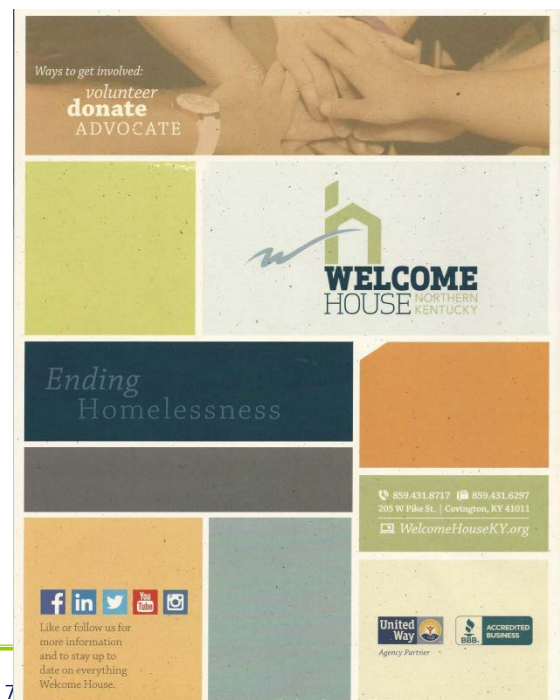
Therefore, creating a safe, professional and supportive environment for the student will be paramount. By having your board and current organization showcase their commitment to the student's development, the student will respond by showcasing their commitment and professionalism. The student needs to feel confident and comfortable with sharing their anecdotes, ideas, and feedback.

Many boards have a code of ethics or statement of standard behavior they expect everyone to adhere to while in meetings. This code of ethics should be included in your orientation packet to the student, but it should also be reviewed at the first board meeting everyone attends. You should also consider a confidential process of disclosure should someone on the board feel like the codes of ethics are being violated.

Orientation

Once you have been selected to be part of the Welcome House board, you will need to start the orientation process. We will provide you with materials to help you become acquainted with the board's policies and procedures and more. The following items will be provided to you as part of your orientation packet:

- Board Agreement
 - Waiver form (if under 18 years of age)
- Legal Responsibilities
- Conflict of Interest





- Welcome House Strategic Plan
 - Other Welcome House Orientation Information
- Board Member Handbook
- Articles of Incorporation
- By-laws
- Past 2-3 months of board minutes
- Past 2-3 months of financial reports



Program Timeline

Here is a guide to the application timeline. Some of the dates and events are subject to change throughout the year (due to weather and scheduling commitments). Be sure to stay up-to-date on any board meeting changes or changes to this timeline.

Date	Activity
January	Kick-off Event January 1 st - 5 th
	Applications available to the Student Board Member Program
February	Accepting applications
March	Application deadline March 31 st
April	Begin interviews
May	Applicant is selected and notified
June	Begin orientation and facility tour, meet & greet with staff and current board members
July	<i>No Board Meeting</i>
August	<i>Summer Sunday – WHO Event</i>
	Attend first board meeting
September	
October	
November	
December	<i>No Board Meeting</i>



Evaluation

Providing feedback is a great way for us to understand what it was like for you as a SMB. During your tenure, if you have feedback we want you to feel comfortable speaking-up. Throughout the year in which you serve as a student board member, we will also encourage you to have regular 'check-in' quarterly sessions with the Executive Director. However, any time during your tenure you can always engage in confidential feedback sessions with the Executive Director.

Once your time serving on the Welcome House board has come to an end, it is important to fill out an evaluation form and engage in an exit interview. We want to learn more about your experiences as a student board member to help develop the program. The evaluation form, which will be sent via Survey Monkey, will be emailed to you during your last week as a student board member.

We will also provide you with board member feedback regarding your tenure. We will have a one-on-one exit interview with the Executive Director in order to share feedback which can help you grow for your future. The exit interview will be an opportunity for you to provide honest and open feedback about your experiences as a student board member. Having a clear understanding about your experience will aide in future recruitment and interview strategies. At the exit interview, we will also provide you with *Good*, *Better*, and *How* feedback about your tenure. This is a great way for you to develop and grow, as well as, gain important feedback which can help you on college applications and in formal/informal interviews.

We hope you are as excited as we are about becoming a Student Board Member for Welcome House of Northern Kentucky. **Let's begin!**



Appendix I: Welcome House's History and Mission

Welcome House was founded in 1982 by Father William Mertes, then director of Catholic Social Services, and an ecumenical coalition of churches. This coalition of churches committed to support Welcome House financially and through volunteer efforts in serving the economically disadvantaged citizens of Northern Kentucky.

In 1982, Welcome House opened her doors as an Emergency Assistance Center. In the early 1980's homelessness of single parent families, usually headed by women, skyrocketed. An increasingly large population of women with children needed a safe and healthy place to stay. Working in cooperation with the Benedictine Sisters, Welcome House recognized the need for shelter for women and children. After renovating the building at 141 Pike Street to accommodate living areas, the Welcome House Shelter opened in 1983.

With Affordable housing, families can stabilize their situations with the result that adults retain work and children stay in school and learn. For some on disability, affordable housing means increased stability and greater quality of life.
-Linda Young

As further needs arose, Welcome House responded. Today, Welcome House has 3 service areas located at 4 different locations in downtown Covington. Together these programs address the variety of needs of those living in poverty or on the verge of homelessness. Please see the timeline below or our Program page for more details.

Welcome House History Timeline

- 1982... Emergency Assistance Center opens
- 1983... Emergency Shelter opens at 141 Pike Street
- 1986... Payee Program opens
- 1991... Welcome House Outreach organizes
- 1991... Case Management Services open
- 1996... Gardens at Greenup program begins
- 1999... Gardens Center opens
- 1999... Supportive Employment Program begins
- 2000... Homeless Services Project begins



2003... Protective Payee Program and Homeless Services Project join under the umbrella

of one program, Day2Day

2008... Social Security/Benefits Outreach Program opens

2011... Opening of Kings Crossing

2015...New affordable housing development

Welcome House's Mission

Welcome House provides a continuum of services that end homelessness and promote stability for each person we serve.

Welcome House Vision Statement

Welcome House will be a leader in guiding clients from housing uncertainty to stability.

Welcome House Value Statement

- *We are a competent and professional board and staff serving the community.*
- *We are stewards of our financial resources.*
- *We effectively tell the Welcome House story.*
- *We have affordable housing to accommodate our clients' needs.*
- *We have wide-ranging, effective relationships that best meet the needs of our community.*
- *We provide inviting facilities to best meet client and staff needs while enhancing our community.*
- *We inspire hope within our clients for a better future*



Appendix II: Services Provided by Welcome House

Case Management – Case management services include assessment, outreach, case planning, financial education/budgeting, payee-ship, housing counseling and community referrals. The staff works to develop a case plan for each individual and/or family that comes through the Welcome House doors seeking assistance. We help these families and individuals find and maintain affordable housing, locate affordable child care options, secure sufficient income and foster a spirit of self-determination and stability.

Case managers work directly with residents staying at the Emergency Shelter as well people who are homeless and are in need of services. After residents move out of shelter they are offered additional case management services via in-home visits to help keep them on their targeted plan of self-sufficiency. Welcome House case managers also collaborate with other community organizations to provide comprehensive services for clients who struggle to sustain their basic needs to due to mental illness, domestic violence, chemical dependency and other barriers for independent living.

The case management program also hosts a Resource Pantry on the first Tuesday of every month for income qualifying Northern Kentucky residents. The Resource Pantry distributes hygiene items, cleaning supplies and other necessities that are not covered with food stamps. This allows clients flexibility to allocate those funds to increasing rent and/or utility expenses.

Housing Service Area – The Housing Service area is responsible for all facilities Welcome House owns and operates. This includes the Emergency Shelter for women and children, the Gardens at Greenup Apartments, King's Crossing and maintenance and janitorial for all facilities.

The Welcome House Emergency Shelter provides housing for 35 women and children. While at shelter the women and children are given three meals each day, hygiene items, linens and laundry facilities. In addition, residents develop a plan for



income and housing with their assigned case manager. Most plans focus on finding clients affordable housing, employment, childcare and financial literacy services. There is no maximum stay at the shelter as long as the women are continuing to work towards fulfilling their case plan.

Welcome House also operates 20 apartments with onsite supportive services for families on Greenup Street; known as the Gardens at Greenup. While staying at the Gardens at Greenup families receive a rent subsidy and are either 1) enrolling in an educational program or 2) working to gain specialized employment skills to bring in more income for their family.

Our newest project, King's Crossing, opened in the summer of 2011. The building is also on Greenup Street. It is home to eight individuals/families and also provides much needed space for Welcome House's Employment and Social Security Outreach Service teams.

Employment/Benefits Service Area - The Employment/Benefits Service Area includes an employment team that assesses clients' working abilities, holds classes to build job readiness and helps clients obtain and maintain employment. An Education and Life Skills Coordinator supports people working on a GED/certificate while also educating students about financial aid possibilities, computer literacy, and career planning. This service area also includes a Social Security Outreach team. The staff members work with homeless and low-income individuals secure Social Security Benefits. Clients in this program have a severe mental and/or physical disability that prevents them from working full-time.



Appendix III: Application

(The application will be provided online and should be filled out there. This copy is for purposes of Regional Stewardship course EDD829)

Student Board Member Program Application

Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Email: _____

Gender: Male Female DOB: / /

Emergency Contact Information Name: _____

Relationship to you: _____ Phone: _____

Name of High School: _____

Year in School: freshman sophomore junior senior

GPA: _____

Do you have transportation to and from meetings? YES NO

Short Answer Questions: We want to know more about you. Please answer the following questions thoroughly:

1. How did you find out about the Welcome House Student Board Member program?

2. What do you think the role of the student board member will be?



3. Why are you interested in serving on the Board of Welcome House as a student member?

4. List any current or past leadership experience:

5. What are your current extra-curricular activities, interests or hobbies:

6. How will you be able to meet the time requirement for this position?

7. What is your plan when you finish high school?

Thank you for taking the time to fill out this application for the Welcome House Student Board Member Program.



Office Use

Date Received: _____ Processed by: _____

Notes: _____

PI1 PI2 TY^o TY^x N Other: _____



Appendix IV: Recommendation Form

(The Reference Referral form will be provided online and should be filled out there. This copy is for purposes of Regional Stewardship course EDD829e)

Student Board Member Program Recommendation Form

Please submit a required recommendation form from someone who is familiar with your academic and leadership background. This reference can be someone who has served as an advisor/leader, teacher, school counselor or a community related organization which you have been a part of while in high school.

Name of Reference: _____

Organization/ Affiliation: _____

Title: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Email: _____

Student's Name: _____

Organization/ Affiliation: _____

Please be advised, Welcome House may contact you for more information related to the application and interview process for the Student Board Member Program.

1. In what capacity and how long have you known the applicant?

2. What would you consider to be the applicant's strengths and areas of opportunity?



3. How reliable and responsible is this applicant?

4. Give an example of how this applicant takes initiative:

5. Discuss the applicant's ability to effectively communicate with others (peers, adults):

I hereby certify that I know the applicant and all the information provided above about the applicant is a true and fair representation of this person.

Reference Signature: _____ Date: _____

Thank you for taking the time to fill out this recommendation form for the student applying to the Welcome House Student Board Member Program.



Appendix V: Potential Interview Questions

1. What were some of the reasons you were attracted to the Student Board Member Program?
2. What are some expectations or goals you hope to accomplish during your tenure as a Student Board Member?
3. The Student Board Member Program requires you have transportation to make all board meetings and required events. Will this be a problem for you?
4. The Student Board Member Program requires a minimum of one-year commitment. Your attendance at all board meetings and committee meeting is required throughout the year. There may also be fundraising events or other opportunities to volunteer your time; will this be a problem for you?
5. Have you ever volunteered for a non-profit or charity before? If so, tell me a little bit about the charity and your volunteer experience.
6. What are some of your hobbies and various interests outside of school?
7. Have you thought about what you would like to do after you graduate high school?
8. What comments, questions, or concerns do you have about the Student Board Member Program?



Appendix VI: Potential Evaluation and Exit Interview Questions

1. What were some of highlights you experienced during your tenure as a Student Board Member?
2. What were some things that could have been better about your experience and tenure as a Student Board Member?
3. What were your expectations and were they met while you served as a Student Board Member?
4. What changes, recommendations or comments do you have on how Welcome House can improve their Student Board Member Program at?
5. Would you recommend this program to other high school students looking to get involved in their community? If so, why or if not, why?
6. Any other comments, questions, concerns, or additional feedback you would like to provide?



Appendix VII: Questions for the Board

Non-for-Profit Organization Student Board Member Program:

Welcome House of Northern Kentucky had the opportunity of placing a high school student on the board back in 2013. Despite not being able to vote, the student engaged in every aspect of what it means to be a board member of a non-for-profit agency. Through feedback from the student and the previous board members, the experience was very positive and Welcome House would like to make a Student Board member a permanent fixture. This is not only an excellent experiential learning opportunity for the student, but board members expressed they found the experience innovative, creative, and a way to cultivate fresh ideas. Having a high school student on the board helped the student to gain valuable leadership experience, as well as, support the mission of the organization.

The goal of this questionnaire is to gauge how the current board would feel about developing a permanent Student Board member for Welcome House. Your honest feedback will help Welcome House develop a guide for future non-for-profits to follow should they choose to have a student on their board. This anonymous feedback will go into developing an application process, interview process, and evaluation process for Welcome House to follow year by year.

Questions for the Board: *(to be answered through Survey Monkey)*

1. Were you a part of the board at the time of the Student Board member? Y/N
 - a. If yes, what were the pros of that experience?
 - b. If yes, what were the cons of that experience?
2. Do you feel it would be beneficial to have a Student Board Member Program for Welcome House? Y/N
 - a. If yes, why would it be beneficial?
 - b. If No, why would it not be beneficial?
3. If there was a Student Board Member Program in place, what do you hope the student gains from the experience?
4. If there was a Student Board Member Program in place, what do you hope gain from the experience?



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