



BOARD RETREAT BUSINESS PLAN

Aligning the board retreat with strategic priorities

PURPOSE

This Board Retreat Business Plan clarifies the strategic intent, governance focus, and expected outcomes of the board retreat. It ensures the retreat is designed as a high-value governance investment, aligned with the organization's priorities and the board's fiduciary responsibilities.

1. STRATEGIC RATIONALE FOR THE RETREAT

Why are we holding a board retreat at this point in time?

Briefly describe the organizational context that makes a retreat necessary now (e.g., strategic inflection point, leadership transition, growth, financial pressure, regulatory change, or board evolution).

Primary drivers for the retreat:

Risks of not holding a retreat at this time:

2. RETREAT OBJECTIVES

What must be accomplished for this retreat to be considered successful?

List the 3–5 most important objectives. These should reflect outcomes, not activities.

- 1.
- 2.
- 3.
- 4.
- 5.

3. GOVERNANCE FOCUS AND ROLE CLARITY

What work is appropriately the board's work during this retreat?

Governance topics to be addressed:

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Topics intentionally out of scope for this retreat:

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Describe how management and the board will partner during the retreat while maintaining appropriate roles and boundaries.

4. KEY STRATEGIC QUESTIONS

What questions must the board wrestle with together?

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5. DESIRED OUTPUTS

What tangible results should come out of the retreat?

Expected outputs:

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6. MEASURES OF SUCCESS

How will we know the retreat was worth the time and investment?

Immediate indicators (within 30 days):

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Longer-term indicators (3–6 months):

"Your most precious resource is time. Making the greatest impact with that time is what we can help you do."

Karma Bass
CEO + Co-Founder



7. PRE-WORK AND PREPARATION

What preparation is required to support meaningful dialogue?

Materials to be reviewed in advance:

Data, context, or analysis needed:

Expectations for board member preparation:

8. PARTICIPANT CONSIDERATIONS

What dynamics or conditions should inform retreat design?

Board composition or tenure considerations:

Recent tensions, transitions, or unresolved issues:

Desired tone for the retreat:

9. POST-RETREAT FOLLOW-THROUGH

How will retreat outcomes be carried forward?

How will outcomes be documented?

How will priorities be embedded into future board agendas?

Who is accountable for follow-up?

10. APPROVAL AND ALIGNMENT

Board Chair: _____ Date: _____

Chief Executive Officer: _____ Date: _____



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