



iQuestions Faculty, Jack Herschend

Question:

How often should a board of directors meet?

Answer:

A board should meet approximately three times a year. It can vary somewhat—two to four—but if a board meets too often, the temptation to get into tactical issues is very, very great.

If a board meets less than about three times a year, so much time has elapsed that the board spends an inordinate amount of their board meeting getting caught up with where they were the last time they met.

So, to me the ideal number of board meetings is three, because it's frequent enough to keep the board members up to speed, but it's not so many board meetings that it tends to lead the board into tactical issues. The board of directors should be willing to meet with the leadership on specific issues on an individual basis, so that between meetings, if leadership needs feedback on a financial matter, the leadership, the CEO, should be able to call the board member that has the greatest financial expertise, and get his or her advice between board meetings.

So, it isn't as though nothing happens between board and leadership between meetings, but it should be on individual issues with individual board members between board meetings.