

Board Governance: Recruitment

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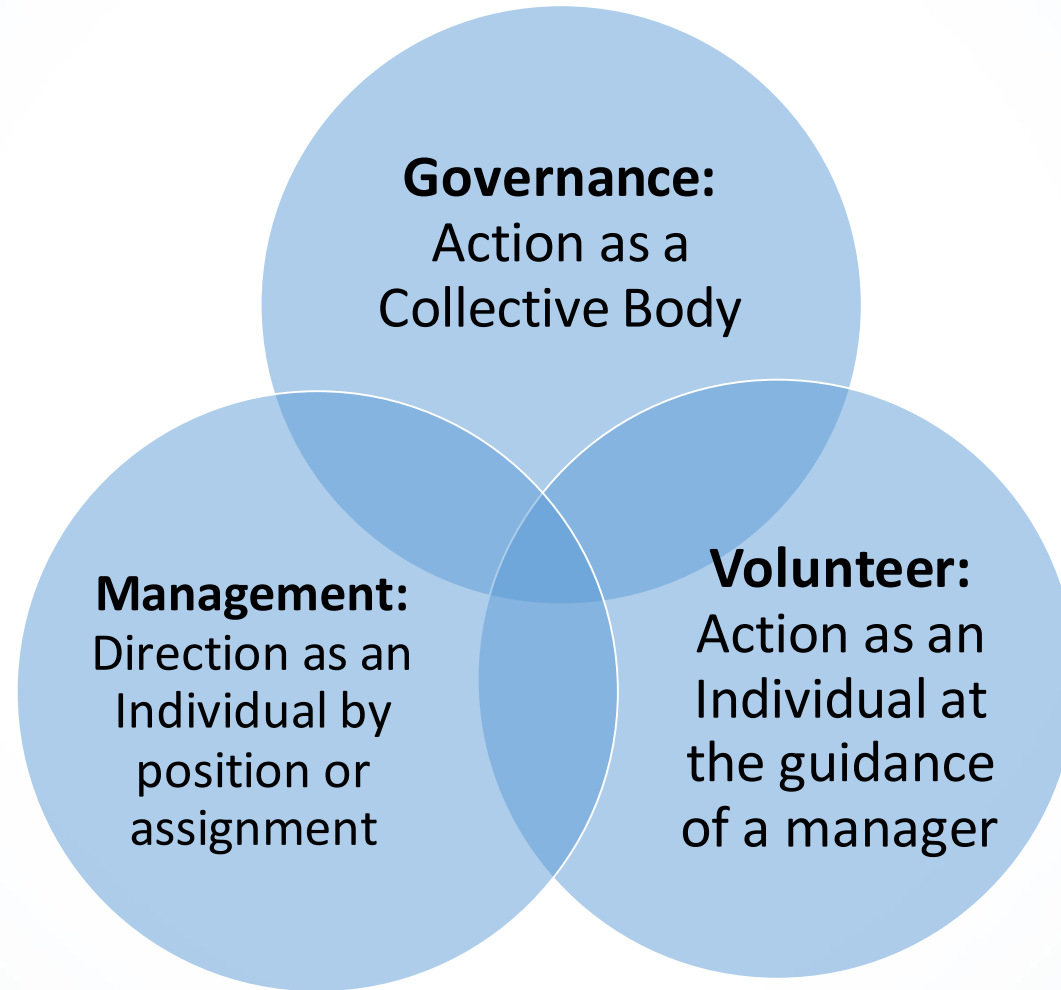
Key Learning Objectives

1. How to develop a strategic and pro-active approach to board development
2. Why and how it is important to make the case in your community for Board service
3. Learn best practices for strategic board assessment, recruitment, orientation, retention & leadership development

Why Does the Board Exist?

- To Represent “*The Public Interest*” in how grants, contracts, and tax-deductible donations are spent;
- The *Board*, not staff, are accountable for how these funds are spent
- *The board is responsible for discharging the duties of their position in good faith and with that degree of diligence, care, loyalty, & skill which ordinarily prudent persons would exercise under similar circumstances in like positions*
- The board has the fiduciary responsibility to abide by the duties of Care, Loyalty, and Obedience

Board Roles in all Volunteer Organizations



Getting the Work Done in All Volunteer Organizations

Source: BoardSource, All Hands on Board: The Board of Directors of an All Volunteer Organization

Governance/Leadership	Management
<ol style="list-style-type: none">1. Handle the money and file the forms. Safeguard assets from misuse, waste, and embezzlement.2. Keep it legal and safe. Ensure compliance with federal, state, and local regulations, and fulfillment of contractual obligations.3. Make big decisions for the future.4. Make sure the organization is accountable to its constituencies, and protect the organization's reputation.5. Get help when you need it.6. Plan for arrival and departure of individual members.	<ol style="list-style-type: none">7. Get the work done.... Program and fundraising.8. Support other volunteers so they can successfully contribute to the organization's work.9. Be ambassadors to the community. Lend names and personal credibility and reputation to the organization.10. Pass along the commitment, passion, and enthusiasm. Provide leadership in spirit.



Achieving Governance-Management Balance

Policy-making, strategic
planning, fundraising, &
Oversight

*Coordination and
Communication*



Implementation

Board of Directors

Shared Responsibilities

ED/CEO

Shared Responsibilities

Staff & Volunteers

The Board's Major Policy and Monitoring Functions

1. Board Management and Development
2. Personnel Policies and Executive Oversight
3. Audit, Finances and Fixed Assets
4. Fund/Resource Development (Fundraising)
5. Stakeholder/Community Relations
6. Mission Impact – Programs, Services, & Collections
7. Planning for the Future

Board Development

is the process of creating, maintaining & improving the functioning, effectiveness & productivity of board leadership & governance.



Best Practices in Board Development

1. Monitor and Comply with bylaws, review and amend as needed
2. Develop and regularly review board & officer job descriptions, qualifications & performance expectations/standards
3. Develop strategic board development goals, short & long term
4. Assess overall board functioning & composition in relationship to those goals
 - Consider whether and how to Assess individual board member & officer performance
5. Manage communications with existing board members & officers re: renewal of terms, retirement, etc.

Best Practices (*continued*)

6. Design & implement an orientation process that is led by Board Members as well as the ED/CEO
7. Encourage & coordinate ongoing development & training opportunities
8. Pro-actively recruit & nominate board & officer positions
9. Plan for multi-year leadership succession
10. Establish a Committee charged with Board Development, not just nominations

Start with a Board Assets & Needs Assessment

- Identify current and needed talents, specialized expertise & skills
- Review current member's board & leadership experience and identify what you want and can provide to others
- Determine what kind of Influence, contacts, etc. do you have and need?
- Determine current and needed diversity & representation
 - ✓ Ethnic, racial, religious, age, etc.
 - ✓ Geographic, political, industry, etc.
- Other?

Tip: Develop a checklist of current board members skills and potential candidates who meet identified needs.

Find New Board Members: Extend Your Network

- Register with <https://www.charitystrong.org/>
- Current board members' networks or affiliations
- Stakeholders: Members, donors, consumers, - and their network
- Other nonprofits, faith or community groups
- Higher education & schools
- Government employees
- Open advertising/open house
- Have non-board members serve on select committees (check bylaws)
- Appoint newer board members to board development committee
- Involve experts, those with influence, others in an advisory capacity
- Check with local United Way, leadership, or volunteer programs
- ***Spend time together brainstorming***

Demystify Your Board

- Clarify and educate your community about board service
 - ✓ Personal and professional benefits
 - ✓ Organizational needs
- Provide a compelling case for what your board does and the value it provides to your organization, the community, and people's quality of life
- Define the value and benefits of nonprofit board involvement
- Address misperceptions about board service (e.g. “I have to be rich”, “I’m not qualified”, “seems like a club”)

Board Members..

Give:

- Time
- Expertise
- Community/Constituent Perspective
- Credibility
- Influence
- Resources
 - Directly or Access to
 - “Give, Get or Get Off”?
- Commitment to Excellence
 - Care, Obedience & Loyalty

May Get:

- Personal Satisfaction
- Commitment to Mission, Cause, &/or Community
- Professional Growth or Networking Opportunities
- Benefit to Employer or Self
- Recognition

Making the Case for Board Service



- Board members can gain expertise on complex issues that are integral to business and the economy
- Board members gain exposure to a wide variety of issues and systems
- Board members make a difference
- Board service provides on the job training and professional development
- Board members utilize, develop, and strengthen skills in a variety of areas such as financial management, community organizing, and team building.
- Board members serve as leaders and can influence important decisions
- Board service provides personal and professional networking
- Board service can be fun!



Prepare Before You Meet with a Prospective Member

- Develop and organize pertinent materials
 - ✓ Application/interview process
 - ✓ Board member expectations: what is your “pitch”
 - ✓ Budget/funding sources, board list, program descriptions/impacts
- Designate an initial contact person
 - ✓ Use person who is most familiar and/or Board/Committee chair
 - ✓ If ED/CEO, involve a board member as well
- Invite prospects to get to know the organization and board better before committing or offering a seat

Your replacement won't do things 'right' because you 'know' how to do their job.



Be Prepared for Questions

1. Who are the other board members?
2. What are your board meetings like?
3. Are you fiscally sound & fiscally responsible? Can I have a copy of the audit & IRS Form 990?
4. Is the organization in a crisis? If there are financial problems, what is the plan?
5. What are the board's major goals, challenges & plans?
6. What is the time commitment, participation & expectation standards?
7. How does the board work with executive leadership & staff?
8. What are the relations between the organization and other like nonprofits? Government? Business?
9. How much volunteer time is expected beyond board meetings?
10. Do you have directors & officers liability insurance?

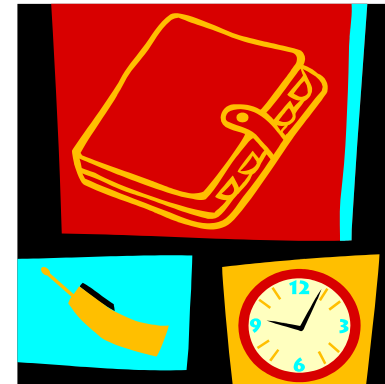
Sample Questions to Ask Prospects

1. What do you know about our organization & how does our mission interest you?
2. What are your previous board experiences (if any)
3. What is your understanding as to how a board should function?
4. How do you feel you can contribute to our board team?
5. Given our expectations, what, if any, concerns or limitations do you have?
6. Are you able and willing to carry out expectations?



From Recruitment to Orientation: Tools

- Welcoming, inclusive participatory environment
- Orientation Sessions
- One-to-one meeting with leadership
- Formal training sessions
- Meetings with key staff
- Pre-board service
- Board Mentor or “buddy” system
- Annual Retreat
- Ongoing support
- Board manual



Suggested Contents of a Board Manual or Orientation Packet

- By laws
- Articles of Incorporation and amendments
- Minutes of past meetings
- Most recent audit, recent filings (990)
- Current budget and financial reports
- Major policies
- Board and committee meeting schedule
- Board job description
- Board member list
- Committee assignments
- NYS Attorney General, Charities Bureau, “Right from the Start”

Board Retention Tools



- Board Meeting & Committee Calendar
- Board Oversight Calendar
- Annual Retreat
- Routine Board Assessment & Training
- Regular Board Meeting “In-service”
- Strategic Meeting Agenda & Effective Meeting Facilitation
- Keep Well-informed – “No Surprises”

Board Leadership Development Plan

- Establish expectations for leadership service as part of the recruitment process so new board members are prepared
- Focus plan on officers and committee chairs
- Expect vice-presidents or vice chairs to serve, if asked
- Consider an assistant treasurer or separate finance committee chair
- Define how new officers are oriented by predecessors and what information needs to be transferred
- Consider role of Immediate Past-President, possibly as chair of board development or fundraising committee
- Establish and follow officer terms and term limits
- Honor long-term board service
- Manage communications and messaging well

Q&A and Tips to Make the Most of Today's Session

Questions and Discussion

- Share the presentation with fellow board members
- Schedule time at your next board meeting to discuss your “take-aways”
- Register with or update your organizational and/or personal profile at <https://www.charitystrong.org/>
- Set up a Board Development Committee or assign the tasks to another committee (e.g. Nominating or Governance)
- Recognize that change takes time