

Recruiting the Board You Really Need! **with Purpose and Process**

10th Annual Nonprofit Institute Conference



College of Southern Maryland

La Plata, MD

20 February 2020



Q: What can non-profits learn from good college sports teams?



**Q: What can non-profits
learn from good
college sports teams?**

**A: How to plan for
succession!**

Questions About Your Organization...

How large an organization?

How many on Board?

Is it full? Is it diverse/balanced? Does it work well?

Who does Board member “recruiting”?

Do you have trouble recruiting to Board?

Do you have a Governance Committee?

When is last time you recruited a new Board member?

10 Basic Responsibilities of Exec Board

1. Determine mission and purpose.
2. Select the Executive.
3. Support and evaluate the Executive.
4. Ensure strategic planning.
5. Monitor and strengthen programs and services.
6. Ensure adequate financial resources.
7. Protect assets and provide financial oversight.
8. Build a competent board.
9. Ensure legal and ethical integrity.
10. Enhance the organization's public standing.

Things to Consider when building the Executive Board....you really need!

- Identifying Values, Vision, and Mission
- Understanding of “challenges”
- Developing solid Board members, who practice constructive partnerships
 - Respecting division of labor,
 - Collaboration with CE and entire staff,
 - Mutual trust, forthrightness, common commitment to mission, and
 - Different points of view are recognized and brought to board table



What do you need? Who do you want?

When beginning search and recruiting process, Governance Committee needs to guide board in addressing:

- **Understanding challenges facing organization**
- **Skills, experience and backgrounds needed for board over next 3 – 5 years**
- **Personal qualities important for board members to have**
- **Current composition of board**
- **Gaps to be filled over next few years**
- **Do bylaws allow the meeting of needs?**

Governance Committee should develop a matrix of needs for Board affirmation



Where to Find Board Members

Suggestions of good board members

- Colleagues
- CE and staff members
- Advisory council or task force members
- Members of other nonprofits
- Volunteer members

Whom to consider for board membership

- Community leaders
- Small business owners
- Current/past volunteers
- Ldrs of national corporations
- Current /prospective donors
- Others from org mission

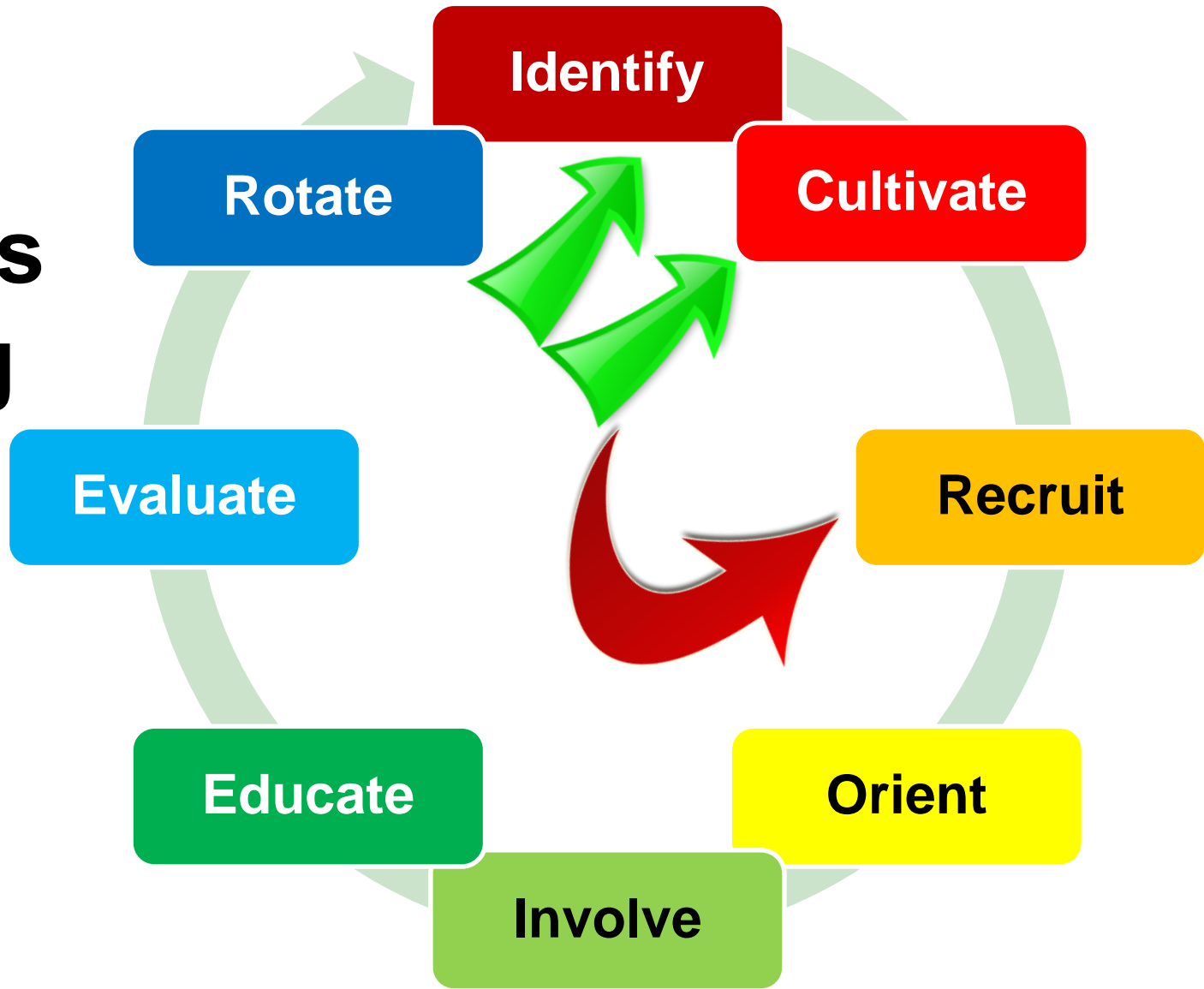
Where to look for prospective board members

- Religious organizations
- Local businesses
- Local colleges/universities
- Corporate outreach programs
- Trade, prof, fraternal assns.
- Electronic databases

Excerpted from *"Recruiting a Stronger Board: A BoardSource toolkit"* (2015). Washington: BoardSource.



The Board Member's Building Cycle



Recruitment is a multi-step process

- **General exploration of prospect's Interest in board service**



Volunteerism

is the



***of Successful
Non-Profits***

Volunteers to recruit can (and should)...



...come from diverse backgrounds!

Understanding Motivations...

...for Becoming a Board Member

(Not necessarily good or bad – Must understand to recruit):

- **Prestige**
- **Building a Resume**
- **Networking and Marketing**
- **Community Service**
- **Emotional Compensation**
- **Want to Make a Contribution to the Organization and the Community**
- **Support Values/Programs of the Organization**

Let's Engage the Prospects

Review information and understand candidate before exploratory conversation

Provide description of organization, mission, service and strategic direction

Describe roles and responsibilities of board and what is expected of board members

If unfamiliar with organization, invite to participate in a project or taskforce

Oh yes.....can be done by “almost anyone”!

Board Candidate Information Sheet

Name of prospective board member: _____

Title: _____

Organization: _____

Address: _____

City, State, Zip: _____

Telephone: Day _____ Evening _____ Cell _____

E-mail: _____

Source of referral/information: _____

Special skills

- | | |
|--|---|
| <input type="checkbox"/> Fundraising | <input type="checkbox"/> Marketing/Public Relations |
| <input type="checkbox"/> Personnel/Human Resources | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Finances | <input type="checkbox"/> Legal |
| <input type="checkbox"/> Business | <input type="checkbox"/> Other: _____ |

Professional background

- | | |
|--|---|
| <input type="checkbox"/> For-profit business | <input type="checkbox"/> Nonprofit organization |
| <input type="checkbox"/> Government | <input type="checkbox"/> Other: _____ |

Education

- | | |
|---|---|
| <input type="checkbox"/> High school graduate | <input type="checkbox"/> Some graduate coursework |
| <input type="checkbox"/> Some college | <input type="checkbox"/> Graduate degree |
| <input type="checkbox"/> Undergraduate college degree | <input type="checkbox"/> Other: _____ |

Other affiliations: _____

Other board service: _____

Known levels of giving: _____

Other pertinent information: _____



Materials to Share with Board Member Candidates

Annual reports

Brochures

Board rosters

Newsletters

Publications and program lists

Organization's website

Schedule of board meetings

Annual calendar

Roles / responsibilities of the board

Roles / responsibilities of board members

History / fact sheets

Mission / Vision / Values statement

Committee job descriptions

Recent press clippings

Recruitment is a multi-step process

- General exploration of prospect's Interest in board service
- **Elicit Commitment to serve if elected**
- **Process of nomination and election**
 - Interview/evaluate candidates
 - Beware of red flags
 - Close the deal!



So What About an Interview?

Yes, somebody should do one!

And Yes, an evaluation should be completed!

- Done by Board Chair, Governance and/or CE
- Should address:
 - Why being invited to stand for election
 - Personal financial contribution and fundraising
 - Meeting schedule and expected attendance
 - Expectation of additional committee assignments (if so)
 - What other boards on? Will it cause over-commitment?
 - Reasons for wanting to join board?
 - Always ensure time for Q&A
 - What they should expect from Board and organization
 - Explain final nomination / appointment / election process
- Close the deal....by asking “willingness to serve”

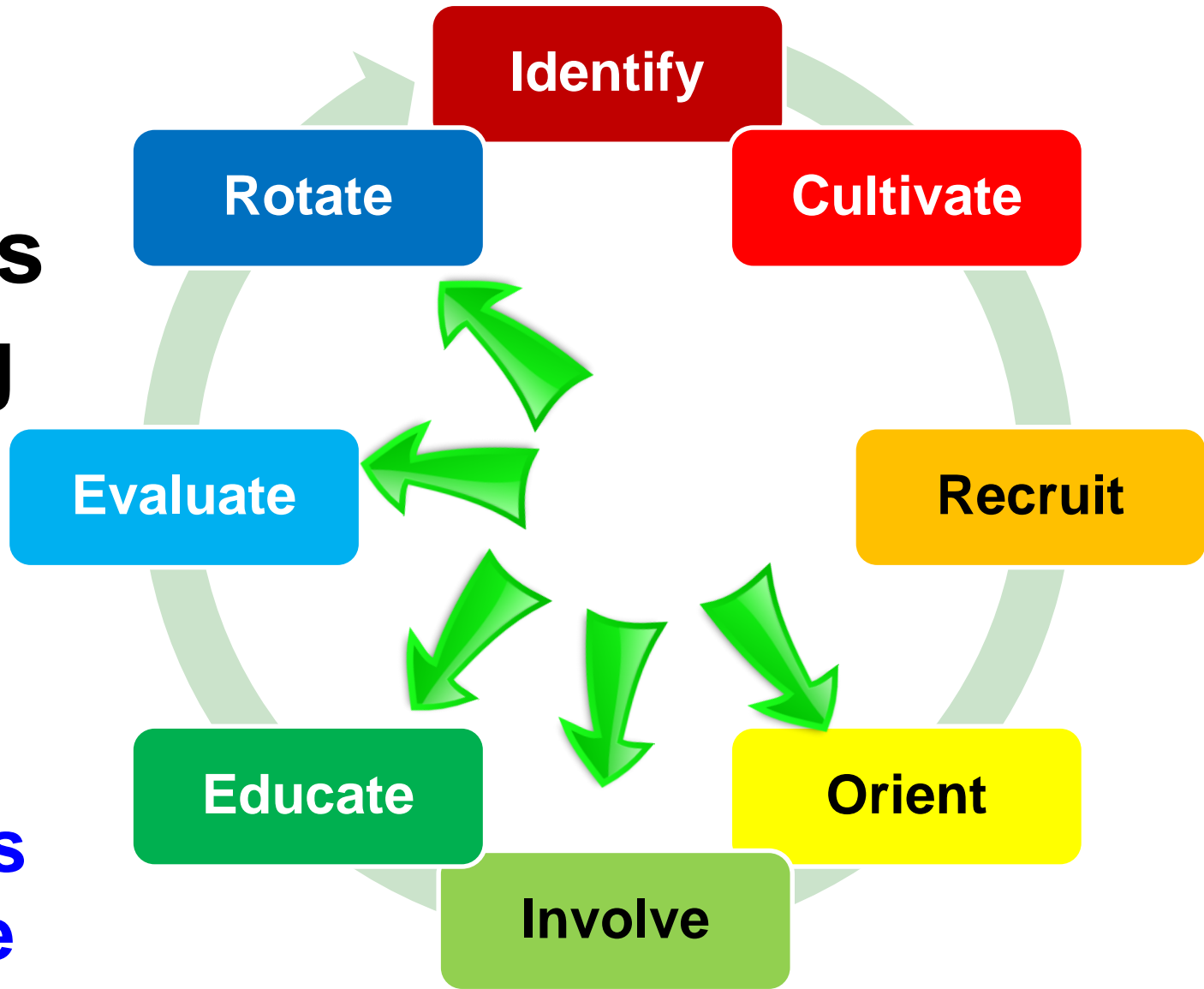
Ten Steps to Develop a Diverse/Balanced Board

1. Know why you need diversity.
2. Be clear about what you need.
3. Don't succumb to tokenism.
4. Realize that diversity comes with a price.
5. Provide opportunities for social interaction.
6. Get new board members involved right away.
7. Ask for feedback.
8. Make use of everyone's gifts.
9. Be aware of differences.
10. Use the governance committee to build a diverse board.

Excerpted from *"Ten Moves to Develop a Diverse Board"* by Berit Lakey. BoardMember®, October/November, 2003.

The Board Member's Building Cycle

Once recruited, the rest of the steps will require action!



**Things to consider,
so as to retain the
Board you recruited
and really need...**

Creating a Board Development Plan Toolkit

1. **Board Profile Worksheet**
2. **Prospective Board Candidate Information Sheet**
3. **Board Candidate Rating Form**
4. **Board Member Letter of Agreement**
5. **Board Member Orientation Checklist**
6. **Individual Board Member Self-Evaluation Form**
7. **Mini-Board Self-Assessment Survey**
8. **Board Meeting Evaluation Form**
9. **New Board Member Sponsor Program**
10. **Continuing Education Program**

So Let's Talk Training.....

...Should it be required or optional?

- **New (and legacy) member Orientation**
- **Continuing education, and its importance**
- **What other “meaningful” training is appropriate?**

Some Orientation Thoughts

- **Sponsored by Chair! Run by Leadership team!**
- **Should occur \pm month (before/after) of joining**
- **Key Board leaders should attend and train**
- **Potentially cover:**
 - **Welcome/Introductions**
 - **Organization Overview**
 - **Executive Board information**
 - **Introduction to Programs**
 - **Properties/Facilities (if appropriate)**
 - **Membership/constituents, communities served**
 - **Finances of organization (how raised / where spent)**
 - **Organization and Board Governance**
 - **Strategic Plan and Tactical implementation**
 - **Legacy EB member testimonial**
 - **Q & A, and closing**



Continuing Education Programs

- Run by Leadership/Governance team, with assistance
- Could (should) occur at every Board meeting
- Can cover about “anything” that is appropriate or needed, or desired by Board
- Topics to consider:
 - How Organization is structured/restructured
 - Larger Organization / National component (if appropriate)
 - Overview of Organization Functions
 - EB Member Roles & Responsibilities
 - Organization’s Strategic Plan
 - Finance Programs
 - Organization Properties (if appropriate)
 - Anything else, as requested

Board Member Sponsor Programs

- **Set up to assist new EB members to quickly become effective members of Board**
- **Improves new leader's integration experience**
- **Sponsor provides clear and concise information and helps introduce the new member throughout the organization**
- **Sponsor's desire to make effort successful, should be as strong as new member's**
- **Sponsors "sponsor" ... but don't necessarily "mentor"**
- **Benefits new member, sponsor, and organization**
- **Program sponsored by Chair, but run by Leadership/Governance committee**



Before we wrap up, any remaining questions and/or comments??

Is your Governance (Nominating) Committee looking to the Future?

- **Is it diverse?**
- **Does it know the needs of the organization?**
- **Is it aware of the resources available in the community?**
- **Does it have people who are capable of approaching community leaders?**
- **Is it treated as your most important committee?**
- **Meets at least quarterly, if not more timely?**
- **Is it also focused on “succession” planning?**

Let's Wrap Up by Acknowledging ...



**...That There Really
is No
Magic Here!!**

**What “Recruiting” Actions Will Improve the Overall
Exceptional Performance of Your Board??**

Some “Rules” to Consider and
Think About for

**Recruiting the Board
You Really Need!**

Rule #3 - Think Out-of-the-Box...



...when Recruiting



Rule #4 – When recruiting, always look deeper than first appearances

**Rule #7 –
Focused
recruiting will
help mitigate
any danger of
“helicopter”
board
members!**



Rule #8 – Spot talent early; cultivate and nurture appropriately!



Thanks for What You Are Doing!

***Non-Profit Board Involvement is
Honorable and Meaningful Work!***

Use Various Resources Beneficially!

*Hope You Had a GREAT
Day of Learning!*