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Building a Better Board:
Getting the Right People for the Job

Presented by
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CAHNERS & DONAHUE ASSOCIATES

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○ ○ ○ | **Introductions**



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○ ○ ○ | **Our Approach**

- Practical information
- Ask questions
- Handouts on Table
- Additional Materials sent later
 - Be sure to give us your email

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○ ○ ○ | **The Challenge**

We often hear clients say that they:

- can't find "good" board members – ones who are willing to take an active role
- can't find "wealthy" board members – ones who are willing to donate and fundraise
- don't know where to look for qualified board members
- have excessive board turnover
- have new board members who are under-performing

○ ○ ○ | **The Goal**

You want to find the right people, people who:

- will work on your behalf
- be successful
- enjoy the volunteer experience



○ ○ ○ | **Board Building Cycle**



○○○ | **Infrastructure**

- Governance Committee
 - Nominating committee
- Job descriptions
- Written processes
- Nominating calendar

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○○○ | **Governance Committee**

- Responsible for the general affairs of the board
 - Board composition
 - Recruitment
 - Self assessment
 - Leadership succession
 - Board professional development

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○○○ | **Identify**

- Determine target board size
 - By-law limits
 - Work needed to be done
- Review term limits
 - Who is rotating off?
 - Stagger terms
 - Invite re-ups

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○○○ **Identify**

- Identify board needs
 - Professional / personal skills and attributes
 - Professional / personal connections
 - Diversity (geographic, ethnic, age, gender, etc.)
- Identify potential candidates

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○○○ **Board Profile Worksheet**

Current members Prospective members

	1	2	3	4	5	A	B	C	D	E
Age										
Gender										
Race/Ethnicity										
Skills/Expertise										
Resources										
Community Connections										
Attributes										

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○○○ **Identify**

- Where have you found new board members?



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○ ○ ○ | **Identify: Sources for Finding New Board Members**

- Close to home
 - Volunteers
 - Donors
 - Funders
 - Prior year candidates
 - Friends and colleagues
 - Service recipients

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○ ○ ○ | **Identify: Sources for Finding New Board Members**

- Your community
 - Website
 - Newsletter
 - Social Media
 - Events

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○ ○ ○ | **Identify: Sources for Finding New Board Members**

- Cast a wider net
 - Local newspaper - "Help wanted ad"
 - Trade publications
 - Community associations
 - Board banks
 - Colleges & universities
 - Recruiting task force
 - Board member swap

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○ ○ ○ **Cultivate**

- Get them interested in your organization
 - Invite them to events
 - Give a tour of programs and facilities
 - Set up a meeting with the E.D.
 - Invite them to attend a board meeting
 - Ask them to serve as ad hoc committee member
 - Put them on your mailing list

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○ ○ ○ **Recruit- Interview**

- Meet in person to determine if the individual and your organization are a good match
 - Involve the candidate in dialogue
 - Discuss current programs and priorities
 - Describe expectations and responsibilities of board members
 - Gauge their willingness to serve
 - Do not make commitments or extend invitations at this time

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○ ○ ○ **Recruit - tools**

- Job descriptions
- Marketing materials
- Interview guide



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○○○ **Recruit - Interview Guide**

<p><u>Questions to Ask</u></p> <ol style="list-style-type: none"> 1. What interests you most about our org.? 2. Are you willing to make a contribution? 3. What expertise do you feel you offer? 4. What are some of your other volunteer roles? 	<p><u>Questions to Answer</u></p> <ol style="list-style-type: none"> 1. What is the time commitment? 2. What is unique about your org.? 3. What are the major issues you face? 4. What role do you see me playing?
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○○○ **Nominate and Elect**

- Nominating Committee assesses candidates
- Develop a slate of nominees
- Present slate and written bios to board
- Conduct elections
- Contact all candidates

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○○○ **Orient**

- Get new members engaged and up to speed quickly
 - Orientation session
 - Board handbook
 - Buddy system

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○ ○ ○ | **Orient - tools**

- Board Handbook
 - Organizational overview
 - Board Information
 - Staff Information
 - Financials
 - Policies
 - By-Laws



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○ ○ ○ | **Engage**

- Involve them in the organization
 - Assign to committees
 - Solicit feedback
 - Hold them accountable
 - Participate in programs and events

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○ ○ ○ | **Educate**


- Provide board members with training and knowledge to better serve the organization
 - Board retreats
 - Board workshops
 - Education component in board meetings
 - Board newsletter
 - Staff Presentations

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○ ○ ○ | **Rotate**

- Boards need a continual influx of new ideas and perspectives
 - Term limits
 - Leave of absence
 - Leadership succession



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○ ○ ○ | **Evaluate**

Through board evaluations the board:

- Identifies ways to strengthen itself in service to the organization’s mission
- Hold itself accountable
- Reflects on individual and collective performance
- Builds teamwork

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○ ○ ○ | **Board Self-Evaluation**


	1 not really true	2 usually true	3 consistently true
Mission & Goals			
1. The <i>organization's</i> mission and vision are understood by all the board members.	___	___	___
2. The current mission statement is relevant and effective.	___	___	___
3. There is a clear strategy for the implementation of the mission.	___	___	___
4. Board members understand the <i>organization's</i> objectives and goals.	___	___	___

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○ ○ ○ **Celebrate!**

- Board service should be fun!
 - Acknowledge work well done
 - Show appreciation
 - Board social
 - Board-staff social
 - Incorporate humor 



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○ ○ ○ **Summary**

You need

- INFRASTRUCTURE
- PROCESS
- FOLLOW-THROUGH

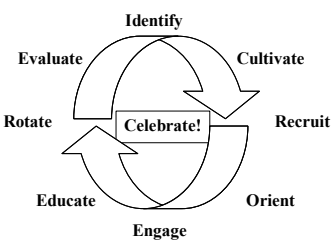
In order to

- Find the right people
- Get them on board
- Get them to be successful
- Get them to take on leadership roles

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○ ○ ○ **Board Building Cycle**



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