

How to Identify, Recruit and Orient Your Board Members

Building a Board

What does it Mean for Your Organization?

1. Creating a board from the beginning.
 2. Determining how to “round out” a current board to fill gaps.
 3. Enhancing the current board’s effectiveness.
 4. Purging the current board of troublesome or deadbeat members to rebuild.
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Every Board Needs

- Leadership
 - Fund Raising Expertise
 - Diversity
 - Vision
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Board Responsibilities

Standards of Conduct and Attention for Board Members:

- **“Duty of Care”** – Operates in best interest of organization. Reasonable good business judgment
 - **“Duty of Loyalty”** – Upholds standard of faithfulness to the organization. Allegiance to Board when making decisions
 - **“Duty of Obedience”** – Responsible for acting in a way consistent with organizations mission
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Board Diversity

A Lack of “diversity” = Lack of Meaningful Community Engagement

Community Engagement: People Working Collaboratively through Inspired Action and Learning, to Create and Realize Bold Visions for their Common Future. (Tamarack

Institute) Two Approaches for Community Engagement: An Important Distinction:

- **Working FOR the Community:** Planning done in-house with staff and perhaps some Board members, may survey service participants, but they are seldom included in planning or decision-making. The most common approach used by nonprofits; few community members engaged in creating its own services.
 - **Working WITH the Community:** Program(s) may be implemented by the organization, but Created through the participation of the community that will use the program. Organization acts as facilitator of community; all aimed at making the program as effective as possible for members of their community.
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Engaging the Community in Your Organization's Work is energizing, fun, and exciting. It is – engaging!

- It is a different approach, a different way of seeing things, but there is no magic involved, and no intricate tools or skills.
 - To begin the process of engaging your community, start by setting aside time (must allow *more than* 15 min. on agenda!) at a board meeting to discuss ideas to answer: ***“How can we better involve the various communities we serve? How can we engage them to work more closely with us, to ensure our programs are the most effective they can be in addressing the needs of those communities?”***
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How Can You Make Sure You Recruit the Right People and Prepare Them Well for the Job Ahead? (The answers in the following steps)

1. Know what matters most to your organization
 2. From what matters most, define the role of the board
 3. From the role of the board, clearly define the roles of individual board members
 4. Recruit good people
 5. Give them the tools they need to do the job
 6. Measure board members performance
 7. Remove those who don't measure up
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Tips on Maintaining an Effective Board

- **Board Development is an ongoing process.**
- **Keep a year-round nominating committee to replenish the board.**
- **Don't assign people to jobs they don't want – Just because they are an accountant, don't make them treasurer.**

- Keep a file of prospects and update as you and your board network and brainstorm.
 - Bring new members on all year. 2-3 Members at a time is advisable.
 - Create development plan for each board member.
 - Track performance and attendance to detect burnout or flameout.
 - Maintain a succession plan
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Preventive Strategies

- Carefully recruit new members. (*“Don’t date someone you wouldn’t consider marrying.”*)
 - Involve new board members.
 - Provide a trial period.
 - Set term Limits.
 - Form a board development committee.
 - Continually communicate with individual members.
 - Develop a Code of Ethics.
 - Incorporate conflict resolution and consensus building strategies.
 - Establish a termination process. (*Don’t be afraid to use it.*)
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REFERENCES:

- **Board Source** | Exceptional Governance Practices for Nonprofits <https://boardsource.org>
- **Board Development** | National Council of Nonprofits www.councilofnonprofits.org Boards & Governance
- **Bogan Consulting** | Carmen Bogan Consulting
- **Developing a Nonprofit Board** | GrantSpace | www.grantspace.org/Tools/
- **National Center for Nonprofit Boards**: NCNB | Nonprofit governance-related information | <http://www.ncb.org>

Board Member Responsibility Checklist

	Not satisfied	Somewhat satisfied	Very satisfied
<p>1. Handle the money and file the forms.</p> <p>How satisfied are you that the board has appropriately assigned responsibility for financial management?</p> <p>How satisfied are you that the organization's federal and state requirements for filing have been met?</p>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<p>2. Keep it legal and safe.</p> <p>How satisfied are you that there is adequate insurance?</p> <p>How satisfied are you that the board has assigned an appropriate person to monitor legal compliance?</p>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<p>3. Make big decisions for the future.</p> <p>How satisfied are you that there's a general direction for where the organization is going in the next few years?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>4. Make sure the organization stays accountable to its constituencies.</p> <p>How satisfied are you that the organization is doing the job it has set out to do and can make itself accountable to the community?</p> <p>How satisfied are you that there is someone identified to speak to the press on the organization's behalf?</p>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
<p>5. Get help when you need it.</p> <p>How satisfied are you that your organization gets help when it needs it?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Not satisfied	Somewhat satisfied	Very satisfied
6. Plan for the arrival and departure of individual members. How satisfied are you with how the organization recruits, trains, and retains new board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Get the work done. How satisfied are you that the work of the organization is being done well? If you raise funds for another organization, how satisfied are you with the relationship your group has with that organization?	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
8. Support other volunteers so that they can successfully contribute to the organization's work. How satisfied are you that work is organized so that people with different "glad gifts" and different levels of commitment can still be involved?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Be ambassadors to the community. How satisfied are you that your organization has identified the right people and community groups to be in contact with? Has your organization assigned a representative to be the primary contact?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Pass along the covenant. How satisfied are you with the climate that the board establishes for the volunteers? How satisfied are you with the legacy that you and the board are building for the organization?	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>