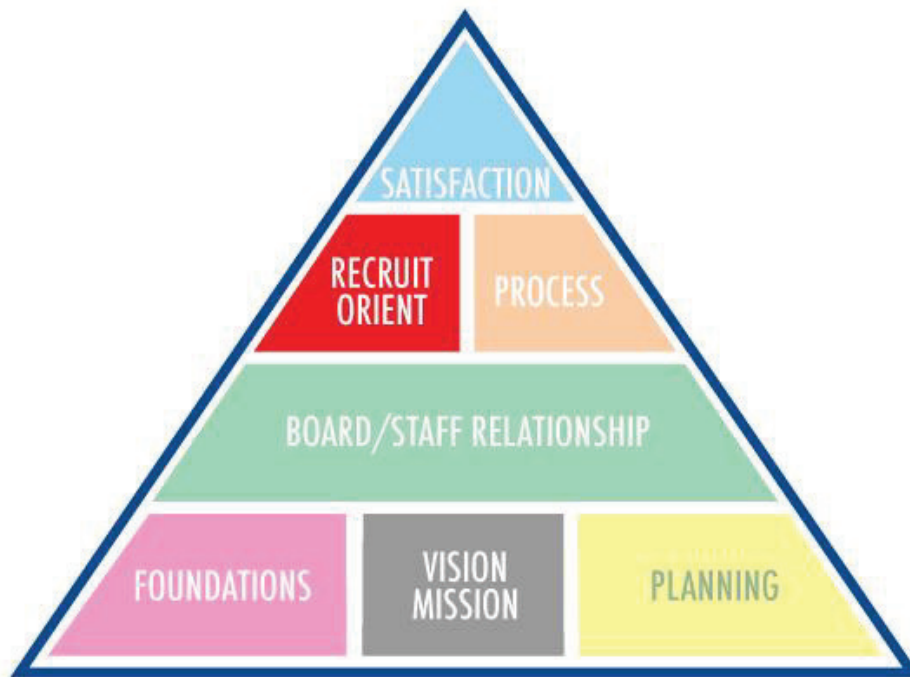


PURPOSEFUL BOARD RECRUITMENT



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Greetings –

If you're reading this booklet, you are probably interested in improving the way you recruit new board members. This is the foundation of a great board – and with these suggestions and best practices, you'll be on your way.

Within the copyright guidelines that are outlined on the previous page, I urge you to share this booklet with others in your organization – especially your Board Development (or Nominations) Committee. Work closely with them to see if the ideas in this booklet can be implemented by your organization.

Additional advice about your organization or your board's situation is available in two ways:

1. **By email.** If you have a brief question, please don't hesitate to email me at Alyson@BoardsThatExcel.com. In your email, let me know which booklet you've bought and pose your question. I answer all emails.
2. **By conference call.** Many boards and staffs have teleconsulted with me. Your CEO/ED and Board Chair, the executive committee, or a single committee of the board might benefit from some specific advice about a particular problem or situation. Take a quick look at www.BoardsThatExcel.com/ask-alyson/ and see how easy it is to set up a conference call and receive cost-effective consulting directly from me.

When you're ready, there are other booklets available at www.BoardsThatExcel.com/the-market/:

For your staff and board: "Vision, Mission, and Values Statements", "Strategic Planning Template and Directions", "Quality Checklist and Action Plan"

For your board: "Engaging Board Orientations", and "Meetings, Calendars, and Retreats"

For your board committees: "Productive Committees", "Board Development Committee", "Finance Committee", "Fundraising Committee", and "Personnel Committee"

And here's my last piece of advice. Even if you aren't successful the first time you try some of these ideas, keep trying. It takes persistence to establish new habits and standards. Keep at it – don't wilt – and good luck.

Sincerely,

Alyson

PURPOSEFUL BOARD RECRUITMENT

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BEST PRACTICES FOR PURPOSEFUL BOARD RECRUITMENT

1. The Board Development Committee spearheads the search and interview process for new board members.
2. At the beginning of the year, the **Current Board Member Skills Summary** (page 6) should be completed by the Board Development Committee. What skills are leaving the board at the end of the year and what skills should be added to the board?
3. At the first board meeting of the year, the Board Development Committee presents the **Board Recruitment Priorities** (page 7) to the board for this year's board recruitment campaign. Give everyone a copy of your **Board Recruitment Priorities** list.
4. At the beginning of the year, the Board Development Committee assembles a **Board Recruitment Packet**. (see page 8). Included in the packet are the **Welcome Letter from the Board President** (an example is on page 9) and **Expectations of the Board Members** (see page 10).
5. With the board's recruitment priorities in mind, all board members, staff, and volunteers should be looking for potential board members all year long.
6. For a list of **Creative Ways to Look for New Board Members**, see page 11.
7. All potential board candidates are referred to a member of the Board Development Committee.
8. The Board Development Committee gives brief progress reports to the board throughout the year. While new board candidates can be added throughout the year, it's best to wait and add board members as a group at the same time annually.
9. The Board Development Committee presents the candidates at the next to last board meeting of the year. This presentation would include the list of candidates and how they meet the recruitment priorities set up at the beginning of the year. Any discussion about these candidates takes place during the meeting – or feedback to the Board Development Committee can be provided after the meeting.
10. Subject to the bylaws, during the last meeting of the year, the board votes to approve all new board members. The Board Development Committee notifies all candidates. Then the Board Chair welcomes all new members and invites them to the board orientation.

CURRENT BOARD MEMBER SKILLS SUMMARY

BOARD MEMBER INITIALS														TOTAL
Board Experience (# years)														
Subject Experts														
1														
2														
3														
Strategic Planning														
Board Development														
Fundraising														
Events														
Major Gifts														
Capital Campaign														
Marketing														
Legal														
Financial														
Accounting														
Investments														
Human Resources														
Male														
Female														
20-34														
34-49														
50+														
Caucasian														
African American														
Latino														
Other														

Directions: Place the initials of the continuing board members across the top of this chart. Fill in the number of years of board experience for each member. Write in the subject matter experts (ex. museum expert, child development expert, dog trainer) that you'd like to see represented on your board. Put check marks where each member has experience or represents the demographic. Adjust this chart to suit the needs of your board.

Board Recruitment Priorities

SKILLS OR BACKGROUND REQUIRED	HIGH	MEDIUM	LOW
Subject Experts (List in high, medium and low priority)			
Demographic Needs (age, gender, race, geography, nationality)			
Strategic Planning			
Board Development Experience			
Fundraisers - Event Planner			
Fundraiser – Major Gifts			
Fundraiser – Capital Campaign			
Marketing			
Legal Experience			
Financial - Accountant			
Financial - Investment expert			
Human Resources			

Directions: In the top two boxes, list the subject matter experts then demographic needs that you would like to see added to the board – and place them in high, medium, or low priority. In the rest of this chart, check whether each of the skills listed is a high, medium or low priority for this year’s board recruitment. Change this chart to suit the specific needs of your organization. Be sure that everyone on the board is given a copy for their reference throughout the year.

BOARD RECRUITMENT PACKET - A CONTENTS LIST

Using a Board Recruitment Packet to recruit new board members gives a professional first impression and allows you to showcase your organization in the community. Use a simple, two-pocketed folder.

Your packet should be professional, informative and welcoming.

Here are some suggestions for the contents of your packet:

1. Welcome Letter from the President of the Board (see example, next page)
2. Mission Statement
3. The Organization's By-laws
4. Strategic Plan of the Organization
5. Expectations of Board Members
6. The Organization's Budget
7. Board Roster
8. Board Committee Descriptions and Member List
9. Brochures or other Marketing Materials about the organization
10. Organization's Annual Report
11. Reprints of newspaper articles or PR about the organization
12. Business Card of the contact person from the Board Development Committee

WELCOME LETTER FROM THE PRESIDENT OF THE BOARD

Dear Potential Board Member -

Thank you so much for considering joining the Board of Directors of XYZ Nonprofit. We are excited about our future, and we'd love to have you consider being a part of our leadership team.

In the next few years, we expect to accomplish these goals:

1. Serve over 2000 clients per year with our X services
2. Expand our services to include Y service
3. Create a partnership with organization ABC to provide Z to 300 clients
4. Increase our annual budget from \$150 K to \$225 K

Enclosed, please find copies of XYZ Nonprofit's mission statement, strategic plan, expectations of board members, budget, board roster, board committee descriptions and member lists, marketing materials, our annual report, and some reprints of recent articles about XYZ Nonprofit.

While John Doe, our Board Development Committee Chairman, will continue to be your point of contact as you consider becoming a candidate for our board, please don't hesitate to contact me directly if you have other questions that I can answer. I can be reached at xxx-xxx-xxxx.

Warmly,

Margie Smith
President of the Board
XYZ Nonprofit

XYZ Nonprofit Organization Expectations of the Board of Directors

Directors should plan to spend an average of 1-2 hours per week on XYZ Nonprofit business. Many activities peak near the date of each major operational or fundraising event. Responsibilities and activities include these:

1. Provide overall policy, planning and financial governance for the organization. Provide organizational support as requested by the staff.
2. Attend all Board meetings - held monthly throughout the year. Usually 2nd Monday, 5-6:30 pm at the Smith Building.
3. Attend all operational events and fund-raisers (if possible).
4. Serve on at least one committee. Committee work can involve (but is not limited to) phone calls, e-mails, meeting with volunteers or non-board members, and committee meetings. Some committee planning may take place during the summer. Several Ad Hoc committees supplement these standing committees: Finance, Development, Board Development, Program, Personnel, Marketing, Strategic Planning.
5. Each board member is expected to eventually become an officer of the board or a Committee Chair. (Officer and Committee Descriptions are available)
6. Attend an annual board orientation (usually the 3rd Sunday afternoon in May), our board retreat (usually the second Saturday in September), and the annual meeting in May or June (usually a Friday).
7. Be an advocate for the organization in the community. Always be on the lookout for new members, supporters, volunteers, donors and board members. Serve as a spokesperson for the organization.
8. Make an annual, personal, financial contribution to the organization in accordance with your own philanthropic budget.
9. Commit initially to a three-year term. There may be an option for a second three-year term if you are meeting the needs of the XYZ Non-Profit and XYZ Non-Profit is meeting yours.

CREATIVE WAYS TO LOOK FOR NEW BOARD MEMBERS

1. Post your board openings on volunteer web sites.
2. Post your board openings on your organization's web site.
3. Talk to ex-board members to solicit their suggestions for new board members.
4. Put an ad in the newspaper – or in your newsletter.
5. Create a continuous pool of board candidates from your volunteers and committee members who are not already on your board. These two groups can become your “feeder teams” for new board members.
6. Post a sign in your lobby and give your Board Development Chair's contact information.
7. Send out an e-mail to your members with the qualifications you're seeking.
8. Ask your major donors to attend a lunch meeting to brainstorm with you about potential board members who meet this year's search priorities.
9. Make an appointment to visit someone from the Human Resources department of local legal and accounting firms - or local banks. Tell them you are looking for board candidates with legal, accounting, planning, marketing or human resource experience who also have a passion for your clients and programs. See if there's an opportunity to make a presentation at an employee meeting. If not, leave a copy of your Board Recruitment Packet with your contact details and agree to follow up in several weeks to see if anyone has shown an interest in your organization. Follow up directly with that person.
10. Contact a college or university department, high school, or technical college. Seek the advice of an administrative assistant about how to most effectively canvas employees who might be interested in your organization. Go visit this contact and ask if you could speak to their employees. Use your Board Recruitment Packet. Follow up with each interested candidate.
11. Create a system to follow-up on every promising lead for new board members. Especially keep track of candidates from year to year. While busy people may not have time to take on one more responsibility now – their lives will change and they may have an opportunity to join you later. If someone says “I don't have time” then be sure to ask if you can keep their name on a list of potential board members for another year.