



## Fine-Tuning the Board to Support Your Work

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## Learning Outcomes

At the end of this session you will understand:

- Your Board's Roles and Responsibilities
  - Governance
  - Organizational Support
- Board Structure Best Practices
  - Officers
  - Committees – how to make them work
- Recruitment and Orientation
- How to Run a Productive Board Meeting

## **Governance vs. Operational Support**

<b>Governance (Oversight/Leadership)</b>	<b>Operational Support (Lending a Hand)</b>
1. Mission	1. Fundraising
2. Strategy	2. Marketing
3. Finance	3. Volunteer Mgmt
4. Policies	4. Bookkeeping
5. Executive Director	5. Web Site Mgmt
6. Board	6. Operational
	7. Other (customized)

## **Board Governance Summary 6 Keys to Successful Oversight**

1. Adhere to the Mission Statement
2. Have and Follow a Strategy
3. Ensure Financial Health
4. Have and Follow Policies
5. Select and Support the ED
6. Create Board Sustainability

## **1. Adhere to the Mission Statement**

- Board Entrusted by the Government to add value to the community
- Clarity of Purpose
- Inspire Staff, Board, Volunteers, Donors
- Create Priorities with Limited Resources
- Eliminate extraneous projects/programs

## **2. Have and Follow a Strategy**

- Critical Time Frames
  - This year
  - 3 to 5 years
  - 10-20 years
- Growth of the Core Business
- Additional Programs and Projects
- Partnerships and Collaborations

### **3. Ensure Financial Health**

- Annual budgeting Process
  - Expenses (Uses of Funds)
  - Fundraising (Sources of Funds)
- Cash Flow
- Rainy-Day Funds
- Year-to-year growth potential
- Asset and Cash Management Policies
- Endowments and Investment Policy Statements
- Audits

### **4. Have and Follow Policies**

#### **Organizational Policies**

- Values Statement
- Conflict of Interest
- Code of Ethics
- Privacy

#### **Operational Policies**

- Human Resource
- Volunteer
- Donor
- Client

## **5. Select and Support the Executive Director**

- Job Description
- Annual Objectives
- Ongoing Feedback
- Annual Appraisal
- Career Planning

## **6. Create Board Sustainability**

- Recruit with a purpose
- Ongoing orientations
- Inspire with a Mission – keep them involved
- Match Interests with Committee Assignments
- Stay Organized:
  - Board Calendar
  - Board Officer Job Descriptions
  - Board Committee Job Descriptions
- Hold Interesting and Productive Board Meetings
- Celebrate Your Accomplishments

## **Board Governance - Summary**

- Boards must make decisions (vote) on these:
  - Decisions that affect the Mission
  - Financial Considerations (or change approved budget)
  - Strategy Approvals or Changes
  - Policy Approvals/Changes
  - Hiring, Firing the Executive Director
  - Changes to the Board's By-laws
- CEO/ED reports at board meetings are critical
  - Dashboard – one-page short summary
  - What trends are critical for the board to track?

## **Your Assignment - Selecting Information that reflects Good Governance**

- You are: The Board Chair
- You want: Your board to practice good governance
- Define for your organization:
  - 6-8 significant, measureable items that illustrate the organization's health in Finance, Strategy, and Policies
  - Can be budget vs. actual, trends, or year-to-year comparisons
  - Create pictures (pie charts, graphs, etc)
- Your ED will present this at each board meeting
- You will tell your board why these items are important
- Your board will have visibility to the things that matter
- Going Forward: Your board can request other key measurables that reflect good governance

## Board Officers – Best Practices

- **President** - Sets the Vision, Serves as a Spokesperson for the organization, Manages the CEO, Manages Board Meetings, Helps Select Committee Chairs, Motivates Board Members (Not on Committees except Executive)
- **Vice President** – Prepares to become President, Chairs Board Development Committee, Stands in for President
- **Secretary** – Organizational correspondence, Ensures Articles of Incorporation and By-laws are current, Board Meeting Minutes
- **Treasurer** – Leads financial health of the organization, 990 Form Filing, Chairs Finance Committee

## Board Committees (outline)

- The purpose of Board Committees
- Who decides what committees are needed?
- Board Committees - Relating to staff and the rest of the board?
- Four Essential Committees
- Other committees you might need
- Best Practices for all Committees
- Additional Resources

## **The Purpose of Board Committees**

- Committees work on behalf of the board
- Provide specialization/expertise by topic
- Focus on two areas of board responsibility
  - Governance - oversight
  - Organizational Support – lend a hand where needed

## **Who decides what committees are needed?**

- Board President with the Executive Director
  - Considers this year's goals/future plans
  - Where is more operational support desired?
- Board Development Committee
  - Work with President to name Committee Chairs
  - At year end Recommend Committee Chairs with Officer Slate
- Board as a whole – can discuss options



## **Board Committees - Relating to staff and the rest of the board**

- Staff Interface – requires communication
  - Staff Members on Committees
  - Committee Meeting Minutes (can go to ED)
- Communication with the Board
  - Committees need to coordinate between meetings
  - Recommendations Requiring Board Decisions (Votes)
    - Finance, Strategy, Policies, ED/CEO Hiring or Inspiring
- Committees may work with External Partners, Sponsors, or Donors (in coordination with ED)

## **Four Essential Committees**

- 1. Board Development Committee** – Board Recruitment, Board Orientation, Self-Evaluation, Bylaw and Articles of Incorporation Compliance
- 2. Finance** – Policies (accounting, investments), Planning, and Organizational Health
- 3. Fundraising** – Foundations, Corporate sponsors, Major Donors, Individuals, Grants, Policies
- 4. Personnel** – Human Resource Policies, Personnel Handbook, Compensation, Review Policies

## **Other committees you might need**

- Strategy/Planning
- External Partners
- Operations (or Program Specific)
- Marketing and/or PR
- Event Planning (can be a part of Fundraising)
- Audit (good to be separate from Finance)
- Investment (can be part of Finance)

## **Best Practices for Committees**

- Committee Descriptions
- Committee Chair
  - Qualifications for Chair and Vice Chair
  - Succession Planning for Committee Chairs
- New Committee Members added each year
- Committee Calendar
- Committee Manual
- Committee Action Plans
- Committee Recommendation

## **Recruitment and Orientation**

- Recruitment
  - Start with the skills you need
  - Professionalize your recruitment
    - Board Packet, Expectations of Board Members
  - Match board members interests with committees
  
- Orientation
  - Thorough, ongoing process with board/staff
  - Buddy system, staff meetings, etc
  - Annual Orient – same time, same place

## **Board Meeting Best Practices**

- Focus on Board-Worthy Decisions (Governance)
- Set Agendas Early
- Ask Committees or Staff to Make Recommendations
- Use a Board Calendar to Plot Annual Decisions
- NOTE: Do not waste board meeting time on day-to-day operating discussions/decisions. Delegate all Operational Support decisions to the Staff and Board Committees.

## Learning Outcomes (revisited)

At the end of this session you will understand:

- Your Board's Roles and Responsibilities
  - Governance
  - Organizational Support
- Board Structure Best Practices
  - Officers
  - Committees – how to make them work
- Recruitment and Orientation
- How to Run a Productive Board Meeting

## Valuable Resources

- National Council of Nonprofits  
([www.ncna.org](http://www.ncna.org)) – find your state association
- [www.boardsource.org](http://www.boardsource.org)
- [www.managementhelp.org](http://www.managementhelp.org) (free library)
- [www.suite101.com](http://www.suite101.com)
- [www.idealists.org](http://www.idealists.org)
- [www.ezinearticles.com](http://www.ezinearticles.com) (business/nonprofit – search for articles by Alyson Ball)

## **Wrap-Up**

Questions? Comments?

## **Board Governance – 6 Keys to Successful Oversight**

**Source: Alyson H Ball, [www.BoardsThatExcel.com](http://www.BoardsThatExcel.com)**

There are many definitions of Board Governance – most of which are broad and theoretical. But when I consult with boards who are interested in improving their ability to govern, I like to use a more practical definition that includes 6 key areas of focus. Additionally, I provide a few examples of actions or evidence that supports each of the six focus areas. This list, with its qualifiers, helps board members see how to work more effectively with their CEO and staff, and implement good board governance.

Below are the 6 focus areas of good board governance – and some examples of actions or evidence against which you can measure your ability to govern and lead.

- 1. Ensure that the organization is adhering to its mission.**
  - a. There's a crisp, clear one-sentence mission statement for the organization.
  - b. All projects that are not within the scope of this mission statement are eliminated.
  - c. If any potential funding or programs fall outside of the mission, they are discussed thoroughly and need to be approved by the board.
- 2. Approve and follow a strategy for the organization.**
  - a. Be sure the organization has a strategy (a minimum of 3 years out).
  - b. Know how the organization is evolving and why.
  - c. Agree on the key milestones that are expected to be achieved and their due dates.
  - d. Debate thoroughly all funding, programs, or projects that fall outside of this strategy.
  - e. Any changes to the strategy require board approval.
- 3. Maintain a financially sound organization.**
  - a. Establish an annual expense budget and an annual fundraising budget.
  - b. Ask the CEO to present the actual vs. budget (both expenses and fundraising) at every meeting – at last quarterly. Make sure the entire board understands these reports.
  - c. Create financial policies for the organization (cash handling, rainy-day funds, and investments) and be sure they are followed.
  - d. Hire an outside auditor annually.
- 4. Approve all policies and be sure they are being followed.**
  - a. These minimum policies are in place: conflict of interest, ethics policy, values statements.
  - b. These organizational policies need to be approved by the entire board: Financial Policies, Human Resource Policies, Donor Policies, Operations Policies.
- 5. Inspire and manage the CEO.**
  - a. Set up annual objectives (of accomplishments) for the CEO.
  - b. Make sure the Chair of the Board reviews the CEO annually. (written and verbal)
  - c. Insist on training and development for the CEO (and all staff members) each year.

- d. Talk about the career path of the CEO each year – make sure you're on track.
- 6. Create board sustainability.**
- a. Create meaningful committees that work closely with the staff and provides both oversight (governance) and organizational support.
  - b. For each board committee, create a brief, annual action plan for the work that will be achieved by that committee.
  - c. Know what skills are required on your board.
  - d. Create an annual system of recruitment and orientation that replenishes the skills of the board members whose terms are expiring at the end of each year.
  - e. Conduct a board self-evaluation annually.
  - f. Create a strong, supportive team that enjoys working together.

If your board meetings are not focused on the decisions required to govern properly, you should encourage your board to make some changes now. Not only is the board legally responsible to address these key areas of an organization, but it makes sense that the leaders of the organization focus their time and attention on these 6 key issues.

Send this article to your Board Chair today. Sit down and discuss how you can work together to create a board that governs wisely and thoroughly.

**Source: Alyson H Ball, [www.BoardsThatExcel.com](http://www.BoardsThatExcel.com)**

# Nonprofit Board Standing Committee Descriptions

Source : Alyson Ball, [BoardsThatExcel.com](http://BoardsThatExcel.com)

**Board Development** – Ensures effective board processes, structures and roles. Ensures the board adheres to the articles of incorporation and the organization’s by-laws. Recommends actions to remain in compliance or change to articles of by-laws. Includes retreat planning, committee development and annual board evaluation. No staff representative on the committee but works with ED when necessary.

**Nominations** – Identifies needed board member skills. Solicits and collects board candidates throughout the year. Communicates with potential candidates about the organization. Organizes voting for new board members according to by-laws. Organizes Board Orientation for new members. May be a subcommittee of the Board Development Committee.

**Finance** – Oversees development of the budget, ensures accurate tracking, monitoring, and accountability for funds. Ensures adequate financial controls. Reviews major grants and associated terms. Often chaired by the treasurer.

**Audit** – Plans and support the audit of the organizations finances, programs or organization. May be an ad hoc subcommittee of the Finance Committee.

**Investment** - Develops the investment policy for the organization, selects the investment advisor, and oversees all investment decisions.

**Strategic Alliance Committee** – Works with key external partners to ensure there is a healthy relationship between the organizations. Works to establish new, key alliances or partnerships as part of the strategic plan. ED is the staff rep on this committee and it meets immediately following each board meeting.

**Fundraising or Development** – Oversees development and implementation of the Fundraising Plan including all “sources of funds” (fees, sales, grants, corporate contributions, individual donors, capital campaigns, endowments, etc). Works with staff members that are tasked with fundraising. The Grants Manager and Fundraising Administrator are on this committee.

**Event or Capital Campaign** – Plans and coordinates major fund-raising event or campaign. Can be a separate committee or an ad hoc subcommittee of the Fundraising/Development Committee.



**Marketing/Members/Volunteers** – Oversees development and implementation of the Marketing, Member or Volunteer Plan. Includes identifying potential markets, their needs, how to meet those needs with products/services/programs, and how to promote and sell those programs. Marketing staff are included in this committee.

**Promotion and Sales** – Promotes organization’s services to the target community that does or could use the services provided. Works with staff to execute. Can be a sub-committee of the Marketing/Member, or Volunteer Committee.

**Public Relations** – Represents the organization to the wider community. Enhances the organization’s image, including proactive contact with the press. Prepares general “emergency” public relations plans to be executed in the event of a disaster/problem. Marketing personnel are the staff representatives on this committee. Sub-committee of the Marketing Committee.

**Personnel** – Guides development, review and authorization of personnel policies, planning, and procedures. Ensures job descriptions and salary guidelines exist for all staff. Leads the evaluation of the Executive Director (staff) of the organization and ensures staff reviews take place annually. No staff officially on this committee, however, this committee assists Executive Director with leadership and management matters.

**Evaluation** – Ensures sound evaluation of products, services, and programs including outcomes, goals, data, analysis and resulting adjustments. One member of the operation staff is assigned to this committee as a permanent member.

## Other Kinds of Committees

**AD HOC COMMITTEES** : Are formed as needed and comprised of the best people for the task. Work is clearly defined and a timeframe and budget are determined up front. These committees are short-lived - they end.

**EXECUTIVE COMMITTEES** : This is the Chairperson’s Committee. Normally consisting of the Board Officers and 2 or 3 other Board members selected and appointed by the Chairperson. Executive Committees are used for emergency decisions only.

## **SUCCESSFUL COMMITTEES.....SUCCESSFUL BOARDS**

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**DEFINITION:** A Committee is any group that has a specific job to do for the board.

**WHY?** Strong Committees are crucial to a Board's success. They ensure that debates and work are completed "off-line" from the board meeting itself.

**FORMATION :** Committees are formed *by* the Board and make recommendations *to* the Board for Board Action. Board members **MUST** rely on the diligence and thoughtfulness of the Committees that are recommending action.

**DOCUMENTING :** Committees must have a clear "description of responsibilities" that is agreed to by the board. Each committee's responsibilities and annual objectives should be reviewed by the committee and approved by the board on an annual basis. Each committee member must have a "task list" showing his/her tasks on the committee.

**WHO? HOW MANY? :** A Committee should be comprised of one or more board members and can include organization members or volunteers that are not on the board. Committees are sound training grounds for potential board members.

**CHAIRMAN :** The Committee Chair should have a term length that is specified in the by-laws.

**COMMITTEE REPORTS :** Committee reports **MUST** have a brief, one-page executive summary which includes **CLEAR** recommendations for Board action. These executive summaries and any additional written reports must be distributed to all board members at least 1 week prior to the Board meeting – and should be verbally summarized in 5-7 minutes at the board meeting. Board debate should be limited. Boards accept, reject, revise for approval, or return for more work each committee's recommendation.

**FOR BOARDS WITH BUSY PEOPLE :** Standing Committees could include two board members. One (more experienced board member) can act as the Chair of the committee. The second will become the Chair of the Committee when the Chair's term expires and a new member is brought onto the committee. For special projects or peak workloads (events, fund-drives, etc) additional members (from the board or elsewhere) can be added to the Committee. After the project is completed, the Committee shrinks back to two people.

**WHAT IF I'M NOT ON THE COMMITTEE ? :** Other Board members who want to "weigh in" on Committee decisions or projects **MUST** communicate with one or both of the Committee members **OUTSIDE OF THE BOARD MEETING** so these opinions/comments can be factored into the committee's recommendation. If the board member forgets to let his/her view be known when input is being reviewed, time should **NOT** be taken during board meetings for them to provide it.

**BOARDS MUST BE EXCEEDINGLY CAREFUL NOT TO DO COMMITTEE WORK WHEN THEY MEET AS A FULL BOARD. THE BOARD MUST CONCENTRATE ON POLICY, PLANNING AND FINANCIAL ISSUES.**

## NON-PROFIT BOARD SELF-EVALUATION

Source: Alyson Ball, [www.BoardsThatExcel.com](http://www.BoardsThatExcel.com)

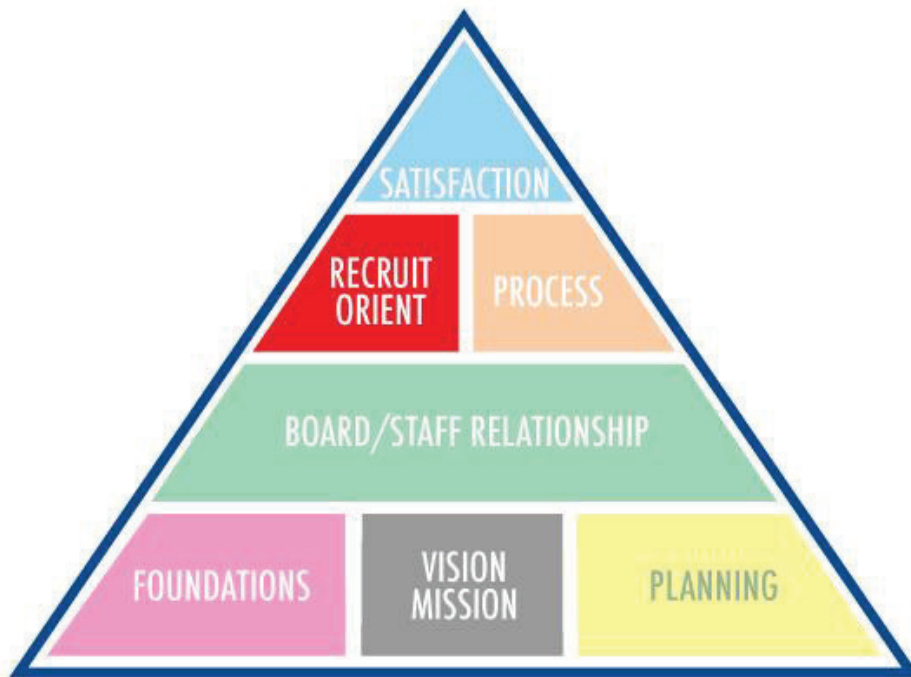
DIRECTIONS: Please give us your honest feedback about this board and organization. Below is a list of qualities or traits that are exhibited by well-run boards. First, please rate our board as follows: 5 = agree – this is a strength of ours, 4 = agree – we do a good job of this; 3 = agree – we do a fair job of this, 2 = don't agree; we need to improve here, 1 = this item needs immediate attention. Second, on the back of this sheet, please clarify any responses you wish and make any suggestions you have that can improve our board and organization.

1. The **Mission Statement** is clear to the board and the staff. We know why we are here.  
1 2 3 4 5
2. The entire board is involved in the **decision-making** of the Board. It's clear how we make decisions.  
1 2 3 4 5
3. Our **board meetings** are well-organized and planned and I feel they are an effective use of my time.  
1 2 3 4 5
4. Our **board committees** have clear goals and are effective at accomplishing their objectives.  
1 2 3 4 5
5. All board members make a **financial contribution** to the organization and **support other aspects of fundraising**.  
1 2 3 4 5
6. The **relationship between the board and the staff** is positive. There is mutual, professional respect throughout the organization.  
1 2 3 4 5
7. **Differences of opinion** are voiced and discussed in a welcoming atmosphere so that we can arrive at the best solution.  
1 2 3 4 5
8. The **board evaluates both itself and the executive director** on an annual basis. This is a thorough and honest process.  
1 2 3 4 5
9. Board members understand **budgets and financial reports** so that they can make good fiscal decisions.  
1 2 3 4 5
10. The board and staff have a sense of the **future** and where we want to be in 3 years.  
1 2 3 4 5
11. I am **satisfied with all aspects of this organization, this board and my role in it**.  
1 2 3 4 5

For me, the best thing about being on this board is:

We may have forgotten something. Please add other comments/feedback here:

# PURPOSEFUL BOARD RECRUITMENT



Alyson Ball

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**DISCLAIMER NOTICE:** This publication is sold with the understanding that the author is providing general information about nonprofit board management only. For all legal, accounting, insurance, or investment situations, the services of a professional with specific expertise should be engaged.



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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](mailto: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/](http://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/](http://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.





## 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 3<sup>rd</sup> 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.