

Recruiting & Retaining Quality Board Members

Midland College ATC
&
Nonprofit Management Center
September 1, 2009

Objectives

- ✓ Review good practices of board recruitment, orientation and development
- ✓ Discussion of the challenges of achieving board diversity

A Quality Board

What is a Quality Board?

...one composed of a diverse group of community servants with varied skill sets, connections and spheres of influence who govern thoughtfully and with a passion for the mission.

A Quality Board

A board member's *oath* when they agree to serve...

- ✓ Duty of care – “in the best interests of the organization”
- ✓ Duty of loyalty – “the manager is required to act with undivided allegiance to the organization’s purpose”
- ✓ Duty of obedience – “follow applicable laws”

A Quality Board

What are your expectations of board members?

- ✓ Attendance at meetings
- ✓ Financial contribution
- ✓ Support fundraising efforts
- ✓ *Passion for the mission*
- ✓ Adherence to duties
- ✓ Other

A Quality Board

- Mission-

- ✓ The main ingredient

A Quality Board

Order of events-

- ✓ Survey-
 - ✓ Matrix-
 - ✓ Identification of gaps-
 - ✓ Generate names for recruitment-
 - ✓ Pre-approve recruit list
- ✓ Prepare for *face-to-face* ask

A Quality Board

Asking the Recruit

- ✓ Lunch...their office...other
- ✓ Informational pieces
- ✓ Why you serve
 - the mission
 - the need
- ✓ Expectations

A Quality Board

- When they say “yes”!
 - Elements of a thorough orientation process
 - ✓ Board handbook- Organizational History, Mission, Vision, Hours of operation, Board job description, Attendance policy, code of ethics, conflict of interest policy, employment policies, gift acceptance policy, board fundraising policy
 - ✓ Calendar of meetings
 - ✓ Board and Committee Rosters
 - ✓ Bylaws
 - ✓ Strategic plan
 - ✓ Annual Report-prior year
 - ✓ Overview of current programs & results, outcomes
 - ✓ Review of financials- audit, 990
 - ✓ Show ‘em the skeletons!
 - ✓ D & O Insurance
 - ✓ Review with them why recruited and assign/select committee service

A Quality Board

Retention

Board development isn't just a title for a committee What is being done to mature the skill sets of your board members?

The Officers set the tone

Local, regional, state and national training opportunities- AFP Meetings, NMC meetings, other professional development opportunities

Board training sessions – Professional journal articles, web resources, guided book study, a local volunteer fundraiser comes and talks volunteers through a “how to” on making an ask

Time to get to know one another

Panel 1

Panelists-

Betty Starnes-

Executive Director, Hillcrest School

Sandy Tisdale-

Big Brothers, Big Sisters of Midland

Panel 1 Questions

- 1) What have you and your board done to recruit board members?

- 2) Have there been any painful lessons learned along the way that you would be willing to share with us?

- 3) You are here today because you have experience in recruiting and retaining board members. What is it that you do that you believe allows you to retain quality people?

Board Diversity

- ✓ The case for a diverse board
- ✓ What does diverse mean in the board context?

Servant Leadership

✓ We need people with this approach!

Panel 2

Panelists-

Jerry Morales- Midland City Councilman, owner of Gerardo's Casita Restaurant

Reverend Roy Smith- Pastor of True-Lite Christian Fellowship

Sandy Tisdale- Big Brothers, Big Sisters of Midland

Panel 2 Questions

1. The number of boards that I (facilitator) have met with that are ethnically diverse is very small. Would you first share with us why you believe that is the case?
2. Please share your thoughts on what you would do to increase the diversity of a board if you were the Board Development Chair of an organization that was in need of more diverse representation?
3. What other thoughts about this topic would you like to share with us before we close the session today?

Q & A

Questions from attendees