


The Board Building Cycle



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Agenda

- Introduction
- The 9-Step Board Building Cycle
- Board Building Tools

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Learning Objectives

- Discuss the nine steps to finding, recruiting, and engaging nonprofit board members
- Discuss approaches that can be used by agencies that have some or all of their board members appointed for them
- Identify ways to improve the composition and effectiveness of your board

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How much of your time do you spend on Board-related activities? —committees—board meetings—individual board member conversations....

1. Less than 5% - - 8 hours / month
2. Close to 10% - 16 hours / month
3. Close to 20% - 32 hours / month
4. More than 20%



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Return on Investment

Is the agency getting a good return on your investment of time?



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Return on Investment

If you think there's room for improvement, as there is with many boards, understanding the process of building your board is an important first step.



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Characteristics of a Great Board

- Committed to the mission
- Have needed skills and attributes
- Engaged in the work of the board
- Willing to use networks and influence
- Follow through on commitments

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How many of you have a Governance Committee within your Board Structure?

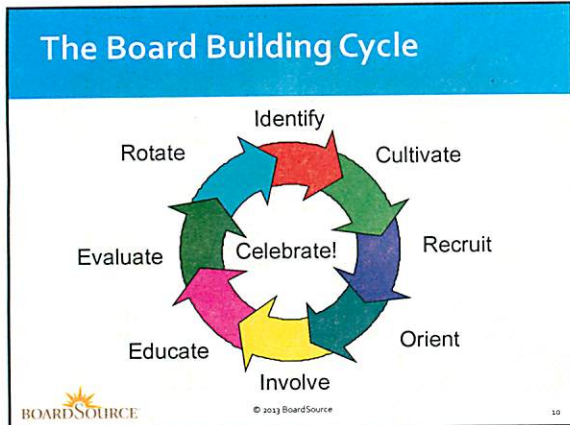
a.k.a. – Board development committee or nominating committee.

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Governance Committee

- Lead board cultivation / nominations
- Conduct board orientation and ongoing education
- Work to engage all board members
- Ensure the board is operating according to the bylaws
- Facilitate board self-assessments

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Step 1: IDENTIFY Board Needs

- Skills and attributes based on the agency's needs:
 - Strategic Plan
 - Committees
 - Current Position
- Board needs assessment – Board Matrix

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Step 1: IDENTIFY Board Needs

- Identify skills and attributes specific to the organization.
- Organize by end of term.
- Determine goal for number of board members for each skill or attribute. (Consider number of available board seats.)
- Assess skills of current board members based on the results you see from them.

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Step 1: IDENTIFY Board Needs

Current Board	Term Ends	Officers & Chairs	e.g., Legal	e.g., Finance	e.g., Influence	e.g., Locality	Other
Smith	2013	Fin. Chr		X	X	Floyd	
Jones	2013	Brd. Chr			X	Blacksburg	
Eliezer	2014				X	Giles	
Abrash	2014	Sec.	X			Montgomery	
Whitney	2015					Radford	
Kerr	2015		X			Dublin	



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Step 2: CULTIVATE Potential Leaders

- Create a pool of candidates for review by the Governance Committee
- Talk with selected contacts to describe the skills and attributes:
 - Current board members
 - The person / people responsible for appointing board members in JEP situations
- Establish priorities for recruiting candidates





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Step 2: CULTIVATE Potential Leaders

Establish a nominations process.

- Ask that names of candidates be given to the Governance Committee
- Ask that the key contact wait to approach a candidate until asked to do so by the committee

JEP Agencies – This step does not apply.




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Step 3: RECRUIT Prospects


JEP and NP – Meet with potential board members.

- Describe why a prospective board member is wanted and needed
- Explain **expectations and responsibilities** – never say that it won't take much time
- Invite questions, elicit their interest, and find out if they would be prepared to serve

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Step 4: ORIENT New Members

To the organization:	To the board:
<ul style="list-style-type: none">• History• Programs• Pressing issues• Finances• Facilities• Structure (organization chart)	<ul style="list-style-type: none">• Committee structure• Board member responsibilities• List of board members and key staff• Bylaws• Recent minutes

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Step 4: Beyond ORIENTATION

- Have new board members meet their class members
- Create some social opportunity for board members
- Provide biographical information on all board members
- Assign board mentors – or board buddies

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Step 5: INVOLVE

- Discover board member interests and availability
- Involve them in committees or task forces
- Ask them to work on a special project
- Hold everyone accountable



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Step 6: EDUCATE


- Agency Issues
- Sector Issues
- Governance Best Practices



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Step 7: EVALUATE Board


- Evaluate the board as a whole, as well as individual board members
 - Engage the board in assessing its own performance
 - Encourage individual self-assessment
- Examine how the board and chief executive work as a team



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Poll


Does your board have term limits?



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Step 8: ROTATE Board Members

- Consider term limits
- Do not automatically re-elect; consider the board's needs and the member's performance
- Explore the advisability of resigning with members who are not active
- Develop new leadership



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Step 9: CELEBRATE!

- Spread good news
- Give board members good stories to share
- Thank Board members often



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Thank You

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