

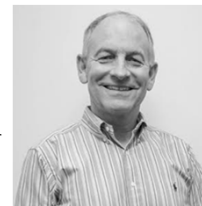
Confessions of a Frustrated NPO Board Member



Your presenter »

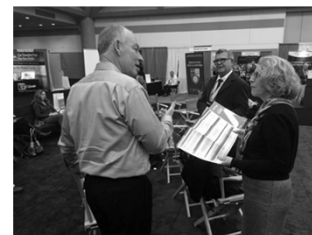
Jay B. Love

- 32 years of serving Nonprofits
- Over 20,000 Database Installations
- Former Founder & CEO of eTapestry
- Former CEO of Master Software/Fund-Master
- AFP Board Member
- AFP Ethics Committee Chairman
- Center on Philanthropy at IU Board Member
- Innovation Fund at Butler University Board Member
- Gleaners Food Bank Board Member
- Co-Chair of Indianapolis YMCA Capital Campaign



Agenda »

- Board Survey Results
- Idea Board Member Attributes
- Recruiting and Onboarding Board Members
- Structure & Ongoing operation
- Evaluating board members
- Leveraging former board members



What do other boards look like?



<https://bloomerang.co/blog/infographic-the-2014-nonprofit-board-survey>

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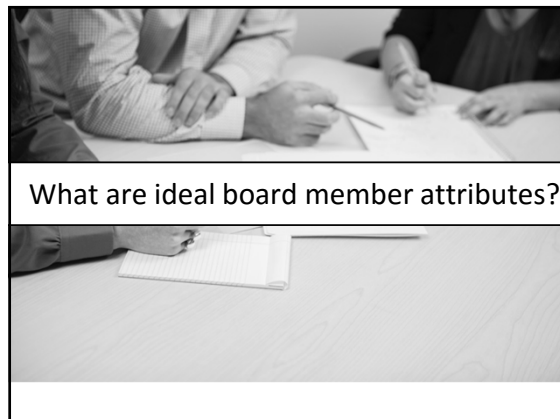
- 72% of boards have executive committees
- 39% of orgs have board members that all give
- 4% of orgs have board members that all fundraise
- 74% of orgs have board member term limits

<https://bloomerang.co/blog/infographic-the-2014-nonprofit-board-survey>

Key findings:

- Large boards rule – a majority of respondents reported boards with more than 15 members.
- Volunteerism among board members is high.
- Most boards tend to meet monthly or quarterly.

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What are ideal board member attributes?

Ideal board member attributes:

- Pre-existing passion for the cause

<https://bloomerang.co/blog/8-characteristics-of-an-outstanding-board-member/>

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- Strong desire for stewardship to others
- Supportive, but willing to express their own opinion
- Strives to learn as much as possible

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How to recruit the best board members:



How to recruit the best board members:

- Governance Committee composition

<https://bloomerang.co/blog/nonprofit-board-recruitment-is-as-easy-as-1-2-6/>

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- Schedule of meetings (more than any other)
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- Multiple candidates for each opening
- Recruitment criteria (6 of 8 or more)
- Onboarding / orientation
- Get a signed agreement

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Board Application Form

1 Candidate Name _____
 Mailing Address _____
 City _____ State _____ Zip _____
 Home Phone _____ Work Phone _____
 Email _____

2 Current Position _____
 Current Employer _____

3 Relevant experience and/or employment (please attach resume) _____

4 Please check area(s) of expertise/contribution you feel you can make to further our mission:
☐ Fundraising ☐ Strategic Planning ☐ Legislative Contacts
☐ Special Events ☐ Financial/Accounting ☐ Evaluation
☐ Capital Campaign ☐ Public Policy Advocacy ☐ Technology
☐ Policy Development ☐ Public Relations/Marketing

5 Please list prior experience serving as a board member for other non-profit organizations:

6 What other volunteer commitments do you currently have?

7 Why are you interested in serving as a board member?

8 Please share any other information you feel important for consideration for your application as a board candidate.

For Board Use
 Nominee has had a personal meeting with either _____ Date _____
 Executive Director, Board Chair, or other Board member
 Nominee reviewed by the committee _____ Date _____
 Nominee proposed to the board _____ Date _____
 Board action: _____ Elected _____ Rejected _____

Board Agreement

[YOUR ORG NAME]
Board Member Commitment Form [YEAR]

I recognize our organization's ability to change lives is fueled by our success in raising funds in support of programs and operations. Likewise, as a community volunteer in a leadership role, I acknowledge a personal responsibility to contribute to the cause I support. The assistance that I provide may take varying forms. Regardless of their nature, my contributions will be personally significant.

As a board member of _____, I pledge to the organization and to my fellow directors that I will fulfill the basic board member agreements and additional commitments I have indicated below.

I agree to be supported and held accountable by my fellow directors in fulfilling my agreements.

BASIC BOARD AGREEMENT: I agree to fulfill the following three (3) agreements:

1. Make a financial contribution at a level that is significant to me
2. Serve as a Table Host and recruit others to be a table host for the annual fundraising event
3. Actively participate on a board committee
 (_____)
 Indicate Committee Name(s)

ADDITIONAL BOARD COMMITMENTS: I agree to fulfill four (4) additional volunteer duties by participation in fund development as noted on the following page.

Please return form to: _____
 Please return this form by: _____

 Date Signature

MAJOR GIFTS

- ☐ Make a personal gift (\$5,000 or more)
- ☐ Coordinate major gift campaign (gift of \$5000+) directed at 1-2 individuals by year-end
- ☐ Accompany Director on 1 solicitation call
- ☐ Identify & assist with research about 1 or 2 major individual donor prospects (ongoing)
- ☐ Visit 1-2 major donor prospects
- ☐ Host an in-home reception for 10-20 donor prospects
- ☐ Make a cash/stock/planned gift to the endowment fund

ANNUAL CAMPAIGN

- ☐ Make thank you calls to 5 donors per month as needed
- ☐ Write acknowledgement notes to 5-10 donors by year-end
- ☐ Send annual appeal to 10 personal contacts with a personal note included
- ☐ Identify prospects to attend informational sessions
- ☐ Serve as table host or recruit table host for annual fundraising event
- ☐ Make a personal pledge to join the Giving Circle

FOUNDATION/CORPORATION PROPOSALS

- ☐ Identify and research 1-2 Foundation/Corporation prospects (ongoing)
- ☐ Assist in writing grant proposals or letters of support for proposals submitted (ongoing)
- ☐ Participate in site visits to 1-2 Foundation/Corporation funders, by year-end
- ☐ Develop a relationship with 1-2 Foundation/Corporation funding prospects

EVENTS (i.e., [name events here])

- ☐ Participate on one event planning sub-committee, duties as assigned
- ☐ Obtain one corporate sponsorship, or provide entry to 3-5 corporations for committee/staff visits
- ☐ Identify or host 3rd party events (other organizations holding event and contributing proceeds)
- ☐ Attend 2 events annually in addition to committee and board meetings

PUBLIC RELATIONS

- ☐ Draft one article or personal story for newsletter or annual report
- ☐ Participate on Marketing & Public Relations Task Force and/or solicit pro bono media

IN-KIND CONTRIBUTIONS

- ☐ Provide or seek in-kind goods & services such as: gift cards, copy paper, postage
- ☐ Host a Board or Committee meeting or a Research Reception

Please return form to: _____
 Please return this form by: _____

 Date Signature



Board member orientation:

- Highlight all of your strengths during the orientation

<https://bloomerang.co/blog/a-thorough-orientation-a-high-performing-nonprofit-board/>

Board member orientation:

- Highlight all of your strengths during the orientation
- Make it interactive – open & thought-provoking discussion

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- Review and discuss your board expectations document

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Board member orientation:

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- Do not be afraid to let your board experience what your nonprofit is truly about
- Add special touches that cannot be found in a regular visit

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Board member orientation:

- Involve senior members of your team so interaction can happen naturally

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- Have fun doing it!

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Board Orientation Checklist

First & Last Name	
Address	
Email	
Home Phone	Work Phone
Mobile	
Preferred time and method of contact:	

Describe the Organization to Your New Board Member

We are

We specialize in (serving)

We help them to (do what?)

<http://www.ignitedfundraising.com/mission-possible-workbook-successful-board>

At a Special Meeting Led by Board Members Clarify and Fully Explain

- ☐ Meeting attendance – full board & committee meetings
- ☐ Committee structure
- ☐ Board role and relationship to administrator/staff leadership
- ☐ Mission and vision
- ☐ Governance goals
- ☐ Fund development expectations
- ☐ Annual board agreement

Board Orientation Packet

- ☐ Statement of purpose or mission (if developed and adopted by the Board)
- ☐ Brief overview of agency programs and services
- ☐ Agency annual report with financial statements for the past fiscal year
- ☐ Minutes for most recent Board meeting including most recent financial statements and current annual budget
- ☐ Current board agreement
- ☐ Current board activity dashboard
- ☐ List of all Board members' names, addresses, phone numbers, and terms of office
- ☐ Committee list with chairperson clearly identified
- ☐ Jargon cheat sheet: Glossary of abbreviations and acronyms of programs, referral agencies, fundraising events, etc.

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Later or 2nd Meeting

- ☐ Personnel policies or brief overview of personnel system. To include: staff organization chart, number of professional and non-professional staff, full-time and part-time staff, and date of last major revision of Personnel Policies
- ☐ Policy statement and procedures which have been formally adopted by the Board
- ☐ Bylaws
- ☐ Board organization chart with committee and sub-committee structure
- ☐ Dashboard with easy to read financials and fundraising measures at a glance

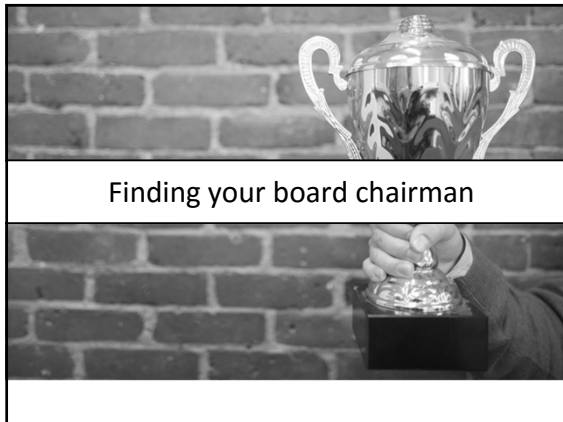
First Personal Phone Call With Experienced "Board Buddy"

- ☐ Debrief of recent orientation meeting. Identify any unasked questions
- ☐ Reminder of upcoming meetings, events, and attendance expectations
- ☐ More thorough explanation of upcoming votes or significant board decisions
- ☐ Discussion of committee selection based on new board member talents

Ongoing Contact Between "Board Buddy" and New Board Member

- ☐ Make sure committee involvement has begun. If not, identify barriers
- ☐ Continue to reinforce governance and mission focus
- ☐ Ensure board member is feeling utilized and energized by their board service

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Finding your board chairman:

- Personal Commitment to the Nonprofit

<https://bloomerang.co/blog/8-attributes-of-an-outstanding-nonprofit-board-chairman/>

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- Ability to See the Big Picture

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- Huge Rolodex
- Existing Mutual Respect with the CEO/ED

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[illegible]

Ask these questions when using this matrix:

- What are the 3 most important things for our board (or this committee) to accomplish this year?
- Do we have the right people on the board (or this committee) to make that happen?

<http://www.ignitedfundraising.com/mission-possible-workbook-successful-board>

Structure and on-going operation

Structure / On-Going Operation:

- Know the skills of each board member
- Perform mini self-assessments / evaluations
- Ask questions of the organization
- Have term limits
- No executive committee
- Annual board retreat

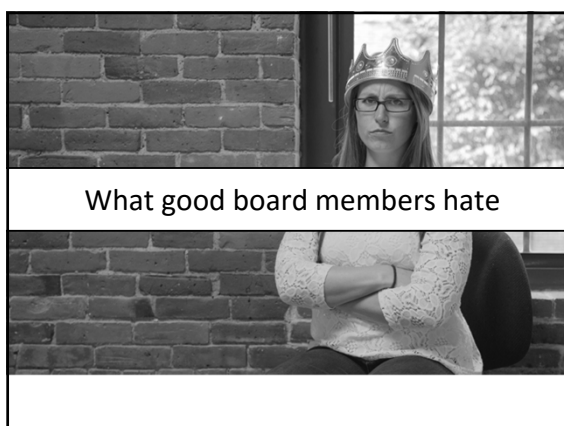
Board of Directors Mini Self-Assessment

Name: _____

	Yes	No	Comment
1 In your opinion, does this board have a strategic vision for the organization?			
2 In your opinion, are board members in agreement on the strategic vision?			

<http://www.ignitedfundraising.com/mission-possible-workbook-successful-board>

	Very	Some	Not	Comment
3 How confident are you that the board as a whole has adopted an income strategy to ensure adequate resources?				
4 How confident are you that the board as a whole has a clear policy on the responsibilities of board members in fundraising?				
5 How confident are you that the board as a whole currently contains an appropriate range of expertise and diversity to make it an effective governing body?				
6 How confident are you that the board as a whole regularly attends to work?				
7 How confident are you that the board as a whole selects new members properly so they can fit the ground running?				
8 How confident are you that most or all board members are adequately knowledgeable about our programs?				
9 How confident are you that most or all board members follow through on commitments they make as board members?				
10 How confident are you that most or all board members know what results and outcomes each board member need to create this year?				
11 What information would you like to have in order to be a better board member?				



What good board members hate:

- No board orientation or written expectations
- Board meetings without an agenda or timeline
- Making quarterly operation reports the meeting focus
- Not holding strategic discussions or exploring mission
- Executive committees
- No current strategic plan (update at least annually)

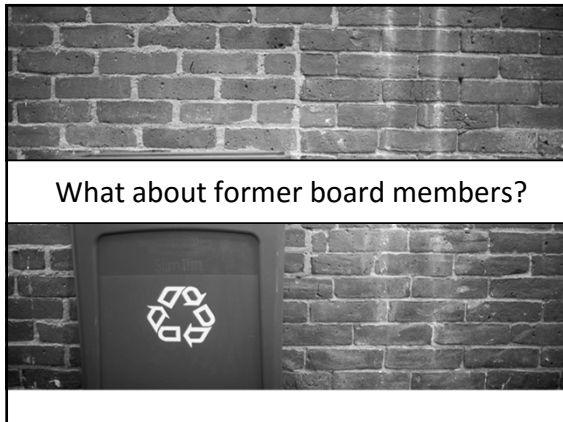
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What's wrong with executive committees?

- Gives emergency power to a subset of the board
- Keeps things confidential from some board members
- Generates unnecessary / overlapping meetings
- Stifles creativity, discussion and (good) disagreement
- Creates multiple (slow) layers of decision-making
 - paralysis by analysis

Strategic questions for meetings:

- Why are we here in the first place?
- What does the world need most that we are uniquely able to provide?
- What are we willing to sacrifice?
- What matters more than money?
- Are we all in on this mission together?



Former board members:

Can still be committee members

- Strategic Planning
- Fundraising
- Finance
- Governance
- Community Outreach
- Marketing and Communications

Special projects

- Fundraising Capital Campaign
- Fundraising Endowment Campaign
- Any Emergency Situation (such as a disaster)
- Opportunity to Purchase a Building
- Opportunity to Expand the Mission
- A One-Time Special Event

Free educational resources »

- Daily blog post
- Weekly webinar
- Downloadables
- Nonprofit Wrap-Up
- Bloomerang TV
- Bloomies



<https://bloomerang.co/resources>

Questions?

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