



A TOOLKIT for the STRATEGIC RECRUITMENT OF BOARD MEMBERS

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This document is a work in progress. It will be periodically updated on the basis of best practices and the suggestions, comments and questions of JCamp 180 Board members.

A companion two-page Board Recruitment Self-Assessment tool also has been posted.

Readers are encouraged to review the document to gain an overview of the process and, as needed, zero in on specific areas relevant to your Board recruitment process.

“What do we need for Board members - A warm body and pulse”
(A commonly heard refrain from Boards concerned about the search process)

***“58%- of nonprofit leaders report that it is difficult to
recruit new Board members”***
(Leading with Intent 2015: A National Index of Nonprofit Board practices)

***“An effective board, committed to a purpose and skilled in governance
and guided by an effective vision is perhaps the greatest asset of a not-
for profit organization. While dedicated and talented staff and/or
frontline service volunteers are also a critical part of the team, their
time and energy would be wasted without the focus, direction, and
resources that a board provides.***

***Recruiting, developing, and retaining appropriate individuals to serve in
board roles is a difficult and time-consuming job. Healthy organizations
are willing to make a major investment of time and effort in these
activities to build a strong organization.”***

*(from Board Building, Recruiting and Developing Effective Board Members for Not-For-
Profit Organizations, The Muttard Foundation, 2008, p3)*

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A. FOCUS

Strategic Board Recruitment is the application of a thoughtful, well-planned and organized approach to securing Board members

The focus of this document is on the **Strategic Recruitment of Board* members****, in particular

- the process of **annual** Board member recruitment rather than extending existing Board members' current terms or replacing mid-term vacancies
- **discretionary** Board member recruitment recognizing that some Boards include members appointed by other organizations

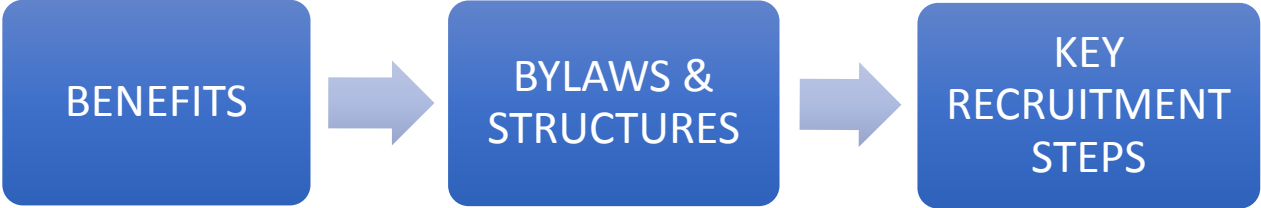
The broader work of Nominating and Governance Committees including addressing the size of Boards, management of honorary and advisory boards/members, succession planning, selecting Officers and Committee Chairs and members, orienting and retaining Board members and and/or transitioning ineffective Board members are important, related issues, but are not directly covered in this document.

Many of the principles relevant to the above topics are covered in this document.

**The term Board is used to also refer to Boards, Board-equivalents and Camp Committees which have a central responsibility for oversight of their respective camp.*

***The term "members" is used to also refer to Board directors, trustees, and governors.*

Figure 1
FRAMEWORK FOR BOARD MEMBER STRATEGIC RECRUITMENT PROCESS



B. BENEFITS OF A STRATEGIC BOARD RECRUITMENT PROCESS

Ensuring that the number of Board members equals or exceeds the minimum stated in an organization's by-laws is a legal requirement – **so given the vacancies caused by Board member term limits and resignations, the need to recruit new Board members is inevitable. Almost all organizations with Boards carry out an annual recruitment process.**

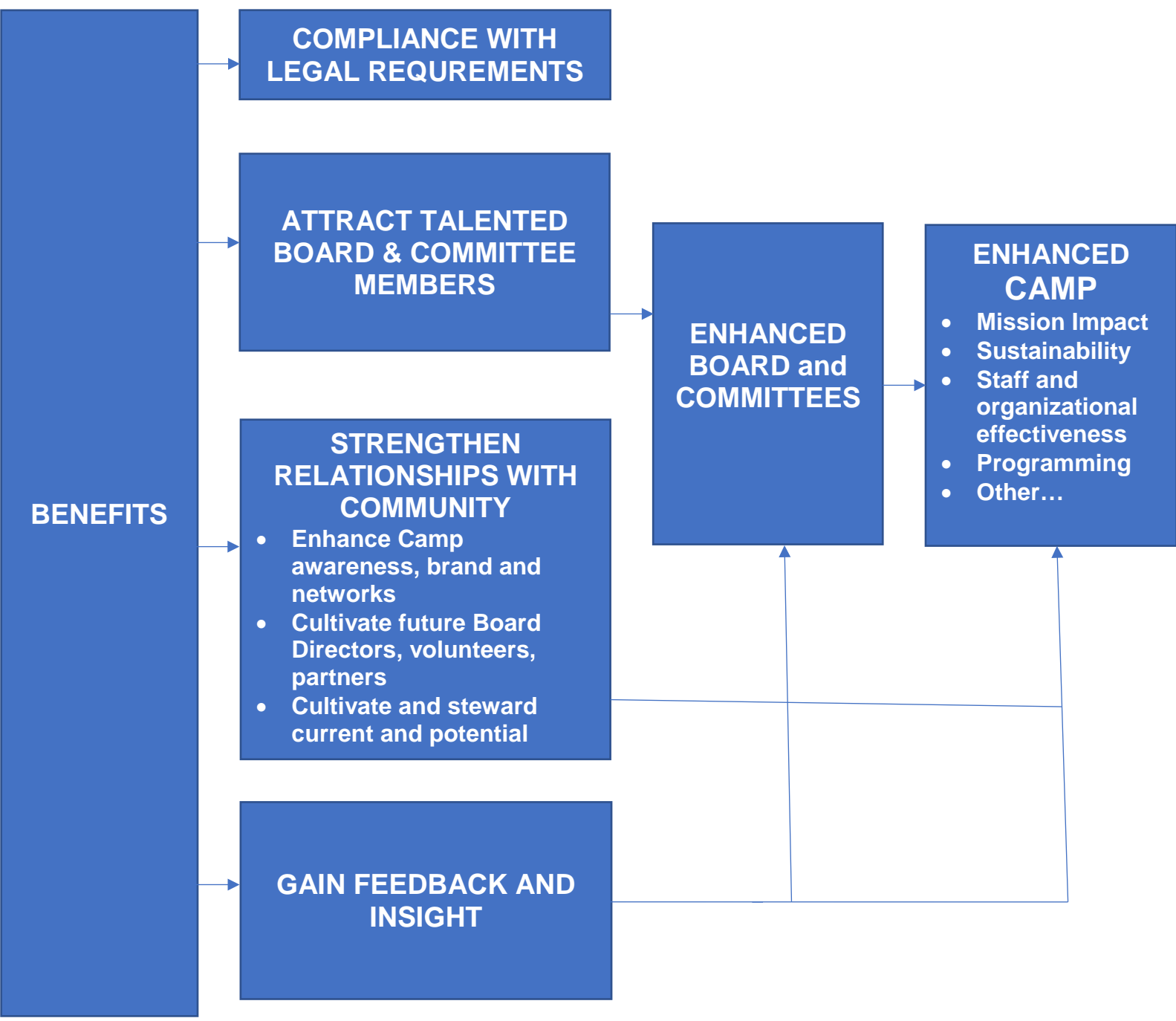
The obvious direct benefit of a strategic approach is to attract talented Board members, thereby strengthening governance, decision-making culture and partnership with the senior staff – which together – contribute to **effective Boards**.

Since Boards and their Committees affect almost all camp functions this means **enhanced** governance and greater mission impact and alignment, staff effectiveness, financial sustainability and fundraising, brand positioning, facility management, community connections, long term planning and resilience.

There also are additional benefits of strategic recruitment.

- An effective recruitment process **builds awareness of the camp and enhances its brand and networks** in the community. This will help it cultivate relationships with prospective candidates that will lead to at least some of them participating as future Board and Committee members, volunteers, camper parents and friends of the camp. The Board recruitment process also provides a wonderful opportunity to touch base and engage with donors, to inform them of your plans and gain their perspectives.
- Through the process of reflecting on the requisite skills for new Board members and gaining feedback from prospective candidates and others, the Board can gain considerable **insight** about how the camp is viewed by its stakeholders and community leaders.

Figure 2
BENEFITS OF A STRATEGIC BOARD MEMBER RECRUITMENT PROCESS



C. BY-LAWS SHAPING BOARD MEMBER RECRUITMENT

Many aspects shaping Board member recruitment are guided by camp policies, typically encoded as by-laws as noted below. These should be reviewed from time to time to ensure that they support the Camp's recruitment strategy and, if any adjustments should be made.

Board Size

- Minimum and maximum number of Board directors and processes for adjusting these numbers

Director Requirements and Terms

- Eligibility requirements and expectations of Board members, including code of conduct and conflict of interest guidelines
- Automatic appointment of Board members due to their status (e.g., former Chairs, ex-officio members, representatives of designated organizations)
- Guidance as to required/preferred competencies and geographic and constituency representation for Board members
- Board member term lengths, limits and conditions

Committee responsible for Board Recruitment

- Committee responsible for Board recruitment– e.g., Nominating Committee (usually) or broader Governance or Board Development Committee which include nominating functions as part of its mandate
- Composition of and selection process for the Chair and members of the Nominations subCommittee

Recruitment and Approval Processes for Directors

- How Board members are elected
- Processes and guidelines for terminating and replacing Board members due to attendance, performance or other issues, and the process for filling vacancies
- Role of Board and/or membership (e.g., at annual meeting) in approving recommendations of the new Committee; voting procedures
- Timing, for example, around various phases of the annual nomination processes; extent to which Board members can apply or refer others

Selection of other Board Leaders

- Processes and eligibility for choosing Officers, Committee Chairs and Members, and Honorary Board members

There are many effective approaches to these policies/by-laws. The bylaws should reflect the goals and values of the Camp and what works for it.

Tip: The common practice of automatically assigning someone, frequently the Past Board Chair, to be Chair of the Nominating Committee has limitations:

- *The position is too important for the Board not to have full confidence in the person(s) serving in it.*
- *An automatic selection could result in the right person – but also could result in selecting someone who is tired from their historical service, has exhausted their networks, or is biased in favor of the directions s/he pursued.*

The Board should select a Chair/Co-Chairs with the credibility, skills and energy to drive the recruitment process (which, of course, could very well but not necessarily be a past Chair). An option for this role is the incoming Chair/ future president as s/he presumably has the confidence of the Board and can help build a set of directors with whom s/he can effectively work.

D.ROLE and STRUCTURE OF NOMINATING COMMITTEE

Typically, a Nominating (sub) Committee is responsible for planning and implementing a strategic Board member recruitment process.

Key Functions


- Manage annual recruitment and, as required, replacement processes for
 - Board members (*the focus of this document*)
 - Board officers
 - Board Committee Chairs
- Maintain an up to date Board and Committee leadership succession plan
- Suggest selection criteria and candidates for Committees and Task Groups
- Develop and manage the orientation process for new Board members
- Recommend to the Governance Committee/Board strategies and policies for the recruitment of Board members, officers and committee chairs and members
- Liaise with/report to the Governance/Board Development Committee in order to understand and contribute perspectives regarding Board and Committee structure and operations, including assessment of the performance of Board members
- Liaise with the Executive and other Committees and the Board in order to understand and contribute perspectives on Board and Committee dynamics and member requirements
- Contribute insights gathered from recruitment process regarding the strengths and weaknesses of the camp and how it is viewed by key community leaders

Key Qualifications of Nominating Committee Members






- Understand and care about the camp
- Appreciate the important role that governance and talented Directors play in creating a strong Board and camp – and the risks of having a weak or dysfunctional set of Directors
- Knowledgeable about the camp's strategic position and plans
- Active in the community with a wide range of relevant contacts
- Represent a diversity of skills and backgrounds relevant to the Camp community
- Good at judging people with a sense of excellence
- Good at managing and/or participating in a rigorous selection process
- Will invest the necessary time
- Respected by the Board which will rely upon their work and recommendations
- Credible to and good at engaging conversations with potential Board candidates
- Able to both sell the camp and communicate clearly about camp expectations
- Experience and expertise (at least by some members) in human resources management, governance and Board development

E. KEY STEPS FOR THE STRATEGIC RECRUITMENT OF BOARD MEMBERS

- 1. Confirm/adjust process for Board member selection**

- 2. Develop a strategic recruitment plan with Board input and approval**

- 3. Identify the number of Board positions for which candidates will be sought**

- 4. Formulate criteria for prospective Board members**

- 5. Identify what the Camp can offer Board members**

- 6. Develop key communications to prospective Board members**

- 7. Generate a roster of potential candidates**

- 8. Prioritize, sequence and develop approach to reviewing potential candidates**

- 9. Meet with prospective Board candidates**

- 10. Obtain feedback on prospective Board candidates and follow-up**

- 11. Recommend and approve and follow-up with candidates**

1. Confirm/adjust process for Board member selection

At the outset of the recruitment process, the Board – on the recommendations of its Nominating and Governance Committee(s) – should confirm or adjust the by-laws/policies guiding its recruitment process. Key by-laws to review are noted in Item C. Changes to by-laws typically require lead time to prepare and often involve specialized Board or members' meetings.

The by-laws will indicate if the Board approves the selection of Directors (often referred to as a self-perpetuating Board) or if the Members have final approval almost always through an Annual General Meeting. Where Members approve, it is customary for the Board to recommend to the Members, and, for the Nominating Committee to recommend to the Board. Whatever the approach, the Nominating Committee / equivalent typically plays the central role in developing candidates for Board and/or Member approval. Broad options are outlined below.

Identifying Potential Candidates

1) Open competitive process

In this approach, the Nominating Committee promotes the Board opportunity and invites interested parties to submit an application form. (See Section E6)

The chief benefit of an open competitive process is that it can be used to attract a wide range of candidates who might not normally be on the Camp's radar. And it shows the Camp operating an open process. In relying on the marketplace's response, however, this approach does not dedicate specialized effort to pursue top quality candidates. It also takes time to provide information to, respond to questions and assess what might turn out to be a large number of candidates who may not be particularly qualified and/or known to the Committee. Having many applicants for a few positions also may frustrate or demoralize the many unsuccessful applicants which, in turn, can harm the Camp's community standing. Critics of the current Board/camp approach can readily band together to nominate themselves.

2) Invitation Only

In this approach, the Nominating Committee selectively reaches out to prospective candidates whom it thinks are worthy. Inviting applications is a more proactive and controlled approach likely to generate high quality candidates. This approach can be used to prospect for Directors through a wide spectrum of the community and, indeed, tap into those groups who might not naturally apply through a competitive application process. To do it well, this approach can take a considerable investment of effort. It may be seen by critics as a myopic means for the Board to perpetuate its own views in an undemocratic fashion.

3) Combination: Open Competitive Process and Invitation

In this approach, the Nominating Committee operates both processes; technically, the Committee can require persons whom are invited to be considered to also submit an application. The hybrid model combines most of the advantages and some of the disadvantages of both approaches.

Committee Assessment and Recommendations

In assessing and recommending upon candidates, the Nominating Committee can engage in varying degrees of rigor. Perhaps, more importantly, it has three broad options with respect to recommendations.

a. Screen out ineligible persons and pass on all applicants without making recommendations.

This is the preferred practice of some organizations as it can be seen to empower the Board. However, most Boards prefer to obtain the recommendations of a Nominating Committee that has made a careful assessment of the most desirable candidates. This approach, in particular, does not work well with candidates who have been invited to apply, as presumably the Nominating Committee already has put significant effort into determining that these candidates have real merit.

b. Assess and recommend a slate of candidates. The slate needs to be precisely equal or less than the number of vacant positions. The Board could vote on the slate and/or approve/reject each candidate on an individual basis (best practice).

Some organizations prefer the slate approach as it leverages the work of the Nominating Committee and generally avoids the Board having to turn down a candidate highly rated by the Committee.

A disadvantage is if it is seen as limiting the choice of the Board. However, in this model, non-recommended candidates also can be put forward so the Board, if it so chooses, could vote for candidates other than those recommended by the Nominating Committee. In some camps, Boards can add candidates after reviewing the slate.

When a hybrid model is used, the Nominating Committee can still conduct in-depth assessments of both persons who apply and/or who are invited and, on that basis, recommend a slate along with putting forward the names of other eligible candidates.

Some Nominating Committees do not wish to invite more persons than will be put forward as a slate as they do not want candidates who are leaders in the community to be encouraged to apply and then find out that they are not selected (even though the rules can be stated ahead of time). In these cases, the Nominating Committee **carefully sequences its pursuit, assessment and recommendation of candidates until it reaches the number required for a slate.**

Tip: Interactions with prospective candidates can be conducted as a cultivation process which can lead to a range of potential relationships with the Camp (e.g., Board member, Committee member, volunteer on a special project, member of an advisory network). If the Board role is not suitable, other roles may be.

2. Develop and manage the implementation of the recruitment plan with Board input and approval

Recognizing the intensive time requirements of the Board recruitment process and the fierceness of competition from work and family demands and **other volunteer opportunities**, the strategic recruitment process for new Board members should be:

- thoughtful
- organized with clear time-lines and assignment of responsibilities
- supported with professional and administrative help
- year round
- well project managed

Recruiting new Board members is similar to fundraising for major gifts. **It also involves the assessment of potential, development of a case and key messaging, cultivation, solicitation, documentation and strong management.**

The recruitment of Board members also provides an excellent opportunity to concurrently pursue Committee members both through any broad publicity or individual conversations with prospective Board candidates.

Because of its importance and their role, the Chair, Executive Committee, Governance Committee and Board should have input into and approval of the plan and key decisions during the year.

The senior professional (e.g. Executive Director) should have input to the plan and emerging results, including the ability to suggest and comment on potential candidates. A number of candidates will want to meet with the top professional (e.g., the Camp Executive Director) and this should be supported. The Executive Director should not, however, have control of any decisions as to who will be on the Board, and, in effect be his/her boss.

Someone needs to drive the recruitment process. Although Board Chairs have important roles to play in providing advice to the Committee and/or serving on it, and in meeting with top prospective candidates, they typically are too busy to manage the process. It is preferable if someone else dedicated to this function can lead it.

Qualifications for Nominating Committee leadership and membership are outlined in Section E.

3. Identify the number of Board positions for which candidates will be sought

The number of Directors to appoint at any time should take into account the following.

- Maximum and minimum Board size allowable under the by-laws
- The timing and feasibility of changing relevant by-laws if that is deemed necessary
- Based on an understanding of current Board members' plans and terms and an assessment of their performance, the Nominating Committee should project the current or planned vacancies due to expected resignations, term limits, or from asking/forcing current Board members to vacate. Consideration also should be taken of Board members who have expressed a desire to resign but will be asked to continue to serve in order to provide critical skills and/or continuity.
- Views of the Board with respect to the
 - ideal size of Board for getting the work done and decision-making
 - need to gain new blood vs maintaining continuity
 - challenges facing the camp and gaps in Board competencies and networks to address them
 - likely availability of current and future quality candidates
- The likely scenario for both Board requirements and vacancies looking two to three years out, also taking into account any staggered terms
- The final recommendation about the numbers of candidates to put forward should also consider the quality of proposed candidates. This would not be known until later in the process; so, to some extent, this number of candidates still to be recruited at any point will be iteratively determined.

4. Formulate criteria for prospective Board members

Strategic recruitment is guided by the clear formulation of criteria or requirements that new Board Directors, individually and collectively, should fulfill.

These requirements should be based on:

- envisioning the ideal Board and its members
- competencies needed to address the strategic challenges and opportunities faced by the camp over the coming years
- consideration of best Board practices which the camp wishes to incorporate
- gaps in the capabilities of the Board taking into account current Board membership and likely and/or planned exits from the Board (due to term limits, resignations, encouraged or forced terminations)
- number of positions to be filled

In determining these requirements, the Committee should review the organization's strategic priorities, and draw upon recent strategic directions reports, and the perspectives of Board Chair and Officers, Committee Chairs, Executive Committee and the senior professional.

Broad requirements for Board members are likely to apply for many years; however, they should be updated on an annual basis to take into account emerging Camp priorities and gaps and the projected number of Board members to recruit over the foreseeable future.

Periodically, it would be useful to update the organization's recruitment approach and, in so doing, consult with

- past Board Officers and members
- respected Chairs of other non-profit boards
- experts
- and review the literature/best practices and attend workshops

Key requirements to consider both on an individual and collective basis are suggested in Figure 3. The **Camp might use these as a basis to review, clarify, deepen and customize its requirements for a given Board recruitment cycle.**

The Nominating Committee should develop a Summary Assessment form incorporating the current, priority criteria for assessing candidates.

Tip: Red Flags also are important for the Committee to agree upon. These can include "Johnny One-Noters" only interested in a single issue as well as persons who are only critical and not constructive, high maintenance or cannot maintain confidentiality.

Figure 3

CRITERIA FOR SELECTING BOARD MEMBERS

- **Commitment and passion for the camp and its mission/values**
- **Willing and able to meet expectations of Board members, e.g.,**
 - Time commitments: for Board preparation and meetings; service on Committees: attendance at key camp activities (e.g., gala, visitor's day, member's meetings)
 - Minimum requirements for giving, Give and Get and/or buying tickets for events; contributions to donor introductions, solicitations and stewardship
 - Director Eligibility requirements; complies with code of conduct/conflict of interest guidelines
- **Has expertise and experience willing to apply to camp priorities**
 - In camping domain
 - In key camp functions (including via other organizations with similar functions), e.g., enrollment, marketing, financial management, staffing, fundraising, governance, facilities, programming,
 - Experience with other Boards, especially those facing similar issues
 - Ideally, can contribute to range of camp issues, not just one
 - Has Board or other leadership experience
- **Personal qualities**
 - Integrity
 - Courage to do the right thing
 - Ability to focus on strategic rather than secondary issues
- **Good problem-solver and communicator**
 - Listens well; will not monopolize conversation
 - Forthright with own views; willing to debate
 - Good, collaborative problem-solver, open-minded
 - Will prepare/review materials/ and follow through on commitments
- **Ties to the Camp**
 - Nice for some Board members to be connected to the camp and its history
 - Nice for some Board members to have a fresh perspective without a tight connection to the camp
- **Will be a good and credible ambassador for the camp**
 - Has strong connections with key stakeholders, e.g., donors, community leaders, Federation, potential partners and sources of enrollment
 - Able and willing to speak on behalf of the camp, be an ambassador
 - Has a sphere of influence, willing and able to use
 - Connected to especially important/sensitive stakeholders (e.g. donors/community or camp leaders)
- **Contributes to effective succession planning**
 - Ensuring that some candidates are willing and able to become Board and Committee Chairs
- **Fit**
 - Appreciates Board-Staff channels of authority while still being able and willing to serve as a resource/adviser/challenger to staff on an individual basis
 - Fit with Board Chair and camp volunteer leadership
 - Contributes to positive group dynamics
- **Representation and Diversity**
 - Members collectively represent a range of *demographic* characteristics/backgrounds (e.g., age, city, *disabilities*, gender/*sexual identification*, ethno-cultural) *constituencies* (e.g., parents, religious leaders, alumni) and *skills*
 - For some historically disempowered groups, it is useful to have more than one such member on the Board to strengthen their ability to comfortably participate

5. Identify what the Camp can offer prospective Board candidates

Individuals being asked to serve as Board members are ideally accomplished people. **They, likely, will be busy with competing work, family and volunteer demands on their time.**

It is important for the Committee to understand what motivates someone to become (and remain) an enthusiastic Board member. The Committee then can self-assess the Camp's ability to offer those motivating conditions to prospective board members, and, on that basis, identify what potential benefits it might communicate to prospective candidates.

Such an assessment, inevitably, will identify areas where the camp could improve. For example, if the Camp is (seen as) operating poorly, with an ineffective Board, poor staff support and a less than sterling reputation, this will significantly inhibit the ability to attract (as well as to energize and retain) Board members. This should cause the Board to consider making changes to other aspects of the camp.

The Committee can use Figure 4 complete to help gear its "offer and communications" to prospective Board members. This also can be customized to individual candidates, giving them the opportunity to participate in projects of meaning to them.

Tips

- *A significant motivator for most people is the quality of other Board members with whom they will serve. Great Boards attract great members and vice versa.*
- *Although individuals often want to apply their professional skills to volunteer work, sometimes, they do not want to exercise expertise in their area of professional accreditation or competence. This may be due to personal interest, but also may reflect concerns about liability and conflict of interest with respect to their profession's guidelines, (e.g., legal, accounting, medical, engineering, architecture) when applied in a volunteer context.*

Figure 4
IDENTIFYING WHAT THE CAMP CAN OFFER BOARD MEMBERS

Potential Motivations of Prospective Board Members	How Important is this to prospective Board candidates?	How can the camp meet this interest?	What changes should the Camp consider to better meet these interests?
Have an impact in an area important to them			
Secure/enhance a benefit for their family (e.g., ensuring the Camp thrives so their children can enjoy the benefits)			
Ensure a certain constituency is represented			
“Pay back” what they or their family have received from the camp and/or similar organizations			
Fulfill a general sense of community responsibility			
Acquire Board/Jewish organizational experience and/or grow in areas of interest – whether for personal or career reasons			
Meet new people			
Strengthen professional networks			
Gain prestige			
Meet work obligations to perform volunteer service			
Have fun			
Take on a challenge			
Do the above without incurring undue time/stress/financial			
Other???			

6. Develop key communications to prospective Board member In communicating

The recruitment process is an opportunity to relate and communicate to prospective Board members and the broader community in a way which reinforces the camp's brand as professional and responsive.

Application Form

The Nominations Committee should develop and give prospective candidates an application form that covers such items as:

- Contact information
- How you found out about the opportunity
- Connection to the Camp and/or its mission
- Current and past work experience, education, professional accreditations
- Relevant volunteer and Board experience
- Why you are interested in being a Board member and what you hope to gain
- How you see the role of a Board member
- What you have to offer the Board/Camp

The application process is straight forward when supporting open competition processes. For persons who are invited, it is better to provide the application form after it is mutually agreed the person is interested in the opportunity.

Communicating with Prospective Candidates

The Nominating Committee should be prepared to communicate the following to prospective Board members, and, indeed, those who might refer them. Responses can be somewhat customized to each prospective candidate

- What is the camp's story – e.g., history, current situation including challenges and opportunities, and future plans
- How the Board is structured and how it operates
- What the camp needs from its Board over the coming years
- How the candidate can contribute to the Camp's key challenges and opportunities
- How serving on the Board member can help prospective members (See Item E5)
- What the expectations are of being a Board member (See Figure 5)

Sharing Documentation

In communicating these messages, it is useful to make available background materials that address these topics. This can include semi-public information. Discretion will need to be exercised with providing certain information. Many prospective Board members will want to access at least some of the resources noted in Figure 5.

Interactive Opportunities

In addition, opportunities for the candidate to experience the Camp in action – and for the Nominating Committee to meet the candidate – also should be pursued.

Figure 5 RESOURCES TO PROVIDE PROSPECTIVE CANDIDATES

- **Camp Background**
 - Vision, mission and values statement
 - Annual report
 - Camp programs and package sent to prospective camper families
 - Fundraising materials sent to prospective donors
 - Camp highlights: history, location, enrollment target group and levels
- **Governance**
 - Board Structure and Standing and other Committees
 - Board member, Officer, Committee Chair member terms, limits, selection process; grounds for termination
 - Board member job descriptions and expectations, e.g., regarding
 - Time commitments for: preparation and participation related to Board meetings; and events, e.g., fundraising, parents, members' meetings)
 - Committee participation
 - Amount to donate, give/get, purchase of tickets
 - Fundraising introductions, solicitation, cultivation and stewardship
 - Being an ambassador to the broader community
 - Conflict of interest, confidentiality and other ethical policies
 - Members' Agreement and any requirements to sign
 - Timing, location and frequency of Board meetings
 - Names of Board members, brief bios, contact information
 - Board performance review process
 - Board indemnity insurance certificate
 - Board member selection process
 - Minutes of recent Board meetings
 - Board manual/orientation materials
- **Organization**
 - Organizational structure and brief bios of key staff
 - Strategic plans
 - Budget and audited statements
 - State of physical plant and plans
- **Other Materials**
 - Any media coverage
 - Any significant milestones coming up and plans
 - Any significant challenges, weaknesses, strengths or opportunities
 - FAQs

In Person Interactive Opportunities

- Visits to the camp
- Attending a Board or Committee meeting
- Attending camp parent, fundraising or other events
- Meeting with staff and board members

7. Generate a roster of potential candidates

Common recruitment problems include:

- Boards' scrambling to fill vacancies just a few weeks before their annual meeting
- Pursue persons already known to the Nominating Committee and, more generally asking people to join the Board without developing and vetting a roster of possibilities against requirements

Creating a roster of candidates enables the Committee to more thoughtfully prioritize whom it should pursue and in what sequence.

Although generating a roster of potential candidates should be carried out on an ongoing basis, once a date for Board/Annual meeting approval is established (or known by virtue of by-laws) more intense efforts to identify potential candidates should be pursued in line with the schedule, often set in by-laws, for the approval process.

It is very easy to look within one's comfortable networks. It also is easy to purposively expand the circle from which candidates are drawn.

Below is listed a set of possible sources for generating a meaningful roster of Board prospects. Leveraging these sources requires significant lead time, increasing the likelihood of securing a top-quality pool of potential candidates.

Figure 6
SOURCE AND METHODS FOR GENERATING A ROSTER OF POTENTIAL BOARD CANDIDATES

Source for Identifying Potential Board Candidates	Potential Action	Who/ When
Invitation-Based Strategies		
Prospective candidates who have been cultivated and pre-screened, e.g., those who turned down an offer in prior years	Personal contact by Committee members to determine prospect's current interest and ability to contribute	
Current Board members, Committees and senior staff	Nominating Committee should request names from these groups and/or facilitate their brainstorming potential candidates	
Current and alumni parents	These groups are natural constituencies to receive information about Board (and Committee) opportunities, with the options of applying or referring others.	
Leadership of parent and affiliated organizations	Nominating Committee could contact these persons to identify if they have any suggestions	
Former Board members, Officers, Chairs and friends of the Camp, including donors, partners, suppliers		
Community leaders with strong network, most notably the local Federation Leaders of friendly non-profits with similar missions		
High profile, well connected people who are unlikely to wish to be on the Board but will know capable persons who may	Personal or written contact to ask for recommendations and/invite say 10 to a one hour one-time Task Force meeting and/or ongoing Committee	
Persons ending their Board terms at other organizations	Check out Board members who have completed their term at comparable/desirable organizations and follow-up with those who seem interested	
Consultants, head-hunters, Jewish/other volunteer centers, Board Matching services (e.g., "BoardAssist, BoardNet USA, Volunteer Match, Bridestar Group, Taproot, Board member Connect)	Contact these types of organizations to see what assistance they can offer	

Source and Methods for Identifying Potential Board Candidates	Potential Action	Who/When
Open Competition and Promotion - Third Party or Self-Referral Strategies		
Spread the word	Board members and staff talk it up with their contacts	
Promote Board opportunities via one's own email, website, social media, office signage Use one's own events to promote opportunities	Promotion could be for third party or self-referrals. Would need to have application form, process and materials available to support persons making inquiries	
Social Media	Promote through Facebook, LinkedIn and other social media which might attract interested Board members	
Public relations	Get stories placed on the Camp and its search for new Board members	
Promote through willing partners'/friends' (e.g., synagogues, JCCs) via communications to their constituencies (e.g., e_newsletters, web sites)	Need an ad/blurb. Contact partners. Camp likely needs to be willing to be reciprocal	
Advertise in local Jewish or other relevant media	Create blurb; needs budget	

8. Prioritize, sequence and develop approach to reviewing potential candidates

Key steps for generating a list of potential candidates should be scheduled with clear time-lines and responsibilities.

Generate Names

At this stage, the process is simply to generate names not to contact anyone. However, some of the ways in which names are generated – e.g., advertising, promoting self-referrals – will generate some applications and requests for providing information to interested parties (See Item E5)

Research

Once names are gathered from the various sources, the Nominating Committee should consolidate them and perform a preliminary assessment against requirements, for example, using a Summary Assessment Form based on the criteria (see Item E4). For certain candidates, it would be useful to carry out some research, e.g., through consultation with staff and Board members, friends of the Camp, and via the Internet (e.g., LinkedIn).

Prioritize and Sequence

Then, the Nominating Committee, likely over two or so meetings, should review the potential candidates and information about them, and prioritize those in whom it has the most interest, the sequence it will pursue in contacting them, who will be assigned to meet with them, and key areas for the conversation (as noted in Item E9).

Develop Customized Approach

In some cases, more detailed research will be identified to undertake. Specific areas to discuss should be somewhat customized to each prospective candidate based on that which is known or hypothesized about the candidate – e.g., areas where they might contribute to the Camp, what the Camp might offer them, any concerns that the Camp or candidate might have.

Ideally, the Nominating Committee recruiters will review together the questions, approach and means of recording information so they are using a consistent approach. Areas for discussion are set out in Figure 7. At this point, the package of materials to send to prospective candidates should be ready and sent to interested or possible candidates. As well, any upcoming Camp events to which prospective members could be invited, including Board meetings, should be identified. A firm deadline should be established for conducting the proposed meetings.

Tip

Face to face meetings with top prospective Board members are a valuable means for developing a nuanced understanding of their potential contribution and fit. Who meets with the candidate, as with fundraising, can make a real difference. In some cases, the Board Chair might be the most appropriate person; in other cases, it might be useful for two persons to meet with the candidate.

Figure 7

AREAS FOR DISCUSSION WITH POTENTIAL BOARD CANDIDATES

- ✓ Provide to the Candidate
 - Background on the Camp - history, current situation including challenges and opportunities, and future plans
 - Give them a basic set of documents and indicate what other ones might be available
 - How the Board is structured and how it works
 - What are the Board's priorities over the coming years
 - How the prospective candidate(s) can contribute to the Camp
 - Expectations and responsibilities of being a Board member

- ✓ Explore the Candidate's
 - Education, work and volunteer history
 - Knowledge about, perceptions of and connection to the Camp
 - Passions and interests and how they fit with the Camp
 - Preferences in terms of Committee participation
 - Experience with other Boards including leadership roles
 - Potential conflicts of interest
 - Fit with Board requirements
 - What being a Board member at the Camp might offer them
 - Concerns and questions
 - Interest in moving forward to be considered/apply to be a Board Director

- ✓ Discuss
 - What are other opportunities for participation if being a Board member doesn't make mutual sense
 - Any suggestions the candidate has for other potential Board members

- ✓ Next Steps
 - Identify if the candidate wishes to learn more about the Camp – e.g., via materials, visits to the Camp, attending a board meeting, going to Camp events, meeting with staff or other board members
 - Indicate next steps in the process

9. Meet with prospective Board candidates

Based on the above, Nominating Committee members will meet with Board candidates, at least those which the Nominating Committee believes are the top prospects.

Meetings can be established through a standard (customized) letter and/or a phone call. Those interested in meeting will be sent a standard, basic package of materials. Based on their interest, more materials can be sent later. Presumably, anybody taking a meeting has some interest in being a Board member.

The meetings should cover issues indicated in Figure 7. Notes should be taken with highlights conveyed through a Summary Assessment form.

Tips

- *Don't assume that candidates know that much about your organization especially its current status.*
- *Don't be afraid of indicating to prospective Board members, what are the obligations and expectations of Board membership and having a frank discussion about their ability to meet them – recognizing if they cannot, there are other options for their participation with the camp.*

10. Obtain feedback on candidates and follow-up

The representative would send the candidate agreed to materials, follow-up unanswered questions, highlight opportunities to meet camping personnel (see Figure 5) and suggest any further next steps. In some cases, there may be questions about what to share which will need to be discussed with the whole Nominating Committee or its Chair.

The Nominating Committee interviewers will share their completed summary assessment sheets with the rest of the Committee. And, the Committee will need to hold 1-2 meetings in order to digest the results, rank the candidates, and organize further research that is required.

It is possible, if not, likely, that the feedback from the candidates will cause the Nominating Committee members to further consider their priorities and/or gain insights which should be passed on to the Board Chair, other Committees and/or the senior Camp professional.

As some candidates may not be further pursued – they may have declined or the Nominating Committee may feel they are not a good fit at the time – additional candidates need to be prioritized, and an appropriate plan developed.

The process of interviewing, assessment and follow-up would take place on an iterative basis.

11. Recommend and approve new Board Directors and follow-up with all candidates

Once the Nominating Committee feels it has sufficient quality candidates to recommend, it would then forward the candidates, and, with most organizations, its recommendations, for the Board to vote upon. This would require confirming, of course, that the candidates were interested in running (either as part of a competition or a slate depending upon the Camp's approach).

The recommendations would go to the Board for approval according to its voting procedures. In the many cases where Members make the final decision the Board would present its recommendations for the Members to vote, typically at the Annual meeting.

Candidates who were approved as Directors should be welcomed to the Board and entered into the Board orientation program which may include signing a Members Agreement.

Candidates who were not elected should be contacted, thanking them for their interest, and, where appropriate, offering other Committee or volunteer opportunities for them to participate.

The Committee should maintain an up to date list of potential board members and conversations which have been held with them and any next steps.