Getting and Keeping
Great New Board Members

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Agenda:
- Introduction
- The Board Building Cycle (BoardSource)
- The Grinspoon Model
- Tricks and Tools
- Demonstration
- Q&A

Find all of our GIJP tools at: ________________
What do you hope to learn here?
Common Concerns:

- “Board is weak and needs new blood”
- “We need more diversity of perspectives on the Board”
- “Board lacks major donors or anyone with connections to open doors to donors”
- “Same people in leadership roles for a very long time”
Temptation: Find the *right* Board members and problem solved!
The Nominating Committee’s perspective

- Who are the right Board members for us?
- Where do I find them?
- When do I ask them?
- How do I train them?
- What will they do on the Board?
Temptation: Find the *right* Board members and problem solved!

- Who is the right Board member?
  - Board Profile Worksheet
- Where do I find them?
  - Prospective Board Member Information Sheet
- When do I ask them?
  - Identify/Cultivate/Recruitment Plan Sheet
- How do I train them?
  - Board Orientation and Member Agreement
- What will they do on the Board?
  - Board Committee Structure (Involve, Educate, Evaluate)
The Board Building Cycle
The Board Building Cycle

Identify ➔ Orient

Recruit ➔ Evaluate

Cultivate ➔ Involve

Educate ➔ Rotate

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Step 1: Identify

Identify the needs of the Board:

Skills, knowledge, perspectives, connections, resources.

What do you have now? What are you missing?

Identify sources of Board members with the desired characteristics.
Step 1: Identify

Tool: Board Profile Sheet

Example: Need Marketing and PR skills
Step 2: Cultivate

Cultivate potential Board members.

Ask current board members, senior staff, and supporters/Alumni to suggest potential candidates.

Find ways to invite them to Camp, and keep them informed about your progress.

Seek ways to involve.
Step 2: Cultivate

Tool: Nominating form

Identify

Cultivate

Example: annual meeting
Step 3: Recruit

Recruit prospects.

Describe why a prospective member is wanted and needed.

Explain expectations and responsibilities of Board members, and don’t minimize requirements.

Invite questions, elicit their interests, and find out more about if they are prepared to serve.
Step 3: Recruit

Tool: Board Job Description
Step 4: Orient

Orient new Board members both to the organization and to the Board.

- History, programs, pressing issues, finances, bylaws, and org chart
- Committees, Board member responsibilities, list of Board members and bios, key staff
Steps 5, 6, 7, 8

- Evaluate
- Rotate
- Educate
- Involve
Steps 5: Involve

- Rotate
- Evaluate
- Educate
- Involve

Discover interests, committee work, hold everyone accountable, “buddy” system, ask for feedback.
Steps 6: Educate

- Educate
- Evaluate
- Rotate
- Involve

Discover interests, committee work, hold everyone accountable, “buddy” system, ask for feedback.

Retreats, meaningful discussion of mission, conferences
Steps 7: Evaluate

The board, its meetings, the President/Camp ED relationship, seek to get better

Retreats, meaningful discussion of mission, conferences

Evaluate

Discover interests, committee work, hold everyone accountable, “buddy” system, ask for feedback.

Rotate

Educate

Involve
Steps 8: Rotate

Term limits, develop new leadership, reassignment, cut dead wood

The board, its meetings, the President/Camp ED relationship, seek to get better

Retreats, meaningful discussion of mission, conferences

Discover interests, committee work, hold everyone accountable, “buddy” system, ask for feedback.
Disclaimer:
Getting and keeping great new board members goes beyond recruitment - Nominating new board members is just one step in the larger strategy to strengthen the Board overall.
Why?

- Successful, committed, smart, engaged volunteers want to serve on Boards that are high functioning, engaged, smart, and successful. *Or are actively working to become high functioning...*

- To recruit and retain the best Board members, you also need to nurture and nourish the Board as a whole
How?

1. Expand the vision of your nominating committee (if you have one) to become a “Governance Committee” or “Board Development Committee”

2. Work in partnership with Board Leadership to set ambitious, vision-driven goals for the Board.

3. Assess the Board’s strengths and weaknesses

4. Work year round as a committee
What is a Governance Committee?

- Responsible for the “on-going review and recommendations to enhance the quality and future viability of the Board of Directors” in 5 major areas:
  - Board Roles and Responsibilities
  - Board Composition
  - Board Knowledge and Learning
  - Board Effectiveness
  - Board Leadership
Leadership and Governance

STRATEGIC PLANNING

Vision, Mission, Values

Board Structures, Policies and Processes

Implementation: Goals, Roles and Expectations

Lay Leadership

Prof Leadership
Leadership and Governance

STRATEGIC PLANNING

Vision, Mission, Values

Board Structures, Policies and Processes

- Board structure
- Types of decision making
- Governance or Nominating committee
- By Laws
- Norms for engaging with each other
- Technologies for connecting
- Frequency of meeting
- Board self-assessment

Implementation: Goals, Roles and Expectations

Lay Leadership  Prof Leadership
Leadership and Governance

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Lay Leadership

Prof Leadership

- Clear distinction of Board/staff responsibilities
- Clear Board expectations
- Clarity of deliverables, accountabilities and timelines
Leadership and Governance

**STRATEGIC PLANNING**

- Vision, Mission, Values

- Implementation: Goals, Roles and Expectations

- Lay Leadership
  - Board structure
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**Board Structures, Policies and Processes**
Tricks: finding new Board Members

- Recruit from parent body, seek professional skills.
- Cold call if you need to get started. People are happy to be asked and involved.
- Place non-Board members on Board Committees
Tricks: finding new Board Members

- Look among other Jewish Boards
- Synagogues
- Alumni (!)
- Donors
- Past Assistant Directors or Staff
- Reach out to Graduate Schools, such as Marketing and Communications, Business Schools, etc
Tricks: finding new Board Members

- Practice an “Elevator Speech”
- Honesty is the best policy. Do not sugarcoat or minimize expectations.
- Raise the bar and raise the quality of contribution
- It takes only one yes: No, No, No, No, Yes
- Be picky: Reject some who are interested in Board service.
Tools: Materials to share with prospective Board members

- Annual Reports
- Newsletter/Brochures/Camp
  CD/registrations information/Web site infor
- Schedule of Board meetings
- Roles and Responsibilities of Board
  Member (Member Agreement)
- Current Strategic Plan (if any)
- Committee job descriptions.
Tools on the thumb drive

- Board Profile Worksheet
- Prospective Board Member Information Sheet
- Identify/Cultivate/Recruitment Plan Sheet
- Board Member Agreement
- Board Meeting Evaluations
If Time: Quick Demonstration