STANDARDS FOR EXCELLENCE:
An Ethles And Accountabulity Code por THE Nonprofilit Sector


## Twelve Steps to Recruiting a More Powerful Board of Directors



## Where to find the SFX

## Are you prepared?

- Do you have a strategic plan?

■ Composing a Board Development Committee

- Immediate Past President as Chair
- Include none board members
- Are your tentacles extended
- Plan for a year long process
- 07/09-08/10: 16 audio/web conference calls
- 06/11-07/12: 12 audio/web conference calls


## Step One: Establish (or revise) Board Roles and Responsibilities

■ Board Roles and Responsibilities

- Covers planning, financial and fiduciary responsibilities, fundraising and more
■ Responsibilities of Individual Board Members
- Covers commitment to mission, attendance, committee participation, conflict of interest, giving, and more.
- Leave time for approval by the Board.
- What's missing? Check the Standard for Excellence

Step Two: Develop Board Development Committee Workplan

- Pretty much simultaneous with Step One
■ Show the committee how all the steps fit together.
- Sequence is important
- Officer selection can open seats
- Not renewing opens seats


## Step Three: Determine the Factors/Criteria Relevant to Board Composition

- If you don't know what you are looking for, how will you find it?
- Are there any composition requirements in the Bylaws.
- If not, what are the personal characteristics, geographic considerations, knowledge/skills and expertise and other factors that would be important to the success of the board in leading the organization
- Make a list!


## Step Four: Conduct Board Composition Analysis

■ Which of the factors/characteristics are already present on the Board? Which are missing

- If you don't know, ask!

■ Some helpful tools

- Board Development Matrix
- Board Member Characteristics Questionnaire
- Board Composition Analysis


## Step Five: Establish Priorities for this Nominating Cycle

■ Develop "Statement of Board Nominating Priorities."

- Based on the Board Composition Analysis.

■ Identified those Factors/Criteria that were not present in the current board.

- Established nominating priorities that included thirteen (13) priority factors.


## Step Six: Prepare Board Prospectus



The results of Steps 1 5 are compiled into a Board Prospectus

- The Prospectus is used as part of the process of identifying potential candidates.
- The Prospectus includes a nomination and/or self-nomination form.


Step Eight: Develop Potential Candidate Pool

- The question is - do you
 know anyone that would be a good fit for what we are looking for
- Committee members send emails, make calls and, if possible, make visits
- Provide a script!
- Carry the list forward from one year to next.


## Step Nine: Priority Score the Potential

## Candidates

- Create a Board Candidates Matrix
- Based on information obtained during the outreach process and from public sources
- Fill in candidates on all 27 factors/criteria
- A point system was used to track how many of the priority factors/criteria each candidate met.
- Current board members whose terms were expiring, and who were eligible to be renominated, were included on the matrix and evaluated along with the potential candidates.



## Step Ten: Interview the high scoring candidates \& review current members

■ Priority scoring culled the list of potential candidates from 110 down to about 21 promising prospects, including current board members.
■ Performance of current members reviewed in detail.
■ All individuals were interviewed (via telephone or in person
■ Additional calls made to nominator, or others that know them, as needed to address questions.

## Step Eleven: Officer Slate Selected

Committee reviewed the performance of current officers and members of the Board of Directors and identified a short-list of persons to possibly serve as officers.
■ Potential officer nominees were interviewed by members of the Committee, utilizing a structured interview format
■ Committee deliberated and selected nominees.

## Step Twelve: Selection of Candidates

■ All information on each candidate (e.g. nomination form, resume, interview notes, online bios, etc.) was compiled into a single candidate dossier.
■ Priority scoring updated to reflect any new information
■ Committee engaged in extensive deliberations

- Decisions made on renewing members
- Decisions made on new nominees



