Board recruitment Outline

**Prep ahead of time:** (mission, roster, board recruitment information and process, outcome of the meeting, survey monkey or interviewer) statistics of community, clients

**Questions for prep:** what is the process, what is the challenge, what is successful, how do you bring people on, have you done an assessment of key skills/functions, who is your community)

**Presentation Outline:**

- Function of Rape Crisis Center
- What is sexual violence
- Short history of the center and the movement (discuss anti-oppression)
- What questions do you have? Review of interview summary?
- Characteristics/skill sets of effective Board? Jeanne
- Current Recruitment Strategies
- Retention Conversation
- Recruitment Plan

**What makes an Effective Board**

Think of your own experiences in participating on Boards – what worked well?

**Characteristics of Effective Board**

- Diverse skill set and perspectives
- Explicit assurance regarding the amount of time they are willing and able to commit
- An understanding and commitment to the mission your organization serves
- The ability to feel comfortable speaking up along with the ability to listen to other’s opinions
- The capacity to disagree with a board decision but to support the decision and organization once the vote has been cast

In order for a board to be fully effective, it needs to work *in partnership with an Executive Director.*

- understand its role as a board
- Engaging in the vision for the organization
- establish the board’s agenda and work for *the board to add value*
• establish an efficient board structure (size of board, number of meetings, board agendas, committee structure, etc) to allow the board to work effectively and efficiently; (by the way, board structures need to be customized by board)
• determine the optimal board composition – exactly what expertise, experience, and diverse perspectives and backgrounds, networks and relationships will be most useful for the board in achieving success for the organization
• create a plan to build the board with the right people, and prepare them for their roles
• identify and transition to the right board leaders and establish a framework for ongoing leadership development and leadership succession planning
• establish ongoing board education systems re: governance and the substantive work of the organization


Tools:

- Assessment grid – identifying skills sets needed and community want represented
- Stakeholder activity
- Questions to ask if considering being on board (reverse this)

Stakeholders and diversity of board members

Board is intended to represent the community in order to best serve the people who live there.

- Who lives in your community (discussion plus numbers from census)
- Who is the center currently serving?
- Based on the data, who are you not serving?

In pre-work, ask board to fill out a matrix on what their own characteristics are

Based on that, this is what you do have represented on your board, and here’s where it does and does not match up with the community.

- It looks like there is a lot of area to diversify your board.

Why is diversity of the board important?

- It helps you serve the community better
The board shapes the agency and the agency’s work

How can you build a diverse board of directors?

- Factors in building and Maintaining Diversity (from RSP slides)
- Commit to diversity
- Avoid tokenism

Where can you recruit now for diverse members who have identified skills needed for the Board?

- Partnerships you currently have with other groups who work with specific populations/communities
- Make a list of organizations, churches, businesses where you can make inroads
- Begin going to their events and visit them
- Invite them to your events, center and answer their questions
- Invite them onto the board

**BOD Member Retention:**

Questions to ask yourself:

Once you have people, what keeps them engaged over the course of their term?

Why do BOD members stay?

Create membership

- Ask your loyal members why they are still there.

Create a sense of community among the board with mentorship – Board Buddie

Healthy Communication

- Between BOD members
- Between ED and BOD members
- Between Staff and BOD members

Train and Build Skills
Constant and interactive trainings build a reason to show up and be engaged.

Specific Jobs and Tasks

Create small accomplishments along the way – Success builds success

Reward, reward, reward

Celebrate all the successes and bring it back to the victim/survivors you serve.

HOW DO YOU CREATE A PLAN FOR RECRUITMENT and STRATEGIES 101

1. BOARD ASSESSMENT SKILLS SET EXERCISE THE COMMITTEE HAS A CLEAR MAP OF WHAT GAPS CURRENTLY EXIST ON THE BOARD TO SET THE BOARD RECRUITMENT PLAN IN MOTION

2. REMINDER: RECRUITMENT IS AN ON-GOING ORGANIZATIONAL PROCESS TO BE ASSESSED AND EVALUATED

3. CREATE A BOARD RECRUITMENT/NOMINATING COMMITTEE WITH A LEADER--IMPORTANT THAT THIS PERSON UNDERSTANDS THE VALUES/MISSION/PHILOSOPHY OF THE ORGANIZATION AND CAN COMMUNICATE THIS TO PROSPECTIVE BOARD MEMBERS. ORGANIZED WITH FOLLOW-THROUGH

4. Keep board vacancies in mind. When board member appointments are staggered, the arising vacancies will also be spread out over time. Having experienced board members in place while recruiting and appointing new directors allows for some continuity to exist from term to term. By monitoring the end dates of the members’ terms, the board can be prepared for the next steps in the recruitment process.

5. TAKE NOMINATIONS AND BEGIN CONTACTING POTENTIAL PROSPECTS

6. WHEN YOU HAVE A POTENTIAL PROSPECTS INTERESTED HAVE THE FOLLOWING AT YOUR FINGERTIPS:

- BOARD MEMBER RECRUITMENT PROCESS IS IN PLACE, EXAMPLES OF WHAT YOU CAN CREATE: JOIN A BOD COMMITTEE (SET A TIME FRAME), ATTEND A MINIMUM OF TWO BOARD MEETINGS, TOUR PROGRAM FACILITIES, FILL OUT BOARD MEMBER APPLICATION, BOARD JOB DESCRIPTION, MEETING WITH ED AND CURRENT BOARD CHAIR, CONVERSATION ABOUT BOARD GIVING & FUNDRAISING EXPECTATIONS, BOARD ATTENDANCE & COMMITTEE EXPECTATIONS, TIME/EVENT ATTENDANCE EXPECTATIONS,

OVERALL FUNCTION OF NOMINATING COMMITTEE:
• becoming familiar with the boards bylaws and policies regarding recruiting and nominating new board members;
• ensuring the board and individual board members are evaluated on a regular basis;
• maintaining records of current directors' skills, experiences, and terms of service;
• analyzing the current board's skills and areas for improvement, as well as anticipating the future needs of the board;
• developing selection criteria to be used in the recruitment process;
• initiating the brainstorming of potential candidates with the help of the board and the organization;
• screening suitable candidates according to the selection criteria and recommending successful individuals to the board of directors; and ensuring the new board members receive proper orientation and other necessary training.


Resources:

**Selecting Effective Nonprofit Board Members**

**Commitment.** Effective board members are committed to the nonprofit’s mission and to fulfilling it in their generation. They understand the mission, identify with it, articulate it, and defend it with passion.

2. **Knowledge.** An effective board member understands the essential workings of a corporate organization and knows the basics of a tax-exempt corporation.

3. **Participation.** Effective board members listen, request information, read what they receive, ask questions, weigh answers, and make reasoned decisions.

4. **Listens to Advisors.** Advisors may not always be right, but highly effective board members know when to seek professional advice, and they listen when advisors speak. Professional advice need not always be followed, but if rejected, it should be rejected for understandable reasons.

5. **Alert.** The effective board member is alert to signs of trouble - financial trouble, management trouble, operational trouble, personnel trouble, litigation trouble, or IRS trouble. And, when signs of trouble are observed, effective board members take steps to resolve the trouble.

6. **Avoids Conflicts of Interest.** Effective board members avoid doing business with the nonprofit; but, if done, is done only on an arm's length basis and with full disclosure to the board.
7. **Establishes Management Performance Standards.** Effective board members establish management performance standards and hold management accountable to meet those standards. This sometimes difficult task must be done as a matter of fiduciary obligation. The effective board member does not allow deference to friendship interfere with responsibilities to assess, select, demand, and support effective management.