

 **CompassPoint**

NONPROFIT SERVICES

Recruit the Board Your Organization Needs

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Blue Ribbon Nominating Committee for the Board

Jan Masaoka
May 9, 2009

Use this method to recruit 3 - 5 new board members in the next 6 months: "Who do we know?" When board nominations comes up on the meeting agenda, this plaintive question is usually not far behind. While some boards have highly detailed matrices of recruiting priorities and others just have a sense of wanting someone "good," everyone tends to default to thinking of people that they know.

But how do we recruit people we don't know?

This question is especially important in nonprofits where new board members are needed to lead change, such as the following:

- A bicycle coalition that needs board members with clout in City Hall
- Board members of modest means who want to recruit some "heavy hitter" donors to increase the scholarship fund
- A mostly white board that wants to recruit some Latino community leaders to help shape strategy for an increasingly Latino community
- A board of baby boomers who want to find next-generation leaders to take the helm of the community arts center

Here's how the Blue Ribbon Nominating Committee works:

1. Identify potential committee members.

Develop a list of about 25 people that you would like to have on the board but who would probably say no. Perhaps they're too busy, or too important, or just not that interested. They like your organization, but they're not committed to it.

2. Invite them to participate on the Blue Ribbon Nominating Committee.

Phone them to ask them to be on a Blue Ribbon Nominating Committee for your organization. This committee will meet only once -- for one and a half hours -- and then disband. (That's pretty easy to say yes to and most people will say yes.)

Let them know that at the meeting they'll get a nice lunch, a 15-minute update on the organization's Critical Path, and they'll be asked to suggest a few people who could help on the most crucial, strategic work facing the organization right now.

Follow up the phone call with an email and then another reminder the day before the meeting.

3. Be clear on what you need board members to do.

At the meeting you'll probably have about 10 Blue Ribbon members along with some current board members. The board chair should welcome the group, and there should be a very short (15 minutes max)

presentation by either the board chair or the executive director on what the organization's critical path is. Do not take this opportunity to tell your usual statistics, program lists, and so forth. Treat this group of people like insiders and let them know the main issues in front of your organization right now.

For example, if your organization's critical path this year is to forge a partnership with leading Latino nonprofits, ask them to nominate people who can help you do that.

If your critical path is to find a new chair for the annual fundraising luncheon, ask the Blue Ribbon Nominating Committee to suggest people to you.

Important: focusing your requests around what people can and will *do* (helping you forge partnerships with Latino nonprofits) -- rather than what they *are* (such as Latino) -- makes the crucial difference in sparking creative nominations.



Other examples of critical path work for which new board members need to be recruited:

- Working with staff to develop a "Plan B" for the budget
- Introducing staff to the right people in county government
- Starting a major donor program with a first-year goal of \$10,000
- Recruiting and leading an advisory committee for the new elder abuse program

4. Sift through the nominations and select the first to call.

By the end of the meeting you should have 30 - 50 new names of people. And more importantly, these are people who have been suggested because they can move your organization forward on its critical path, not just because they're good people with skills and connections.

Let's say that Sally has suggested Emily as a possible luncheon chair, and Raul as a possible connector to Latino nonprofits. Your next step is to contact Emily and Raul.

5. Call

Here's how this works with Emily: "Emily, I'm calling because Sally Carlson suggested you for our board of directors. She did this because she knows your amazing track record at running luncheons and because she thought you would like working with our organization. Would you be willing to have coffee with me and our executive director to discuss this a little more?"

Focus on what candidates will *do*, rather than what they *are*.

Emily will take your call and request seriously because you've mentioned Sally to her, and she'll talk with you for a few minutes in a positive frame of mind (she'll also be flattered). Even if you don't get the coffee set up, or Emily doesn't end up joining the board, you will have made a new friend and Emily and Sally will talk about your organization the next time they see each other.

If Emily DOES join the board, she will have had a chance to understand what her role on the board is expected to be. And in sharp contrast to the usual situation where new board members are unsure what to do for several months, Emily will want to get started on the luncheon at her very first board meeting. The same is true with Raul if he joins the board; at

his first board meeting he'll ask, "Who should I meet with to start talking about partnerships for us to pursue?"

In short:

- Recruit a Blue Ribbon Nominating Committee. It only meets once. Good choices might include your foundation program officer, a city agency official, a board chair of a partner organization, a church leader, a fundraising consultant, or a well-connected nonprofit executive director.
- Ask the group for 3 - 5 nominations each based on how the prospective new board members will help the organization move forward on its critical path. (Do NOT ask them for everything you might want to do. Be sure to focus on what people will DO, not for what they ARE.)
- Approach the new nominees with the name of their nominator in your hand. It will make all the difference. Be specific about what you are asking them to do as a board member.
- Welcome the new board members, and let them get started on their projects right away.

At the end of this article you can download a sample form to use with your Blue Ribbon Nominating Committee. See also in *Blue Avocado*:

- [Critical Path for the Board](#)
- [Recruiting for Diversity: Part 3 in the Diversity Series](#)
- [A Board Member "Contract"](#)
- [Boards of All-Volunteer Organizations](#)



Blue Avocado is a practical, provocative and fun online magazine for people in community nonprofits. Subscribe free by sending an email to editor@blueavocado.org or at www.blueavocado.org.

SAMPLE Board Member Recruitment Process Overview

PHASE 1: IDENTIFY CANDIDATES	PHASE 2: CULTIVATE AND CONSIDER	PHASE 3: DECIDE AND ONBOARD
<p>1. What does the organization need this year:</p> <ul style="list-style-type: none"> • For strong board governance • For strong group development and partnership with ED/senior staff • For supporting organizational impact priorities • For accomplishing key projects <p>2. Using the matrix, list the experience and qualities you value the most, given these board and org needs.</p> <p>3. Focused recruiting AND cast a wide net</p> <ul style="list-style-type: none"> • Internal priorities are clear so that work group can discern prioritize and re-direct as needed. <p>4. Specific outreach networks are identified based on internal priorities.</p> <p>5. Request staff/board members to submit potential names and wide-net outreach</p> <ul style="list-style-type: none"> • Sending job description with a strong positive message to email lists, Facebook pages. <p>FOCUSED Name referral: “Who do you think highly of in...” Can you introduce us or give me their contact info?”</p> <p>* Blue Ribbon Committee (optional) (See description)</p>	<p>1. Designated board work group tracks and manages the recruitment process, and coordinates the flow of information between prospective candidates and organization.</p> <ul style="list-style-type: none"> • Tracking sheet (shared online, maintained by work group) of names, contact info and status of candidates in process. • Email communication templates for initial interest, to request information, and outline the process. • Recruitment packet of information sent to the candidate and any additional info requested by the prospective candidate. Packet includes: <ol style="list-style-type: none"> 1. Organization fact sheet 2. Board member job description and expectations 3. Application 4. Recruitment process overview and interview questions <p>2. Upon receiving application, work group initiates and conducts the process.</p> <ul style="list-style-type: none"> • Interview with 3-4 members of board and staff with standard and customized questions • If interest, observe a board meeting <p>3. Members debrief immediately after interview and observed meeting. Decide:</p> <ul style="list-style-type: none"> • Nominate to board? If so, ask candidate if they would like to proceed? • Or, cultivate person by inviting them on a committee/ serve in other volunteer capacity • Or, decline, usually a mutual decision, if not, offer other ways for person to be engaged. 	<ol style="list-style-type: none"> 1. Ongoing: Board is apprised at each meeting of various prospects and candidate status 2. Board work group makes an update at board meetings on pipeline and likely nominations. 3. Board work group nominates candidate as a recommendation to approve, at regular board meetings 4. Board approves/declines recommendation 5. Upon selection, board candidate is notified and scheduled for next board meeting 6. ED sends board welcome packet and board materials to new member 7. Onboarding, see checklist on reverse 8. Board chair or board buddy checks in with new member after their first meeting to answer questions, introduce new member to ongoing committees or projects.

ONBOARDING CHECKLIST

Upon approval of a new board member the recruitment work group ensures that the following onboarding activities are scheduled and completed:

- Send welcome packet which includes:
 - Welcome letter with a card from the kids
 - Resumes/bios of board members with professional affiliations, strengths, and expertise of current board members
 - Board structure/chart of board member roles and committees/groups within the board
 - Staff org chart
 - Definition of key terms and acronyms regularly used in the organization
 - Board communication and working agreements
 - Board policy handbook
 - Calendar of upcoming meeting dates and events
 - Financial statements and current budget
 - Agreement and disclosure forms (to be returned after signature)

- Meeting with chair and/or board buddy to orient new member to current work/goals of the organization

- Assign new member to committee or work group (if appropriate)

- Assign a board buddy: A longer tenured board member to help acquaint the new member, check-in periodically, debrief meetings as need within the first 6 months to a year

- Schedule site visit: See programs in action, meet key staff, tour site

CRITICAL PATH FOR THE BOARD

by Jan Masaoka

What *is* the board supposed to be discussing, anyway? Instead of a list of "5 things the board should discuss," in this issue we offer a powerful approach to determining the board's agenda—and work—for the year.

CRITICAL PATH FOR THE BOARD

Whether on a current or past board, perhaps you have had the experience of seeing months go by without a discussion that feels either genuinely important or interesting. One reason may be that traditional board agendas are heavy on committee and staff reports, such as Finance Committee Report, Fundraising Committee Report, or Executive Director Report. There isn't much to do except listen.

Many boards and their executive directors complain about a "lack of engagement" and bring in speakers or even undertake strategic planning as ways to "get the board engaged." But even if there is discussion at meetings, shouldn't the goal be something more than just lively talking? Instead of "How can we get the board engaged?" perhaps the question should be: "WHAT should the board engage with?"

The term "critical path" originated in the field of project management to mean the sequence of milestones that a project must follow to finish in the shortest amount of time. The term has come broadly to mean the path or sequence of decisions and actions that will lead to success.

One way to get to this critical path for the board is to clarify what the critical path is for the organization this year. At least annually, ask this question of the executive director and the

board officers: **What does the organization NEED to accomplish this year? What are the most important two or three things that have to get done?**

The answer might be, "to be named one of the six city lead health centers," "to move to a new office," "to get our enrollment up," "to either fire or see great improvement in the CEO," "to get our finances under control," "to explore and maybe merge," "to find a way to raise salaries," or "to get the board's act together in preparation for hiring a new executive director."

The Big Job for the organization (or two or three jobs) will lead naturally to two other questions. **First, what does the board need to do in order to get this Big Job done? And second, what do board members need to know in order to do that?**

Let's look at an example of a Big Job and the board's critical path, and imagine an organization that matches adult mentors with young people. This organization has two big issues in front of it. First, although they have a waiting list, they don't have enough mentors, so their matches have declined by 18% over the last year—what is the problem and what can be done about it? Second, they have enjoyed a substantial 3-year grant from the county which

will be ending in six months. Should the organization expect to get a renewal? Plan to cut back? Find another source of income?

Old agenda:

- Finance Committee report-last month's financial statements
- Fundraising Committee-ask members to contribute raffle prizes
- Executive Director's report-mentor recruiting

New agenda:

- County funding: Form task force to investigate likelihood of renewal; develop strategy for renewal (such as board member meetings with county officials)
- Matches: Report from board-staff task force on the ten interviews they've conducted with mentors to learn how they were recruited. Review plan from executive director on staff work to recruit more mentors. Generate and prioritize list of ways that board members can assist with recruiting.

Related articles (archived at www.boardcafe.org):

- Ten Ways to Invigorate Board Meetings
- A Dashboard for the Organization

Best of the Board Café Second Edition compiles dozens of the most popular articles in easy-to-copy formats. Order at www.blueavocado.org (or at amazon.com).

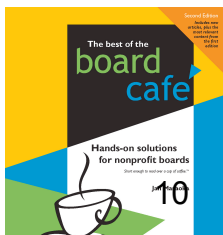
- Finance Committee-Contingency budget if county funding is not renewed

In short, **by beginning with what the organization has to accomplish and then what the board has to accomplish—and what it thereby has to discuss—is grounded in the pressing and meaningful real work.**

The critical path may have been outlined in a recent strategic plan, or there may be a major "event" such as executive director departure, a substantive funding cut, or other matter. A discussion of the critical path will lead naturally to which committees and task forces are needed, what kinds of board members need to be recruited, what individual and group tasks there are for the board, and to what key items the board must hold the executive director accountable.

What is the most important issue, challenge or problem facing your organization? And when did the board last discuss this?

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EXAMPLE

About Our Board

About Our Organization

[insert brief mission, values, and overall program descriptions]

How much time is expected of board members?

The board meets monthly for two hours. In addition to regular board meetings, all board members are asked to commit about 2-4 hours per month for:

- participating in a board committee or task force
- completing tasks between meetings
- assisting in board recruitment
- performing other supportive activities as needed
- attending organizational events
- participating in board development activities

What is the structure of the board?

- The board consists of at least 4 and up to 21 members
- Each member serves a three-year term (with the option of renewing)
- Elected board officials: chair, vice chair, treasurer, secretary
- Monthly board meetings
- Current committees are: Executive Committee, Finance and Fundraising
- Committees meet as needed

Is there a minimal financial commitment?

There is no specific amount; however we expect each of our board members to make an annual financial contribution that is meaningful to him or her and to participate in the board fundraising activities, which are scheduled throughout the year. Often this annual gift is among the largest that board members make compared to other organizations they support. The fundraising effort is shared among all board members based on what they can do, and are best suited to do. So we can credibly solicit contributions from foundations, organizations, and individuals, we need 100% of Board Members to make an annual contribution (of any amount).

What is the board's culture?

The board is an active/working board. We strive to create a candid, respectful, and open environment. We are relaxed but not casual, striving to provide the professional leadership and support that the org deserves. We want to create and nurture a respectful and mutually beneficial partnership with the ED and her staff; we share responsibility for good governance and accountability to the organization. We also take our fiduciary responsibility seriously, spending adequate time on budgeting, resource allocation, and fundraising. Though we ensure that our work is done, we also immensely value and enjoy engaging with staff and hearing updates on the organization's work.

If I were to join your board today, what would be the top issues that the board would be discussing?

- List briefly the top priorities the org and board are working on
- Insert
- insert

What is the budget and how is the organization supported?

The operating budget is about \$XX million. We are supported by a mix of funding both contributed and earned. Currently, about XX% of annual funding comes from contributed income and XX% from earned income (fees and contracts).

What does the organization need from board members in particular?

- Your enthusiasm for [insert]
- Regular and engaged attendance at board meetings, committee meetings and organizational events.
- Your creative thinking, experiences, skills, backgrounds and interests that you will contribute to the organization.
- Your interest in introducing the organization to new networks and individuals interested in our work thereby helping us expand our community of supporters.

Who is on staff?

There is a total of XX staff. The following positions and individuals comprise the current team:

[insert staff list]

Recruitment Process

1. Individuals interested in board service submit brief application
2. Upon receiving application, recruitment committee schedules an interview with a few members of the staff and board
3. If there is mutual interest, candidate observes the next board meeting
4. If there is still mutual interest, the recruitment committee nominates the candidate to the board for approval
5. Upon selection, the new member receives welcome packet and orientation material prior to attending first official meeting.

Board Member Job Description

Title: Member, Board of Directors

Reports to: Board Chair

Purpose: To serve the public interest by participating in the board's efforts to effectively pursue its mission; to develop policies and procedures to govern the operations of [org name]; and to monitor [org name] finances, programs and performance.

Term: Three years (with the option of renewing)

Individual Board Member Duties and Obligations

- Attend board and committee meetings
- Demonstrate commitment and provide support to the organization's staff through engagement and attendance at [org name] events and activities
- Represent [org name] to the public, businesses and the community
- Educate yourself about the programs of [org name]
- Assist in recruiting new board members
- Actively participate in fundraising activities
- Make a personal financial gift
- Contribute skills, knowledge and experience, as appropriate
- Assume leadership roles in board activities, as appropriate
- Follow conflict of interest and other organizational policies
- Be well-informed and prepared for meetings
- Be open to diverse perspectives

Expected Meeting Attendance

- Regularly scheduled board meetings
- Meetings of committees and task forces on which you serve (varies depending on the committee)
- Board retreats, planning sessions, and board development workshops (scheduled as need)
- Organizational events

Board of Directors' Collective Responsibilities

Meet the needs of members and constituents. [Name of org] exists to fulfill a mission. Every board decision should be guided by how its actions will help [org name] better achieve its mission and have a greater impact.

Ensure appropriate organizational management and leadership: Select, supervise, evaluate and if necessary, terminate the Executive Director.

Establish policies and organizational goals for the ED to implement and achieve. A key board responsibility is supporting the ED to lead the organization, achieve its goals and fulfill its mission. Expect feedback and regular communication from the ED on [org name] performance, and then evaluate his/her work. An effective board and ED partnership is vital to the organization's success.

Support the staff with expertise and skills when they are sought. Your personal skills, knowledge, and talents are valuable to the organization. Board members' expertise and knowledge provides the organization with valuable in-kind "consulting" support as well as an extra set of hands when needed. All experiences, skill sets and talents are equally valued and can be utilized in the organization.

Engage in strategy development and planning. Acting as a team, board members adopt strategies that guide the future direction of the organization and monitor implementation of those plans.

Ensure that the organization has adequate financial resources and that funds are responsibly spent. The board's fiduciary responsibilities require regular financial assessment to ensure that there are sufficient resources to implement the organizations' goals and meet obligations, and that they are allocated towards agreed upon strategies for impact.

Ensure board meetings are adequately attended. Ensure that every meeting achieves quorum so that board decisions are not delayed and the work of the board is not impeded.

Questions to Ask Candidates for the Board

A reprint from *Blue Avocado*

by Jan Masaoka

Board committees charged with recruiting new members often meet with potential board candidates over lunch to allow both sides to become more acquainted with each other. The following questions can help the board committee and the candidate see whether there's a good match.

Frequently a first meeting with a prospective board member is set up for lunch or coffee with a current board member and the executive director. It's a good idea to state clearly at the beginning that this is a "get-to-know-you" meeting and that no decisions need to be made before the meeting ends. Usually a follow-up call with the candidate confirms whether or not he or she is still interested in joining the board, and, if so, the candidate's nomination is brought to the next board meeting for approval.

An alternative process is to have profiles of several candidates brought to the board. Board members choose those they are quite certain they would like to recruit. The board then authorizes the nominating committee or other group to meet with the candidates and allows the nominating committee to add individuals to the list from the board. This shortens the screening process and a new board member can often go to his or her first

meeting within weeks of being asked. In either process, it's important not to let months go by between when the candidates are asked and when they can attend their first meeting—in short, months after their interest has been sparked.

Questions to ask prospective board members:

- What interests you about our organization? Which aspect of our organization interests you most?
- What are some of your previous volunteer experiences or leadership roles? What are the kinds of circumstances in which you are most effective?
- What appeals to you about board service as a volunteer activity?
- What are you hoping to get out of your board experience?
- What skills, training, resources, and expertise do you feel you have to offer?
- One of the reasons we're talking to you about possibly joining our board is

because we think you can help us connect with other public school parents in the African American community. Are these connections you could help us make?

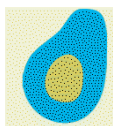
- Do you have any worries about joining the board?
- If fundraising is an important activity for board members, be sure to raise it now:
 - We're hoping that if you join our board, you'll be a member of the fundraising committee. In fact, we hope that you will be able to ask five or ten of your friends for contributions of over \$1,000 each. Is this something you think you could do?
 - What would you need from this organization to make this experience a successful one for you?

Questions you should be prepared to answer, if the candidate asks you:

- Why are you interested in me as a board member?
- What role do you see me playing on your board?
- What are your expectations and commitments?

About Blue Avocado

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- What is unique about your organization? What do you feel is unique about your board?
- Are there particular discussions this board has difficulty handling?
- What weaknesses are there in the way the board works together and with staff?
- What are the major issues this board is facing?
- How are you addressing them now?
- If I were to join this board, what would you want me to do during my first year?
- If I were to join this board, what could I reasonably expect to get out of the experience?

At the end of the get-acquainted meeting, you might want to suggest that each side think about it the candidate's joining the board. Say that you'll get in touch with the candidate within a week once you've had a chance to talk over the "fit" with others on the board. Encourage the candidate to think it over, call you with any questions, and let you know within a week if he or she wants to commit to being on the board.

ORG NAME
Board of Directors Candidate Application
[web address]

Thank you for your interest in [org name]. We have attached a set of documents to familiarize you with the organization and our board of directors.

Please take a few moments to complete this brief questionnaire and send with your resume

to: Designee or Board Chair (email)
Questions? Call (phone)

Date:

Name:

First

Last

Work Phone:

Cell Phone:

Email:

1. What interests you about [org name]? What programs are most compelling to you or what aspect of our work do you find most interesting?

2. What excites you about board service; what do you hope to get out of the experience?

3. How do you hope to contribute; what skills, resources, knowledge, etc. would you bring to the organization?

4. Please list other boards and committees that you serve on, or have served on (business, civic, community, political, professional, recreational, religious, and social).

5. Education/Training/Certificates:

6. Please list any groups, organizations or businesses that you could serve as a liaison to on behalf of [org name].

7. Please tell us anything else you'd like to share.

Thank you very much for your interest!

Questions to Ask Yourself Before Joining Your Next Board

A reprint from *Blue Avocado*

by Jan Masaoka

Okay, you're having a great time serving on a board, but your term limit is coming up, or you're moving to a new community, or you just need a change. If asked why you joined your current board, chances are you'd reply, "Because someone asked me." As you consider another board to join, here are some questions to ask yourself.

Is this the right cause and organization for me?

Approach this decision as if you were planning to make a major donation: you would probably begin by thinking of areas where you have strong feelings—perhaps care for the elderly, or civil rights, or the environment. After settling on a subject area, you might then learn about several different organizations working in that field, and investigate ones that seem to have high impact and are well managed. Only after you were fully satisfied would you make the donation.

The next time you consider joining a board, first ask yourself whether you truly feel strongly about the type of work that the organization does and the people it serves. Since, as a board member, you'll be investing not only money but also time and energy, ask

yourself whether the organization seems to be a good risk as an investment.

Can I work with this organization and this board at this particular stage in its life?

At one time in an organization's life, board service may be fairly smooth with a few bumps, while at another time board service may involve a hair-raising roller coaster ride (of course, an unexpected event can throw any board for a loop). What type of board seems right for you right now? You may want a board that really lets you roll up your sleeves and get to work with the other board members, or you may want a board that is stable and can let you learn about board work in a gradual way.

What can I, and what *will* I, contribute to this organization?

Often board members find that some of their talents and contacts never seem to get utilized by the boards they're on. Perhaps you gave up a music career for accounting, or have writing skills that are not used at your job. Perhaps your customer network includes dozens of influential community leaders. Consider first what you bring to the table and, then, whether you are willing to give

that to the organization. Look, too, for vehicles for your skills: if you can't see a specific vehicle (work on an event, help market a service, work with the treasurer), your desire to contribute may well go unfulfilled. Ask yourself:

- Do I believe in this organization enough to introduce my customers to it?
- Can I make a commitment to attending at least 75 percent of the meetings?
- Am I willing to give up one or more evenings a month?
- Am I willing to make a generous donation?
- Can I volunteer with other board members on occasional Saturdays?
- Would I feel comfortable having my name on its letterhead or on its brochure?

The right time to ask these questions is before, not after, you have joined the board.

What do I want to accomplish, learn, or do before leaving this board?

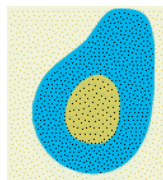
This final question is one that potential candidates should ask themselves and one

that active board members should periodically reexamine during their board service.

An all-too-common experience for board members at the end of their terms is a feeling that they didn't, after all, really get deeply involved and don't, as a result, feel that they either contributed as much or got as much as they had hoped when they first joined. Board members who plan and ask for what they want in the board will contribute more as well as gain more. For example, if you don't have a finance background but wish you knew more about finance, consider asking to be appointed to the finance committee. If there's a community leader on the program committee whom you would love to get to know, ask to be on the program committee, and put in the time to be sure you get to know all the members well. If one of your reasons for joining the board was to meet new people, volunteer to help put on the annual luncheon or staff the table at a street fair.

About Blue Avocado

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Board Composition and Recruitment Matrix

Recruitment priority: 1st 2nd 3rd

Bylaws require XX min to XX max members.

	Current Members											Prospective Members					
	1	2	3	4	5	6	7	8	9	10	11	11	1	2	3	4	5
	Name	Name	Name	Name	Name								Name	Name	Name	Name	Name
Skill/Technical																	
Financial management																	
HR/Personnel Management																	
Legal																	
Strategy,resource/business development																	
Fund development skill/comp																	
Real estate development																	
Knowledge																	
Nonprofit sector knowledge																	
Early Childhood Education																	
Governance																	
Urban planning																	
Social/Relationship Capital																	
Access to resources																	
SF region																	
City connections																	
Tenderloin neighborhood																	
Networks																	
Corporate sector																	
Nonprofit sector																	
Government sector																	
Philanthropy																	
Technology sector																	
Qualities																	

	Current Members											Prospective Members					
	1	2	3	4	5	6	7	8	9	10	11	11	1	2	3	4	5
	Name	Name	Name	Name	Name								Name	Name	Name	Name	Name
Availability/capacity to work																	
Facilitation																	
Team building/bridger																	
Generative thinker																	
Strategic thinker																	
Social justice oriented																	
Financial contributor																	
Visionary																	
Strong communicator																	
Personal Demographics																	
Parent/Family (client)																	
Male																	
Female																	
Latino/a																	
Phillipino/a																	
Asian																	
African American																	
Native																	
Committee Membership (*chair)																	
Finance																	
Executive Committee																	
Development																	
Year Joined																	
Term Expires																	