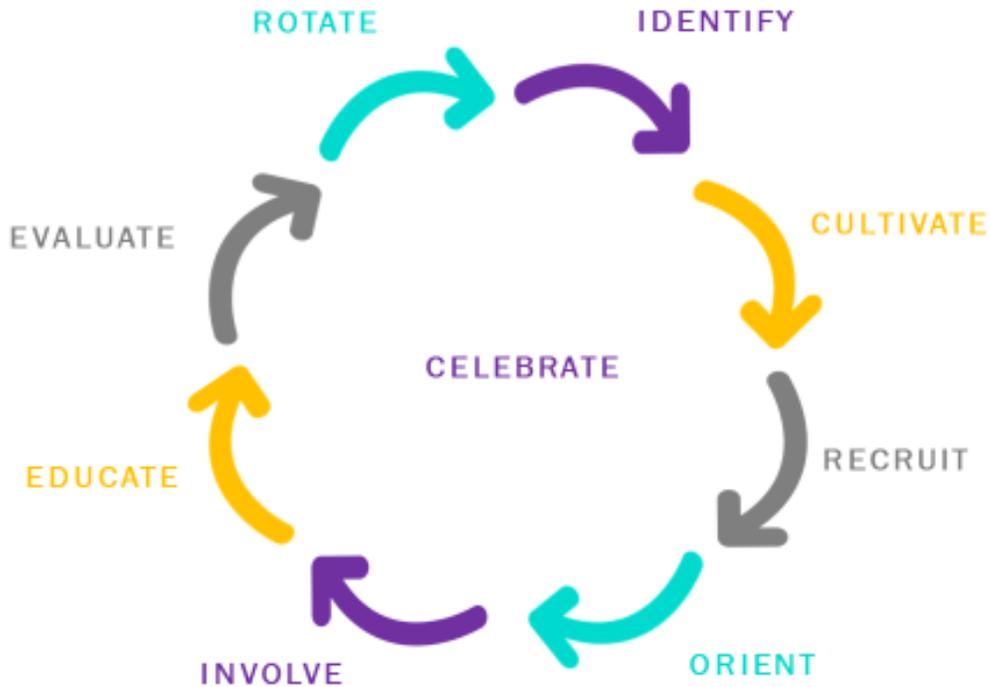




Course 2 Module 1: Board Building Cycle



Note: Examples have not been provided in this packet for:

- Step 5 - Involve,
- Step 6 - Educate,
- Step 8 - Rotate, and
- Step 9 - Celebrate



Step 1 - Identify:

**Board Matrix
 Expertise / Skills / Personal Data**

	Current Members						Prospective Members					
	A	B	C	D	E	F	A	B	C	D	E	F
Age												
Under 18												
19 – 34												
35 – 50												
51 – 65												
Over 65												
Sex												
Male												
Female												
Socioeconomics/Race/Ethnicity/Disability												
Low income												
African American/Black												
Asian/Pacific Islander												
Caucasian												
Hispanic/Latino												
Native American/Indian												
Disability												
Other												
Resources												
Money to give												
Access to money												
Access to other resources												
Availability for active participation												
Other												
Community Connections												
Religious organizations												



Current Members

Prospective Members

	A	B	C	D	E	F	A	B	C	D	E	F
Corporate												
Education												
Media												
Political												
Philanthropy												
Small business												
Social services												
Other												
Qualities												
Leadership skills												
Willingness to work												
Personal connection with org. mission												
Other												
Personal Style												
Consensus builder												
Good communicator												
Strategist												
Visionary												
Other												
Areas of Expertise												
Administration / management												
Entrepreneurship												
Financial management												
Accounting												
Banking and trusts												
Investments												
Fundraising												
Government												
International affairs												
Law												
Marketing / public relations												
Human resources												
Strategic planning												
Physical plant (architect, engineer)												
Real estate												
Representative of clients												
Special program focus												
Technology												
Other												

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Step 2 - Cultivate:

Prospective Board Member Information Sheet

Name of prospective board member: _____
 Title: _____
 Organization: _____
 Address: _____
 City, State, Zip: _____
 Telephone: Day _____ Evening _____ Cell _____
 Email: _____
 Source of referral/information: _____

Special skills

- | | |
|---|---|
| <input type="checkbox"/> Fundraising | <input type="checkbox"/> Marketing/Public Relations |
| <input type="checkbox"/> Personnel/Human Resources | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Finances | <input type="checkbox"/> Legal |
| <input type="checkbox"/> Working with target population | <input type="checkbox"/> Management |
| <input type="checkbox"/> Business | <input type="checkbox"/> Other: _____ |

Professional background

- | | |
|--|---|
| <input type="checkbox"/> For-profit business | <input type="checkbox"/> Nonprofit organization |
| <input type="checkbox"/> Government | <input type="checkbox"/> Other: _____ |

Education

- | | |
|---|--|
| <input type="checkbox"/> Some high school | <input type="checkbox"/> Some graduate coursework |
| <input type="checkbox"/> High school graduate | <input type="checkbox"/> Graduate degree or higher |
| <input type="checkbox"/> Some college | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Undergraduate college degree | |

Other affiliations: _____

Other board service: _____

Known levels of giving: _____

Other pertinent information: _____



Step 3 - Recruit:

BOARD CANDIDATE RATING FORM

Name of Candidate: _____

Name of Rater: _____

Interviewed by: _____

Date of Interview: _____

On a scale of 1 – 5 (1= not acceptable, 5=great), please rate the candidate on each item listed below. Please circle relevant attributes where more than one is listed.

SKILLS & INTERESTS

RATING

1.	Proven interest in our mission	
2.	Knowledge and understanding of our work	
3.	Professional knowledge and skills needed by the board (technology, statistics, health policy)	
4.	Connections in the community (media, politics, health care)	
5.	Fundraising experience and willingness to participate	
6.	Ability to make a personally meaningful financial contribution	
7.	Previous board experience or board training	

PERSONALITY & LEADERSHIP

RATING

1.	Ability to listen well	
2.	Ability to express ideas and opinions clearly	
3.	Ability to participate effectively in a conversation (neither monopolizing nor refraining)	
4.	Sense of humor, positive presence	
5.	Ability to ask appropriate questions	
6.	Ability to participate on a regular basis in the board's work	

TOTAL:	
---------------	--

OTHER STRONG POINTS (INCLUDING DIVERSITY OR DEMOGRAPHICS):

POTENTIAL CONCERNS:



Step 3 - Recruit:

Sample Board Member Agreement

As a board member of XYZ, I am fully committed and dedicated to the mission and have pledged to carry out this mission. I understand that my duties and responsibilities include the following:

1. I am fiscally responsible for this organization, along with the other board members. I will know what our budget is and take an active part in reviewing, approving, and monitoring the budget and the fund- raising to meet it.
2. I know my legal responsibilities for this organization and those of my fellow board members. I am responsible for understanding and overseeing the implementation of policies and programs.
3. I accept the organization's bylaws and operating principles and understand that I am morally responsible for the health and well-being of this organization.
4. I will give what is, for me, a substantial financial donation. I may give this as a one-time donation each year, or I may pledge to give a certain amount several times during the year.
5. I will actively engage in fundraising for this organization in whatever ways are best suited to me. These may include individual solicitation, undertaking special events, writing mail appeals, and the like. I am making a good faith agreement to do my best and to raise as much money as I can.
6. I will actively promote XYZ and encourage and support its staff.
7. I will attend board meetings, be available for phone consultations, and serve on at least one XYZ committee. If I am not able to meet my obligations as a board member, I will offer my resignation.
8. In signing this document, I understand that no quotas are being set, and that no rigid standards of measurement and achievement are being formed. Every board member is making a statement of faith about every other board member. We will trust each other to carry out the above agreements to the best of our ability.

Signed _____ Date _____
 Board Member

Signed _____ Date _____
 Board Chair



Step 4 - Orient:

Board Orientation Chart

Information	Issues	Presentation Options
About the Organization		
Program	Offer new board members a feel for the work of the organization — what it does, whom it serves, what difference it makes — to get them emotionally and intellectually connected and motivated.	<ul style="list-style-type: none"> • Tour of facilities • Observation of/participation in program activities • Presentation by client, member, or program participant • Video, slides, film presentation • Verbal presentations • Written materials
Finances	Help new board members become informed about where money comes from, how it is spent, and the state of the organization's financial health.	<ul style="list-style-type: none"> • Presentation by chief executive, chief financial officer, or treasurer • Background materials (most recent audit, budget, financials), graphically presented if possible
History	Provide sufficient knowledge about the past so that the present makes sense. Also, help them see their own participation as part of the organization's ongoing story.	<ul style="list-style-type: none"> • Stories told by "old timers" • Pictures • Written materials
Strategic Direction	Present a framework for new members to participate effectively. Clarify the mission, vision, organizational values, and goals that inform organizational actions.	<ul style="list-style-type: none"> • Presentation/discussion led by the chief executive or board chair • Copy of strategic plan (or other documents, especially mission statement, if no plan is available)
Organizational Structure	Help new board members understand who does what and what the lines of accountability are.	<ul style="list-style-type: none"> • Copy of the bylaws, IRS Determination Letter • Organizational chart • Introductions to key staff members
About the Board		
Board Roles	Assure that new board members understand the roles of the board.	<ul style="list-style-type: none"> • Presentation/discussion, preferably with the whole board involved • Written materials
Board Member Responsibilities	Assure that new board members understand their own responsibilities as board members.	<ul style="list-style-type: none"> • Presentation/discussion • Signed agreement (job description), including conflict of interest and ethical statements
Board Operations	Help new board members understand how the board operates so that they may participate effectively.	<ul style="list-style-type: none"> • Board manual • Board mentors • Committee lists, with committee charges and member lists • Meeting schedule
Board Members	Facilitate new board member integration with the other members.	<ul style="list-style-type: none"> • List of board members • Board member biographical data • Time set aside for social interaction



Step 7 - Evaluate:

Sample Board Performance Matrix

BOARD MEMBER FUNCTION	THRESHOLD PARTICIPATION	FULL PARTICIPATION	EXCEPTIONAL PARTICIPATION
Board/Committee Meetings	Attend at least 70% of meetings and actively participate/provide input Read/understand all material provided for meetings Participate on a board committee	Meet Threshold expectations Attend 85% of meetings	Meet Full expectations Serve as a committee chair or an officer of the board
Stewardship of talent and Treasure (Includes In-kind)	Personally make annual contributions Leverage gifts/in-kind contributions	Meet Threshold expectations Contribute to and attend at least one fundraising event	Meet Full expectations Contribute to and attend more than one fundraising event Help identify new sources of revenue Provide professional expertise for the organization operations
Board Development	Attend board orientation sessions Understand and articulate mission, vision, and key service offerings Provide names of potential board candidates	Meet Threshold expectations Nominate candidate(s) who can contribute to the organization	Meet Full expectations Actively recruit candidate(s) Mentor new board members
Enhance Organization's Public Standing	Become familiar with programs and services offered Clearly articulate the mission, vision, programs/services, accomplishments, and goals within one's own sphere of influence	Meet Threshold expectations Speak with others outside organization about mission, goals	Meet Full expectations Actively garner support from the community Attend community events/meetings on behalf of the organization and promote organization to others



Step 7 - Evaluate:

Self-Assessment Tool for Nonprofit Boards

Board Governance Functions	Don't Know	Inadequately Achieved	Partially Achieved	Fully Achieved
1. The nonprofit's mission and bylaws are clearly written and reviewed regularly. <i>Date of last bylaws review/revision: _____</i>				
2. The board determines the direction of the organization and takes primary responsibility for:				
a. Goal setting				
b. Determining policy				
c. Funding strategy				
d. Financial and legal oversight				
e. Evaluation				
3. The board creates, revises, and insures compliance with policies in the areas of personnel, planning, finance, community relations, and organizational operations.				
4. The board reviews the resource needs of the organization and approves a comprehensive funding strategy.				
5. The board monitors and evaluates the results of fundraising efforts.				
6. Each board member participates in fundraising efforts as appropriate.				
7. The board assures that the organization and its programs comply with all federal, state, and local requirements.				
8. The board reviews, approves, and monitors the operating budget and financial plans for development activities.				



Board Governance Functions	Don't Know	Inadequately Achieved	Partially Achieved	Fully Achieved
9. The board requires appropriate accounting and financial reporting.				
10. The board assures that the organization's work is evaluated in relation to its goals.				
11. The Treasurer is appropriately qualified.				
12. The board appropriately reflects the diversity, ethnicity, educational and economic status of the community.				
13. The board follows an appropriate policy on conflicts of interest.				
14. The board has the skills, knowledge, and background needed to fulfill its responsibilities.				
15. Board members understand and are committed to the organization's mission, bylaws, policies, programs, and their roles and responsibilities as board members.				
16. New board members have adequate orientation to the organization and their roles and responsibilities.				
17. The board receives ongoing training and/or information as needed to fulfill its roles and responsibilities.				
18. Board members have written and relevant job descriptions.				
19. The board's effectiveness is evaluated periodically.				
20. A regular board meeting schedule is developed and followed.				
21. Board meetings are an effective and efficient means of handling formal business.				
22. Board meetings are focused on policy and planning issues as appropriate.				
23. There is a provision for handling urgent matters between meetings.				
24. The rules of meeting conduct as stated in the bylaws and/or board actions are followed.				



Board Governance Functions	Don't Know	Inadequately Achieved	Partially Achieved	Fully Achieved
25. Materials to be considered at a meeting are received by members in advance of the meeting.				
26. Board meeting minutes are recorded, reviewed for accuracy, and approved by the board.				
27. Board members are encouraged to present opinions and ideas.				
28. Board turnover is orderly, allowing for both consistency and new perspectives.				
29. Actual turnover follows planned turnover.				
30. The board selects, employs, and evaluates the Executive Director.				
31. The board sets expectations and qualifications of the Executive Director which are clear and written.				
32. The board evaluates the Executive Director in relationship to these expectations.				
33. The roles of the board and the Executive Director are appropriately differentiated and respected.				
34. The board delegates the operation of the organization to the Executive Director				

Board Governance Functions	Yes	No
35. The Board members are volunteers.		
36. The board's size is appropriate for accomplishing its work.		
37. Board terms are limited. Elections are held regularly as specified in the bylaws.		

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Step 7 - Evaluate:

Quarterly Board Member Self-Evaluation Form



Name: _____

Date: _____

An evaluation form will be distributed on a quarterly basis. Answer the following questions giving thought to each question and return to the Executive Assistant. Use the following questions for individual board member evaluation. If you answer "yes" to these questions, you are most likely fulfilling your responsibilities as a board member.

	Yes	No	Not Sure
1. Do I understand and support the mission of the organization?			
2. Am I knowledgeable about the organization's programs and services?			
3. Do I follow trends and important developments related to this organization?			
4. Do I assist with fundraising and /or give a significant annual gift to the organization?			
5. Have I read and understand the organization's financial statements?			
6. Do I have a good working relationship with the President / CEO?			
7. Do I recommend individuals for service to the board?			
8. Do I prepare for and participate in board meetings and committee meetings?			
9. Do I act as a good-will board member to the organization?			
10. Do I find serving on the board to be a satisfying and rewarding experience?			
11. Have I read and understood the organization's goals and objectives for the current year?			
12. If a member of a Council and /or committee, am I an active and informed participant in meetings, and do I understand the goals and objectives of the Council and/or committee?			