

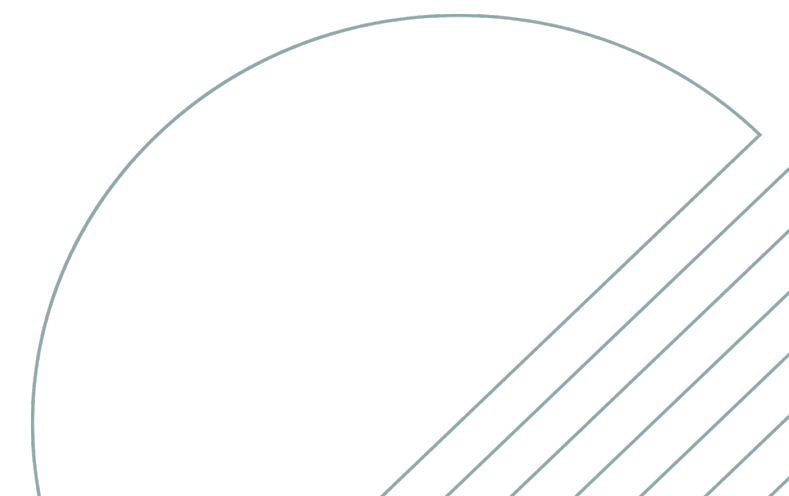


# BOARD DEVELOPMENT

## **We need new Board Members – How to Start?**

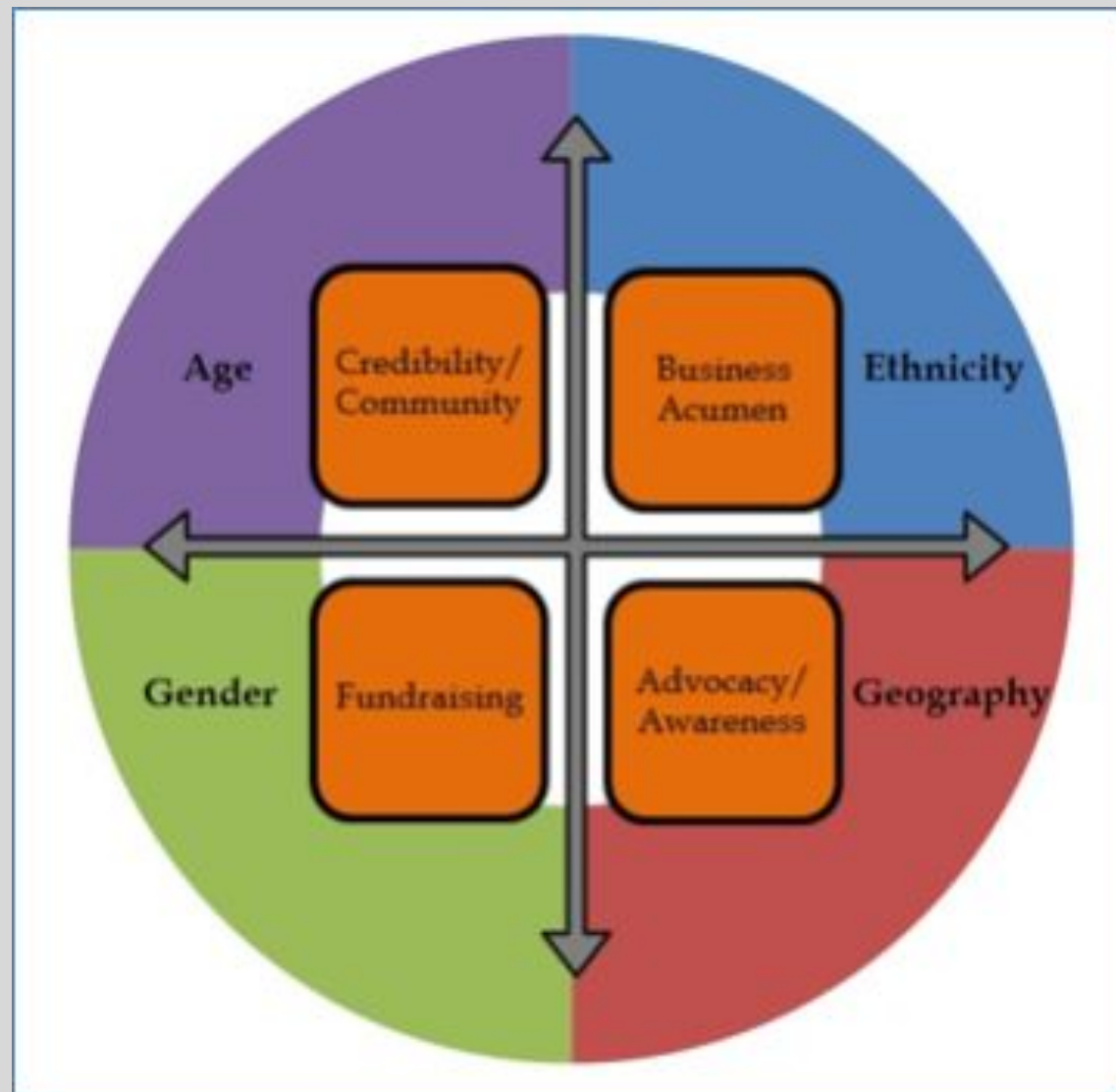
Boards should regularly assess their composition and performance, as well as individual members' contributions, to identify key traits and skills that are not represented. Self-assessments are typically done twice a year and at the start of a recruitment process. If any skills, traits, or other criteria are not represented, they can be addressed by adjusting board members' roles and responsibilities, shifting board priorities, and/or through recruitment.

DRi recommends that organizations first consider the number of board members who fulfill each of the four key board member responsibilities in the orange boxes below. These are the assets a board must possess and leverage to fulfill the obligations that will help propel the organization forward. Once the four core responsibilities have been adequately filled, the organization can then focus on diversifying the characteristics in the outer circle.



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## Key areas where Board Members are vital



- **Credibility/Community**—all boards need individuals who possess credentials, experience, and/or expertise that is relevant to the mission and community of the organization.
- **Business Acumen** — all boards need individuals who bring professional experience in business functions such as business development, strategic planning, finance and human resources.
- **Advocacy/Awareness**—all Boards need individuals who can help lobby for policies that impact the mission as well as those who can help elevate awareness on behalf of the organization.
- **Fundraising**—all Boards need individuals who can provide meaningful personal gifts, make connections, cultivate and solicit individual and corporate donors and foster strong authentic relationships.

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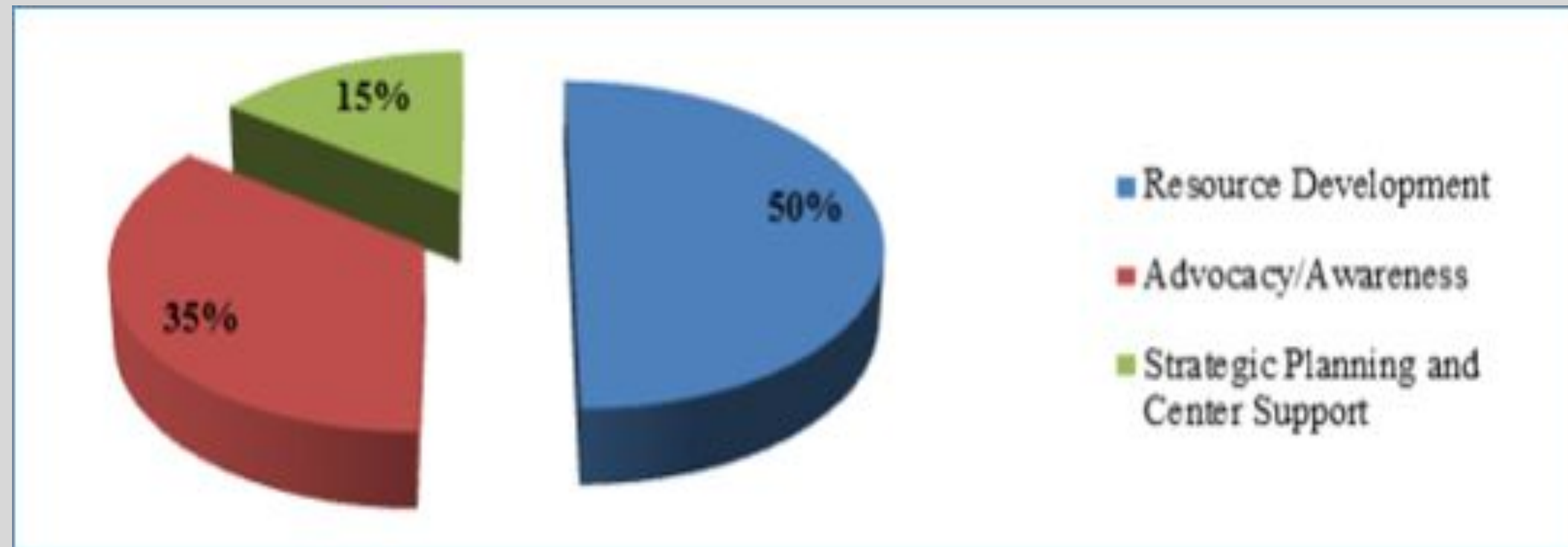
## Board Chair, Board of Directors and the CEO Relationship

- The Board Chair and the CEO relationship is a vital one---these two persons must be aligned and have trust in each other's abilities; one to lead the organization and the other to lead the Board in the best interest of the organization.
- The Board of Directors works collaboratively with the Chief Executive Officer in the areas of public relations, advocacy, networking, fundraising, and long-term viability and support of the organization. The Board ensures the organization has the financial and community resources it needs for program operations and long-term fiscal stability.



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## Board of Directors Responsibilities



- The circle graph is an example of how Board members can divide their time, talents, and gifts to benefit the organization.



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## **Attracting Mission Focused Board Members**

One effective way in introducing new talent is to have each standing Board of Director complete an assessment matrix. It should be completed twice a year and at the start of a recruitment process to identify assets, skills, or traits that are underrepresented by the current board composition. Any gaps in the attached assessment matrix should be translated into recruitment priorities.

- This board assessment matrix should be completed by the Governance Committee of the Board of Directors at least once annually (prior to new member recruitment). Each board member should be asked to complete the individual self-evaluation and return it the Governance Committee so that they can use the information provided in the self-evaluations to complete the Board Assessment Matrix.
- The performance measures included in the Board Assessment Matrix should be shared with prospective new board members so that they are aware of the indicators against which their performance will be measured.
- Expectations must be clearly outlined for prospective new board members.