



Recruiting a Dynamic Nonprofit Board!

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- B.A. The Ohio State University
- 30 years sector experience
- Founded Loring, Sternberg 1996
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Forces that shape boards

History and Habit

Stages of organizations



What Stage is Your Organization In?

Stage I Organizations

- Founders dominate
- Limited Sources of Funding
- Board involved primarily with operation and program delivery
- Lack of clear board expectations
- Lack of future vision
- Modest or no expectations to fundraise or give
- Board the operates as a committee of the whole

Stage II Organizations

- Diversified funding
- Board primarily involved with fund development, stewardship and advocacy
- Clear board expectations that are enforced
- Focused future vision
- Staff driven programs
- Directors chosen on background, merit and skills
- Directors selected at large
- Functioning nominating procedure
- Board focused on critical issues

Forces that shape boards

Founders / Leaders

Strength of staff



How is your board doing?

You decide:

4 = We do this very, very well

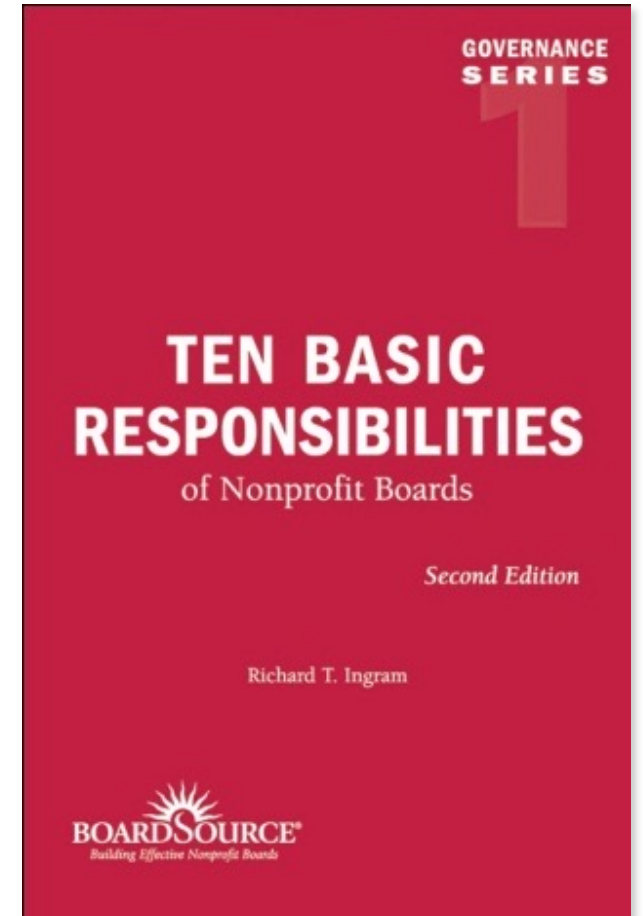
3 = We do this at a satisfactory level

2 = We do some of this, but our performance is unsatisfactory

1 = We either do not do this at all or we do this very poorly

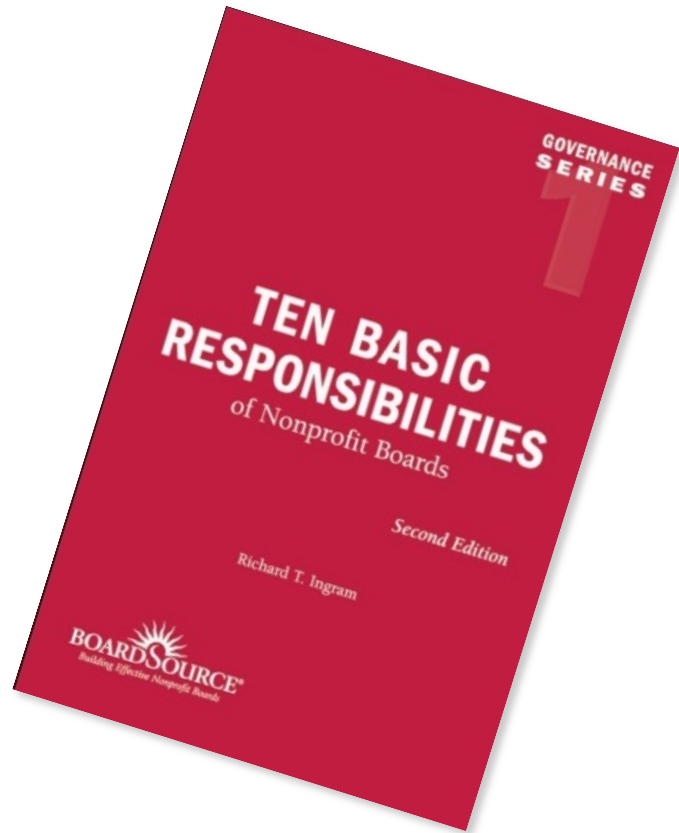
Basic Responsibilities of Nonprofit Boards

- 1. Determine the organization's mission and purpose**
- 2. Select the chief executive**
- 3. Support the chief executive and review his or her performance**



Source: BoardSource 10 Responsibilities

Cont'd...



4. **Ensure effective organizational planning**
5. **Ensure adequate resources**
6. **Manage resources effectively**
7. **Determine, monitor, and strengthen the organization's programs and services**

Cont'd...

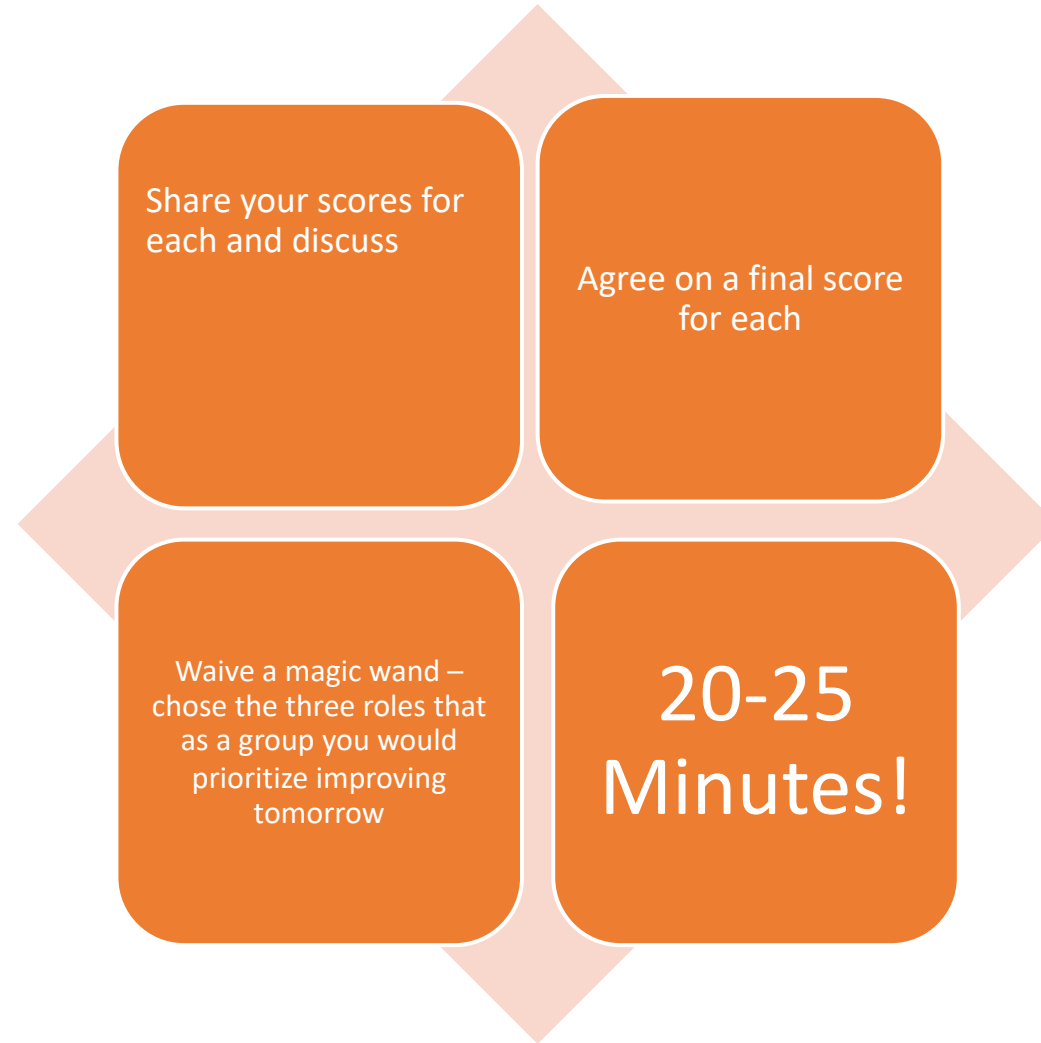
- 8. Enhance the organization's public standing**

- 9. Ensure legal and ethical integrity and maintain accountability**

- 10. Recruit and orient new board members and assess board performance**



Exercise: With your team

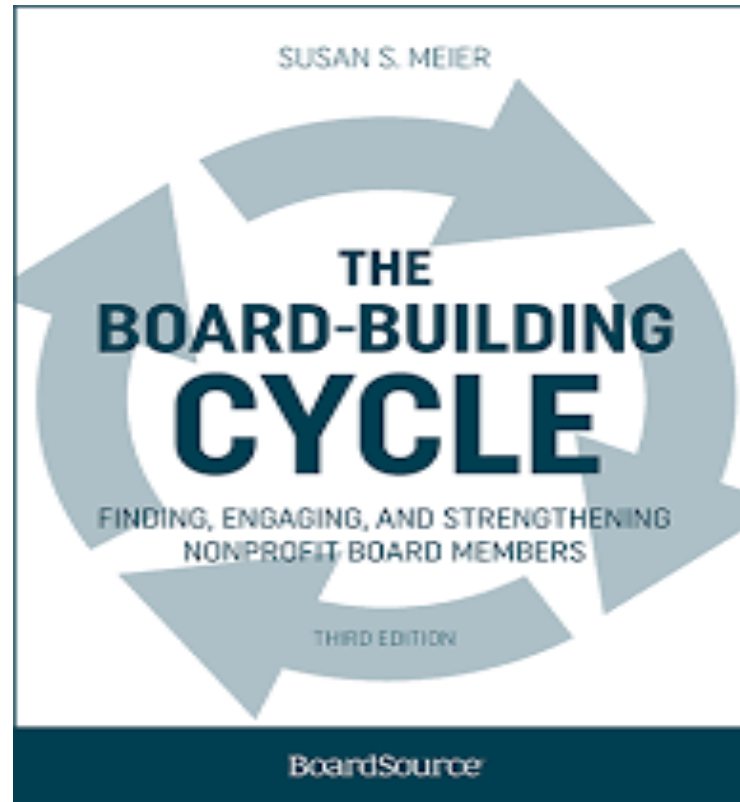


What does this translate to?

Board Member Expectations

- Advocates
 - Ambassadors
 - Askers
- ❖ Understand and support mission
 - ❖ Provide program oversight
 - ❖ Prepare for and attend all board and committee meetings
 - ❖ ***Be a public advocate***
 - ❖ Attend all fundraising activities
 - ❖ ***Open the organization to your sphere of influence***
 - ❖ Avoid conflicts of interest
 - ❖ Make an annual gift large enough you care how the organization spends it
 - ❖ ***Educate board members on issues they are not familiar with***
 - ❖ Suggest future board members

*Kay Sprinkle Grace



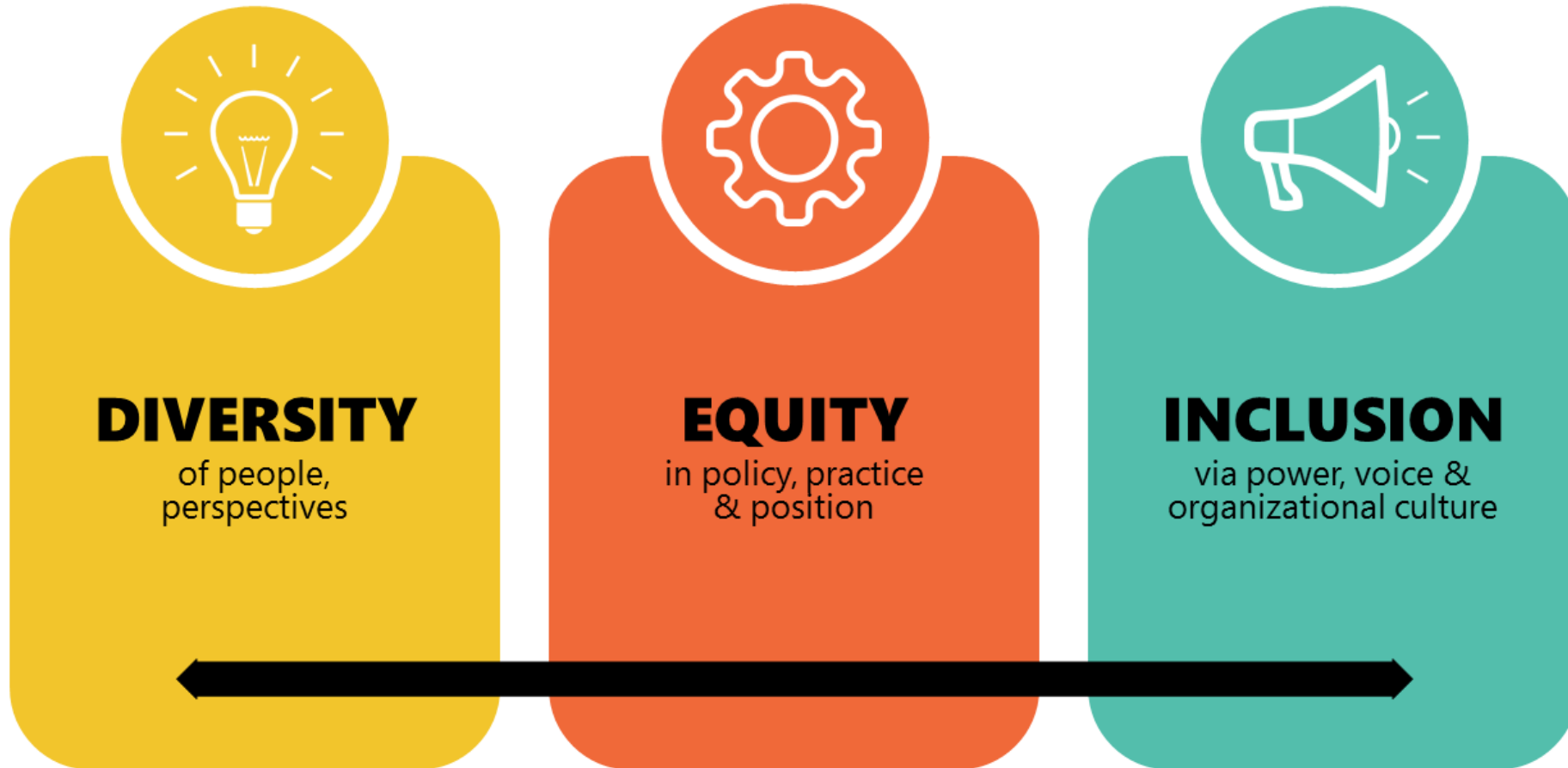
Board Building Cycle

1. Identify the kinds of skills, knowledge, connections and experience needed on the board to move the organization forward. What do we have and what it missing?

Members	Current Members						Prospectives					
	1	2	3	4	5	6	A	B	C	D	E	F
Age												
Under 18												
19-34												
35-50												
51-65												
Over 65												
Gender												
Male												
Female												
Race/Ethnicity/Disability												
African American/Black												
Asian/Pacific Islander												
Caucasian												
Hispanic/Latino												
Native American/Indian												
Other												
Disability												
Resources												
Money to give												
Access to money												
Access to other resources (foundations, corporate support)												
Available for visits, grant writing												

	1	2	3	4	5	6A	A	B	C	D	E	F
Community Connections												
Religious organizations												
Corporate												
Education												
Media												
Political												
Philanthropy												
Small business												
Social services												
Other												
Qualities												
Leadership skills												
Willingness to work												
Personal connection with the organization's mission												
Personal Style												
Consensus builder												
Good communicator												
Strategist												
Visionary												
Areas of Expertise												
Administration/Management												
Entrepreneurship												
Financial Management												
Accounting												
Banking and Trusts												
Investments												
Fundraising												
Government												
International Affairs												
Law												
Marketing, Public relations												
Human resources												

Voice Matters!



You don't need you to be an expert, you need to be an asset.

-Doug Harris
The Kaleidoscope Group



Where can I find board members?

Professional
associations

Institutions of
faith

Young
Professionals
Networks

Local Nonprofit
Training
Programs

Donors

Other High
Performing
Boards

The Workplace

Questions to evaluate matrix

- **What demographics do you have in abundance (age, gender, ethnicity, etc)?**
- **What are you missing or do you need to strengthen? Why are they important?**
- **What professions / industry / areas of influence do you have in abundance?**
- **What professions / industry / areas of influence are you missing or need to strengthen?**

The background features several blue arrows pointing upwards and to the right, creating a sense of growth and progress. A prominent blue sign with the word 'RECRUITMENT' in white, bold, uppercase letters is positioned diagonally across the center. The sign has a white border and a slight shadow, giving it a 3D appearance. The overall color scheme is blue and white, with a clean, professional look.

2. **Cultivate** potential board members through thoughtful interaction over time.

3. **Recruit** potential board members by describing what is needed for the organization. Detail what will be expected and answer all questions and concerns

Don't Soft Pedal or shortcut the process!

Board Member Expectation

- Transparency
 - Clarity about role
 - Emphasize giving
 - Reinforce evaluation
- ❖ Understand and support mission
 - ❖ Provide program oversight
 - ❖ Prepare for and attend all board and committee meetings
 - ❖ Be a public advocate
 - ❖ Attend all fundraising activities
 - ❖ Open the organization to your sphere of influence
 - ❖ Avoid conflicts of interest
 - ❖ Make an annual gift large enough you care how the organization spends it
 - ❖ Suggest future board members

The job description!

You cannot ask someone to serve in a role when they do not know what the role is!



4. Orient new board members to the organization and to the board – the organization’s program, history, by-laws or big issues. Share committee rosters, board member bios, introduce key staff members, etc.

5. Engage all board members with an eye to their skill set. Assign a board “buddy” and ensure the experience is good for all.

6. Educate the board on the subject that will make them excel in their role. Internal and external issues, mission moments and open discussions.



Orientation

Organization

- Mission, History, Programs
- Budget and Business Model
- Structure

Governance

- How do we operate?
- Board vs. Staff

The Board

- Members
- Committees
- By-Laws
- Policies

Culture

- How do we communicate with staff?
- What are our organizational values?
- How are decisions made?



Educate about what?

- Specific impacts of your work!
- Trends and current news in your sector
- How to ask for money
- Why wills and bequests?
- Pending state and federal legislation impacting your work
- Training in organizational outcomes
- Updates about collaborators and competitors in your service area
- Your sector news - regional and national
- How you differ from other organizations doing similar work
- **Teach powerful stories**



7. Rotate members off the board. Establish and adhere to term limits. Do not automatically re-elect. Establish a new thinking and develop new leadership.

8. Evaluate board and board member performance. Identify ways to improve and encourage self assessment.

Name: _____ Date: _____	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 personally significant annual gift to the organization?			
5. Do I read and understand the organization's financial statements?			
6. Do I have a good working relationship with the chief executive?			
7. Do I recommend individuals for service to this board?			
8. Do I prepare for and participate in board meetings and committee meetings?			
9. Do I act as a good-will ambassador to the organization?			
10. Do I find serving on the board to be a satisfying and rewarding experience?			
Comments: _____			

Hospital Foundation Board Scorecard

<u>Board Member</u>	<u>Give</u>	<u>Get</u>	<u>Bd. Mtg Attendance</u>	<u>Committee Attendance</u>	<u>Wine Event Tix</u>	<u>Fam Wknd Sponsor</u>	<u>Walkers</u>
Bill	\$0 / \$100	\$2,500 / \$2500	4 / 4	0 / 6	3 / 25	1 / 1	41 / 25
Steve	\$250 / \$250	\$850 / \$1000	2 / 4	3 / 4	75 / 50	2 / 4	0 / 10
Board Member 1	\$25 / \$500	\$500 / \$500	3 / 4	3 / 4	7 / 10	0 / 4	20 / 25
Board Member 2	\$750 / \$1000	\$5,500 / \$10000	4 / 4	6 / 6	25 / 10	3 / 4	6 / 10
Board Member A	\$1,000 / \$1000	\$150 / \$1500	1 / 4	4 / 6	45 / 100	0 / 2	3 / 50
Board Member B	\$300 / \$500	\$280 / \$500	4 / 4	8 / 8	10 / 25	3 / 2	62 / 50

9. **Celebrate** every small (and large) achievement of the board! Highlight the many things that are going well and make room for some humor!



Who does the work of board building???

Governance Committee

1. Board Role and Responsibilities

Leads the board in regularly reviewing and updating the board's statement of its roles and areas of responsibilities, and what is expected of individual board members.

Assists the board in periodically updating and clarifying the primary areas of focus for the board and helps shape the board's agenda for the next year or two, based on the strategic plan.

2. Board Composition

Leads in assessing current and anticipated needs to board composition – creates the profile

Shares the profile with the board, identifies candidates and oversees that they are cultivated

Determines who shall continue on the board and who should seek a new role

Board Recruitment

3. Board Knowledge

Designs and oversees the process of orientation for new board members, including gathering information prior election and what is needed during the early stages of board service.

Designs and implements an ongoing program of board education.

4. Board Effectiveness

Initiates assessment of board performance and as appropriate changes in board structure and operations

Provide ongoing counsel to board chair with respect to effectiveness of board operations

Regularly reviews board practices (policies, procedures) and suggests improvements of changes for board approval

Board Recruitment

5. Board Leadership

Takes lead in succession planning, taking steps to recruit and prepare future leadership

Nominates board members for election as board members and officers

Common Questions...

How Many Board Members?

How often should a board meet?

What about advisory boards?

Let's copy others, right?



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