Recruit the Board Your Organization Needs

Marla Cornelius

Senior Project Director

CompassPoint

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Start Here:
What do you need?

CompassPoint Governance & Support Framework

	GOVERNANCE	MANAGEMENT SUPPORT
	Purpose: The board acts to *govern* the organization	**Purpose**: The board acts to provide *management support* to the organization
	Process for action: The board acts as a *collective* body	**Process for action:** Board members provide support to staff as *individual volunteers*
	Type of Responsibility: Governance fulfills a legal responsibility to the community therefore is a mandated function.	**Type of Responsibility:** The level and type of support expected from individual board members is at the discretion of the CEO, not legally mandated, and dependant on specific organizational needs.
	Role: Exercise duties of care, loyalty and obedience	**Role:** At the CEO's invitation, provide expertise, thought-partnership, access to resources, ambassadorship
	Example Activities • Hire, evaluate, terminate (as appropriate) CEO • Monitor finances, approve budget, ensure financial and programmatic sustainability • Board development, management and governance effectiveness •Manage the audit	**Example Activities** • Fundraising activities • Speaking engagements • Attending events • Consultation/advising staff on technical issues • Participate on organizational committees

Governance

- Act as a body (whole board)

- Representing interests of community and the public

- Outside looking in

- Board has authority

Legally Mandated

Support

- Act as individual volunteers

- Representing interests of organization to the public

- Inside looking out

- CEO/staff have authority

Value Add

4

Governance: Collective Group

Everyone has to contribute

Some people
have to contribute,
but not everyone...

Needs Assessment

EXAMPLE

ORG PRIORITIES

1. Respond to RFP for expansion

2. Develop business plan

GOVERNANCE PRIORITIES

1. ED Evaluation

2. Recruitment

BOARD PRIORITIES

1. Conduct ED eval

2. Recruit 2 new members

3. Provide input to staff for RFP process

4. Establish task force on business planning

Recruitment Criteria

Who do we need to accomplish these goals?

Adapted from Critical Path Recruitment, Jan Masaoka, Blue Avocado

PUTTING A TEAM TOGETHER (ED Perspective)

Would you ever hire 11 people and then say to them

"Now find something useful to do..."

and then organize yourselves to do it!"
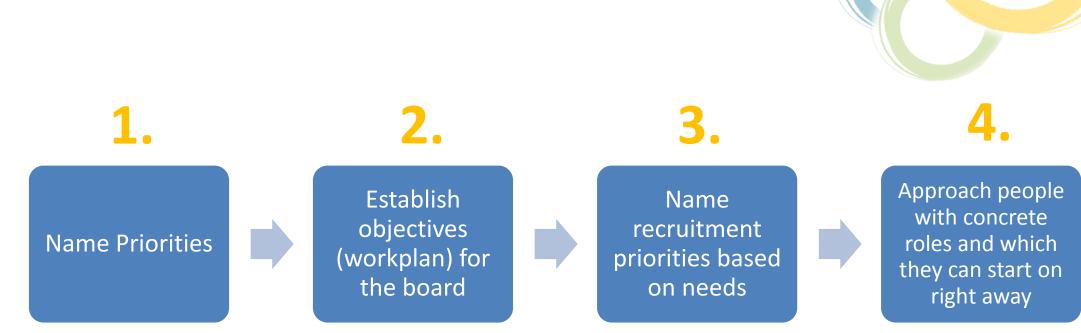
JOINING A TEAM (Board's Perspective)

Would you ever take a job when you didn't know what you were supposed to do…?

"Or how to do it?

PROCESS RECAP

1.

Name Priorities

2.

Establish objectives (workplan) for the board

3.

Name recruitment priorities based on needs

4.

Approach people with concrete roles and which they can start on right away

RECRUITMENT PROCESS AND TOOLS

1. Name a lead or form a task force to coordinate and ensure follow-up and momentum
2. Recruitment matrix to track on priorities and candidates in pipeline
3. Process overview to clarify steps
4. About us FAQ
5. Board application
6. Onboarding plan

COMPOSITION CONSIDERATIONS

1. Cultural diversity: racial, ethnic and other dimensions of cultural identity
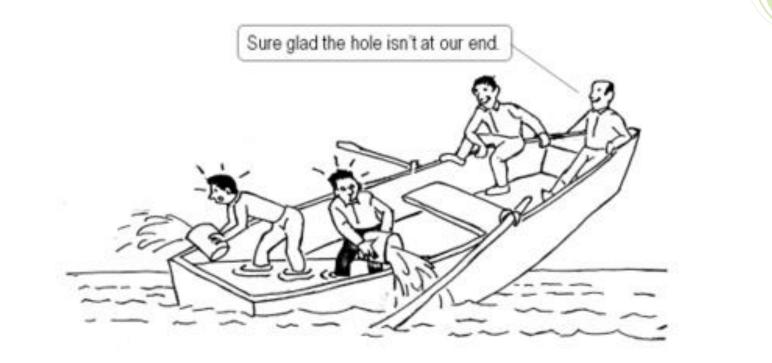2. Younger people on boards
3. Clients/constituents/patrons

CAUTION!

Recruit for needs not composition to avoid tokenizing.

WHERE TO FIND CANDIDATES

1. Blue ribbon committee (see toolkit)
2. Volunteer sites/board fairs
3. Your newsletter, website, lobby, elevator
4. LinkedIn; other social media
5. Your clients and constituents
6. Your staff
7. Community groups
8. Ask your funders for ideas

ACCOUNTABILITY!

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1. The board chair should see that it gets done

2. But if the board chair isn't doing that?

3. It's the executive director's responsibility to take any weak part of the organization and act to make it work.

Thank you!
Marla Cornelius
marlac@compasspoint.org

Tools:
- Presentation Slides
- Recruitment Process
- Sample Matrix
- Blue Ribbon Committee
- Board Fact Sheet/Agreement
- Board Member Application

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