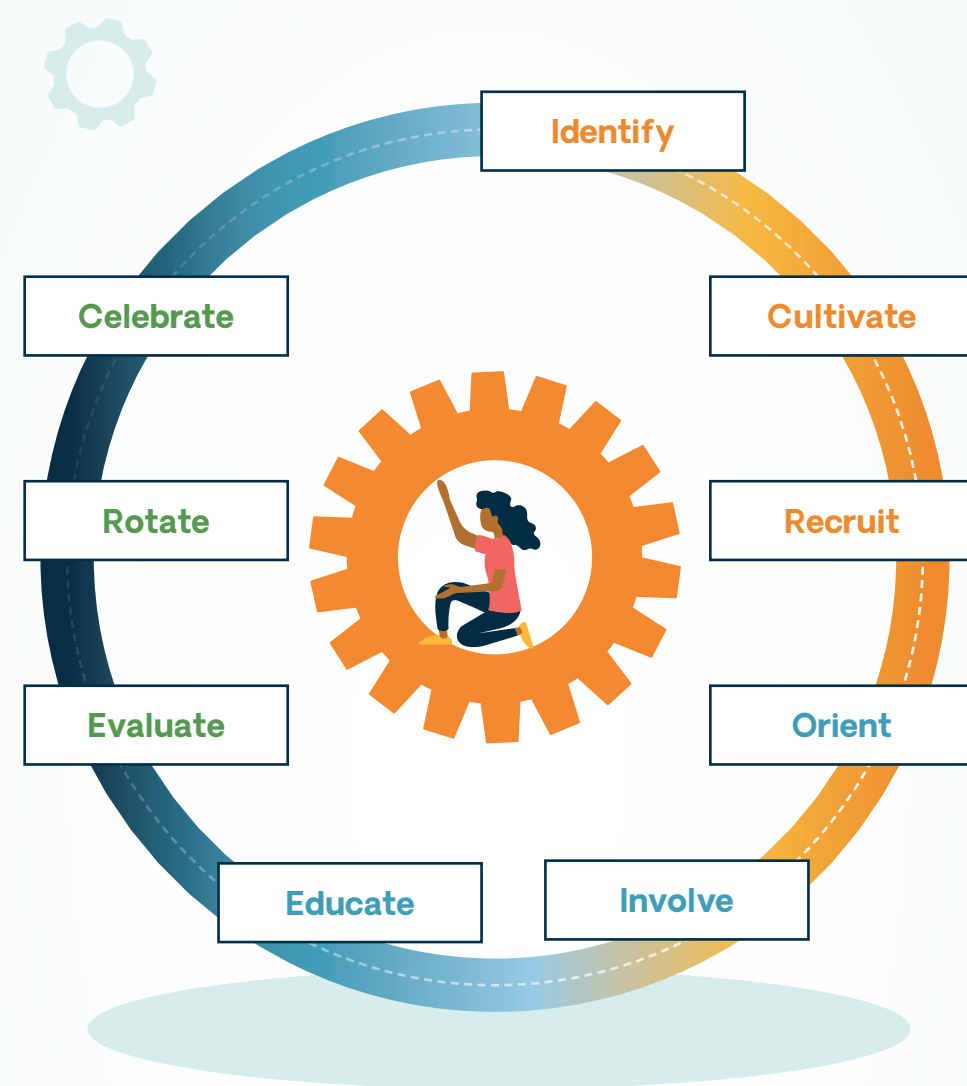


# The Board Building Cycle



## Strategic Recruitment

- Identify Board Needs • Cultivate Prospects • Recruit

## Effective Engagement

- Orient • Involve Everyone • Continually Educate

## Intentional Revitalization

- Evaluate Board and Members • Rotate • Celebrate

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Capacity  
Conversation  
Collaboration  
Creativity  
Compassion

For more info, visit us at  
[gruninfoundation.org/capacity-building](https://gruninfoundation.org/capacity-building)

**Toms River Office**  
1027 Hooper Avenue, Building 1, 2nd Floor  
Toms River, New Jersey 08753

**Red Bank Office**  
1 Bridge Avenue  
Red Bank, New Jersey 07701

732.244.4010  
[info@gruninfoundation.org](mailto:info@gruninfoundation.org)



## Catapult Institute Workshop Strategically Building Your Board of Tomorrow

Friday, February 28, 2020 | 8:30AM – 1:30PM



### Facilitator:

**Susan S. Meier**

Principal, Meier and Associates

### Presented By:



In Partnership With:



[gruninfoundation.org/capacity-building](https://gruninfoundation.org/capacity-building)

## Catapult Institute Workshop Strategically Building Your Board of Tomorrow

Friday, February 28, 2020 | 8:30AM – 1:30PM

It all starts with who sits around the board table. A board that is thoughtful, intentional, and strategic is well positioned to address whatever lies ahead. Are you struggling to engage your board in effective board fundraising? Does the board mire itself in operational details rather than courageously addressing key opportunities, challenges, and risks facing the organization? Does your board need coaching to share a powerful mission message with your community?

The first step in addressing whatever ails your board is to rethink your ideal board composition as you look forward.

**This highly interactive session will help you think differently about:**

- The board member lifecycle.
- The importance of identification and cultivation in the recruitment process.
- How and where to find potential board candidates.
- How to integrate diversity in board development.
- How to develop a great orientation for new board members.
- How to cultivate a pipeline of leaders within the board.

**8:30am** Breakfast and Networking

**9:00am** Opening Remarks

**9:15am** Setting the Stage:  
*The Power of a Strategically  
Composed Board*

- Exercise: Identifying the Biggest Obstacles
- The Strategy of Board Building
- The Board Building Cycle

**9:40am** The Board Building Cycle:  
*Strategic Recruitment*

- The Nonprofit Lifecycle
- Identifying Board Needs and Thinking about Diversity
- The Art of Cultivation Prior to Recruitment

**10:40am** Break

**10:55am** The Board Building Cycle:  
*Effective Engagement*

- The Board Member Life Cycle
- Orienting Well, Meaningful Involvement, Continual Education

**11:40am** The Board Building Cycle:  
*Intentional Revitalization*

- Why Term Limits Matter
- Board and Board Member Evaluation
- Building a Leadership Pipeline

**12:05pm** Questions and Comments

**12:15pm** Wrap Up

**12:20pm** Innovation Lunch Lab

**1:30pm** Close

# The Strategy of Board Building

- The board members you recruit today are your leaders of tomorrow.
- It is always better to have a smaller board of engaged board members than a larger board with deadwood.
- There is no 'one size that fits all' in terms of composition or size.
- Abide by board member term limits.
- Diversity matters.
- A good orientation helps board members get off to a good start. There are no mulligans.
- Clear expectations set the table for accountability.
- Work hard to be the kind of board that will attract those you aspire to recruit.

## Assess Board Composition Needs

(Example)	Current Members						Prospective Members					
	1	2	3	4	5	6	A	B	C	D	E	F
Age												
19-34												
35-50												
51+												
Race/Ethnicity/Disability												
African American/Black												
Asian/Pacific Islander												
Caucasian												
Hispanic/Latino												
Community Connections												
Religious organizations												
Corporate												
Media												
Political												
Areas of Expertise												
Financial												
Fundraising												
Marketing												
Program focus												

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# Diversity and Inclusion Matter



# Have Clearly Stated Board Member Responsibilities

- Actively Participate**
  - Provide time and talent.
  - Attend meetings/events.
  - Serve on committees, carry out assignments.
  - Ask great questions.
  - Make a personal donation.
  - Help raise money.
- Promote the Organization**
  - Be a great ambassador.
  - Recruit board members and other volunteers.
- Safeguard Legal Standards, Ethics and Values**
  - Follow conflict-of-interest and confidentiality policies.
  - Refrain from asking special favors from staff.
  - Fulfill your 3 legal duties of Care, Loyalty, and Obedience.
  - Do no harm.
- Be Informed**
  - About mission, programs.
  - Prepare for meetings.
  - Stay current with related issues and organizations.
- Be Independent-Minded**



# The Board Member Life Cycle

- 1. Orientation**  
Providing key information to get a new board member off to a good start.
- 2. Affiliation**  
The sense of feeling part of the organization.
- 3. Participation**  
Serving on committees; volunteering for tasks; engaging at board meetings.
- 4. Leadership**  
Serves in leadership role (e.g., committee chair, task force chair, or officer).
- 5. Revitalization**  
Ensuring the continuity of leadership as you roll off board and allow others to lead.

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# Build a Leadership Pipeline

- 1** Intentionally recruit board members who will be capable and interested in board leadership.
- 2** Once on the board, *affiliate* them quickly and engage them in the work of the board.
- 3** If a board member does not *affiliate* or *actively participate*, do not renew their board term.
- 4** Hold all board members accountable and assess them with constructive feedback via board member evaluations.
- 5** Ensure a clear process is in place for the nomination and election of the Board Chair and other officers.
- 6** Rotate committee chairs every 2 or so years to give others a chance for leadership development.
- 7** Actively engage leaders *before* they are elected to an office.
- 8** "Test drive" new leaders as chairs of task forces.
- 9** Adopt and abide by officer term limits.
- 10** Encourage emerging board leaders to attend conferences and trainings for leadership and board member development.

