

Example Board Leadership Appendices

TEN QUESTIONS TO ASK YOURSELF BEFORE AGREEING TO SERVE ON A BOARD

1. Do I fully understand what is expected of me as a responsible board member?
2. Can I make the time available to effectively serve on the board, to do the necessary homework, to attend meetings and retreats, etc.?
3. What qualifies me to serve on this board? What would I bring to the board in terms of my experience, abilities, interests, resources, and relationships?
4. How long of a commitment am I willing to make to this organization?
5. Do I believe in this organization?
6. Do I feel truly supportive of this organization's executive and the executive staff?
7. Is my family supportive of my serving on this board?
8. Are there hidden things in my life that would disqualify me from serving if they were known?
9. Why should I not serve?
10. Do I sense a call to serve?

EXAMPLE: BOARD COMPOSITION MATRIX (ADJUST FOR YOUR OWN CULTURE AND GOALS)

Personal Characteristics						
Familiarity with the Organization	Vocational background		Gender Diversity			Ethnic Diversity
	For-profit	Nonprofit	Men	Women	Caucasian	Majority and minority cultures
Area of Expertise as it relates to the board	Success in promoting us among their constituencies		Ethical Authority and Stature	Personal Stature		Giving and Finding Wealth

EXAMPLE: NEW BOARD MEMBER PROFILE

Our ideal next board member will meet the following criteria:

Age Range:

Specific Skills:

Gender:

Ethnicity:

Vocational Background:

Connections:

Ability to Give and/or Find Resources:

EXAMPLE: BOARD MEMBER GENERAL PROFILE

Our ideal next board member will meet the following criteria:

An “Ideal” Profile...

- Cares deeply about our mission and the objectives of the organization
- Person of integrity
- Enjoys a wide network of friends and professional contacts
- Thinks independently without insisting on “my way.”
- Decisive
- Sees the big picture
- Positive and focused on the future
- Thinks critically without a critical attitude
- Is an encourager, a cheerleader for the whole group, including the senior executive
- At ease in an advising relationship with the senior executive
- Keeps priorities clear while able to sort details in a confusing situation
- “Fits” with current board members
- Humble and not judgmental
- Demonstrates ability to delegate effectively
- Spouse is supportive of their service on the board
- No conflict of interests

- Has a servant-leader attitude—“How can I help the group win?”
- Willing to work, to do homework, to serve
- Brings a wide variety of successful experiences
- Has rebounded from failure with integrity
- Demonstrates a commitment to honesty, loyalty, and excellence
- Understands the importance of confidentiality
- Desires to grow and to learn

EXAMPLE: BOARD MEMBER ROLES AND RESPONSIBILITIES

1. To appreciate, recognize, and encourage everyone who contributes to the organization
2. Finance
 - a. To make certain the organization operates in a fiscally responsible manner as stewards of the resources and adheres to policies and regulations regarding its financial management
3. Strategy
 - a. To review, refine, approve, and track the strategic plan which includes:
 1. The vision, mission, and core values
 2. Three-year goals
 3. The three-year strategy and one-year implementation plan
 4. The funding plan
4. Resources
 - a. Understand how all aspects of the organization are resourced
5. Problem Solving
 - a. To work effectively as a team member on the board in making decisions
6. Governance
 - a. To support the operation of an effective board including:
 1. Constitutions and bylaws
 2. Policy and procedure manual
 3. Board minutes
 4. Financial records
7. Hire, evaluate, release the senior executive
8. Maintain a standard of excellence

EXAMPLE: SELECTION PROCESS FOR NEW BOARD MEMBERS

1. Board appoints nominating committee
2. Committee drafts list of candidates and begins a profile on each candidate
3. Senior executive reviews the candidates list
4. Board reviews/approves the candidates list.
5. Nominating committee contacts potential board members
6. Nominee receives prospective board member packet:
 - a. Board member profile
 - b. Selection process
 - c. The affirmation statement (leadership commitment)
 - d. Strategic plan
 - e. Roles and responsibilities of board members
 - f. Current board roster
7. Interested nominees invited to attend one board meeting
8. Nominee's references checked
9. Committee recommendation presented to the board
10. Approval given
11. Board extends official invitation
12. Sign the affirmation statement (leadership commitment)
13. New member orientation