

The Pathway to the Board

XYZ ORGANIZATION

CULTIVATION > RECRUITMENT > ORIENTATION > ENGAGEMENT

<input type="checkbox"/> STEP 1: SUGGEST <i>CONFIDENTIAL</i>	SUBMIT TO GOVERNANCE COMMITTEE
Board nominee name and contact information:	
Submitted by:	
Date:	
Board Nominee Suggestion Form received:	<input type="checkbox"/> Yes <input type="checkbox"/> No—do not proceed without form

<input type="checkbox"/> STEP 2: REVIEW <i>CONFIDENTIAL</i>	REVIEW WITHIN 30 DAYS
Review biographical information and resume	
Review board member qualifications against board needs	
Review board nominee criteria, alignment, and cultural fit	
ACTION AND DATE <input type="checkbox"/> Decline or Postpone <input type="checkbox"/> Move to Step 3	

<input type="checkbox"/> STEP 3: INQUIRE <i>CONFIDENTIAL</i>	
Assign candidate to board member and/or Executive Director	
Document past involvement with XYZ Organization	
Invitation for involvement and/or volunteer role: <input type="checkbox"/> Task Force <input type="checkbox"/> Advisory Council <input type="checkbox"/> Informal Input/Focus Group/etc. <input type="checkbox"/> Attend Annual Event <input type="checkbox"/> _____	
ACTION AND DATE <input type="checkbox"/> Decline or Postpone <input type="checkbox"/> Move to Step 4 <input type="checkbox"/> Inform Board	

<input type="checkbox"/> STEP 4: APPLY	RECRUITMENT BEGINS
<p>Formal Meeting: “Would you serve as a board member should the Governance Committee recommend you?”</p>	
<p>Review Board Nominee Orientation Materials:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Position Description <input type="checkbox"/> Annual Affirmation Statement <input type="checkbox"/> Board Policies Manual <input type="checkbox"/> Calendar of Board Meetings and Retreats <input type="checkbox"/> Briefing: “The Three Board Hats”¹ 	
<p>Get-Acquainted Meal: Applicant and spouse dine with Executive Director and select board members</p>	
<p>Invitation to Submit Application: Governance Committee authorizes next step and board chair and/or Executive Director invites nominee to submit an application and resume:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Invitation Extended <input type="checkbox"/> Board Informed 	
<p>Application and Resume Submitted: Application submitted and permission given to proceed on reference checks</p>	

¹ECFA Governance Toolbox Series No. 2: Balancing Board Roles: Understanding the Three Board Hats: Governance, Volunteer, Participant (Winchester, VA: ECFAPress, 2013). Visit www.ECFA.org/Toolbox and download the Board Member Read-and-Engage Viewing Guide and the Facilitator Guide.

<input type="checkbox"/> STEP 4: APPLY	RECRUITMENT BEGINS
<p>References Affirm Applicant Meets Board Criteria:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Members of Other Boards <input type="checkbox"/> Spouse <input type="checkbox"/> Employer and/or Fellow Employees <input type="checkbox"/> Background Checks—must be legal and authorized <input type="checkbox"/> Social Media Check <input type="checkbox"/> Colleague or Board Member Where Applicant Has Served—“Is s/he knowledgeable in governance and a team player?” 	
<p>Governance Committee Recommendation: Due diligence and recommendation to board</p>	
<p>Board Approval/Election: Governance Committee recommendation approved by board:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Candidate Notified _(Date)_ <input type="checkbox"/> Candidate Elected _(Date)_ <input type="checkbox"/> Term Begins _(Date)_

STEP 5: ORIENTATION

Customized Orientation: Assign “board buddy” and create six-month orientation process to include:

- Board Professional Development Workshop
- Board Training—Online or Conference
- Review of Board Nominee Orientation Binder
- Briefing of XYZ Departments and Introductions
- Password for Online Portal and Documents
- _____

Professional Development Reading:

Read the following content within the next six months:

- Insert reading assignment _____
- Insert reading assignment _____
- Insert reading assignment _____

Orientation Evaluation: Within six months of the first board meeting, submit an evaluation and suggestions for improving the orientation process for future board candidates

STEP 6: ENGAGE

Inspiring Engagement: Based on expectations for board members, engage candidate with a customized plan that includes:

- _____
- _____
- _____

Annually:

- Sign Board Member Annual Affirmation
- Sign the Annual Conflicts of Interest Statement
- Attend the Annual Board Retreat with Spouse
- Complete Annual Board Self-Assessment Survey

Quarterly:

- Attend Board Meetings
- Read Board Materials in Advance and Complete “Homework” Assignments
- Attend Committee Meetings
- Maintain Standards of Board Governance Literacy as Outlined in the Board Policies Manual
- _____

CULTIVATION > RECRUITMENT > ORIENTATION > **ENGAGEMENT**

STEP 6: ENGAGE

Daily/Weekly/Monthly:

- Actively Support Board Chair, Staff, and Executive Director
- Respond Promptly to Emails and Phone Calls Regarding Board Work
- _____

Conduct Volunteer Work through appropriate employee channels versus going around normal channels to senior management or the Executive Director