

# **LISA HOFFMAN • COACH • CONSULTANT**

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***HELPING PEOPLE & NONPROFITS THRIVE!***

## **Board Development and Succession**

<b>Board Role Areas</b>	<b>Development and Succession Specifics</b>
<b>Role and Responsibilities</b>	<p><b><u>Clear roles and responsibilities for general board members and officers:</u></b></p> <ul style="list-style-type: none"><li>▪ Written role and responsibilities description for board members and officers.</li><li>▪ Regular review of roles and responsibilities to update as board and organization evolves.</li></ul>
<b>Board Recruitment</b>	<p><b><u>Board recruitment is an ongoing effort appropriately shared by board members, executive director, and development director:</u></b></p> <ul style="list-style-type: none"><li>▪ Recruitment is led by Board Governance Committee in partnership with executive director; development director participates to ensure fundraising priority in recruitment.</li><li>▪ Recruitment process is developed by Board Governance Committee, approved by Board, and institutionalized.</li><li>▪ Board composition is annually assessed to identify demographic and skill area gaps in relationship to organization's current needs; needed demographics and skills are prioritized in recruitment process.</li><li>▪ Potential board member names are submitted to and vetted by Governance Committee, per accepted recruitment process.</li><li>▪ Names are submitted year-round to build and maintain ongoing list of potential board members.</li><li>▪ Meetings with potential board members include clear, specific explanation of role and responsibilities, including commitment to give and raise money, with written role description reviewed with, and given to, individual.</li></ul>
<b>New Board Member Orientation</b>	<p><b><u>Comprehensive orientation creates foundation for effective boards; orientation should include review of:</u></b></p> <ul style="list-style-type: none"><li>▪ Organizational history, including mission, vision, values, and development of board and staff.</li><li>▪ Programs and clients.</li><li>▪ Strategic direction for programs and organization.</li><li>▪ Organization budget and financial picture; explain various financial statements.</li><li>▪ Organizational structure.</li><li>▪ Board role and responsibilities for individual members and the board as a whole.</li><li>▪ Annual fundraising plan/activities and board participation.</li><li>▪ Board development process, activities and calendar.</li><li>▪ Committees, including leadership and functioning.</li></ul>
<b>Training and Education</b>	<p><b><u>Board members receive ongoing training and support:</u></b></p>

	<ul style="list-style-type: none"> <li>▪ Periodic review of specific aspects of board role and responsibilities; <ul style="list-style-type: none"> <li>• 10 minute focus on one role/responsibility area at three or four board meetings a year</li> <li>• Mini-fundraising related trainings at one or two board meetings a year</li> </ul> </li> <li>▪ Board meeting "mission moments": programs, clients and related activities.</li> <li>▪ Poll board on areas it would like to receive training and education.</li> </ul>
<b>Board Committees</b>	<p><b><u>Active board committees are intentionally created and maintained:</u></b></p> <ul style="list-style-type: none"> <li>▪ Clear, written leadership and committee member role descriptions with specific responsibilities.</li> <li>▪ Leadership;</li> <li>▪ Regular, well attended meetings.</li> <li>▪ Committee leadership hold committee members accountable and follows up appropriately.</li> <li>▪ Committee leadership and members receive appropriate staff support to accomplish goals.</li> </ul>
<b>Good Governance</b>	<p><b><u>Effective board functioning:</u></b></p> <ul style="list-style-type: none"> <li>▪ Annual overall board, and board meeting, evaluation.</li> <li>▪ Annual individual board member self-evaluation.</li> <li>▪ Clear officer and general terms and board term limits that are enforced.</li> <li>▪ Process for holding board members accountable to commitments.</li> </ul>
<b>Succession</b>	<p><b><u>Effective board development = effective board leadership and member succession:</u></b></p> <ul style="list-style-type: none"> <li>▪ Ongoing board recruitment yields ongoing board succession.</li> <li>▪ Ongoing board training and education creates engaged board and cultivates leadership.</li> <li>▪ Officer leadership develops through effective committees and committee leadership.</li> <li>▪ Board chair succession can include chair-elect structure.</li> </ul>
<b>Celebrate Successes</b>	<p><b><u>Use imagination!</u></b></p> <ul style="list-style-type: none"> <li>▪ E-mail announcements regarding fundraising success, board committee achievement, individual board member accomplishments, etc.</li> <li>▪ Celebratory moments at board meetings.</li> <li>▪ Annual board-staff celebration party.</li> <li>▪ End of year Board meeting skits (if appropriate to culture).</li> </ul>

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