

Board Development

What is Board Development?

Board Development is structuring your board in areas that will support and strengthen the organization's mission goals. A great nonprofit organization has a great team of involved, supportive, and contributing board members. These organizations develop the leaders that are serving on their board as well as strengthening the relationship between the board and organization management. You can refer to the Board of Directors of your non-profit organization as the back bone of the organization.

Board of Directors are the driving force to organizational planning as no decisions should be made without involving your board. Since the board's primary role is to assure that all decisions that are made align with the organization's mission statement. Majority of the work that the board members do during a meeting is related to guiding and directing the non-profit mission as well as making sure that the organization has the resources to advance the mission. When the Executive Director is placed with making program, purchasing, hiring staff, or financial decisions should be decided during board member meetings. Your Board should meet at a minimum once a month to discuss any changes or updates within the organization. The Board meetings should be document through meeting minutes where all non-profit decisions that are made during the meeting are formally recorded.



Here are 3 Best Practices for formally recording minutes during a board meeting:

1. Prepare ahead of time for the meeting by having the meeting agenda, supportive material, and key documents will allow the note taker to follow the meeting and

anticipate the discussion points, actions, and motions that should be recorded. The note taker should have the minutes from the previous meeting as reference.

2. Keep track of action items such as director to-do lists, assigned action items, or follow up items. Although these action items are not necessary to be included in the board minutes these items should be tracked.
3. Follow a consistent process since board minutes are essential to demonstrating accountability and disclosure to shareholders, company employees, the investing public it is important that organization and its directors follow a consistent timeline for recording and approving board minutes.



Board Meeting Minutes Should include the following components:

- Time, Date, Location
- All Attendees Names
- All Absent Attendees
- Approval Previous Minutes
- Action Items
- Announcements
- Next Meeting Details
- Sign Off Signature

Time, Date, Location

Always start off your Minutes with the time, date, and location of where the meeting is taking place.

Attendees

Must include the names of all those who came to the meeting, those who sent their apologies because they were unable to attend, and those who require copies of the minutes.

Approval of previous minutes

Notes in this section will detail whether the minutes of the previous meeting were approved, what if any corrections were required, and list any outstanding actions and responsibilities.

Any individual who is unable to attend the meeting but has outstanding actions to be addressed from previous minutes is under an obligation to ensure either the Chair of the meeting or the minute taker is given an update on their action.

Action items

These items requiring action will include any unfinished business from the previous meeting as well as all current and new ones that now require attention.

Individuals who are unable to attend a particular meeting have an obligation to inform the Chair or minute taker of any progress they have made on their own actions.

Announcements

This section of the minutes reports on any announcements made by participants or those who sent their apologies, including proposed agenda items for the next meeting.

Next meeting

A note on where and when the next meeting will be held.

Signature line

The name of the person who prepared the minutes and the date they were submitted and agreed.

(Use the attached Board Minutes Template document for formally documenting your non profit meetings)

Board Members are required to assist with making legal decisions for the organization since the board of directors are the governing body of the organization. They are responsible for providing direction in all management affairs within the organization. They are also responsible for policy making and all legal actions. There are often times where a non profit organization may need to make legal decisions such as changing the non profit name, filing tax documents, obtaining licenses, providing insurance etc. In this case, Board Members will decide upon the legal decision during a formal board meeting consensus (majority vote of a quorum in most cases) or by a unanimous written consent.

Board Development is important to the success of the non profit organization and a ongoing process. Board development is often conducted in training sessions where new ideas can ignite that the board may not consider on their own. It allows the board members to be developed in several areas where they should be proficient in. Your non profit board can participate in several non profit trainings such as our **Non Profit Bootcamp** and to benefit the non profit organization in the following areas:

- **Provides legal protection for the organization**-empowering the board on what to say and what not to say. When board members know what they are liable for they will act as responsible parties of the board and prevent liability issues for the organization and themselves.
- **Increases funding**-board members who are interested in learning about grant research and proposal crafting can greatly increase non profit funding overtime.
- **Improves board member productivity**-having your board get training in parliamentary procedures provides board members the opportunity to understand voting procedures and other important matters.
- **Expands the community network**-taking trainings allows board members to network with others in the community.
- **Sparks new ideas**-training often ignites new ideas that the board members can share with the organization.

As the non profit founder/Executive Director you should seek different training opportunities annually for your board members. This Non Profit Bootcamp is a great source for board members and new information will always be updated through this lifetime access of this program. However, there's several other opportunities through the **Center for Non Profit Management** that Board Members can participate in.

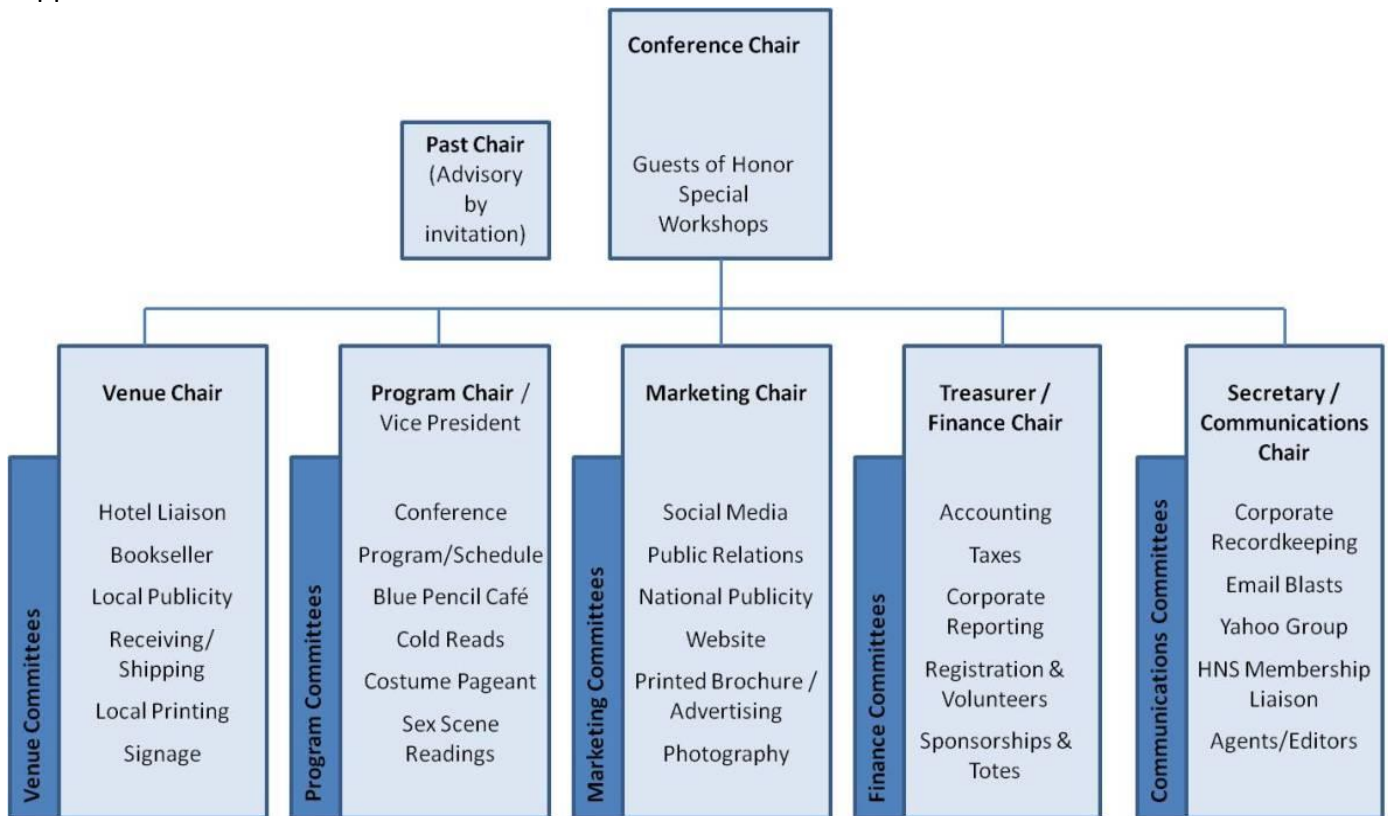


Board Members are responsible for driving the mission and vision of the non profit organization. It is the board's responsibility to assure that the founder stays within the organization's mission and vision goals.

Example: Founder/Executive Director John Doe of ABC Foundation wants to solicit funding for his organization to purchase a vehicle to transport children to the afterschool program. John will need to present this idea to his board of directors and the board will have to be sure that this purchase of this vehicle stays within the organization's mission and vision goals. Let's say that the mission of this organization is "To equip children with afterschool homework and tutoring assistance to improve test scores and college acceptance". The board can make an approval decision so that this vehicle can be purchased to transport children to the afterschool program. In this case ABC Foundation can seek funding opportunities that will help them purchase this vehicle.

Board Members serve as advocates for the organization's mission as spreading the word about the non profit organization helps the organization grow and flourish. Board members are the frontline people of the organization who publicly advocate on behalf of the organization which can include interviewing with the media. Your non profit organization needs a team of board members that will drive the mission and vision goals so that it increases organization growth. It is important to recruit strong board members who will support the organization similar to the same effort and energy that the founder puts into the organization. As a non profit founder/Executive Director you can't run a successful non profit organization without a

supportive team of board members.



Components to Building a strong team of Board Members

- 1. Assign Committees-** Your board members should serve on atleast one committees to steer the committee towards the information that the board needs. Since most of the work is done in committees it is best to assign each board member to a committee that they are interested in. Committees should be structured with a chair and in some cases a co-chair and involve input from all committee members. The committees are responsible for taking on the responsibility of managing a specific topic that can be too complicated from a larger group of members. There are different types of committees that your board members can be apart of such as **Executive Committee, Audit Committee, Finance Committee, Membership Committee, Program Committee, Board Resources Committee, Capital Campaign Committee**_etc. Board Committees can be assigned by assessing board members skills to determine and assist them with joining the committee that best matches their skill set. You can use the following chart similar to the one below or our **attached onboarding Board Member Profile Sheet** to assist with assigning committees for board members.

Skill Type	Areas of Expertise (mark yes or no)
Legal Expertise	
Financial Management/Accounting	
Marketing Skills	
Program Expertise	
Long Range Planning Skills	
Communication Skills	
Leadership Skills	

2. **Board Demographics-** A diverse team of board members create a powerful dynamic that is ready to meet the challenges that can come before the organization. A lot of women sit on the board of many organizations however it is welcoming to have a diversity among gender and age. Boards should consider demographics of other groups of people that may represent the organization's mission in an important way, such as people with disabilities, differing religions, or differing political views.
3. **Board Member Performance-** It is important for the board members to review their own performance individually and collectively. Often times the Executive Committee, Governance Committee or Board Resources Committee can oversee board members performance.
4. **Board Strategic Planning-** the non profit board should meet annually to Strategically Plan according to the organization's mission. A great way to do this is by planning a annual board member retreat to discuss the prior year and planning for the upcoming year. The retreat can be one full day or weekend and all board members should attend if possible. You can use the provided **Strategic Planning Guide** at the end of this training to initially plan for the organization and refer back to it each year.
5. **Board Member Recruiting-** there are several steps that should be taken before inviting a someone to serve on your board. The resources committee should obtain resumes and profile sheets on potential board member candidates that contain the person's contact information, areas of influence, and skills.

Recruiting Board Members

The resources committee should meet annually and work with the board to help find the best candidates for future board members after reviewing board resumes and or profile sheets. The first step that the resource committee should take is to analyze the strengths and weaknesses of the existing board. Another task of the resource committee is to write descriptions of the board and committee positions, so that candidates will know exactly what is expected of them.

The committee should classify board members according to the **diversity they represent, their skills, and network contacts**. Factoring upcoming board member term expiration dates, the committee can identify gaps in board diversity and talent in which the committee will seek to fill for future terms.

The resources committee then matches candidates to the needs of the board and compiles a list of recruits to present to the board. Upon approval by the executive director and the board, the committee should prepare the board member agreement which gives recruits pertinent information about the position and the organization. If your organization requires board members to participate in an annual retreat, the board member agreement should include this information. The committee then presents a firm list of candidates to the board to be voted upon. The board elects the new members and invites them to the next board meeting.

Non-Profit Tip!

When getting started as a new 501c3 nonprofit organization it is suggested that you should analyze the strengths and weaknesses of your non-profit and seek to fill the weaknesses with board members that can match that skill set. As you network and share the good news about your non-profit mission, you'll meet individuals who can potentially serve on your board if they are interested and passionate about the organization's mission. An example of this is to work with donors who are excited about the non-profit mission and invite them to fill out a profile sheet to learn more about them and their skill set. After reviewing their profile sheets and if they are a match to a weakness that the organization possess then you can ask the donor if they'll consider serving on the non-profit board if their skillset/ diversity matched an area of the organization. If they are interested then you can present their resume or profile sheets to the board for a formal board approval and election of the new member.

(Please use the attached Board Member Agreement and Board Member Role Description for onboarding board members)

Set Expectations for Board Members

Always set the expectations for your onboarding board members by informing them that fundraising is a part of the role. Include an annual board member contribution amount in the board member agreement and that they must participate in fundraising to support the organization's mission.

Fundraising

Getting Board Members involved in Fundraising

It is an absolute necessary task to get board members involved in fundraising as it is an essential part to keeping the organization prospering. Your board members should contribute **financially, assist with raising funds, or both**. You should not participate in fundraising efforts without your board being a part of the fundraising activities. You can get board members involved in fundraising by approaching them correctly and with the proper tools. This will include giving board members the proper tasks that will engage them. Here are some ways that you can get your board members involved in fundraising.

There are several ways that you can include board members in fundraising efforts and I am including some ways that can be incorporate during an annual fundraising event or scheduled throughout the non-profit calendar year. Example: Let's say that we are preparing for your nonprofit's annual Silent Auction Fundraising event which is a high revenue generating event. You will need your board members to participate in fundraising efforts to bring in revenue before and during this event.

Fundraising best practices for board members is to remember that fundraising comes from an organic passion for the cause, sharing a memory of the organization in fundraising conversations, and finding the fundraising outreach opportunity that fits each board member. Some board members will be ok with making calls and others may just prefer to post on their social media platforms. You should allow the board member to participate in the fundraising effort that makes them feel comfortable.

Your board members can participate in the below activities for your fundraising events or during scheduled times throughout the year:

1. Board Member Calls- this will allow your board members to call important major donors and members of the community. You should keep track of donors, city officials, and any community members that have supported the organization by using a donor tracking system to track donor information such as Evertaction donor tracking software. The

donor tracking system will keep track of important key information about your donors such as their contact information, emails, and mailing addresses. It will be easy to provide your board with donor information if you are keeping track of donors. You may need to provide your board members who are making fundraising calls with providing a script that will include information such as registration, ticket sales, the even's agenda, and fundraising goals.

2. Making Board Members media liaisons-since board members are often vocal and visible members of the community when they are business leaders, politicians etc. You can get these type of board members to write articles about the non-profit organization or fundraising event to local newspapers for free publication. You can also have board members submit press releases to newspapers, radio shows, and TV news programs. Board members can also appear on the local news or local radio show. Keep in mind that board members who are business leaders or politicians will benefit greatly from being media liaisons for the organization as it creates exposure opportunities for them.
3. Publicizing Fundraising on social media-getting board members to solicit donations for the nonprofit on their social media becomes an easy way to get board members involved in fundraising. This will allow the board members to solicit donations using their existing social media platforms (Face Book, Instagram, LinkedIn, Twitter) in a way that is more comfortable for them. Board members can educate people about the nonprofit mission, invite people to fundraising events whether in person or virtual, and ask for dollar amount donations from their existing social and professional networks. Social media is one of the best practices for fundraising these days.

Assignment

Module 1 Assignment

1. Edit Board Member Agreement and Role Description tailored to your non profit organization and specify board member annual **financial contribution amount**.
2. Schedule your next board member meeting with your current board virtually if you have not met for this month yet. If you plan a virtual meeting you can use **Zoom, FaceTime, or Google Meet**.
3. During Board Meeting go over Board Member Agreement/Role Description and have your Board Members sign the agreements, complete Board Member Profile Sheet, and Board Bios (Board Bios are required of many grant funders)
4. Have the Secretary keep board minutes or someone during the Board Meeting using the Board Minutes Template. (Use the Board Minute Template for every board meeting)
5. Following this meeting assign committees for Board Members after reviewing their profile sheets and schedule monthly meetings.