

Introduction to Board Management

FUNDRAISING FUNDAMENTALS | 2023



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Introduction: How to Use This Resource

CCS is proud to present this **Board Management Guidebook**. For over 70 years, CCS has partnered with nonprofit organizations to make a bigger impact—locally, nationally, and globally. Drawing on our firm’s experience, we are excited to provide this quick reference guide for emerging individual fundraising programs seeking to implement industry best practices. Within this guide, leaders will find resources for:

- Selecting the right governance model for the organization’s current phase
- Preparing for and facilitating a successful board meeting
- Implementing DEI within a board
- Preparing materials with useful templates

CCS Fundraising Diversity Equity and Inclusion Statement

CCS is committed to building and developing a global team of compassionate professionals that reflects the world and communities in which we live. One where our employees – regardless of race, color, religion, gender, gender identity or expression, sexual orientation, parental status, national origin, different abilities, age, veteran status, or other invisible traits – are valued, are provided the opportunities to contribute equally, and are rewarded equitably. We believe in the importance of creating an equitable environment where everyone receives fair treatment, recognition for their accomplishments, and equitable compensation. CCS will ensure that everyone has equal access to leadership development and growth opportunities within the firm. We are committed to be a workplace that supports our team members to achieve the highest level of success.

We know and exemplify that there is strength in diversity. We believe that building a fair, just, and equitable world begins right here with us.

To fulfill this vision, we commit to taking specific, measurable actions to recruit talented professionals and encourage retention, support professional development, respect, and learn from all cultures, and create a vibrant community.

CREATING A VIBRANT CLIENT COMMUNITY

We strive to ensure that our commitment to diversity, equity, and inclusion is reflected in the organizations and communities with which we partner. We know the importance of understanding and addressing the unique needs specific to our client partners around the world.

Defining a Board of Directors

A board is a formal collection of individuals who serve as the highest leadership body of an organization. For a nonprofit organization, the board performs the following governing duties:

- Evaluate the performance of the chief executive and senior administrative staff
- Participate in the selection process for a new chief executive, as necessary
- Ensure strong fiduciary oversight¹ and financial management
- Engage in fundraising/resource development activities
- Engage in strategic and organizational planning, often in partnership with executive staff
- Approve of and monitor the organization's programs and services
- Enhance the public image of the organization through regular, vocal, and visible advocacy in the community

RESPONSIBILITIES OF INDIVIDUAL BOARD MEMBERS

There are five primary responsibilities for Board Members that are universal across all boards:

1. Know the organization's mission, policies, programs, and needs
2. Read and understand the organization's financial statements
3. Support the organization with a financial contribution each year
4. Attend and participate in board meetings
5. Serve as advocates and ambassadors for the organization; this includes:
 - opening their network to potential sponsors, donors, and volunteers
 - obtaining in-kind gifts or donations
 - raising awareness within the community of the organization's mission

Additional responsibilities may be required and should be communicated to prospective Board Members. Examples of possible additional responsibilities are serving on a committee, inviting financial contributions from peers, and attending organization-related events.

¹ **Fiduciary Oversight:** Board Members have a responsibility to act with care in the protection of the organization while remaining loyal to the mission rather than acting in their own interest or that of the administrative staff.

BOARD MEMBER FUNDRAISING

Each Board Member should be encouraged to make a gift at a level that is personally meaningful to them and 100 percent board participation in giving is always the goal. There are several board giving approaches an organization may implement. These should be included in the board job description and explained during the recruitment process for full transparency:

- **Give/Get Policy:** A Board Member is responsible for giving a set dollar amount annually, and/or securing that amount from external donors
- **Sponsorship:** A Board Member is responsible for securing support, typically financial, from local businesses, their own company, or individuals in exchange for use of their name on promotional materials
- **In-Kind:** A Board Member is responsible for securing or personally donating tangible resources the organization needs at no cost to the organization such as food for an event or paint to refresh a classroom²

It will fall on the organization's lead fundraiser (which may be a staff member or board committee chair) to track and follow-up on board giving through quarterly or annual reminders.

BOARD POLICIES

It is always a best practice to create board policies early in the board development process to clarify expectations and set forth best practices. These policies should be outlined in the organization's bylaws to support organizational function and continuity. Each board will have a slightly different set of policies, but every board should prioritize setting policies regarding the following three points:

1. Number of Board Members

Deciding on the right number of individuals on the board can be challenging. The national average size of a board of directors' is 15 members but for newer or emerging organizations, that number is something to work towards and may not be immediately feasible. It is important to first identify what the short and mid-term priorities are for the board before deciding on an initial set of members. Below are a few key questions to ask when determining how many Board

² In kind donations are non-cash contributions to a nonprofit. These types of contributions can include goods, services, time, and expertise. Individuals, businesses, and corporations can make in-kind contributions.

Members are ideal for the organization:

- a. What is the primary focus of the organization right now – startup mode, growth phase, etc.? Do current Board Members have the appropriate expertise and time to accomplish the current objectives?
- b. What is the industry standard for the sector and size of organization? For example, arts organizations tend to have larger boards because they are more focused on fund-raising while human services boards may be more focused on community engagement.
- c. In current board meetings, does it seem that everyone is able to appropriately share their position or viewpoint without dominating a conversation?
- d. Are current Board Members able to serve in a meaningful way, or is participation becoming an honorary position?
- e. Are there enough Board Members to adequately oversee and support the chief executive?
- f. Is staff leadership of the organization serving on the board and if so, why?

Once an organization has decided on a target number of Board Members, it is important to map out a pathway for expanding the board as the organizational goals and needs grow.

2. Term Length for Board Members

For a board to be able to engage in healthy discourse with each other while focusing on the mission of the organization, it is essential that the makeup of the board shift regularly to allow for new perspectives, expertise, connections, and ideas. Boards that do not define term length in their bylaws run the risk of stagnation, fatigue, and loss of commitment. Additionally, by defining the length of the term, potential Board Members understand how long they are expected to serve the organization and can make an informed choice about the commitment they are willing to make.

Term lengths will vary depending on the visions and goals of the organization – an organization that has Board Members assisting with day-to-day management may want to explore two-year terms while a board focused on strategic direction may decide four years is the right amount of time. The national average for board terms is 2-6 years with three years being most common.

As the organization is determining what Board Member term structure works best, leadership should prioritize a conversation on the productivity they are seeking during the term. Here are a few key questions to take into consideration:

- How long does it take for an individual Board Member to make a meaningful difference?
- How many operational tasks are Board Members being asked to assist with? For example, if the board is expected to spend several hours each week helping advance the organization through repetitive tasks, members run the risk of burnout.
- How often are is the board meeting and for how long?
- What are the strategic goals for the next one, two, and five years? How will Board Members assist with achieving those goals?

Regardless of the term length the board adopts, be sure to stagger terms to ensure that the board is not refreshed at the same time.

3. Board Leadership Structure

Every board of directors is led by a board chair, who partners with the chief executive and senior staff, if applicable, to outline the strategic goals and vision of the organization and map out a path to achieving those goals. The Board Chair should NOT be involved in the organization's daily operations. They are responsible for ensuring the long-term viability of the organization and overseeing the fiduciary responsibility of the board to ensure that responsibility is fulfilled.

The Board Chair's term is finite and should be regularly rotated. Ideally, the Board Chair and the Executive Director or Chief Executive Officer are not the same person.

Section Key Takeaways

- A board of directors' primary responsibility is maintaining the fiduciary oversight of the organization. They are responsible for knowing and upholding the organization's mission, vision, values, and programs and should maintain a strategic focus on its long-term direction.
- The organization's bylaws should cover term limits, Board Member program requirements, board fundraising requirements, nomination process, target size of the board, and any other valuable information.
- The board chair works with the executive director and senior staff to set the organization's strategic direction, identify its overarching objectives, and ensure its long-term viability.

Additional Resources

- [Bylaws](#), BoardSource
- [Term Limits](#), BoardSource
- [Effective Board Chair – Executive Director Relationships: Not About Roles!](#), Nonprofit Quarterly
- [The Pivotal Role of the Nonprofit Board Chair: Beyond Meeting Facilitation](#), Nonprofit Quarterly

Selecting the Right Governance Model

The Board provides valuable oversight and guidance to the organization. It offers expert opinions and meaningful counsel to help the organization move forward in a strategic, focused manner. While its focus should always be on strategy and stakeholder engagement, the governance model the organization uses depends on its size and unique needs.

For example, a nonprofit with deep roots in the community might be better served by a community-generated group of advisors who are deeply involved in the work whereas a global nonprofit with a large staff may need a more traditional board whose focus is strategy and policy.

Keep in mind that as an organization grows and evolves, the governance model and make-up of the board may shift and change as well.

Three Common Governance Models:

GOVERNANCE MODEL	FOCUS	MEMBER COMPOSITION	OVERVIEW
WORKING BOARD	Day to day operations of a non-profit	Close connections to nonprofit executive staff Members are invited to sit on the board	Members may serve as ad-hoc or volunteer staff members. This model is common in newer nonprofits who may be in their first few years of existence. The board may have committees comprised of outside community members and Board Members.
FUNDRAISING BOARD	To raise philanthropic funds from individuals, foundations, and corporations	Strong financial capacity, deep community connections, or both Members are often appointed or invited to sit on the board.	Members may advise on strategic matters, but they stay out of organizational management duties. This structure is common in more mature organizations.
TRADITIONAL BOARD	To balance organizational strategy with stakeholder engagement	Specific expertise, financial capacity, and/or community connections Members are often appointed or invited to sit on the board.	Members participate in committees for various governance roles, which provide opportunities for outside counsel. Members also assist with vetting of potential new members. This structure is common in established organizations.

Navigating Board Growth

As the organization grows and evolves the board should grow with it. For organizations in the start-up or emerging phase with few, if any, paid staff members, the board is key to moving the organization forward. A working board model may be a good fit because it offers a lot of flexibility for potential community engagement and grassroots efforts. One potential drawback to this model is that Board Members are more heavily relied upon to help manage day-to-day operations; develop strategy; and securing funding; all while maintaining their jobs and family responsibilities.

As the organization develops into a more structured operation with paid staff, some of the hands-on work of the board should be shifted to the staff. This transition allows Board Members to focus their efforts on developing strategy and generating funds for the organization.

For the most mature, established, and financially secure organizations, creating a board with strong connections and considerable resources helps with stability and continued growth. At this stage of growth the board is, and should be, completely removed from the day-to-day work of the organization.

DETERMINING THE APPROPRIATE GOVERNANCE MODEL

When considering what governance model to employ for the board, consider the following questions:

- What is the work this board needs to accomplish to help the organization advance its mission and vision?
- How does the organization connect to its most important constituencies? How can the board help strengthen those connections?
- What resources is the organization in need of most? Monetary resources? Counsel? Connections to the community? Additional hands to raise funds?

CREATING RESOURCES TO HELP WITH RECRUITMENT

As leaders create structure for the board and begin inviting members to join, having the following foundational resources available to share with prospective Board Members will make the process easier:

- Bylaws including term limits
- Board Member job description
- Committee structure (if this is the right model for the organization)

Prepping for Board Meetings

Taking the time to thoughtfully plan out board meetings well ahead of schedule will allow for more robust conversations, ultimately strengthening the strategic direction of the organization. Some Board Chairs and organization leaders will sketch out their board meeting agendas for the entire year. This process is ideal for boards that meet quarterly while allowing for most work to be

completed in committees. Regardless, having a broad perspective and longer-term view of the discussions the board should have will help strengthen their ability to effectively guide and uphold the organization's mission in the community.

For most emerging and start-up nonprofits, drafting the Board meeting agendas one at a time is sufficient. Implementing a consistent timeline will ease the stress of preparing for each board meeting. An effective meeting preparation timeline may look like this:

TWO WEEKS AHEAD:

1. Draft the agenda in collaboration with the board chair and the chief executive.
2. Remind presenters to submit their materials. All presentation materials should be due the Friday before any meeting. The board secretary or a staff member can organize all materials together in one final presentation.

ONE WEEK AHEAD:

1. Distribute materials to Board Members with a reminder of the date, time, and location of the meeting.
2. Send these materials (where appropriate) to any guests that are attending the meeting as well.
3. Recommended meeting materials include:
 - Agenda
 - Minutes from the previous meeting
 - Financial statements
 - Supporting materials: e.g. committee reports, etc.

THE DAY BEFORE:

1. Run through the meeting agenda with staff to ensure all technology works properly.
2. Send a one final reminder to all attendees.

SCHEDULING

The best course of action is to select a day that remains the same throughout the year for the board meeting. Once Board Members know the meeting date is the first Monday of every other month at 7

PM, for example, it makes it much easier for them to remember the details. Be sure to communicate the date early and often and send calendar invitations in advance.

AGENDA

Not every board meeting requires an agenda to be created from scratch. By using a previous agenda as a template or even creating an agenda template that is updated before each meeting, the board secretary will save time and energy. Sample agendas can be found in Appendix II.

A NOTE ON ANNOTATED AGENDAS

CCS recommends employing annotated agendas for key participants. Having annotations or “speaking notes” included in agendas provided to key leaders allows the organization to be aligned on topics that are discussed. Additionally, it ensures that complex topics are thought through ahead of time and communicated effectively to the board. Employing annotated agendas keeps meetings efficient while supporting key leaders in discussing important items.

Section Key Takeaways

- Formulate board meeting agendas from a high level, strategic, and long-term framework. Having a well thought out agenda will support the movement of organizational activity forward.
- Ensure that Board Members are well informed of the discussion points and key issues ahead of time while having appropriate information to support meaningful conversations and subsequent decisions ready to share during the meeting.
- Communicate meeting location, time, and dates early and often.

Structuring a Successful Board Meeting

A board meeting should have a consistent format and the overall agenda structure should remain the same - strategically focused, start and end on time, and managed by the board chair:

- *Welcome and Call to Order by the board chair* - opening remarks are meant to frame the meeting's objectives while drawing attention to the work at hand and a review of meeting norms.
- *Consent Agenda* - these are items that do not require discussion such as approving the previous meetings' minutes and discussion.
- *Board Chair Report* - this frames the meeting for attendees by drawing focus to the primary topics for review and discussion.
- *Additional Reports and Discussion:*
 - › Topics that may be covered are finance, fundraising, programming, public relations, community engagement, and board recruitment.
 - › For an organization with minimal staff and a working board who may be involved in the everyday operations of the organization, this might be the executive director providing an update on the organizational priorities while the board chair or the Board Members responsible for other priorities may provide an update for their particular area.
 - › Each section should have discussion questions to help engage the board in the organization's activities.
- *Financial Report* - presented by the treasurer, and does not necessarily require a discussion every meeting (if the organization employs monthly meetings), but a detailed discussion should be considered quarterly.
- *New Business* - Items that are not on the agenda, but that Board Members wish to discuss
- *Comments and Announcements*
- *Adjournment*

FRAMING DISCUSSIONS

Any materials that would be helpful to provide context for discussions should be sent to attendees at least 48 hours in advance of the meeting. Depending on the focus of the meeting, common materials could be:

- Highlights from recent fundraising efforts
- Outline of upcoming marketing plans
- Results from a community focus group

The discussion is the most important part of a Board meeting. Organizational leaders should ensure that presentation and prep materials help Board Members provide thoughtful opinions and

feedback to guide the organization, help address challenging issues, and set the tone for future discussions.

If a contentious topic is on the agenda or leaders know a Board Member will disagree with a specific decision, take the time to connect with that Board Member(s) well before the meeting to discuss and generate their buy-in. If there is a Board Member who is excited about a particular initiative or topic, connect with them beforehand and encourage them to advocate for the initiative among their peers at the meeting.

Drafting Helpful Meeting Minutes

Meeting minutes are notes taken at all Board meetings to record and relay information for those who are absent while also serving as a future reference point for Board Members. The term is misleading - it is not necessary to take a minute-by-minute recording of the meeting, but to outline the key discussion and decision points of the meeting. Meeting minutes should capture the following information:

- Record decisions that were made, including:
 - › New objectives for the Board
 - › New board members such as approvals, potential leads, etc.
 - › Votes taken
 - › Other motions
- Action items, including the person responsible for executing or leading the action
- Highlight next steps

The Board secretary is typically the individual responsible for taking meeting minutes. They are also responsible for distributing the minutes to all Board Members and appropriate staff following the meeting. We recommend having the Board secretary work with the Board chair to format the agenda in a way that will support a coherent, forward-looking, and actionable record of minutes.

ELEMENTS TO INCLUDE IN EVERY MEETING MINUTES DOCUMENT:

- *Date and time of the meeting:* Include the time stamp of when the meeting commenced
- *Attendance Record:*

- › Who of the board is present?
 - › Who of the board is absent? (may be recorded as “regrets”)
 - › Record any guests and speakers (including any staff)
- *Approval of the previous meeting’s minutes:* Every meeting agenda will have a motion to accept the minutes of the previous meeting. In some cases, there may be changes or corrections to that document. Any changes should be recorded in the minutes of the current meeting.
- *Decisions made for each agenda item:*
 - › Action items
 - › Next steps
 - › Ownership (e.g. “Sheila to lead this effort”)
 - › Motions taken
 - › Votes taken or rejected
 - › Items needing further discussion
 - › New business
- *Date, time, and location of next meeting*
- *End Time of Meeting*

TIPS FOR EFFECTIVE RECORDING OF MINUTES

Recording the meeting minutes may seem like a daunting task. Breaking it down into manageable steps and focusing on items that can be easily recorded during the meeting will be helpful. The tips below should be helpful to recording effective meeting minutes:

1. Record attendance as individuals arrive to the meeting.
2. Use the agenda as a guiding outline.
3. Focus on action items that are agreed upon, items for further discussion, and the results of any votes, as opposed to capturing every discussion point as they happen.
4. Actively take notes during the meeting, organizing them in a way that will make it easy to finalize the minutes following the meeting.

5. Take an audio recording of the meeting to serve as a reference point when finalizing the minutes. Remember, minutes are a reference point – they should not be transcriptions.

REVIEWING, FORMATTING, AND FINALIZING MEETING MINUTES

- Brevity is important but be sure to include appropriate details
- Ensure all language is clear, concise, and easily digestible
- For actions taken, be sure to include a brief description
- For major votes, record the rationale for and against the argument and the result of the vote
- Other than recording votes and attendance, avoiding using names in the minutes
- Be objective – avoid including personal observations
- Write in the same tense throughout the document

Once the meeting minutes have been appropriately drafted, they should be sent to the board chair for edits and approval. This should be completed within a week following the meeting. Be sure the board secretary includes their name and then circulate the minutes to all appropriate participants.

Section Key Takeaways

- Ensure that the meeting minutes are factual and objective in nature.
- Ask the board chair to review and approve minutes before circulating to the rest of the board.
- Record all decisions in a linear manner so they may be reviewed and understood at a later day by future Board Members or staff.

Implementing DEI Within the Board

Diversity, equity, and inclusion must be a top priority for every nonprofit organization committed to advancing the public good. While there is not a one-size-fits-all method for incorporating DEI into leadership thinking and strategic planning, it is important that the organization regularly discuss how DEI advances their mission.

Defining Diversity, Equity, and Inclusion

Diversity, equity, and inclusion will have a unique meaning for each organization. In addition to seeking racial diversity within the board, some organizations may seek to expand their program offerings to more diverse communities. Others may look to double-down on inclusivity through their mission. The role of a Board Member or organizational leader is to help facilitate a conversation about why a commitment to diversity, equity, and inclusion is necessary.

- Understand and effectively communicate why a commitment to DEI is a priority for the organization.
- Acknowledge specific ways that a more diverse board will better support the organization’s mission and impact on the communities with which it partners.
- Explore racial diversity as an organizational priority that is congruent with diversity of representation, background, experiences, culture, etc.
- Emphasize to all partners involved with the organization that representation matters. It is essential to make sure that those who live and work within communities the organization does it works in have a seat and a voice at the table.

Board Recruitment as a Genuine Reflection of the Organization

- Recognize and avoid tokenism³ at all costs.
- Understand the importance of an individual’s personal and professional experience, background, education, and philosophies as a value-add to the organization, not merely checking off a “diversity” box.
- Board Members actively recruiting diverse talent (whether an individual Board Member or a recruitment committee) must research and respect the qualifications of the prospective Board Member.

³ Tokenism: the practice of making only a perfunctory or symbolic effort to do a particular thing, especially by recruiting a small number of people from underrepresented groups in order to give the appearance of sexual or racial equality within a workforce.

- Explore outside of the organization’s and Board’s current network. Overall, Board Members tend to recruit others who share similar backgrounds and life experiences. Employ online tools such as LinkedIn and Idealist to post board vacancies.

Progress Over Perfection

Employing a genuine approach to diversifying the board and organization is a long-term investment. As a result, it may be difficult to achieve the results leaders are seeking in a short period of time. Be sure to track progress. Is the organization making meaningful and measurable strides towards benchmarks that have been set? To ensure progress, focus on actionable steps.

Key Takeaways

- Ensure an aligned understanding between leadership and current stakeholders (donors, funders, community partners, etc.) of what diversity means for the organization and why it is important to the future growth of the organization.
- Set defined benchmarks with clear steps for achieving them in a reasonable timeline.
- Be transparent with all parties about the progress the organization is making towards predefined benchmarks, and any challenges that may have arisen throughout the process.
- Observe and acknowledge how other organizations are tackling this issue. How are they measuring their progress? How are they communicating with their constituencies? What lessons can be learned?

Additional Resources

- [“Why Are We Still Struggling with Diversity, Equity, and Inclusion in Non-profit Governance?”](#) Non-Profit Quarterly
- [“Beyond Political Correctness: Building a Diverse and Inclusive Board”](#) BoardSource

APPENDIX

APPENDIX I: Sample Board Member Job Description

ABOUT US

This section is an important part of introducing current or prospective Board Members to the organization. CCS recommends including the organization's mission and vision statement with a brief (2-3 sentence) organizational history.

ABOUT THE ROLE

As a member of the Board of Directors for [INSERT ORGANIZATION'S NAME] you will be an integral part of the operations and advancement of our organization. You will work as a chief guardian of the organization, collaborating with staff and fellow Board Members to establish and implement policy. In collaboration with the staff and [INSERT OTHER KEY CONSTITUENTS] you will work to establish goals and strategies that enhance the mission of the organization. Additionally, you will be responsible for representing the organization and the mission to the community at large, while fostering relationship with prospective donors and funding organizations. As a Board Member of [INSERT ORGANIZATION] you will bring valuable insight, innovation, experience, and energy that will ensure the growth of the organization in the [INSERT GEOGRAPHICAL REGION].

RESPONSIBILITIES

As a member of the Board of Directors, you will be responsible for the following outcomes during your time of service:

- Collaborate with board and staff in creating and executing a strategic plan to enhance and strengthen the overall mission of the organization
- Engage with fellow Board Members and staff in implementing various policies as guided by the prospective strategic plan
- Actively provide and secure adequate resources for the board and staff to fulfill the mission of the organization
- Introduce external connections to the organization to build out our network of patrons

- [INCLUDE ANY ADDITIONAL ORGANIZATIONAL RESPONSIBILITIES]. (E.g. Work with the artistic director and staff to strengthen the academy's accessibility for local young people while promoting various performances and festivals throughout the season.)

EXPECTATIONS

As an invested Board Member, we ask the following from you:

- Consider an annual minimum gift of [INSERT AN ANNUAL DONATION THAT IS PROPORTIONATE AND APPROPRIATE TO THE SIZE OF THE ORGANIZATION AND GIVING CAPACITY OF THE BOARD]
- Attend at least 75 percent of board functions and organization events
- Serve on at least one standing committee annually [WHEN APPLICABLE]
- Work with board leadership and staff to develop a robust database of potential donors based on your personal connections
- Actively participate in the recruitment of new partnerships and Board Members
- Engage in small group discussions, trainings, and board development retreats
- Conduct an annual self-evaluation review of your role on the board, as well as an annual 360-degree review of the operation of the board, staff, and organization

What to Expect from [INSERT ORGANIZATION'S NAME]

- Onboarding opportunities – Staff and board leadership will work individually with you to help you understand [ORGANIZATION NAME] and the mission from an in-depth perspective.
- Board Member mentorship – We will pair you with an existing Board Member to help guide you along the governance process of [ORGANIZATION NAME].
- Board training – Upon request we will provide you with one-on-one coaching to be the most effective board leader possible.

Time Commitment: Board Members are encouraged to attend the following:

- X# of board meetings annually, held on the [INSERT DAY] of the respective month. (Board Members are asked to miss no more than 2 board meetings annually)
- One annual board retreat
- [INSERT ATTENDANCE REQUIREMENT FOR ORGANIZATION RELATED EVENTS]
- At least four committee meetings annually [WHEN APPLICABLE]

SUPPLEMENTAL MATERIALS

Attached you will find the following materials:

- “Fact Sheet” outlining key constituents and Board Members bios and contact information
- Budgets and actuals for the last two fiscal years
- Bylaws and articles of incorporation
- List of major donors by giving level
- Agendas and minutes for the last three board meetings
- Applicable press releases
- Current mission, vision and values of the organization
- Welcome letter from the current executive director (or administrator) and the board chair

APPENDIX II: Sample Meeting Agenda

Every board meeting should have a structured agenda that does not change much from meeting to meeting. Depending on how often the board meets, we recommend limiting board meetings between one and two hours. If the board has committees, we recommend timing those meetings to be held either well before or after the board meeting to allow for updates to be presented from committee chairs.

<p>I. Call to Order and Welcome</p>	<p>Board Chair</p>
<p>II. Consent Agenda</p> <ul style="list-style-type: none"> • Minutes • Financials <p><i>Minutes and financial information should be distributed to Board Members in advance of the meeting.</i></p>	<p>Board Chair</p>
<p>III. Updates from Committee Chairs / Board Business</p> <p><i>Each organization may cover slightly different topics but at minimum, there should be updates on the following core business areas:</i></p> <ul style="list-style-type: none"> • Programs • Fundraising or Development • Finance <p><i>All materials for these updates should be distributed in advance of the meeting.</i></p>	<p>Committee Chairs or Department Leadership</p>

<p>IV. Focus and strategy discussion on specific program or initiative</p> <p>This is an opportunity to tap into the network of advisors and obtain advice on upcoming initiatives and programs. As the board gets larger, this may shift away from a discussion-based format and may turn into more of an update.</p>	Executive Director or Board Chair
V. Closing Remarks	Board Chair

APPENDIX III: Sample Board Evaluations

Board Members should go through an evaluation process on an annual basis. This is a great opportunity for organizational leadership and a Board Member to connect, discuss successes and challenges from the past year, and identify goals for the year ahead.

EVALUATION FOR ORGANIZATIONAL STAFF

Use the following questions to prepare for an evaluation conversation with Board Members.

Number of years on the Board:	Under 1	1-2	3-5	5+
Lifetime giving:	<\$1000	\$1000-\$2500	\$2500-\$5000	\$5000+

GIVING	YES	NO	NOT SURE
Participated in the annual campaign through a personal gift			
Introduced the organization to new donors through active solicitation			
Has capacity for a larger gift			
AFFINITY AND ENGAGEMENT	YES	NO	NOT SURE
Attends meetings regularly			
Hosts and/or promotes events			
Opens doors for the organization			
Embraces leadership roles			
Is interested in the mission and work			
Participates in special events			
ADVISING AND COUNSEL	YES	NO	NOT SURE
Provides specialized expertise and guidance			
Is connected to local “power players”			

Has corporate/foundation connections			
Has “star power” which has attracted other Board Members			

BOARD MEMBER SELF-EVALUATION

Use the following questions to evaluate your role on the board this past year.

QUESTION	YES	NO	NOT SURE
Do I understand and support the mission of ORGANIZATION?			
Am I knowledgeable about ORGANIZATION programs and services?			
Do I follow trends and important developments related to ORGANIZATION?			
Do I give a personally significant annual gift to ORGANIZATION?			
Do I read and understand ORGANIZATION financial statements?			
Do I have a good working relationship with the Executive Management staff?			
Have I introduced individuals of affluence or influence to ORGANIZATION?			
Do I recommend individuals of affluence or influence for service to ORGANIZATION?			
Do I prepare for and participate in board meeting and committee meetings giving my full attention?			
Do I act as a good-will ambassador to ORGANIZATION?			
Do I find serving on the board to be a satisfying and rewarding experience?			
Do I support special events and activities held by my regional office?			