Effective Board Development And Practice
Track C
Liz Bergeron and Barney Mann
1:30 to 3:00 pm --Sunday November 3, 2013
What is Board Development?
Why Does Board Development matter?
Topics

Who Are You Looking For?
How to Get there
How to Stay There

Change and Growth
Who Are Your Looking For?

What Direction Is Your Organization Heading?

What Board Member Characteristics Get You There?
We want you!
Criteria:

Areas of Expertise
Constituencies
Geographic Representation
Areas of Influence
Wealth & Capacity
First Tool: Board Profile Grid
A Box of Tools

https://app.box.com/s/8vyl12m1glxo7giese3p
## Strong areas:
- Finance
- HR
- Strategic Planning
- Leadership

## Weaknesses:
- Non-profit Management
- Legal
- Natural Resource Management

Across the board in “contacts/influence”
Skills and Knowledge (14)

Accounting/Financial Management
Personnel Management
Fundraising
Strategic Planning
Non-profit Management
Leadership
Public Relations/Marketing
Legal Issues
Education/Youth
Land Use Issues
Government Decision Making
Natural Resource Management
Real Estate/Land Use
Trail Maintenance
Contacts/Influence (9)

Business Community
Media/Marketing
Government Agencies
Conservation Organizations
Hiking Community
Equestrian Community
Youth
Outdoor Industry
Foundations
Demographics (6)

Gender
Age
Geographic Region
User Group
Trail Maintainer
Trail Town Connection
Great, now we have our own Board Profile Grid.... Now we can rest.

The target is always changing – Accept it.

“In my experience, a board is not and cannot be static. Instead it must change and evolve as the organization changes and grows? “

Kyle Mathiasen, III
National Center for Nonprofit Boards
Name that Board
Board D
Board  G
Board H
Name that Board
Name that Board Game:

**Boards:**

- Pacific Crest Trail Association
- Cave Creek Rodeo
- Hamm Mental Health Clinic
- Famous Board of Directors Painting
- Walmart
- Ozark Trail Association
- Appalachian Trail Association
- Houston MET Dance

**ANSWERS:**

A: Houston MET Dance  
B. Appalachian Trail Association  
C: Walmart  
D. Cave Creek Rodeo  
E: Ozark Trail Association  
F: Hamm Mental Health Clinic  
G: Famous Board of Directors Painting  
H: Pacific Crest Trail Association
How to Get There
A Board Development Committee?

Do you have one?
How often does it meet?
How effective?

Executive Director/CEO Role -- Liz
Second Tool:
Board Member Recruitment Process
Pacific Crest Trail Association -- Board Development Committee
Board of Directors Recruitment Process -- December, 2012

Identify needs:
Identify prospects:

Add to prospect list:
Outreach to prospects:
Share information with prospects:

Initial meeting with prospects:
Select candidates to invite to a board meeting:
Invite candidates to a board meeting:
Hold formal interview:
Decide whether to invite candidates to join the board of directors:
Notify unsuccessful candidates:
Invite successful candidates to a second board meeting:
Third Tool:
Board Recruitment Progress Report
Pacific Crest Trail Association  
Board Recruitment Progress Report  
Sample

<table>
<thead>
<tr>
<th>Candidate</th>
<th>Board Development Progress Notes</th>
<th>Contact Info</th>
<th>Solicitor</th>
<th>Status</th>
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Board Recruitment Status:

1. Identify needs  
2. Identify prospects  
3. Add to prospect list  
4. Outreach to prospects  
5. Share information with prospects  
6. Initial meeting with prospects  
7. Select candidates to invite to a board meeting  
8. Invite candidates to board meeting  
9. Hold formal interview  
10. Decide whether to invite candidate to join the board of directors  
11. Notify unsuccessful candidates  
12. Invite successful candidates to a second board meeting
Fourth Tool: Board of Directors Job Description
Board of Directors Job Description

Responsibilities

Leadership/Human Resources

Strategic Planning

Financial Management

Resource Development

Community Relations

Operations

The Board recognizes its ultimate responsibility for all aspects of the organization's activity, but also chooses to delegate management responsibilities to staff, including program planning and implementation, membership development, proposal writing and administration. The Board retains ultimate responsibility for financial accountability, leadership development and governance.

Requirements for Board Service

- Make a personal financial contribution to the PCTA annually.
- Attend four board meetings per year. Each meeting generally is held over a weekend, ending noon on Sunday. The annual cost of attending these meetings is generally $1,000 to $2,000.
- Become a member of one or more board committees.
- A willingness to expand knowledge or board responsibilities through orientation and ongoing training.
Fifth Tool:
Board Member Application
Pacific Crest Trail Association
Board of Directors Application

Name: ___________________________ Date: ___________________________

Home Address: ___________________________ Phone Number: ___________________________

_________________________________________ Email Address: ___________________________

Profession/Occupation: ___________________________

1. Please list current or prior volunteer experiences and leadership roles

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2. What interests you about our organization? Which aspect of PCTA interests you most?

3. What skills, connections, resources, and expertise do you have to offer to PCTA?

4. What appeals to you about board service as a volunteer activity?

5. Do you have any fundraising experience? If so, what kind?

Please attach a resume or other information regarding your professional background and education.
Sixth Tool: Prospective Board Member Interview Outline
1. Greet candidate, introductions.

2. Explain expectations for board members.
   a. Attend board meetings at personal expense
   b. Participate in a board committee (describe committees)
   c. Be actively engaged in fundraising activities
   d. Make a personal financial contribution to the best of your ability.

3. Review application. Discuss candidate’s professional and volunteer background.

4. Discuss candidate’s answers to questions on application.
   a. What interests you about our organization? Which aspect of PCTA interests you most?
   b. What skills, connections, resources, and expertise do you have to offer to PCTA?
   c. What appeals to you about board service as a volunteer activity?
   d. Do you have any fundraising experience? If so, what kind?

5. Other potential interview questions:
   a. If you were to join our board, are there any experiences you’d like to have as a board member or people you’d like to meet?
   b. Of PCTA’s committees, where does your interest lie?
   c. Do you have any concerns about joining the board?
   d. Could you help PCTA connect to the (__________________) community (equestrian/outdoor industry/etc.)?

6. Opportunity for candidate to ask questions of the board development committee.

7. Explain board recruitment process.
   a. Candidate will hear from PCTA within two weeks.
   b. If both parties are in agreement, candidate will be invited to the next board meeting.
   c. At that meeting, the board of directors will vote to bring candidate on to the board.
   d. Candidate will then stand for election by the PCTA membership in the next election cycle.

8. Thank and dismiss candidate.
Seventh Tool:
Board Manual Table of Contents
Board of Directors’ Manual
Table of Contents

PACIFIC CREST TRAIL ASSOCIATION (PCTA)

1. Vision and Mission  
2. Fact Sheet  
3. Trail Programs and Services  
4. Organization Chart  
5. Staff Contact List  
6. Executive Director Job Description  
7. By-Laws  
8. Articles of Incorporation  
9. IRS Determination Letter

STRATEGIC PLAN

10. Strategic Plan

BOARD OF DIRECTORS

11. Board of Directors’ Roster  
12. Board of Directors’ Calendar  
13. Board of Directors’ Job Description  
14. Board of Directors’ Mentor Program  
15. Board of Directors’ Advisory Program  
16. Board of Directors’ Committee Job Description  
17. Directors’ and Officers’ Liability Policy  
18. Glossary
The board where anyone “willing” is scooped up – The “Warm body” stage.

The board of trail users and maintainers

The board where expenses are reimbursed

The board with 100% gift expectation
How to stay there?
Orientation
On-going Training
Annual board self-evaluation of board members and overall board effectiveness
Annual meeting Board Chair, ED/CEO and Board member

Retention: Periodic recognition and thanks.
Risks, Dangers, and Pitfalls—Stumbles along the way

Are you willing to turn someone down?

What about the board member who should no longer be serving?
Questions