

# Building Organizational Leadership: Board Recruitment & Development

Bob Carty, LCSW, CADAC, CCJP  
September 7, 2011  
IADDA Conference

# Introductions

## ◎ Bob Carty

- › Served 3 years as Board President for Turning Point BHC in Skokie, IL (2008-2011)
- › Serving as a public member on the Board of the Council on Standards for Human Services Education

## ◎ Participants

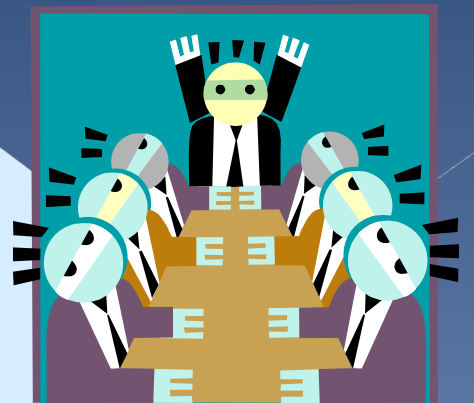
- › Name
- › Organization and position
- › What would you like to learn today about board development?

# Training Goals

- ① List problems that may occur on boards
- ① Describe key functions and important characteristics of effective boards
- ① Identify strategies to recruit competent people for board involvement
- ① Discuss various aspects of board development

# Common Problems

- ◎ Board problems can occur without adequate attention and resources, such as:
  - › Poor attendance
  - › Members not sure of role functions
  - › Micromanaging the organization
  - › No vision nor future planning
  - › Factions fighting
  - › Others?



# Key Board Functions

- ① Establish a solid working relationship with CEO
- ① Develop a mission statement for the organization
- ① Analyze the effectiveness of the organization's programs and services
- ① Create strategic plans to prepare for the future

# More Key Functions

- Provide fiscal oversight and design fundraising efforts to ensure adequate resources
- Enhance the organization's link within the local community
- Meet legal and ethical standards in its operations
- Promote ongoing board development

# Important Characteristics

- ⦿ Exceptional boards are characterized by:
  - Commitment to the mission
  - Active involvement by its members, utilizing their strengths
  - Strategic thinking, both short-term and long-term
  - Open, timely communication
  - Committee structure to focus on key areas

# Committees

- ⦿ Settings for focused attention and discussion; each committee has its own annual goals approved by the full board; committees provide reports at board meetings (and occasional resolutions for board consideration)
- ⦿ Possible committees include:
  - Executive committee
  - Fundraising
  - Fiscal oversight
  - Board development
  - Strategic planning
  - Others?



# Board Development

- Recruitment
- Orientation
- Mentoring new members
- Board education
- Retreats
- Strategic planning
- Board self-assessment

# Recruitment

- ⦿ Continuous process to identify potential candidates
- ⦿ Various strategies
  - › Invite community leaders
  - › Seek cultural diversity
  - › Consider what skill sets the board needs
  - › Others?
- ⦿ Vetting process
  - › Get to know the candidates better
  - › Educate them about the organization
  - › Discuss board expectations

# Orientation

- ◎ Following board approval, new members are given thorough orientation, including:
  - › Board manual, including by-laws
  - › Schedule of board events
  - › Description of various committees (and assignment to one or more)
  - › Discussion of strategic plan and upcoming challenges

# Mentoring New Members

- ⦿ Can be seen as an extended orientation
- ⦿ Provides new member an opportunity to build relationships with certain board members
- ⦿ One-on-one meetings with
  - Committee chairs
  - One officer or senior member

# Board Education

- ◉ Recognition that board members need to strengthen their knowledge base on various topics, such as:
  - › Organization's programs and services
  - › Recent trends in service delivery
  - › Risk Management
  - › Governance vs. Management
  - › State budget issues
  - › Diversifying funding streams



# Retreats

- ⦿ Annual, day-long event
- ⦿ Feedback from board members help to create agenda, such as:
  - More comprehensive discussion on key issues of the organization
  - Long-range strategic planning
  - Board education
  - Interaction with staff ("Day in the Life")

# Strategic Planning

- ⦿ Long-term planning for 3-5 years
- ⦿ Consideration of recent trends and how to prepare for new challenges
  - example: signs of state budget crisis started appearing a few years ago, triggering plans for fiscal diversification
- ⦿ Tools include
  - Review of mission statement and last strategic plan
  - SWOT analysis

# Board Self-Assessment

- ⦿ Important activity for each board member to evaluate him/herself and the board collectively
- ⦿ Questions may include:
  - How involved am I?
  - What else can I offer?
  - How meaningful are our board meetings?
  - What can be done to improve them?
  - How well are we meeting our goals?

# Questions and Answers

- How well is your organization's board functioning?
- What are its strengths? Its challenges?
- How could it improve?
- Any other questions?



# Recommended Readings

- Max De Pree. Called to Serve. Eerdmans Publishing, 2001.
- Richard Ingram. Ten Basic Responsibilities of Nonprofit Boards. Board Source, 2009.
- The Source: Twelve Principles of Governance that Power Exceptional Boards. Board Source, 2005.
- Mindy Wertheimer. The Board Chair Handbook. Board Source, 2007.

# Contact Information

- Bob Carty
- E-mail: [rcarty2003@yahoo.com](mailto:rcarty2003@yahoo.com)
- Website: [www.pctctraining.com](http://www.pctctraining.com)
- Phone: (847)675-0508



# Closing Comments

- ⦿ Social service organizations are in the midst of very difficult times
- ⦿ Strong boards can provide many things to stabilize organizations, such as:
  - › Increased fundraising efforts
  - › Enhanced linkage with the community
  - › Expert consultation