

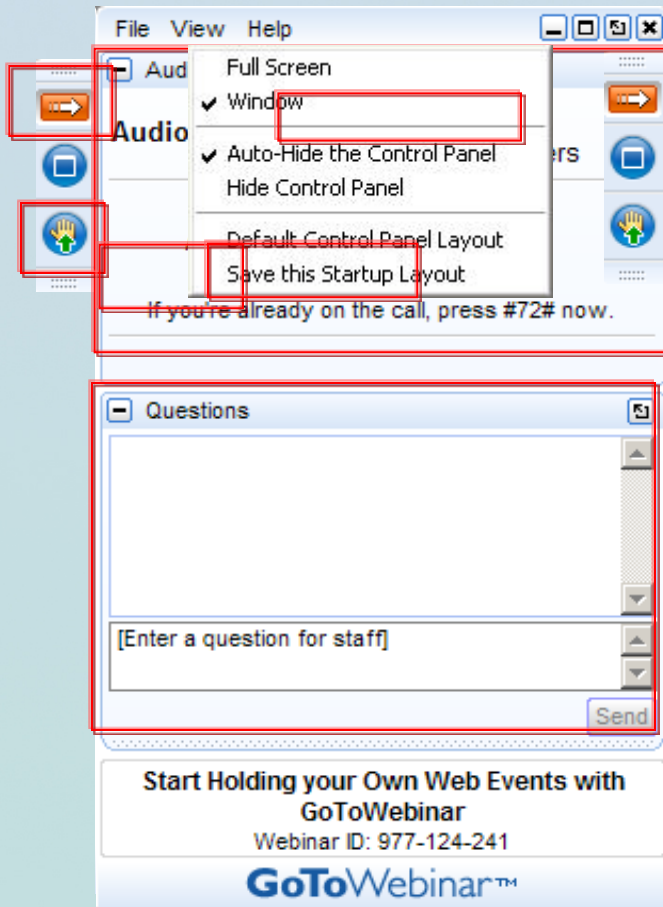
Board Recruitment Time? Learn the Blue Ribbon Nominating Committee Technique

April 10, 2013

This webinar is being hosted by the
Alliance of Nonprofits for Insurance, Risk Retention Group (ANI) and
Nonprofits' Insurance Alliance of California (NIAC).

Both companies are 501(c)(3) nonprofits that provide specialized liability insurance
to more than 12,000 501(c)(3) nonprofits in 31 states plus D.C.

How to Participate Today



- Open and close your Panel
- Manage your audio
- Submit text questions
- Raise your hand

Expanding the Board

Who Do We Want, How Do We Get 'Em, & How Do We get 'Em Going



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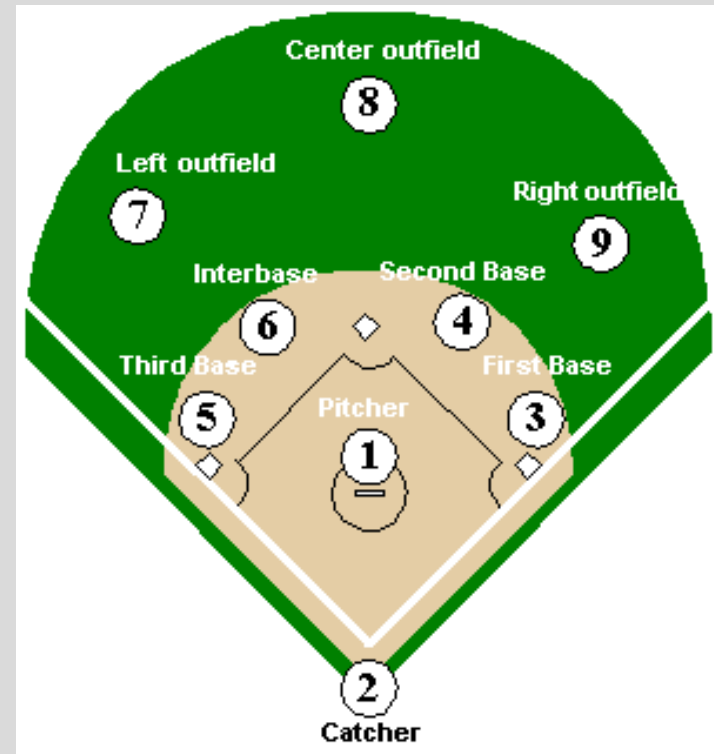
Publisher,
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Webinar Agenda

1. Introductions and your questions
2. Critical Path recruitment: a new way to think about who we want
3. Whose responsibility is board recruitment?
4. Recruiting who we want: tools
5. Accelerating the recruitment process
6. Other issues
7. Big turnarounds

Critical Path recruitment

Boards and baseball:
Both are team sports



Critical Path recruitment

Boards and baseball:

Both are team sports

**Some things *everybody*
has to do**

**Some things only one or
two people have to do**

Critical Path for the board

Boards and baseball:

Both are team sports

Some things everybody has to do

- **Attend meetings**
- **Make a meaningful financial contribution**

Some things only one or two people have to do

- **Understand finance**
- **Connect organization to the church**

Critical Path recruitment

Typical start:

“Who do we know?”

Critical Path recruitment

“Who do we know?”

Well we probably need a CPA, a lawyer, someone who knows marketing, . . .

We need people who can give and ask for money

Critical Path recruitment for the board

Instead of the usual

“Who do we know?”

We probably need a CPA, a lawyer, someone who knows marketing, . . .

We need people who can give and ask for money

Critical Path for the organization

Big Brothers Big Sisters

Two Critical Path tasks that the organization HAS to accomplish this year?

Two Critical Path tasks that the *board* has to accomplish this year?

Critical Path for the organization

Two Critical Path tasks that the organization HAS to accomplish this year?

Big Brothers Big Sisters

- Get county contract renewed; develop Plan B in case
- Recruit Spanish speaking Big Brothers

Critical Path for the *board*

Two Critical Path tasks that the organization HAS to accomplish this year?

Big Brothers Big Sisters

- Get county contract renewed; develop Plan B in case
- Recruit Spanish speaking Big Brothers

So . . . what are the two Critical Path tasks that the *board* has to accomplish this year?

Critical Path for the board

What are the two most important things for the *board* to accomplish this year?

1. Work on getting county contract renewed
2. Develop Plan B

- Get county contract renewed; develop Plan B in case



- Recruit Spanish speaking Big Brothers

Critical Path for the board

What are the two most important things for the *board* to accomplish this year?

- Get county contract renewed; develop Plan B in case
 - Recruit Spanish speaking Big Brothers
- 

1. Work on getting county contract renewed
2. Develop Plan B
3. With staff develop plan for recruiting Spanish speaking Big Brothers and launch plan

Critical Path for the board

What are the two most important things for the *board* to accomplish this year?

- Get county contract renewed; develop Plan B in case
- Recruit Spanish speaking Big Brothers



1. Work on getting county contract renewed
2. Develop Plan B
3. With staff develop plan for recruiting Spanish speaking Big Brothers and launch plan
4. Executive Director evaluation



Critical Path recruitment

Instead of: “ Who do we know?”

Now: Who do we need on the Task Force to get the county contract renewed?



Critical Path recruitment

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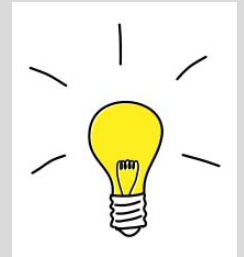


Who can work with the staff to develop Plan B?

Critical Path recruitment

Instead of: “ Who do we know?”

Now: Who do we need on the Task Force to get the county contract renewed?



Who can work with the staff to develop Plan B?

Who can lead the effort on recruiting Spanish speaking Big Brothers?

Putting a team together

Would you ever hire 11 people and then say to them, “Now find something useful to do in the organization and then organize yourselves to do it!”

Signing on to a team

from the board member's perspective:

Would you ever take a job when you didn't know what would be entailed or what you would get paid?

Signing on to a team

from a board member's perspective:

Would you ever take a job when you didn't know what would be entailed or what you would get paid?

(How long did it take you on a board to figure out what was going on and if/how to be useful?)

Critical Path recruitment

Critical Path recruitment recap:

Starts with the organization's priorities
Establishes objectives (workplan) for the
board

Bases recruitment on priorities and
objectives

Approaches people with concrete roles to
play that they can start to play right
away



The Blue Ribbon Nominations Committee

1. Think of 20 people you'd like to have on the board but you don't think they would or could

Examples: former board members, community leaders, donors, volunteers, clients and audience members, foundation program officers, corporate leaders, professors, staff from other nonprofits, government policy makers

The Blue Ribbon Nominations Committee

1. Think of 20 people you'd like to have on the board but you don't think they would or could
2. Ask one of them who is fairly well known

Blue Ribbon Nominations Committee

1. Think of 20 people you'd like to have on the board but you don't think they would or could
2. Ask one of them to come who is fairly well known
3. Invite the other 19 people saying she'll be there

Blue Ribbon Nominations Committee

1. Think of 20 people you'd like to have on the board but you don't think they would or could
2. Ask one of them to come who is fairly well known
3. Invite the other 19 people saying she'll be there
4. They'll get lunch and be asked to suggest 5 people for the board

Blue Ribbon Nominations Committee

At the meeting



- ❑ 15 minute indoctrination about need and org

Blue Ribbon Nominations Committee

At the meeting



- ❑ 15 minute indoctrination about need and org
- ❑ The organization's Critical Path and the board's Critical Path

Blue Ribbon Nominations Committee

At the meeting



- ❑ 15 minute indoctrination about need and org
- ❑ The organization's Critical Path and the board's Critical Path
- ❑ Ask them to suggest 5 people each who would be able to help with the Critical Path!

Blue Ribbon Nominations Committee

Give them a form

- Your name
- Who you are nominating
- What part of the critical path could this person be helpful with and why?
- Would you be willing to make an e-introduction?
- If after hearing about our critical path, you would like to nominate yourself, please do so (but don't feel obligated to do so)!

Blue Ribbon Nominations Committee

After the meeting

- Call each person: “Amina suggested you for our board . . . because one of our Critical Path issues for this year is . . .



Blue Ribbon Nominations Committee

After the meeting

- ❑ Call each person: “Armina suggested you for our board . . . because one of our Critical Path issues for this year is . . .

And she had thought of:

- A CFO from another nonprofit
- A white man who belongs to a Latino church
- A former city council member

Just a few more ideas

Caution: much more important than ideas is someone who will act and someone who will see to it



Just a few more ideas

Take out ad in community newspaper:

“Help Wanted: Volunteer Board Member”



Just a few more ideas

Post Help Wanted where constituents will see it

bulletin board at office

in clinic

in performance program



Just a few more ideas

Run a Board Members Wanted article in your newsletter: specify requirements, benefits



Just a few more ideas

- www.volunteermatch.org
- www.bridgestar.org
- See if United Way or other local organization has a matching program

Other issues for possible discussion

(these are more about board composition and management than about recruitment)

- Diversity: racial and ethnic
- Diversity: young people on boards
- Clients/constituents/patrons on the board
- Paying board members
- “Give or get”

How to ask someone

On the phone: say why you're asking to get together



How to ask someone

On the phone: say why you're asking to get together



In person: executive director & board member

“This is what we'd like you to do as a board member”

“This is what we ask of all board members”

“We want you to find this beneficial to you too . . . ”

WHY don't we actually do these things?

It's not clear who is responsible for getting it done

No one gets held accountable (yelled at) if it doesn't get done



So . . . whose responsibility *is* it?



So . . . whose responsibility *is* it?

The board chair should see that it gets done



So . . . whose responsibility *is* it?

The board chair should see that it gets done

But if the board chair isn't doing that?

So . . . whose responsibility *is* it?

The board chair should see that it gets done

But if the board chair isn't doing that?

It's the **executive director's** responsibility to take any weak part of the organization and act to make it work



Accelerating the process

Thinking of someone to their first meeting:

Four months?



Accelerating the process

Consider “pre-approving” or “pre-qualifying”
one or two candidates
that are already known to the board



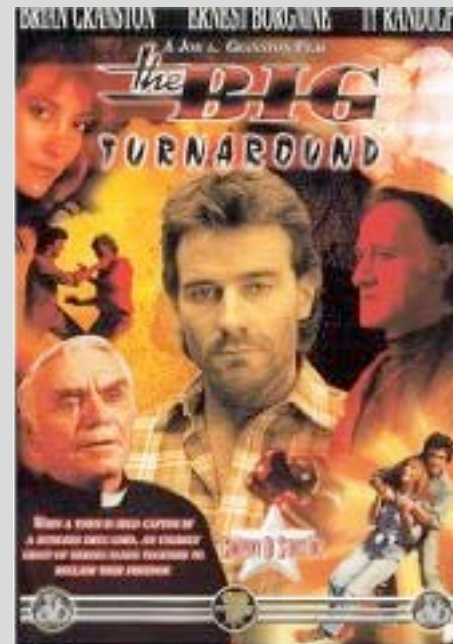
Accelerating the process

Consider “pre-approval” of a few candidates that are already known to the board

After the meeting with the candidate, a quick check-back-in with the Nominating or Governance Committee, and then let the person know he or she has been accepted

The Big Turnaround

When the board is not at the caliber of the staff and the programming



The Big Turnaround

When the board is not at the caliber of the staff and the programming

When you want to recruit a few people but you don't think they would agree to be on the board



The Big Turnaround

When the board is not at the caliber of the staff and the programming

When you want to recruit a few people but you don't think they would agree to be on the board

In other words: when you need to ratchet the board up a couple of steps at once

The Big Turnaround

National Hispanic organization example

The Big Turnaround

National Hispanic organization example

“I shouldn't be on this board. My boss' boss should be on this board.”

The Big Turnaround

Don't recruit a board member.

Recruit a board leader.

The Big Turnaround

The pitch:

We want you on this board.

This organization is a huge leadership platform.

We're asking to be the leader of change.



The Big Turnaround

The pitch:

We want you on this board.

This organization is a huge leadership platform.

We're asking to be the leader of change.

In six months you'll be the chair.

We're asking people to leave early

When you become chair we want you bring

four members on of your caliber



The Big Turnaround

The right person

Doesn't want to join a board and sit around for a couple of years

He or she will see this as an opportunity to lead an important organization and cause

Recap

1. Start recruitment with the Critical Path
2. Identify candidates through One-Meeting Nominating Committee
3. Ask in person
4. Accelerate process
5. Hold someone responsible, maybe yourself



And . . .

Don't forget it's also important to turn down nominees who just aren't right



What we're going to send you

- a. Shortened version of this slide show
- b. Some excerpts from Board Café/Blue Avocado:
 - Diversity and Boards
 - Questions to Ask Yourself Before Joining Your Next Board
 - Questions to Ask Candidates for the Board
 - A Board Member/Organization “Contract”
- c. Order form for “The Best of the Board Café, Second Edition” and subscription form for Blue Avocado

And . . .

Questions?

Disagreements?

Reflections?



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