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SAMPLE BOARD COMPOSITION MATRIX

Note: Add, edit or delete in a way that makes sense for your organization

PERSPECTIVES

<i>Gender</i>																				
<i>Age</i>																				
<i>Ethnicity</i>																				
<i>Sexual Orientation</i>																				
<i>Personal Connection to Our Work</i>																				

EXPERTISE

<i>Finance (CPA, Budgeting)</i>																				
<i>Legal</i>																				
<i>Human Resources</i>																				
<i>Public Relations / Press Relations</i>																				
<i>Online Marketing</i>																				
<i>Strategic Planning</i>																				
<i>Nonprofit Management</i>																				

COMPETENCY

<i>Prior Board Experience</i>																				
<i>Strategic thinking</i>																				
<i>Connector</i>																				
<i>Writing</i>																				
<i>Public speaking / Presentations</i>																				
<i>Prior volunteer work</i>																				



Because the World is Counting on Us.

BUILDING THE BOARD OF YOUR DREAMS

BUILDING THE BOARD OF YOUR DREAMS

TOP 10 COMPETENCIES *(plus 1 bonus)*

1. Legal
 2. Financial (CPA / Budgeting)
 3. Human Resources
 4. Public Relations / Marketing
 5. Fundraising
 6. Digital marketing / Technology
 7. Strategy
 8. Funder
 9. Sector Expertise
 10. Board Experience

 11. BONUS #11: Direct connection to the work.
-

TOP 10 ATTRIBUTES *(plus one bonus)*

1. Collaborative
2. Respectful of varying points of view
3. Leadership potential
4. Optimistic
5. Team player
6. Ego in check
7. Strategic
8. Enthusiastic about being an ambassador
9. Responsive
10. Strong work ethic

11. BONUS #1: Sense of humor

BOARD MEMBER SELF-ASSESSMENT TEMPLATE



OVERVIEW

It's time to stop operating from a place of scarcity when it comes to your nonprofit board. The number one reason that boards do not engage in any kind of assessment of board members is that they are volunteers and can only do what they can do. And heaven forbid the assessment causes them to bolt. Then we have to fill another seat?????

With this mindset you will never have a high-functioning board. Can you imagine having a job for two years or three years or five years and never having a sit down with your boss about how you are doing?

Welcome to board service.

The nonprofit sector needs a new approach. Consider my model of a thriving nonprofit as a twin-engine jet. The strong nonprofit has two high functioning engines, and each engine gets regular maintenance.

Evaluation of board members is "engine maintenance".

BEFORE YOU BEGIN ANY ASSESSMENT PROCESS

Commit to including either a board member job description or a list of the ten roles of the nonprofit board in every single new board orientation packet. It *must* be reviewed during an orientation. Can you imagine being evaluated at work for a job that had no written goals or responsibilities? Right.

So in addition to the template I have created, you will also find two other documents you can use for these purposes (if you don't already have them). From Bridgespan, an international nonprofit consulting firm, a job description and from Board Source, a list of the ten core responsibilities of a nonprofit board.

APPROACH

People who join boards are typically Type-A personalities accustomed to getting 95s on their book reports. They want to know how to get an "A" in board service, and they expect to be graded. They are accustomed to good grades.

Now board members do indeed have day jobs and so the approach you want to take is different. It's a bit like grading on a curve, but better yet, think about it as a conversation about how the experience is going so that the board member can reveal her own thoughts and reflections. The conversation should result in either a recommitment, a refocus, or in some cases, an opt-out.

PROCESS

In an ideal world, your nominating and governance committee would be responsible for board member evaluation. Ideally, it would be an annual process. Ideally, the evaluation would include the voices of fellow board members.

But I prefer a real process over an ideal one. Why? 1) The more complicated the process is, the less likely it will happen at all (Let's remember, most executive directors are not formally evaluated.), and 2) this is a volunteer gig, and it should, in my mind, feel less formal.

So I suggest the following:

- Governance committee runs the process and ensures it gets done.
- A month before the anniversary date, each board member gets the attached template along with a copy of either the job description or the ten roles or whatever document was given out at orientation.
- Simultaneously the board chair and the E.D. get the same eval form.
 - E.D. provides input to the Chair about board member X that is either attached to the eval form or board chair makes notes to include.
 - Board chair should also seek input from the executive committee or the governance committee of the board before the evaluation conversation. Nothing lengthy but input from a few other board members seems right and fair.

As you'll see, the template is not formal. It is intended to be a catalyst for discussion. Essentially, it offers the board member an opportunity to reflect about the contributions she has made, what she wants out of board service, and what is needed to ensure that the conversation with the board chair is a productive one that generates a set of goals or next steps.

- The evaluation should ideally occur in person over a meal.
- Ideally, the board chair will have these conversations, but it may be burdensome for her (depending on the number of board members). The responsibility could be spread out amongst executive committee members or the board chair and the Nominations Committee chair. You just want to be sure that there is a process that is thoughtful, fair, somewhat formal, and very clearly communicated.
- The board chair should provide the governance committee with some kind of written document summarizing the conversation. This becomes part of that board member's file, and the board member should get a copy as well.

BOARD MEMBER EVALUATION FORM

Name:

Date:

Date of First Board Meeting:

Term Expiration Date:

All of us on the board, as well as our staff leader, are grateful for your service this year. We recognize there are many demands on your time and many nonprofit organizations would benefit from your participation. We consider ourselves fortunate that you selected us.

The purpose of this evaluation is several fold:

- To understand your experience as a lead volunteer - what is working for you and what could be working better;
- To discuss the board's performance as a group;
- To reflect on roles and responsibilities of board service and to share thoughts about how you feel you deliver on each. We also want to talk about what you feel you need to be successful.
- To seek greater understanding of what you believe you bring to board service and how you would like to contribute in the coming year.
- Approximate time needed for completion: 15-30 minutes.

BOARD SELF-ASSESSMENT, PART 1:

INDIVIDUAL SELF-EVALUATION SURVEY

Please offer your observations on the following statements. Rate yourself on a scale of 1 to 5 where 5 is “strongly agree” and 1 = “strongly disagree.”

1. I consider myself a board member who is engaged in the work of the organization.

1 | 2 | 3 | 4 | 5 |

2. I have a solid understanding of the core programs of the organization.

1 | 2 | 3 | 4 | 5 |

3. I am literate about the finances of our organization, understanding both our strengths and potential vulnerabilities.

1 | 2 | 3 | 4 | 5 |

4. I am an effective fundraiser for the organization. I make my own annual contribution and regularly ask and/or introduce donor prospects to the organization.

1 | 2 | 3 | 4 | 5 |

5. I am an active participant in strategic discussions offering insights or asking thoughtful questions.

1 | 2 | 3 | 4 | 5 |

6. I make valuable contributions to the committee(s) on which I serve.

1 | 2 | 3 | 4 | 5 |

7. In the past year I have brought new assets to the organization (e.g., experts, volunteers, donors, corporate sponsors, etc.).

1 | 2 | 3 | 4 | 5 |

8. I am deeply passionate about the mission.

1 | 2 | 3 | 4 | 5 |

9. I have been an enthusiastic public ambassador for the organization.

1 | 2 | 3 | 4 | 5 |

10. I make every effort to attend regularly scheduled board meetings.

1 | 2 | 3 | 4 | 5 |

11. I read and respond to emails from the Executive Director.

1 | 2 | 3 | 4 | 5 |

12. I frequently encourage the Executive Director through my words and actions.

1 | 2 | 3 | 4 | 5 |

BOARD SELF-ASSESSMENT, PART 2:
KEY BOARD ROLES - COLLECTIVE & INDIVIDUAL EFFECTIVENESS

The following are, according to Board Source, eight of the key responsibilities of a nonprofit board. Review each of the following roles and rate your board’s collective effectiveness. Then, reflect on your role as an individual board member. Where do you see your areas of strength, vulnerabilities, and areas you’d like to grow in?

Please offer your observations on the following statements. Rate yourself on a scale of 1 to 5 where 5 is “We’re great at this!” and 1 = “We let the ball drop.”

- **ROLE #1: SUPPORT AND EVALUATE THE CHIEF EXECUTIVE.**
The board should ensure that the Executive Director has the moral and professional support they need to further the goals of the organization.

The Board as a Whole (Collectively) 1 | 2 | 3 | 4 | 5 |

You as an Individual Board Member 1 | 2 | 3 | 4 | 5 |

- **ROLE #2: ENSURE EFFECTIVE PLANNING.**
Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.

1 | 2 | 3 | 4 | 5 |

- **ROLE #3: MONITOR AND STRENGTHEN PROGRAMS AND SERVICES.**
The board's responsibility is to determine which programs are consistent with the organization's mission and monitor their effectiveness.

1 | 2 | 3 | 4 | 5 |

- **ROLE #4: ENSURE ADEQUATE FINANCIAL RESOURCES.**
One of the board's foremost responsibilities is to secure adequate resources for the organization to fulfill its mission.

1 | 2 | 3 | 4 | 5

- **ROLE #5: PROTECT ASSETS AND PROVIDE PROPER FINANCIAL OVERSIGHT.**

The board must assist in developing the annual budget and ensuring that proper financial controls are in place.

1 | 2 | 3 | 4 | 5 |

- **ROLE #6: BUILD A COMPETENT BOARD.**

All boards have a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate their own performance.

1 | 2 | 3 | 4 | 5 |

- **ROLE #7: ENSURE LEGAL AND ETHICAL INTEGRITY.**

The board is ultimately responsible for adherence to legal standards and ethical norms.

1 | 2 | 3 | 4 | 5 |

- **ROLE #8: ENHANCE THE ORGANIZATION'S PUBLIC STANDING.**

The board should clearly articulate the organization's mission, accomplishments, and goals to the public and garner support from the community.

1 | 2 | 3 | 4 | 5 |

BOARD EVALUATION, PART 3: LOOKING AHEAD

What do you need to be successful in the coming year?

When you step down from the board, what would you like to be able to say you accomplished?

Is there anything else you would like to add?



**HOW TO
GROW YOUR
“ARMY OF THE
ENGAGED”**

As a lead ambassador for your organization, consider yourself to be in the “invitation business.” Your role is to be a visible and vocal voice/face/storyteller in the service of building what we call the “army of the engaged.”

The ability of any organization to have influence, impact, and resources comes from the volume of people who are aware of the good work of your organization and are invited to have the opportunity to be a part of it.

This template is designed to address the ‘paralysis’ that comes from the question: *“Do you know anyone we can ask to...”* It’s nearly impossible to consider a list of folks to engage outside of the context in which you know them. In this template, we offer just that context.

HOW TO FILL OUT THE FORM

With a pen in one hand and your smart phone in the other, consider the following questions and begin to consider all of your personal and professional orbits. In each of these orbits are different people, many of whom may have no idea that you are a lead ambassador for an organization you care deeply about.

For each prompt, try to identify 3-5 names. Include at least an email address.

WHAT WILL HAPPEN TO THE FORM (AND THE NAMES)

Maybe the organization has an event coming up? Perhaps an e-appeal? Maybe you will decide to host a brunch? Or better still, can this be the beginning of your own personal cultivation, which you can begin by sending an email to each to let them know you are a board member, why you love the organization, and then tell one success story?

Whatever you do, make a collective plan and commitment and continue to use these and refer to them. Perhaps an iPhone or Android scanner can create a copy of each form and a person on the board can be designated to serve some kind of role to hold folks accountable as a peer.

Lots of interesting options.

We have never done this exercise without folks unearthing new folks to engage. Not once.

Go for it!

Who are some of your friends at work?

1. Name: _____ Email/Phone _____
2. Name: _____ Email/Phone _____
3. Name: _____ Email/Phone _____
4. Name: _____ Email/Phone _____
5. Name: _____ Email/Phone _____

Whom have you spoken to about the organization who has expressed genuine enthusiasm (and you haven't really known what to do with that enthusiasm)?

1. Name: _____ Email/Phone _____
2. Name: _____ Email/Phone _____
3. Name: _____ Email/Phone _____
4. Name: _____ Email/Phone _____
5. Name: _____ Email/Phone _____

Whom have you met / Who do you spend social time with / Have fun with?

(Members of your bowling league, volleyball team, running group, gourmet cooking or restaurant group. Pick-up basketball players, the bridge club, your poker buddies, drinking pals, workout friends. Think about classmates from your Lamaze class, aerobics and jazzercise class; people from ski weekends, beach trips, camping trips, vacations, music festivals; People you hike with, camp with, you sing with or play music together. People you shop with and members of your garden club.)

1. Name: _____ Email/Phone _____
2. Name: _____ Email/Phone _____
3. Name: _____ Email/Phone _____
4. Name: _____ Email/Phone _____
5. Name: _____ Email/Phone _____

Think about the last 5-10 times you have gone out to dinner. Who has joined you?

1. Name: _____ Email/Phone _____
2. Name: _____ Email/Phone _____
3. Name: _____ Email/Phone _____
4. Name: _____ Email/Phone _____
5. Name: _____ Email/Phone _____

Who was at your Thanksgiving table? Your Passover Seder?

1. Name: _____ Email/Phone _____
2. Name: _____ Email/Phone _____
3. Name: _____ Email/Phone _____
4. Name: _____ Email/Phone _____
5. Name: _____ Email/Phone _____

Do you send holiday cards? Who is on that list that should be on this one?

- 1. Name: _____ Email/Phone _____
- 2. Name: _____ Email/Phone _____
- 3. Name: _____ Email/Phone _____
- 4. Name: _____ Email/Phone _____
- 5. Name: _____ Email/Phone _____

Think about family. Family members (especially the ones you are speaking with) love to support the work of their loved ones.

(Parents, step-parents, step-siblings, siblings, aunts, uncles, cousins, nephews and nieces. Don't forget relatives who live out of town and those who you haven't seen in a while.)

- 1. Name: _____ Email/Phone _____
- 2. Name: _____ Email/Phone _____
- 3. Name: _____ Email/Phone _____
- 4. Name: _____ Email/Phone _____
- 5. Name: _____ Email/Phone _____

How about folks you haven't seen in while?

(Friends from your old job, who you used to go to school with, maybe your former teachers; other volunteers from here or elsewhere, past sorority and fraternity friends. Have a peek at Facebook maybe?)

- 1. Name: _____ Email/Phone _____
- 2. Name: _____ Email/Phone _____

- 3. Name: _____ Email/Phone _____
- 4. Name: _____ Email/Phone _____
- 5. Name: _____ Email/Phone _____

How about the professionals who support you that you have grown to know over the years?

(Your lawyer, dentist, doctor, pharmacist, broker, dry cleaner, hairdresser, masseuse, children's teacher, vet, computer repair person, your favorite restaurant manager, accountant, landscaper, fix-it person.)

- 1. Name: _____ Email/Phone _____
- 2. Name: _____ Email/Phone _____
- 3. Name: _____ Email/Phone _____
- 4. Name: _____ Email/Phone _____
- 5. Name: _____ Email/Phone _____

How about a few other "orbits"?

(Your house of worship? Your neighborhood? Your old neighborhood? Are there interesting people in your community that you know but not really well who would have a professional (or personal) interest in the work of the organization?)

- 1. Name: _____ Email/Phone _____
- 2. Name: _____ Email/Phone _____
- 3. Name: _____ Email/Phone _____
- 4. Name: _____ Email/Phone _____
- 5. Name: _____ Email/Phone _____

Last call? Anyone else?

1. Name: _____ Email/Phone _____

2. Name: _____ Email/Phone _____

3. Name: _____ Email/Phone _____

4. Name: _____ Email/Phone _____

5. Name: _____ Email/Phone _____



XXX Center

Board Member Commitments & Responsibilities

General Information:

- Board membership is a two-year term. Members can be nominated and elected to serve additional two-year terms.
- Board meetings are held monthly, approximately 10 months per year.

Members of the Board of Directors of the XXX Center are committed to the following:

- Believing in, acting on, and speaking out in support of XXXs Mission.
- Providing long term direction and guidance and setting policy for XXX to ensure organizational continuity and adherence to the Mission Statement.
- Providing fiscal stability to XXX by contributing to fundraising efforts, by acquiring a working knowledge and understand of the annual budget, by taking an active part in its planning and implementation, and by attending and assisting with special efforts.
- Ensuring the make-up of the Board of Directors includes gender diversity, a geographic diversity of representatives from across XXX County, representation of experience, and professional expertise in identified areas to aid in organizational development and decision making.
- Respecting and abiding by XXX Confidentiality policy.

The Members of the Board of Directors will fulfill these commitments through:

- Making a financial contribution of any amount to XXX on an annual basis;
- Participation in fundraising activities to raise funds to fulfill the Board Fundraising budget line item in the annual budget. A variety of opportunities to participate will be made available to ensure Members are able to participate in ways that utilize their skills and respect their comfort level;
- Identification of new contacts who may be interested in supporting XXX;
- Participation in a minimum of 75% of Board Meetings;
- Participation on a minimum of one Board Committee, and
- Participation in a minimum of one community outreach event.

XXX Board of Trustees Expectations

Outreach

Board members take ownership of mission and goals of XXX, and as such, they are knowledgeable of XXX opportunities, resources, and activities.

Board members be open to new experiences and push to reach out to “other” within XXX in their role as XXX Ambassadors both internally and externally.

Participation

Board members, as XXX Ambassadors, are committed to active participation while attending on committee meetings or events.

All events must have a Board member present.

Board members strategically decide which events to attend, but commit to attending XXX events.

All Board members will show up to Board meetings prepared for votes and discussions.

Board members will attend monthly Board meetings.

Financial

100% of the Board of Trustees will donate, to the comfort of their financial situation and family, to XXX.

All Board of Trustees will contribute to the financial well-being of XXX in one or more of the following ways:

- ***Donor*** – providing financial contributions to XXX directly.
- ***Asker*** – actively seeking out financial donors and making the “ask” of the potential donor. This may be an ask for a direct contribution, or an ask for a fundraising event sponsored by and supporting XXX.
- ***Doer*** – actively supporting fundraising events in financial support of XXX through set-up, outreach, hosting, etc.

Board Conflict (Duality) of Interest Considerations

(Adapted from “Nonprofit Conflict of Interest: A 3-Dimensional View”: <https://blueavocado.org/leadership-and-management/nonprofit-conflict-of-interest-a-3-dimensional-view/>)

Classic (Financial) Conflict of Interest

Issue: Conflict exists when a person on the board can financially gain through their role on the board.

Ways to Manage/ Reduce:

- Annual disclosure of board members potential conflicts (eg. other boards, business affiliations, etc)
- Exclusion from vote for those with potential conflicts
- Policy stating what potential conflicts are and how they will be prevented and/or managed¹

Other Potential Conflicts of Interest

Nonfinancial Issues to consider

- Serving on multiple boards
- Benefit from interest (eg. having constituents/beneficiaries on the board, or using professional connections to help further the mission of the nonprofit)
- Family members on staff

Managing the Risks

- Establish a policy
 - Samples and suggestions on what to include: <https://www.councilofnonprofits.org/tools-resources/conflicts-of-interest>
- Encourage a culture of transparency and disclosure for board members
- Put good procurement policies in place with written, multiple bids

¹ “A policy on conflicts of interest should (a) require those with a conflict (or who think they may have a conflict) to **disclose** the conflict/potential conflict, and (b) **prohibit interested** board members **from voting** on any matter in which there is a conflict” (<https://www.councilofnonprofits.org/print/612>)