

## TOOL #3: Board Nominee Orientation: Table of Contents

*Inspire qualified board prospects to consider board service by giving them a comprehensive overview of your governance documents.*



“Recruit board members for their passion, not their position. Don’t swallow the board myth that says you need a CPA, an attorney, a pastor and a fundraiser on your board. People in those positions might make great volunteers, but less-than-loyal, uncommitted board members are the last thing your organization needs.”<sup>1</sup>

### Recruit for Passion—Not Position!

#### The Board Bucket Core Competency

We believe that board members must sense God’s call to serve on the board of directors. We invest time in cultivating, recruiting, orienting and engaging board members in their strategic role as stewards of our organization. The first step in organizational sustainability is to inspire board members to be highly committed and generous partners in ministry.

#### The 7 Steps in the Board Prospect Pipeline

1. **Recruit** for passion, not position.
2. **Pray** before prospecting.
3. **Date** before proposing.
4. **Inspire** your prospect to give generously.
5. **Propose** marriage.
6. **Continue** dating!
7. **Leave** a legacy.<sup>2</sup>

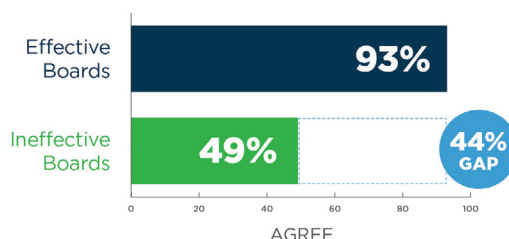
### Effective Boards Report a High Level of Ministry Passion

ECFA Research Says...



#### 5. Increase Board Member Passion

“Our board members are passionate about our organization’s primary mission/vision and invest time, talent, and treasure in personally enhancing our mission.”



<sup>1</sup> John Pearson, *Mastering the Management Buckets: 20 Critical Competencies for Leading Your Business or Nonprofit* (Ventura, CA: Regal Books, 2008), 192.

<sup>2</sup> Ibid., 191. Read Chapter 14, “The Board Bucket,” pages 191-200, for the narrative of the seven steps in board member recruitment.

## Board Nominee Orientation Materials

### Table of Contents

**Picture this!** You’ve been “dating” a board prospect who is on the board-approved “Prospect Pipeline List.”

The Nominating Committee has affirmed that this person...

- ☑ ...is already a generous giver to your organization.
- ☑ ...has served with distinction as a faithful volunteer.
- ☑ ...has stellar character from your due diligence reference-checking with the person’s pastor and others (Check on: character, competency, chemistry, keeps confidences, and much more.)
- ☑ ...has prior board governance positive experience and understands the “3 Board Hats: Governance, Volunteer, and Participant” and the policy governance continuum.
- ☑ ...and all the other boxes are checked with “Outstanding!”

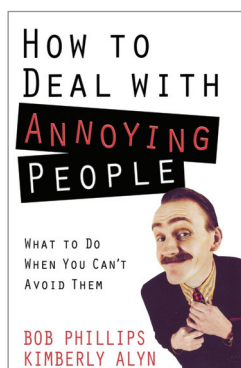
So with approval from the Nominating Committee (following your “Pathway to the Board” protocol), it’s now time for your first meeting with the prospect to discuss the possibility that he or she might have passion for serving on your board...someday. (*Don’t pop the question yet!*)

Use this “**Board Nominee Orientation Materials: Table of Contents**” as an outline for communicating a comprehensive and very transparent look at your governance documents.

Guarantee! This will be the first time that this board prospect has ever received such a comprehensive overview. Your prospect will be impressed! And, you will pick up signs and signals as to whether the prospect is the *right* person to invite on the board at *this* time.

**REMINDER!** Customize your one-on-one presentation, based on your prospect’s social style. (One size doesn’t fit all.)<sup>3</sup>

The 4 Social Styles	This Person Values:
Analytical	Facts and information
Driving	Bullet points and executive summaries
Amiable	Relationships and stories
Expressives	4-color documents and the Big Vision for the future



### ***How to Deal With Annoying People: What to Do When You Can't Avoid Them***

by Bob Phillips and Kimberly Alyn

Inspire your board to read this humorous and faith-based book on the four social styles. The chapter on “Dispelling Ten Stereotypical Gender Myths” is worth the price of the book. If you’ve bought into the myth that women are relationship-oriented and men are task-oriented, you’ve misread God’s unique design in people—male and female. It’s a must-read chapter.<sup>4</sup>

<sup>3</sup> Pearson, *Mastering the Management Buckets*, 192. For more on the four social styles, read Chapter 7: “The People Bucket.” Learn more about social styles at [www.tracomcorp.com/social-style-training/](http://www.tracomcorp.com/social-style-training/).

<sup>4</sup> Bob Phillips and Kimberly Alyn, *How to Deal With Annoying People: What to Do When You Can't Avoid Them* (Eugene, OR: Harvest House, 2011), 145–56.

**Board of Directors – Board Nominee Orientation Materials**

Table of Contents – [Organization Name Here]

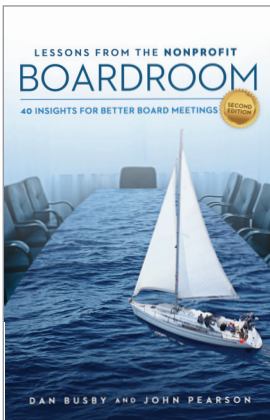
Section	Introductory Materials
1	Introduction from the Chair of the Board of Directors
2	General Brochures, Publications, (eNewsletter, Website outline, etc.)
3	Historical Snapshot, Honors, Awards, Notable News Clippings
	<b>Board of Directors</b>
4	Current Board Members (Mini-Bios), Committees, and Volunteer Structure
5	Board Member Annual Affirmation Statement, Calendar of Future Board Meetings, Board Member Application Form, and Biographical Sketch Form
6	Nomination and Election Procedures
7	Bylaws, Articles of Incorporation, etc.
8	Board Policies Manual (BPM)
9	Conflict of Interest Disclosure Letter
10	Former Board Members & Board Chairs
11	Board Meeting Agenda/Pages (of most recent meeting) – <i>sample</i>
12	Board Issues/Challenges for Next 3 Years (including: “Any skeletons in boardroom closet?”)
	<b>Finance, Budget, IRS, ECFA Reports</b>
13	Annual Budget
14	Current Financial Reports
15	Audited Financial Statements
16	ECFA Membership, Profile and Public Statistics
17	IRS Form 990 ( <i>Return of Org. Exempt from Income Tax</i> )
	<b>Strategic Plan and Metrics</b>
18	Rolling 3-Year Strategic Plan & Strategic Plan Placemat (one-page summary: 11” x 17”)
19	Annual Customer Satisfaction Surveys
20	CEOs Annual S.M.A.R.T. Goals & Board/CEO Accountability Process (Monthly Dashboard)
21	Leading Indicators/Key Performance Indicators (KPIs), Statistics (charts and graphs)
22	Our Answers to Peter Drucker’s “Five Questions Every Nonprofit Organization Must Answer”
23	“Radar Issues” (1-page) – “Our Assumptions About the Next 3 Years”
	<b>Team Members</b>
24	Organizational Chart & Mini-Position Descriptions: Staff Contact Info
25	Team Member Mini-Bios; CEO Bio, CEO’s Top-5 Strengths (StrengthsFinder.com)
26	Confidential Compensation Schedule
	<b>Development</b>
27	Donor Development Program - Snapshot
28	Direct Mail, Campaign/Project, Brochure Samples
29	Development Program Annual and 3-Year Goals (and the fundraising role of board members)
	<b>Programs and Services</b>
30	“Menu” of Programs, Products, and Services for “Primary Customers” and “Supporting Customers” (and annual program evaluation process)
31	Other

## Board Member Recruitment Resources:



### ***ECFA Governance Toolbox Series No. 1: Recruiting Board Members Leveraging the 4 Phases of Board Recruitment: Cultivation, Recruitment, Orientation and Engagement***

[www.ECFA.org/Toolbox](http://www.ECFA.org/Toolbox)



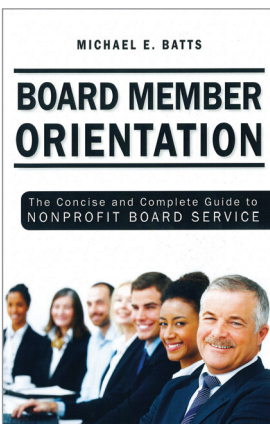
### ***Lessons From the Nonprofit Boardroom: 40 Insights for Better Board Meetings***, Second Edition (2018)

by Dan Busby and John Pearson

- ☐ Lesson 13. If You Need a Volunteer, Recruit a Volunteer
- ☐ Lesson 14. If You Need a Board Member, Recruit a Board Member
- ☐ Lesson 16. Date Board Prospects Before You Propose Marriage
- ☐ Lesson 34. Envision Your Best Board Member Orientation Ever

Read blogs on these topics (and all 40 lessons) at:

<http://nonprofitboardroom.blogspot.com/>



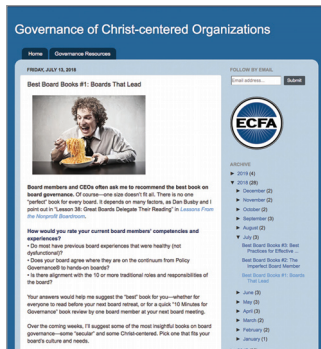
### ***Board Member Orientation: The Concise and Complete Guide to Nonprofit Board Service***

by Michael E. Batts

***Hooey Alerts!*** Most handbooks on board governance are dry and boring. Batts remedies that sin by sprinkling “Hooey Alerts!” throughout the book. He defines hooey as “false or misleading information, malarkey, or bunk.”<sup>5</sup>

<sup>5</sup> Michael E. Batts, *Board Member Orientation: The Concise and Complete Guide to Nonprofit Board Service* (Orlando: Accountability Press, 2011), i. Read the review of *Board Member Orientation* at: [http://urgentink.typepad.com/my\\_weblog/2012/07/board-member-orientation.html](http://urgentink.typepad.com/my_weblog/2012/07/board-member-orientation.html)

## Board Member Recruitment Resources:



### Read ECFA's blog for more governance insights:

<http://ECFAGovernance.blogspot.com>

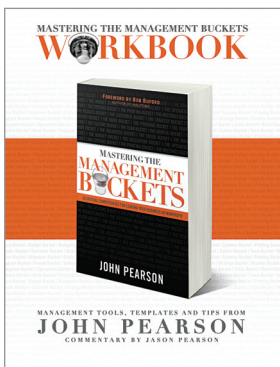
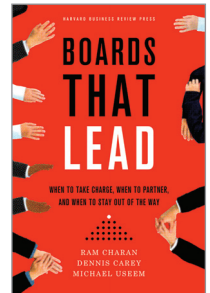
### ***Governance of Christ-Centered Organizations Blog***

by John Pearson

Check out the series on “Best Board Books” beginning with Book #1: *Boards That Lead: When to Take Charge, When to Partner, and When to Stay Out of the Way*, by Ram Charan, Dennis Carey and Michael Useem.

Visit:

<http://ECFAGovernance.blogspot.com/2018/07/best-board-books-1-boards-that-lead.html>



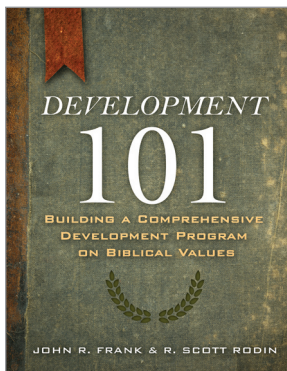
### ***Mastering the Management Buckets Workbook Management Tools, Templates and Tips From John Pearson***

by John Pearson

The Board Bucket:

**“I’ve searched all the parks in all the cities and  
found no statues of committees.”<sup>6</sup>**

G.K. Chesterton



### ***Development 101***

### ***Building a Comprehensive Development Program on Biblical Values***

by John R. Frank and R. Scott Rodin

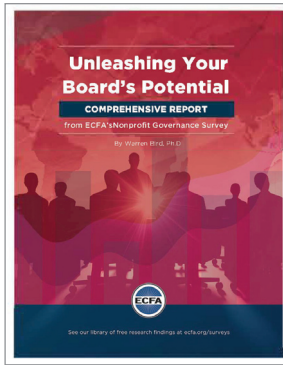
Ask a board member to read and report on Part 3, “The Role of the Board in Development.” The authors note: “Understanding the role of the board in the development process may be one of the greatest sources of frustration for CEOs, development staff, and board members.”<sup>7</sup>

<sup>6</sup> John Pearson, *Mastering the Management Buckets Workbook: Management Tools, Templates and Tips From John Pearson* (San Clemente, CA: A Pearpod Resource, 2018), 131.

<sup>7</sup> John R. Frank and R. Scott Rodin, *Development 101: Building a Comprehensive Development Program on Biblical Values* (Colbert, WA: Kingdom Life, 2015), 27.



When meeting with a board prospect, it's important to discuss whether or not your board has practices or policies regarding annual giving requirements. And, it is good to outline expectations for board members to encourage *others* to give financially to your organization.



### Board Member Stewardship Roles

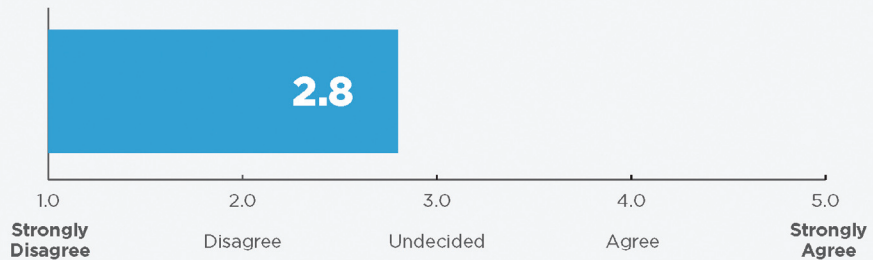
#### *ECFA's 2019 Comprehensive Nonprofit Governance Survey*

What do boards indicate as the places where they're weakest? ECFA's national survey of ECFA-accredited ministries asked people to rate their board on best practices. The numbers range from low to high, from undesirable to very desirable. These self-scores are from everyone combined—CEO, board chair and board member.<sup>8</sup>

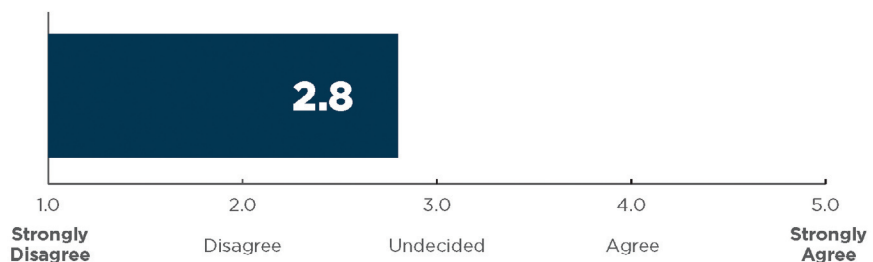
## Where Boards Are the Weakest

ECFA Research Says...

"We provide training and encouragement to help board members encourage others to give financially to our organization."



"We have WRITTEN policies that address board member giving expectations to our organization."



<sup>8</sup> *Unleashing Your Board's Potential: Comprehensive Report from ECFA's Nonprofit Governance Survey* (Winchester, VA: ECFAPress, 2019).

## Effective Boards Have a Lot Going for Them

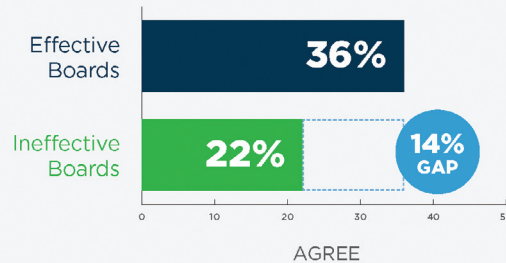
But what happens when survey participants are compared to those who rated their boards as effective with those who don't think their board is effective?

ECFA Research Says...



### Develop Additional Giving

"We provide training and encouragement to help board members encourage others to give"



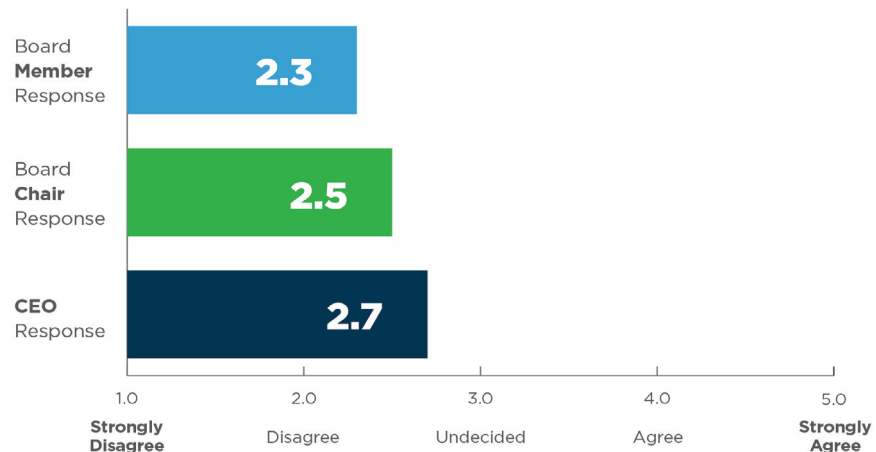
## Different Views on Stewardship Expectations

ECFA asked about **expectations for financial giving** from board members. The questions with the biggest contrast between CEO, board chair, and board members are depicted below. On both, the CEO has a higher expectation than others do.

ECFA Research Says...

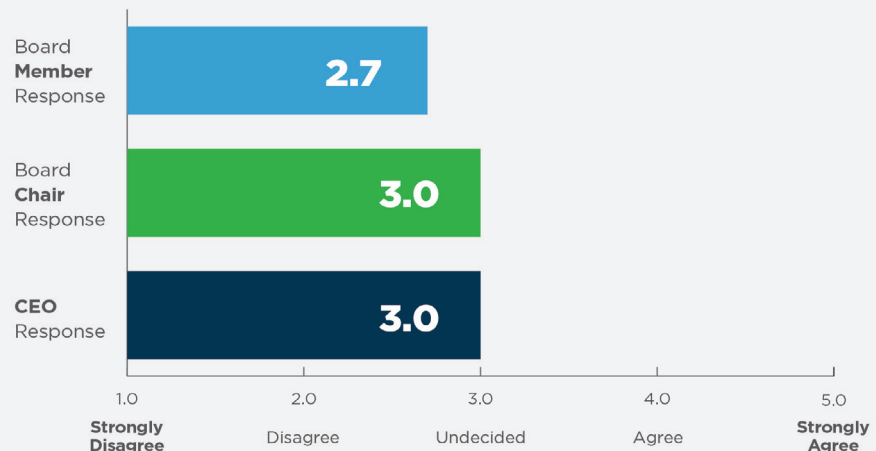
### Some CEOs Want a Higher Commitment to Giving from Their Boards

"Personally, I fully support our board's approach/expectation about board member giving."



### Fewer Board Members Know about Written Expectations for Their Giving

"We have WRITTEN policies that address board member giving expectations."



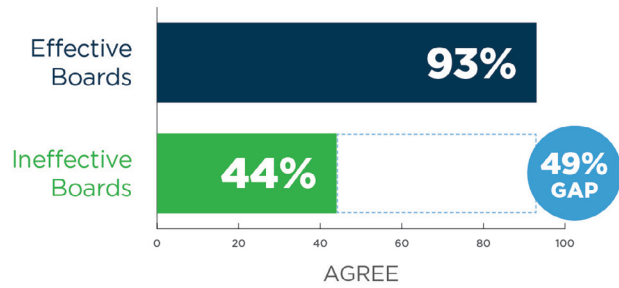
## Big Difference Between Effective and Ineffective Boards

ECFA Research Says...



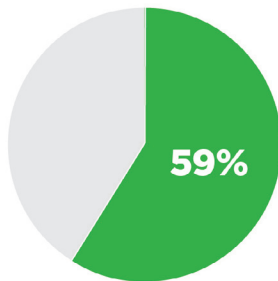
### Set Clear Expectations

"Our board understands its roles and responsibilities."

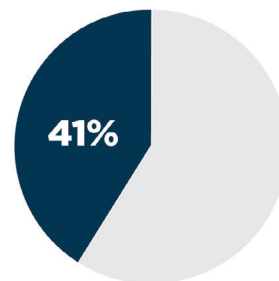


## Not Enough Board Members Feel They Have the Right Board Composition for the Future

ECFA Research Says...



**59%** answer affirmatively to "Is our board composition right for the challenges ahead?"



**41%** say they need "some," "much," or "major" help to remove ineffective board members.

Note: "ECFA Research Says . . ." inserts appear throughout this book. All findings come from *Unleashing Your Board's Potential: Comprehensive Report from ECFA's Nonprofit Governance Survey* by Warren Bird. It is available for free download at [ECFA.org/Surveys](http://ECFA.org/Surveys) and is described further on page 38 of this book.