



Planning for nonprofits and philanthropy

Building Your Board Strategically

Network of Jewish Human Service Agencies

January 12, 2021

Let's learn how to:

- Apply a handy formula to determine the right size of your board.
- Distinguish between types of committees, their roles and their membership.
 - Analyze the composition of your board and identify gaps.
 - Employ a “head hunting” approach to recruitment.

Role of the Board



POLL: How big is your board?



5-10

11-15

16-20

21-25

26-30

31+

A board should be sized to populate key committees without requiring any board member to serve actively on more than one committee.

How big should your board be?

Use this simple formula:

Number of active committees (not including Executive) = #

Each committee should be populated by a minimum of three and a maximum of five board members (though some may sit on more than one committee).

Minimum board size: $3 \times \# = 3\#$

Maximum board size: $5 \times \# = 5\#$

Another way to think about it: no larger than the number of individuals with whom your E.D. can have meaningful 1:1 time each year.

Each committee of the board should have members with the expertise, skills and capacities to address the issues with which they are charged.

Committees composed of:

Board members only

Audit
Budget / Finance
Governance & Nominating
Investment
Personnel / Compensation

Board and non board members

Community Relations
Development / Fundraising
Facilities (Buildings & Grounds)
Programs
Planning

What expertise, skills, experience, connections do we need to populate each committee effectively?

- Architecture
- Arts
- Banking
- Business
- Communications
- Community
- Construction
- Data analysis
- Engineering
- Finance
- Fitness
- Fundraising
- Healthcare
- Investment
- Labor law
- Marketing
- Mental health
- Politics
- Public relations
- Real estate
- Social work
- Technology
- Trusts & Estates

The board's composition should be balanced by appropriate and achievable demographic, intellectual and experiential diversity.

- 1. Chart the current board on a Board Matrix.**
- 2. List the gaps identified in a committee analysis.**
- 3. Highlight the four or five most critical areas of expertise, skills, experience, reach and diversity needed.**
- 4. Recruit!**

Sample Matrix



#	Expertise	Trustees		Tenure			Committees					Gifts		Demographics				
	Skills, Reach	Name	Role	Class	Years	Terms	Ex	Fin	Aud	Gov	Per	Fac	Last Yr.	Cumul.	Geo	Grd	Grnt	Race
Current Trustees																		
1	Real Estate	Virginia White	Chair		23	8	x				x				N	F	S	W
2	Accounting (retired)	Louise Edwards	Treas		35	12	x	x	x						N	F	S	W
3	Graphic Designer	Diane Alexander	VC		27	9	x								N	F	S	W
4	Teacher	Carolyn Barnes	Sec'y		12	4	x								E	F	B	W
5	Retired	Dorothy Reed			27	9				x					E	F	S	W
6	Carpenter	Scott Wood			23	8		x				x			E	M	S	W
7	Stay-at-home dad	Daniel Taylor			7	2			x	x		x			N	M	X	W
8	Teacher	Teresa Scott			10	3		x				x			W	F	B	W
9	Shop owner	Joan Smith			8	3		x		x		x			W	F	B	W
10	Retired	Judy Evans			20	7				x					E	F	S	W
11	Teacher	Frank Murphy			18	6						x			E	M	S	W
12	Attorney	Meghan Gutierrez			2	1				x	x				S	F	X	L
13	Insurance	Steve Cooper			20	7		x	x						N	M	S	W
14	Marketing	Gail Jordan			8	3						x			S	F	B	Af
15																		
16																		
17																		
18																		
19																		
20																		

4 5 3 5 2 5

Terms	
1-2	4
3-4	5
5-6	3
7-8	4
9+	3

Geography	
<u>N</u> orth	5
<u>S</u> outh	2
<u>E</u> ast	5
<u>W</u> est	2
<u>O</u> ther	0

Gender	
<u>M</u> ale	4
<u>F</u> emale	10

Generation	
<u>S</u> ilent	8
<u>B</u> oomer	4
<u>Gen X</u>	2
<u>M</u> illennial	0

Race	
<u>L</u> atino	1
<u>A</u> frican A	1
<u>A</u> asian	0
<u>W</u> hite	12
<u>O</u> ther	0

Board recruitment should be a proactive search to find the people you need; it's not “who you know” but “who you want to know.”

Each member of the Governance & Nominating Committee is a headhunter.

Assign each committee member three headhunting calls.

Who can be called?

- Attorney
- Banker / Investment advisor
- Colleague
- Fellow board member
- Friend
- Pastor / Rabbi
- Personal network
- School principal
- Town official

What do you need to recruit?



Approach strategy.

Board job description.

Phone or visit script.

Elevator pitch.

How do you cultivate prospective board members?

- Communicate with your stakeholders, now more than ever.
 - Recruit people to volunteer...especially now!
 - Ask volunteers to lead an event or activity.
- Add non-board members to select committees.
 - Create specialized support groups.
- Pay attention to those who have “stepped up.”

How have you leveraged this moment?



Questions? Need any additional information? Ready to set an introductory meeting? Please get in touch. We welcome your inquiry and take great pleasure in guiding you to the right solution for your needs.

Adam Gaynor

adamgaynor@planAadvisors.com

917-923-4834

Evan Kingsley

evankingsley@planAadvisors.com

917-929-8556

www.PlanAadvisors.com

PO Box 165

Thornwood, NY 10594

Contact Us