Building Your Board Strategically
Network of Jewish Human Service Agencies
January 12, 2021
Learning Outcomes

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

- Establish Strategic Vision & Policy; Evaluate Impact
- Hire & Evaluate Executive Leadership
- Listen to Internal Stakeholders; Strengthen External Relationships
- Provide Financial Oversight & Secure Resources
POLL: How big is your board?

- 5-10
- 11-15
- 16-20
- 21-25
- 26-30
- 31+

BUILDING YOUR BOARD STRATEGICALLY
Right-Sizing Your Board

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.
Committees: Building Blocks of Effective Boards

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:

<table>
<thead>
<tr>
<th>Board members only</th>
<th>Board and non board members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit</td>
<td>Community Relations</td>
</tr>
<tr>
<td>Budget / Finance</td>
<td>Development / Fundraising</td>
</tr>
<tr>
<td>Governance &amp; Nominating</td>
<td>Facilities (Buildings &amp; Grounds)</td>
</tr>
<tr>
<td>Investment</td>
<td>Programs</td>
</tr>
<tr>
<td>Personnel / Compensation</td>
<td>Planning</td>
</tr>
</tbody>
</table>

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!
### Current Trustees

<table>
<thead>
<tr>
<th>#</th>
<th>Expertise</th>
<th>Trustees</th>
<th>Tenure</th>
<th>Committees</th>
<th>Gifts</th>
<th>Demographics</th>
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<tr>
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<td>Years</td>
<td>Terms</td>
<td>Ex</td>
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<tr>
<td>2</td>
<td>Accounting (retired)</td>
<td>Louise Edwards Treas</td>
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<tr>
<td>3</td>
<td>Graphic Designer</td>
<td>Diane Alexander VC</td>
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<td>9</td>
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<tr>
<td>4</td>
<td>Teacher</td>
<td>Carolyn Barnes Sec'y</td>
<td>12</td>
<td>4</td>
<td>x</td>
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<tr>
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<td>Retired</td>
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<td>6</td>
<td>Carpenter</td>
<td>Scott Wood</td>
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<td>Stay-at-home dad</td>
<td>Daniel Taylor</td>
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### Terms

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### Geography

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<tr>
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### Gender

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### Generation

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<thead>
<tr>
<th>Generation</th>
<th>Silent</th>
<th>Boomer</th>
<th>Gen X</th>
<th>Millenial</th>
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### Race

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<th>Latino</th>
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</table>
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.

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