MAKE IT MATTER

BOARD RECRUITMENT SERVICE GRANT
OUTLINE

► Why Leadership Development & Strategic HR?
► Overview of Board Recruitment Service Grant
► Value proposition
► Scope
► Process
► Nonprofit eligibility criteria
► Pro bono consultant team

The Leadership Development & Strategic HR Practice is presented by American Express.

The design of the Performance Management Service Grant has been generously supported by the Surdna Foundation.
WHAT EXPERTS ARE SAYING

“Effective governance is not only more important for nonprofits…it is also more difficult to achieve.”

CHRISTINE LETTS ET AL.
Author, “High Performance Nonprofit Organizations”
WHAT FUNDERS ARE SAYING

“A growing number of grantmakers are recognizing that leadership development is a key driver of organizational effectiveness and are beginning to invest in new and more robust models to help.”

SYLVIA YEE
Vice President, Evelyn and Walter Haas, Jr. Fund
OVERVIEW OF SERVICE GRANT

THE PURPOSE
► Help organizations think and act strategically with regard to talent management
► Use targeted leadership development to build capacity
► Integrate HR goals with broader organizational priorities

THE RESULT
► More deeply engaged staff
► Stronger, more aligned organization
► Standard practices and reduced administrative burden
Designing and building an effective board raises challenges for any organization but is critical to long run success.

BOARD RECRUITMENT OFFERS:

► Assessment: Board skills, structure, and desired key competencies

► Analysis: Board Skills, Market Analysis (recruiting environment), Gap Analysis (board needs vs. current make-up of board)

► Recruitment Strategy: Position Profiles for up to 3 new Board members, Marketing and Recruitment Plan, and Evaluation Guide
POTENTIAL CHALLENGES TO BE EXPLORED

DIFFICULTIES RELATED TO RECRUITMENT, INCLUDING:

► Role clarity
► Positioning the organization and the role
► Identifying candidates
► Developing a pipeline of qualified candidates
SCOPE

In Scope

► Discovery: up to 10 interview sessions
► Market & Gap Analyses
► Position Profiles
► Marketing & Recruitment Plan
► Evaluation Guide

Out of Scope

► More than 10 interview sessions
► Actual implementation of board recruitment plan (i.e. pro bono consultant team will not recruit or evaluate candidates)
**PROCESS**

**Kickoff**
- Establish rapport, conduct background research and create Project plan to serve as road map for rest of project

**Discovery**
- Conduct interviews, analyze collected data, and establish a framework for the board recruitment process

**Recruitment Planning**
- Gain nonprofit approval on components of the final deliverables, including the Market Analysis, Board Skills Assessment, and Gap Analysis

**Recruitment Strategy**
- Review and approve Position Profiles, Marketing & Recruitment Plan, and Evaluation Guide. Conduct training for key board and staff in implementing the new board recruitment plan.
NONPROFIT GRANTEE CRITERIA

- Clearly articulated strategic priorities and organizational goals
- A vision for the board that goes beyond fundraising
- An Executive Director and Board of Directors who are strongly committed to this project
- Basic systems to manage board
- A healthy board with basic systems to manage board performance and recruiting
- At least 8 full-time staff
- Staff that can invest the necessary time to make the project succeed:
  - Executive Director: 2-3 hours each week
  - Day-to-Day Contact: 3 hours each week
  - Board Representative: 2-3 hours each week
  - All Board Members: 1-4 hours each over the course of the project
THE SERVICE GRANT TEAM

Account Director
Name

Recruitment Strategist
Name

Project Manager
Name

Recruitment Associate
Name

Marketing Manager
Name