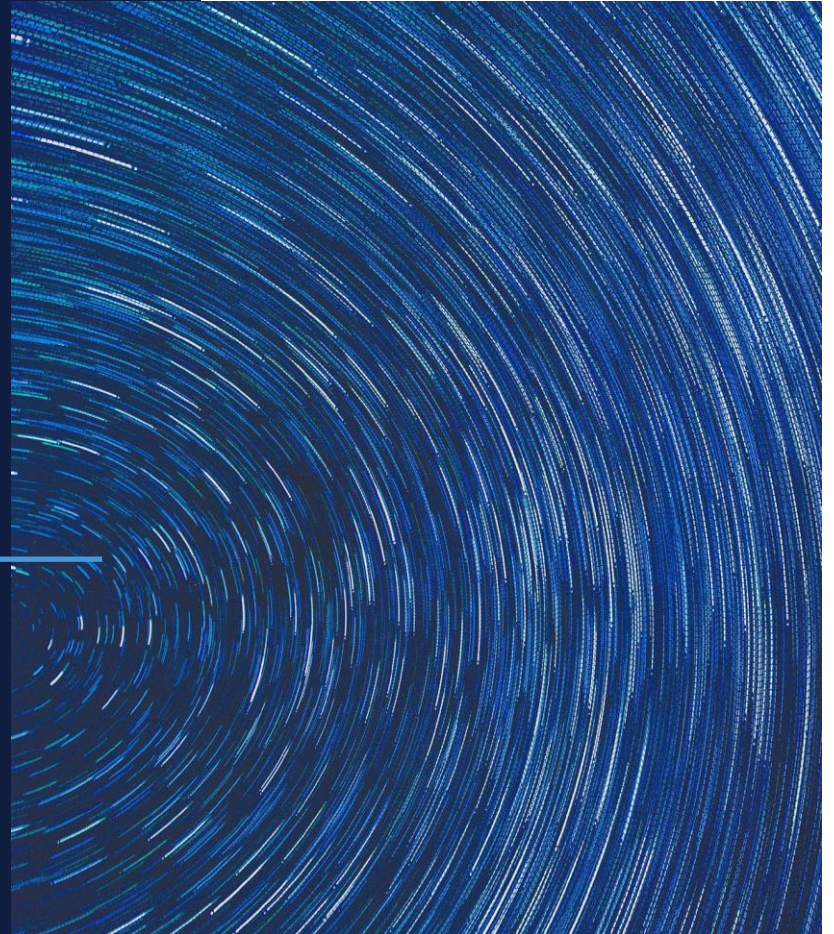




# BOARD RECRUITMENT, ENGAGEMENT, & RETENTION

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# CRAIG WELTON

Craig is a nonprofit consultant and leader with 20 years of experience ranging from direct service delivery to program management, fundraising, executive management, and public relations. He has spent the majority of his career working with health and human service nonprofit organizations including roles in Finance and Grants Administration at Boston Medical Center and the Medical University of South Carolina; and the last 15 years in disability services with Best Buddies International and most recently the Northeast Arc where he has served as the Chief Development Officer overseeing private revenue generation, marketing, and community relations.

Craig holds a BA in Politics from Saint Anselm College, a Masters of Public Administration from Northeastern University, an Executive Certificate in Nonprofit Leadership from Duke University, and an Executive Certificate in Social Entrepreneurship from the Stanford University Graduate School of Business. He was selected as a member of the Boston Business Journal's 40 under 40 cohort in 2020, has been elected and is serving his second term as a City Councilor in Peabody, Massachusetts, and is an adjunct professor of Legal Governance at Northeastern University's Nonprofit Management Graduate program.





# AGENDA

- Articulating Mission, Impact, and Vision
- Assessing where you are on your journey
  - Determining appropriate structure/governance
- Understanding the Duties/Roles of Board Members
- Identifying Key Stakeholders and Prospects
- Diversity, Equity, Inclusion, and Community Representation
- Setting Expectations with Board Members
- Engagement, Retention, and Growth





# ARTICULATING, MISSION, IMPACT, & VISION

- The importance of your mission statement:
  - Communicate Purpose
  - Inform Strategy
  - Build Consensus
  - Define Success
- Determining Impact
  - Where are you today?
  - What metrics are you using? How do you know?
  - What do you need to do to be where you want to be?
- Vision
  - The Impact you will have when you fulfill your mission
- Importance of a Memorable Tagline
  - Feeding our Neighbors in Need*
  - Feed. Lead. Strengthen.*



# ASSESSING WHERE YOU ARE ON YOUR JOURNEY

## Determining appropriate structure/governance

- Not all nonprofits are the same and the structure of your nonprofit organization/Board does not need to mirror a peer organization
- Difference between “Grassroots” organizations; Fiscally Sponsored; Incorporated Nonprofits and what implications this will have for the Board
  - Indemnification
  - Insurance
  - Immunity
- Does your mission require fundraising?
  - Incorporation
  - Tax-Exemption and why this will matter



# ASSESSING WHERE YOU ARE ON YOUR JOURNEY

Determining appropriate structure/governance

➤ Determining your Board Structure

Formal Board of Directors (Necessary if Incorporated as a 501(c)3)

Articles of Incorporation and By-Laws

Fiduciary Responsibility

Advisory Board

Very Strategic but Less Formal

Dedicated Network of Supporters

# THE DUTIES / ROLES OF BOARD MEMBERS

## Duties of Board Members

- Duty of Care – Take Care of the nonprofit by ensuring prudent use of all assets, including facility, people, and good will.
- Duty of Loyalty – Ensure activities and transactions of organization are advancing the mission; Recognize and disclose conflicts of interest; Make decisions that are in the best interest of the organization (not an individual board member, executive, etc.).
- Duty of Obedience – Ensure nonprofit obeys all applicable laws and regulations; follows its bylaws; files all required reporting; and adheres to its stated mission.





# THE DUTIES / ROLES OF BOARD MEMBERS

## Roles of Board Members

- Determining Mission and Purpose
- Selecting the CEO/ED
- Supporting and Evaluating CEO/ED
- Financial Oversight
- Ensuring Adequate Resources
- Building a competent Board
- Effective Strategic Planning
- Monitoring and Strengthening Programs
- Legal and Ethical Integrity
- Enhance Public Reputation



# IDENTIFYING KEY STAKEHOLDERS & PROSPECTS

- Who and What do you need to fulfill your mission?  
Organizational and Board SWOT Analysis
- Leverage existing partnerships/sponsorships and supporters
- Be strategic! Where is there alignment?
- Clearly articulate what you need and why a prospect would be a good addition
- Ask for advice, and be open to suggestions  
“I can’t help you, but you know who would be really good...”
- Network with your peers
- Use your committees to “Build your Bench”  
Special Event/Volunteer/Young Leaders/Community Engagement

# DIVERSITY, EQUITY, INCLUSION, & COMMUNITY REPRESENTATION

- Innumerable benefits of establishing a Diverse Board
- Diversity in every aspect!
- Importance of intentionally including representation from the constituency you serve



# SETTING EXPECTATIONS WITH BOARD MEMBERS



- Clearly define what is expected of the Board and exactly how they are expected to contribute

Job Descriptions

Committee Assignments

Clear Deliverables



# ENGAGEMENT, RETENTION, & GROWTH

## Engagement and Retention

- “No Money, No Mission...But no Mission, no Money!”
- Do not treat your Board Members like an ATM Machine, Rolodex or constant volunteer
  - Programmatic Engagement
    - Spend time with each Board Member to understand what they are hoping to get out of the experience.

Their professional credentials do not necessarily dictate their committee/initiative interests

- Formal Onboarding; designate staff and fellow Board members as on-going resources

Nonprofit is a tax status  
not a funding model.  
**No Money. No Mission.**



# ENGAGEMENT, RETENTION, & GROWTH

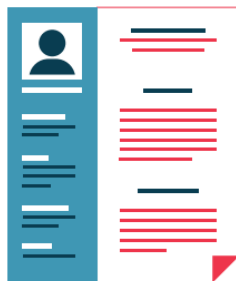
## Growth

- Establish a strong nominating committee and frequently reassess growth goals to match organization's Mission and Vision Statements
  - Set term limits and continued formalized engagement opportunities when member "cycle off"
  
- Do not shy away from strategic planning and goal setting
  
- Be open to collaboration and realistic of challenges that may be included
  
- Communicate!



# QUESTIONS

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# Board Member JOB DESCRIPTION

## EXPECTATIONS OF THE BOARD AS A WHOLE

The mission of ABC Organization is [mission].

As the highest leadership body of the organization and to satisfy its fiduciary duties, the board is responsible for

- determining the mission and purposes of the organization
- selecting and evaluating the performance of the CEO/ executive director
- strategic and organizational planning
- ensuring strong fiduciary oversight and financial management
- fundraising and resource development
- approving and monitoring ABC Organization's programs and services
- enhancing ABC Organization's public image
- assessing its own performance as the governing body of ABC Organization

## EXPECTATIONS OF INDIVIDUAL BOARD MEMBERS

Each individual board member is expected to

- know the organization's mission, policies, programs, and needs
- faithfully read and understand the organization's financial statements
- **serve as active advocates and ambassadors for the organization and fully engage in identifying and securing the financial resources and partnerships necessary for ABC Organization to advance its mission**
- leverage connections, networks, and resources to develop collective action to fully achieve ABC's mission
- give a meaningful personal financial donation
- help identify personal connections that can benefit the organization's fundraising and reputational standing, and can influence public policy
- prepare for, attend, and conscientiously participate in board meetings
- participate fully in one or more committees

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## BOARD MEMBERS ARE ALSO EXPECTED TO

- follow the organization's bylaws, policies, and board resolutions
- sign an annual conflict-of-interest disclosure and update it during the year if necessary, as well as disclose potential conflicts before meetings and actual conflicts during meetings
- maintain confidentiality about all internal matters of ABC Organization





# SWOT Analysis Template

## S

### Strengths

- ✓ What are you best at?
- ✓ What are your best programs and activities?
- ✓ How does your organization stand out?
- ✓ What assets do you own?
- ✓ What motivates your donors and volunteers?

## W

### Weaknesses

- ✓ What are your obvious concerns?
- ✓ Where does your competition excel?
- ✓ Do you fail to make fundraising goals?
- ✓ Are you reaching enough people and new donors?
- ✓ What complaints do you receive from donors?

## O

### Opportunities

- ✓ Are there any trends you can piggyback on?
- ✓ How can you use your strengths to stand out with potential donors?
- ✓ Are there any new opportunities in your community?
- ✓ Is there opportunity to move?

## T

### Threats

- ✓ How do other nonprofits address a problem?
- ✓ What makes your organization vulnerable?
- ✓ What trends don't you have the resources to address?
- ✓ How could politics/the economy affect your growth?
- ✓ What do the LYBUNT and SYBUNT reports say about lapsed donors?