Keeping Former Board Members and Others Engaged

Webinar
June 9, 2016

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Please feel free to ask questions by using the questions box in the control panel.

Type your questions and comments here and press send.
Don’t You Love Me Anymore?  
The Critical Care of Past Board Members

By SIMONE JOYAUX | November 5, 2014
I served on your board for two consecutive three-year terms. I was re-nominated for that second term because I was doing a good job.

I rarely missed a board meeting or a committee meeting. Each year, I gave a gift, steadily increasing it over the years. I volunteered to take on some one-off tasks, based on my profession and my experience.
You gave me a nice book when I stepped down. You said complimentary things at the farewell board meeting. You sent me a nice letter, too. Truly, the farewell activities were kind and gracious.

But then...I never heard from you again.
Oh, sure. You sent me the regular solicitation letters. But back when I was on the board, you solicited me personally. I told you that I was giving you one of the biggest gifts I ever gave. But still, I got dropped from the personal solicitation list.

Of course, I received the donor newsletter and the annual report—but never a special note, not even on the thank-you letter for my gifts. Just about every exchange with you feels like you forgot I ever served on the board.
Set List

- What’s in a name?
- Is this really needed?
- What are we supposed to do?
- Build it right and they will come.
- Matchmaker, matchmaker find me a match.
- Can’t we all just get along?
- Where to go for more information.
What’s In A Name?

- Advisory? Board?
- **ad·vi·so·ry** Adjective: Having or consisting in the power to make recommendations but not to take action enforcing them.
- There is only 1 Board
- Advisors/Ambassadors/Advocates
- Friends of __________
Is this really needed?
Deciding if this is right for your organization.
6 Questions to Ask First

1. What is their purpose?
2. What is your expectation?
3. To whom will they report?
4. How will members be recruited, who will do this and how large can the group be?
5. Who will support them?
6. What is their relationship with the governing board and staff?
Ok 5 More...Questions to Ask First

1. Will the group have subcommittees?
2. What will be the financial costs?
3. Is your Executive Director and governing board in favor of this?
4. Will the members need/have liability insurance?
5. 37% of nonprofits surveyed have a “AB”*

* BoardSource/Stanford University 2000
Reasons for Existence

- Fundraising
- Programmatic
- Letterhead
- Fiscally sponsored
- “Pasture”
Why Things Fall Apart

- Lack of
  - **clarity** in purpose, role or scope
  - **commitment** to mission
  - **Unclear** expectations
  - **leadership** and **support** from staff

- **Inappropriate** membership
- **Haphazard** selection process
- **Weak** organization and structure

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More Reasons....Why Things Fall Apart

- Poor **communication** with appointing authority
- **Underutilization** of members
- **Overstepping** their bounds
- No orientation or **education**
- Formed to "**fix**" the organization
- **Outlived** their purpose
What are we supposed to do?
Defining The Purpose
Items for Statement of Purpose

- Reason for groups existence
- Relationship with the staff and governing board
- Criteria for membership, selection process and to whom does the group report?
- Who will serve as chair?
Items for Statement of Purpose

- Term of service (standing or ad-hoc?)
- Job description
- Titles/officers
- Meeting schedule
Build it right

Developing the Framework
Structure

- Size of the membership
- Ongoing or limited term?
- Identify staff support
- Meeting management
- Orientation/Continuing Education
Orientation/Continuing Education

- Staff presentations to address mission, vision, programs
- Experience the mission at work
- Keep members informed
- Strategic planning session
- Invitation to social events
- Annual self-assessment
Policies and Procedures

- Job descriptions
- Attendance policy
  - (meetings or “on call”)
- Decision-making process
- Limit of authority
- Conflict of interest/Confidentiality policy
- Ethics policy
Take My Advice...

- Advice and recommendations do not have to be accepted but need to be recognized for proper respect and consideration to members.
Corporate law does not set a specific status: *they have no vested right to serve; no immunity from removal; and no right to renewal or appointment.*

Include a clause in the bylaws for possible creation.

Include members in Director’s & Officer’s and Liability Insurance
Evaluation

- How and when will group’s contribution/value to your nonprofit be evaluated?
- What are our strengths and successes?
- How can we improve our performance?
- What would this organization be missing if our group did not exist?
- How can we add greater value?
Matchmaker, matchmaker
find me a match

Identifying the right members
Possible Members

- Former Board Members
- Major Donors
- Community VIP’s
- Individuals ineligible for Board
- Subject Matter Experts

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Recruitment/Appointment

- Develop recruitment packet
- Matrix
- Identify prospects
- Do not ask “Will you be on our Advisory Board?”

Does all this sound familiar???
Recruitment Packet

- **Purpose** of the group
- **Job description** and statement of **responsibilities**
- **Meeting** dates and times
- **Tenure**
- **Conflict of Interest**
- **Orientation**

A sample of these would be nice!
Responsibilities

Member

- Attend _meetings per year
- Contribute expertise to current/future work of _
- Be available for _ calls each year from staff seeking advice
- Allow _to publish your name as a member of the _

Organization

- Breakfast _____ times a year and meetings that start and end on time
- Appreciation of your time and commitment not to abuse your generosity
- Terms are for _____ years.

Thanks!

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Volunteer Recognition 101

- Thank you
- Ongoing recognition
- Volunteer recognition event
- Mission based gifts

Recruitment + Recognition = Retention and $$
Can’t we all just get along?

Balancing with staff and board
Keeping Everyone Happy

**Member**

- Chair serves on the board or non-voting member
- Chair provides reports at board meetings
- Create events for both groups to meet
- Recognize members who retire
- Farm team?

**Organization**

- Members should not duplicate staff work
- Identify jurisdiction
- Specify tasks
- Listen!

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Hierarchy

Governing Board

“Friends”
“VIP”

Executive Director

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Final Thoughts

- “Honor” or Active?
- Commit the time to prepare for effective meetings
- Make the experience meaningful and rewarding for members.
- Are members able to move to Board?
- Identify reasons to dismiss members or disband group
Where to go for more information
Favorite Nonprofit Websites

- GrantStation – [www.grantstation.com](http://www.grantstation.com)
- Nonprofit Quarterly – [www.nonprofitquarterly.org](http://www.nonprofitquarterly.org)
- Blue Avocado – [www.blueavocado.org](http://www.blueavocado.org)
- BoardSource – [www.boardsource.org](http://www.boardsource.org)
- Idealware – [www.idealware.org](http://www.idealware.org)
- TechSoup – [www.techsoup.org](http://www.techsoup.org)
- Nonprofit Risk Management Center – [www.nonprofitrisk.org](http://www.nonprofitrisk.org)
- Independent Sector – [www.independentsector.org](http://www.independentsector.org)
- C-Forward – [www.cforward.org](http://www.cforward.org)
- Texas C-Bar – [www.texascbar.org](http://www.texascbar.org)
Biography

- 10 years corporate marketing, public relations, advertising (psychiatric hospitals, DFW Tourism)
- **Carter BloodCare**, *Marketing Director*
- **Dallas Zoo**, *Graphics Specialist*
- **Dallas Public Library**, *Volunteer Coordinator*
- **Volunteer Center of North Texas** – *Agency Relations Director*
- **Austin Public Library Foundation** – *Executive Director*
- **TANO** – *Community Outreach Director*
- **San Antonio Area Foundation** – *Curriculum Development Director*
- **501c³ - Taking Nonprofits to the Third Power** – *President*
- **Leadership Texas** – *Class of 2015*
- **Leadership America** – *Class of 2016*
A Few of Our Clients...

- Texas CASA
- US Tennis Association (USTA)
- Meals on Wheels of America
- Texas Association of Museums
- Habitat for Humanity Texas
- Arkansas Literacy Council
- Keep Texas Beautiful
- Literacy Texas
- Texas Library Association
- Healy Murphy Center
- San Antonio Nonprofit Council
- Florida Festivals and Events
Volunteer Management Services
Leadership Plenty Modules
Nonprofit Management Courses
Strategic Planning
Succession Planning
Change Management
Advocacy
Understanding the Nonprofit Sector
Social Media & Marketing Courses

Our services start with a free conversation to access your situation; together we then determine what elements of support you may need and provide you with an individualized proposal based on those needs and budget. Through our skilled diagnosis, we ensure that you receive the level of support you need at a price your agency can afford.

Our mission is to Unleash the Power of the Nonprofit Community by generating Confidence, Competence and Collaborations!
Programs for Conferences and Resource Centers
- Customized Programs for Individual Nonprofits
- Strategic Initiative Retreats for Nonprofit Boards
- Nonprofit Interventions for Staff, Boards and Volunteers
- Certified ToPs (Technology of Participation) Facilitations
- Qualified LeadershipPlenty Courses
- Constant Contact - Authorized Local Expert
- Certified CCAT (Core Capacity Assessment Tool) Evaluations
- Association Management Consulting Targeting Membership Growth Dynamics
- Volunteer Program Assessments

*Free* Nonprofit Career Counseling for Universities as well as Individuals

*Free* Nonprofit Referrals and Resources
Free Advice and Counsel

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Join us for the next Meals on Wheels America Leadership Academy Webinar

Translating The New Dietary Guidelines Into Planning Meals That Please with Linda Netterville, Vice President for Program Development and Impact, Meals on Wheels America on Tuesday, June 14th from 3:30 – 4:30

Register here: http://tinyurl.com/hmwtzhs