League of American Orchestras
May 28, 2015

Creating a Dream Board

- How do we know what the organization needs from its leaders now?
- What are we actually asking of our leaders?
- What should we be looking for in new recruits?
- Where will we find strong candidates?

What I want to remember or act on about what stage we’re in:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

What I want to remember or act on about expectations:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

What I want to remember or act on about composition:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Susan Howlett
Consultant and Author of *Boards on Fire!* and *Getting Funded*
use discount code *League* for purchasing books at
www.susanhowlett.com
The Five Life Stages of Nonprofit Organizations

by Judy Sharken Simon
Amherst Wilder Foundation

Find the assessment online at
wilderresearch.org/tools/lifestages/index.php

Figure 1.
The Model of Nonprofit Organization Life Stages

Stage One: Imagine and Inspire
Stage Two: Found and Frame
Stage Three: Ground and Grow
Stage Four: Produce and Sustain
Stage Five: Review and Renew

Decline and Dissolution
There are five nonprofit life stages. An organization can move into decline and dissolution from any one of those stages.
<table>
<thead>
<tr>
<th>Stages of Board Development</th>
<th>The Governing Board</th>
<th>The Managing Board</th>
<th>The Founding Board</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transition:</strong></td>
<td>Less numerous</td>
<td>Partially</td>
<td>Fully</td>
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<tr>
<td>Recognized</td>
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<tr>
<td>Need for change manually</td>
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<tr>
<td>Due to growth or crisis</td>
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<tr>
<td>Building internal capacity</td>
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<tr>
<td>Passion for mission</td>
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<tr>
<td>Focus on key committees</td>
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<td></td>
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<tr>
<td>合影, executive board</td>
<td></td>
<td></td>
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<tr>
<td>Decision making</td>
<td></td>
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<tr>
<td>Influence on the expertise</td>
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<tr>
<td>Exercise of self</td>
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<tr>
<td>Strong or informal strength</td>
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<tr>
<td>Strong sense of ownership,</td>
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<tr>
<td>Power shared</td>
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<tr>
<td>The founding board</td>
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<td></td>
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<tr>
<td>The governing board</td>
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<tr>
<td>The managing board</td>
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<tr>
<td>Composed of individuals</td>
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<td></td>
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<tr>
<td>Close ties to the</td>
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<tr>
<td>Mission of the organization</td>
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<tr>
<td>Small group, few committees</td>
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<tr>
<td>Focus on policy, planning,</td>
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<tr>
<td>Oversight</td>
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<tr>
<td>Mission focus, link</td>
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<tr>
<td>Effectiveness, focus</td>
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<tr>
<td>Balance of power</td>
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<tr>
<td>The board is the organization</td>
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</tbody>
</table>

*The table outlines the stages of board development, highlighting transitions and changes in focus and responsibilities.*
Roles & Responsibilities of the Board as a Whole

1. Determine the organization’s mission and purpose, including goals, means and primary constituents served.

2. Select the chief executive and ensure that that individual has the moral and professional support necessary to further the goals of the organization, then periodically assess his or her performance.

3. Provide proper financial oversight, including developing an annual budget and ensuring that proper financial controls are in place.

4. Ensure adequate resources.

5. Ensure the legal and ethical integrity and maintain accountability. The board is ultimately responsible for ensuring adherence to legal standards and ethical norms.

6. Ensure effective organizational planning, actively participating in the overall planning process and assisting in implementing and monitoring the plan’s goals.

7. Recruit and orient new board members, and periodically assess the board’s performance.

8. Enhance the organization’s public standing, clearly articulating the mission, accomplishments and goals to the public and garnering support from the community.

9. Determine, monitor and strengthen the organization’s program and services, making sure they are consistent with the mission and monitoring their effectiveness.

Source: Boards on Fire: Inspiring Leaders to Raise Money Joyfully by Susan Howlett
Adapted from BoardSource, www.boardsource.org
Elements of a Generic Board Member Job Description

- Embrace the mission of the organization
- Learn – and carry out – the legal responsibilities of the board
- Learn enough about the organization to portray it accurately
- Attend all board meetings, retreats and special events
- Come to board meetings prepared to participate fully
- Play a leadership role in at least one committee or task force
- Make an annual personal financial gift according to your means
- Help with fundraising efforts in whatever way is most appropriate
- Serve as an ambassador between the organization and the community
- Communicate clearly and respectfully, and support the decisions of the full board
- Keep the administrator informed about concerns in the community
- Exercise loyalty and confidentiality in dealings with the board
- Support the organization and officers in times of controversy or crisis
- Fulfill commitments on time

What Board Members Can Expect from the Organization

- Clear and reasonable expectations
- Consistent, timely communication from staff
- Access to any information needed about the organization
- Training, encouragement and strategic advice to carry out tasks
- Respect for the time, views and talents you offer to the board

Source: Boards on Fire: Inspiring Leaders to Raise Money Joyfully, © 2010 Susan Howlett, All rights reserved
Sample of a Customized Board Member Agreement

Board Member ____________________________________________

Mission of the organization: ____________________________________________

My commitment to the mission of this organization inspires the following pledge:

1) Personal Gift:
   __ I will personally contribute $________
   __ I will make that gift in the following way:
     __ with a check or cash __ monthly __ quarterly __ yearly
     __ you can charge my credit card __ monthly __ quarterly __ yearly
     __ through my workplace campaign, using payroll deduction
     __ by transferring appreciated stock or other appreciated assets

2) Raising Money:
   __ I will take responsibility for stewarding relationships with current donors.
   __ I will take responsibility for cultivating relationships with prospects.
   __ I will personally approach cultivated prospects or donors to ask for a gift.
   __ I will accompany more experienced solicitors on donor visits.
   __ I will call existing donors to ask them to renew their support.

   __ I will introduce the organization to # ______ contacts from my circle of influence.
   __ I will approach those individuals through
     __ personalized letters
     __ telephone calls
     __ email messages
     __ a house party or office party
     __ personal visits

   __ I have access to the mailing list of the following club, organization, spiritual
     group, employee group, fraternal association, professional association, trade
     union, or subscription list: ________________________________

   __ I will write support letters to companies or foundations where I have contacts.
   __ I will accompany the Executive Director on a visit to a potential grantor.
   __ I have contacts with the following corporations or foundations:

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
3) In-Kind Contributions
   __ I will make the following in-kind contribution __________________________
   __ I will solicit in-kind contributions from others I have contact with.

4) Major Events
   __ I will help find a sponsor for the fall event __ the spring event __
   __ I will be a table captain (securing 9 guests) to the spring event __
   __ I will serve on the planning committee of the fall event __ the spring event __
   __ I will secure # ______ volunteers to support the fall event __ the spring event __
   __ I will help with set up __ clean up __ greeting __ decorations __ rides __

5) Committees
   I will serve on the following committees:
   __ Finance __ Board Development __ Advocacy __ Communications

6) Media Work
   __ I am willing to contact reporters, editors or producers to pitch stories
   __ I am willing to write letters to the editor in conjunction with staff
   __ I am willing to write content for our newsletter or website
   __ I have personal contacts with __________________________

7) Advocacy
   __ I am willing to reach out to elected officials to discuss our issues
   __ I am willing to attend __ speak at __ public hearings or coalition gatherings

8) Other
   __ I am also willing to contribute in the following way(s) __________________________

Signature _________________________________ Date __________________________

These commitments will be reviewed during the year with the Board Development Chair.