



## BOARD MEMBER RECRUITMENT PLAN

**Goal:** To build a leadership team around shared values and priorities.

**Objectives:**

1. To continue to assess the organization's Board leadership needs.
2. To execute an organized process to identify, contact and secure commitments from the best qualified individuals to fill Board leadership needs.
3. To establish and carry-out a long-range plan for Board leadership recruitment and development.
4. To orient new Board members to the organization beginning during the recruitment process.

**Strategies:**

1. Support the strategic plan.  
Regularly review the strategic plan to determine if there are any implications for governance, including Board member recruitment and development. By linking Board member recruitment to the strategic plan, the Nominating & Board Development Committee is able to review the mission, vision, goals and strategies to determine any skills, knowledge, personal contacts and/or other attributes future Board members will need to possess in order for the Board to do its part in advancing the strategic plan.
2. Create and sustain a Nominating & Board Development Committee.  
Board recruitment and development are year-round, ongoing activities. As mandated by the bylaws, it is the Nominating & Board Development Committee's responsibility to guide the process. This Committee takes the lead in prospecting, contacting, recruiting, orienting, supporting, providing ongoing training and evaluating Board members.
3. Create and review positions for the Board of Directors and its officers.  
Position descriptions are critical to building an effective Board, as they explain the responsibilities and expectations of Board membership and of Board officers.

Annually review and update them as necessary to ensure that they can be used as tools to assess Board member and Board officer performance.

4. Perform a gap analysis.

Comparing and contrasting an up-to-date profile of the current Board of Directors by using a Board member recruitment matrix assesses the present Board according to criteria set previously. The Nominating & Board Development Committee uses this matrix to identify the gap between the skills and knowledge needed on the Board according to the strategic plan, and what Board members currently possess. Based on this analysis, the Nominating & Board Development Committee can clearly recommend priorities for future Board member recruitment to the Board of Directors for acceptance. These priorities guide recruitment efforts.

<b>Area of expertise/ professional skills:</b>									
Academic/Education									
Accounting									
Administration									
Banking and trusts									
Business/corporate									
Community development									
Fund-raising (both professional fund-raisers and those with leverage in getting funds)									
Government representative									
Investments									
Law									
Marketing									
Organization law/regulations									
Organizational and financial management									
Personnel									
Public relations									
Real-estate									
Strategic or long-range planning									
Visionary thinking									
Other									
<b>Personal characteristics</b>									

Under 35									
From 35 to 50									
From 51 to 65									
Over 65									
Men									
Women									
<b>Race/ethnic background</b>									
African-American/Black									
Asian									
Caucasian									
Hispanic									
Native American									
Other									
<b>Consumer</b>									
Community business person									
Community resident									
<b>Marital &amp; parental status</b>									
Married									
Single									
Parent									
<b>Financial position</b>									
Salaried									
Self-employed									
Philanthropic reputation									
<i>Source: Carter McNamara, PhD, Free Management Library</i>									

5. Actively recruit Board members and groom the next term’s Board officers throughout the year.  
The Nominating & Board Development Committee is empowered by the Board of Directors to search for the best-qualified candidates so that the Committee may present a slate to the Board to accept or reject according to provisions outlined in the bylaws.
6. Develop a list of prospective Board members.  
The Nominating & Board Development Committee, with input from Committee members, other Board members, the Executive Director and self-identified persons, develops an initial list of prospective Board members. This list should be comprised of the names of individuals who best fit the criteria agreed upon by the

Board of Directors. It is wise to consider a number of potential Board recruits larger than the number of projected vacancies. After identifying the initial list of prospective Board members, the Nominating & Board Development Committee should review the candidates more closely using the recruiting priorities previously set. This exercise will allow the Board to rank the individuals within the initial list.

7. Make the first round of personal contact with top recruiting prospects. Once the initial list is finalized, the Nominating & Board Development Committee should initiate personal contact with individuals at the top of the prospect list by placing a phone call to gauge interest before sending printed materials by mail. The mailing should consist of, at a minimum, the following: (a) a personalized cover letter that informs the prospect of the Board's interest in him or her, a brief description of the recruitment and nominations process and asking if the prospect would like to be considered for Board membership; (b) a position description that details the roles and responsibilities of a Board member; and (c) a response form that the prospect can return indicating whether he or she would like to be considered for Board membership. The mailing should be followed up with a personal call from a designated member of the Nominating & Board Development Committee. As part of the personal call, the Committee member can respond to any questions the prospect may have, as well as determine the prospect's level of interest in being considered for Board membership. At any point during the recruitment and orientation process, prospective Board members can be offered the opportunity to visit the organization if they are unfamiliar with it, to observe programs in action and talk with the Executive Director and/or other staff. Additionally, the prospective Board member can be invited to attend a Board meeting to get an idea of how the Board makes decisions and conducts business.
8. Conduct interviews with prospective Board members. Invite prospective Board members to attend a meeting with a current Board member and the Executive Director. This is an opportunity for a Board member and the Executive Director to explain more fully the roles and responsibilities of the Board as a whole, as well as individual Board member responsibilities. The participation of the Board President at such interviews is encouraged, as the presence of the Board President and the Executive Director in such interviews conveys to Board prospects the importance of the position they are being asked to consider. At a minimum, the meeting agenda should cover: (a) welcome and introductions to include CASA positions/duties as well as short personal biographies; (b) an overview of the mission, vision and goals of CASA; (c) an overview of the general roles of the Board and committees; (d) a review of the individual job description and the specific profile needed; (e) opportunities for the prospect to ask questions; (f) a declaration of willingness by the prospect to serve;

(g) a statement of specific committee interest by prospect and (h) outline of the next steps including deadline for application submission.