



Carson Valley
Trails Association

www.carsonvalleytrails.org

Capacity Building Toolkit

Leadership Skills for Board Members

Prepared by:



6548 S. McCarran Blvd, Suite B
Reno, Nevada 89509
Phone: (775) 324-4567
Fax: (775) 324-4941
Internet: <http://www.socialent.com>

Introduction and Acknowledgements

In January 2012, the Carson Valley Trails Association (CVTA) contracted with the Alliance for Nevada Nonprofits to engage in board development and organizational capacity building. CVTA's approach to capacity building was to commission professionals in the field of leadership development to design and conduct training in five specific areas identified as critical skill areas needed by CVTA volunteers to sustain and enhance their mission.

This is seen as critical since the scope and complexity of CVTA's activities continue to expand. They have identified that their success relies on board members and volunteers with a variety of skills. Training is intended to make their activities more effective and their processes more efficient. One of the five leadership areas was defined as leadership skills for board members. During 2010, CVTA experienced a significant increase in the number of board members, growing from 18 to 26 members between November 2010 and January 2011. They have requested a basic leadership training skills workshop to assist new members in becoming familiar with CVTA's mission, goals and programs as well as to be oriented to the roles and responsibilities of board members. This manual is designed to be used now and in the future by CVTA to grow an excellent, effective and efficient board.

Mission: The Carson Valley Trails Association (CVTA) is a nonprofit, volunteer-based organization working with partners to provide access to public lands through a recreational trail system for present and future generations to enjoy. CVTA partners with agencies at the local, state and federal level.

Vision: Communities connected to nature through a system of trails.

The values that form the foundation upon which Carson Valley Trails Association, its members and associated partnerships commit to and operate from include:

- **Honor and Celebrate:** We honor and celebrate our volunteers who are the heart and soul of our organization.
- **Collaboration:** We work with the Carson Valley community and respect its people, their cultures, and private property rights. We recognize the importance of partnering with agencies and organizations with similar missions. We aim to increase our capacity by continuing our current collaborations and identifying new partners.
- **Efficiency and Integrity:** We apply common sense and good judgment to our work. We use contributions and resources to effectively and efficiently achieve our goals. We ensure accountability to our stakeholders by measurably demonstrating our accomplishments.
- **Stewardship:** We are committed to planning and caring for our trails and our organization for the benefit of all. We aim to build greater community involvement through education and publicity.

Social Entrepreneurs, Inc. (SEI) would like to thank the board of CVTA and the leadership of the Alliance for Nevada Nonprofits (ANN) for the time, energy and commitment shown to this project and for participating in the training.

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Overview of Leadership Skills for Board Members

Social Entrepreneurs, Inc, has built a toolkit over time to assist boards of nonprofits with workshops focusing on governance and leadership. Toolkits are one resource that will be used to build capacity in this training. Development of this toolkit resulted from research on evidence-based practices and tools to ensure the appropriate infrastructure and implementation of governance elements for nonprofit organizations. These tools and processes have been used successfully with organizations of varying size, complexity and purpose.

Why should effective governance matter to boards of nonprofit organizations? A few reasons:

- State and federal regulation of nonprofit organizations is growing significantly tighter, led by efforts to apply the federal Sarbanes-Oxley act to nonprofits, increased scrutiny of data reported by nonprofits on IRS Form 990 (such as administrative and fund raising costs), and state laws that govern nonprofits. *Boards are expected to be aware of and responsible for complying with new regulations. Board members are responsible for setting policy and providing oversight to ensure that the monies that are entrusted to the organization are used for the purposes intended. A board that understands its roles and responsibilities provides the fiduciary oversight required can ensure that needed services and resources remain in the community served by the organization.*
- The number of human service provider organizations has increased exponentially over the last 20 years. The number of tax-exempt organizations has increased five times from 2006 to 2009; the majority of these are public charities. According to the Nevada Secretary of State, there were 7,853 nonprofits in Nevada as of 2010. *Each of these organizations requires the time and talents of individuals to serve on the governing board and ensure fiduciary responsibilities are met. A well-designed board that utilizes its member's time efficiently to achieve the organization's mission in a strategic manner will attract and retain knowledgeable, caring and committed individuals.*
- Organizations are increasingly competing for foundation and other community funding supports. As of 2010, through Nevada 211, United Way of Northern Nevada and the Sierra lists 1,640 services available in the following categories: Basic Needs (235 services), Consumer Services (50 services), Criminal Justice and Legal Services (156 services), Education (139 services), Environmental Quality (48 services), Health Care (530 services), Income Support and Employment (116 services), Individual and Family Life (500 services), Mental Health Care and Counseling (228 services), Organizational/Community/International Services (261 services), and, Target Populations (501 services). *When making funding decisions, individuals and grant makers more often consider how well the governing body has done its job in setting the organization's direction and planning for its sustainability.*

The toolkit is organized into a board training module. This module presents information on steps that effective boards take to optimize their performance and fully meet the governance needs of their organization. Included are tools and worksheets which can be used to assist board members in providing leadership to help the organization achieve its purpose.

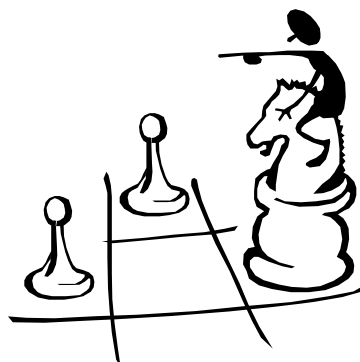
MODULE 1 –Leadership Skills for Board Members

Module 1: Leadership Skills for Board Members

The Leadership Skills for Board Members Module is the first of five modules created for the Carson Valley Trails Association. This module provides an overview of board member's roles and responsibilities, essentials of board leadership, the effective use of committees, specific board development tools, and references to additional resources for users interested in exploring governance and leadership in more detail. Information is provided about strategic planning for the benefit of future members, but is not included in the training provided.

1.1 Board Structure

The Board Structure section presents information and worksheets that help the board to determine the best structure for the organization. Why does board structure matter?



As noted in the introduction, the nonprofit sector is constantly growing. New nonprofit organizations each search for qualified and committed board members who will help them achieve the mission of the organization. When considering where to invest their time and energy, potential board members look for organizations where they can make a difference and want to be part of boards that are effective. A board's structure directly impacts how well it functions.

Research into effective governance shows the boards are most effective when organized around carrying out their fiduciary responsibilities and achieving the goals and mission of the organization. To this end, effective boards often establish a structure that allows members to accomplish specific outcomes.

Board Design

Boards can structure themselves in the manner most effective to achieving the organization's purpose and carrying out fiduciary responsibilities, in accordance with the laws governing nonprofits. Boards may choose to do all of their work as a single group, or establish standing or ad hoc committees.

Regardless of the structure, expectations of board members include that they:

- Represent the organization without conflicted loyalty to the interests of the organization.
- Avoid conflicts of interests with respect to their fiduciary responsibilities.
- Do not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
- Deal with outside entities or individuals, with clients and each other in a manner reflecting fair play, ethics and straightforward communication.

The approach for determining or revising board design is different for existing and new organizations. For instance, in an existing organization is the current or desired structure of the board and its committees aligned with the organization's bylaws and articles of incorporation? If

not, these will need to be modified. Familiarity with CVTA bylaws is a responsibility of all board members and should be part of a standard orientation to the board.

Establishing the Board Structure

Creating a strong Board of Directors is one of the most important actions that a nonprofit organization can take. It is vital to have a board structure and set of operating guidelines that facilitate (and does not inhibit) the mission of the organization.

There are a number of questions and issues that need to be considered when establishing the board structure.

Topic and Questions	Issue	Alternative Approaches
Committees. Will the board use committees? How and under what conditions will they be established? What level of authority will they have? CVTA bylaws call for the establishment of committees but committees are not defined explicitly in the bylaws.	Committees can be an effective way of splitting up a large set of responsibilities into more manageable pieces, but they also can require a significant amount of time and energy. Authority can also be granted to the President/Chair or through other means to appoint new committees as needed. It is not necessary to have pre-defined committees; some organizations start very simple (no committees, or just an Executive Committee) and then add committees as they grow and find a regular need for more structure.	The most common committees used in organizations are: Executive Committee comprised of some or all officers Finance Membership Committees by role, e.g. Advocacy, Technical Assistance, Public Relations Committees by type of member (e.g. for this organization, might be groups like Parents, Funders, Policymakers, etc.). Advisory Committee comprised of non-Board members to get broader input and involvement.
Decision making protocols. How will the board make decisions as a group? Who will have decision making authority and in what circumstances? CVTA bylaws call for decisions by a majority of the directors of the board at a meeting where a quorum exists.	Decision making protocols refer to how the board will make decisions as a group, as well as who have decision making authority. For example, can the President/Chair make some decisions on their own, or do all decisions need to be authorized by the board (or a committee) first?	Most make decisions through a majority vote of the full board. It is fairly common to use a majority vote for most items but a 2/3 or 75% vote for some specific issues such as bylaw changes. If the Chair or other officers have unilateral decision making authority, the limits to this authority should be specifically defined.

As noted in the table, there are multiple approaches for addressing each of the questions, depending on the purpose and goals of the organization. The decisions made about each item will serve as the basis for creating or updating bylaws that govern future actions of the board.

Overall Board Roles and Responsibilities

The following set of roles and responsibilities apply to the board as a whole. These were adapted from “The Ten Roles and Responsibilities of a Governing Board” by Richard T. Ingram (available from the National Center for Nonprofit Boards) www.ncnb.org and put forth by BoardSource, formerly the National Center for Nonprofit Boards. These should be considered in conjunction with the CVTA bylaws.

- **Determine the Organization’s Mission and Purposes**

The organization’s mission serves as the foundation upon which all else is built. Both the mission and purpose of the organization need to be reviewed regularly and revised as needed for alignment as the organization grows and changes over time. This is important because the organization’s policy decisions, programs and services should align with, and reflect the mission. Another aspect of this role is for the board to adopt and follow effective decision making guidelines.

- **Engage in Strategic Planning**

While volunteers and other community stakeholders may participate in the process of planning, it is ultimately the board’s responsibility to establish the direction and major goals of the organization. Formal planning is generally done every three to five years so that changes in the environment can be incorporated into the plan. The board identifies the key indicators of progress which will then be used to implement / guide programs and activities of the organization. **CVTA’s strategic plan is in effective from 2009-2018 and should be reviewed, assessed and updated by the board to keep it current.**

- **Approve and Monitor Organization’s Programs**

The board must decide which programs will most effectively support the mission and then monitor those programs’ progress toward achieving the organization’s goals. The board then reviews evaluation of effectiveness and quality through indicators, observation, consumers input, or third party assessments.

- **Ensure Adequate Resources**

Providing adequate resources is first and foremost a board responsibility. Board members develop the fundraising strategy and assist in implementation, although, the community and volunteers may be involved. Ensuring adequate resources is one measure of the board’s capabilities, commitment and influence. CVTA board members should define the financial and human resources necessary for the organization to be successful and ensure those resources are available.

- **Ensure Effective Fiscal Oversight/Ensure Sound Risk Management Policies**

The board is responsible for ensuring that income is managed and invested wisely and that budget guidelines and an annual operating budget is adopted and used as management tools. Additionally, on an annual basis, the board must review and discuss the annual audit and make sure that the types and levels of insurance are appropriate and adequate.

- **Enhance the Organization's Public Image**

The board serves as the link between volunteers and members, and stakeholders of the organization. They are the organization's ambassadors, advocates and community representatives. The board is responsible for establishing an ambitious, effective public relations program and also determining who should be organization's spokesperson.

- **Carefully Select and Orient New Board Members**

Organizations need boards comprised of community members who can effectively govern and uphold their fiduciary responsibilities. Boards must be diverse in terms of their knowledge, community representation, and expertise. It is the board's job to make its needs and service expectations known to its current and prospective members, and to orient board members to one another and the organization. Boards are also responsible for assessing their collective as well as individual performance.

- **Organize Itself so that the Board Operates Efficiently**

Effective organization structure allows time to be used for important discussion and decision making. The board is responsible for creating a structure that provides accountability and flexibility, allows the board to achieve results, and provides Information needed in a timely manner so members can come to meetings prepared to make decisions and accomplish their objectives.

Two other responsibilities, which don't currently apply to CVTA include:

- **Select and Support the Chief Executive and Review Performance**

It is the board's responsibility to provide appropriate support and guidance to the chief executive officer or executive director. By conducting regular evaluation tied to the organization's goals and desired outcomes, the board can impact the development and effectiveness of the organization.

- **Understand the Relationship Between Board and Staff**

The responsibilities of board and staff are different, based on the type of board. "Working boards" that are hands-on service providers or fulfill administrative functions have different relationships with staff than do "policy boards" that have very clear lines of distinction between board and staff. However the organization's board is structured, it is the board's responsibility to ensure the roles of board and staff are clear and understood by board and staff.

Other Resources

BoardSource <http://www.boardsource.org>

This national organization dedicated to effective nonprofit governance offers some free resources related to board development and research on governance, with an extensive array of other publications available for purchase.

Nonprofit Managers Library <http://www.managementhelp.org>

The Nonprofit Managers Library is an outstanding general purpose resource with information on a multitude of topics relevant to nonprofit management. A "Free Complete Toolkit for Boards" that applies to for-profit and nonprofit boards is available within the website (www.managementhelp.org/boards/boards.htm). Written by Carter McNamara, MBA, PhD,

Authenticity Consulting, LLC, the toolkit provides more in-depth information and discussion of the ten basic responsibilities described in this section of the manual.

The National Economic Development & Law Center (NED&LC) <http://www.nedlc.org>

Brad Catfel of the NED&LC authored a brief on the legal issues for serving on a nonprofit corporation. This document outlines the responsibilities, duties, rights and liabilities of directors and can be accessed at http://www.nedlc.org/Publications/PDF_legal/708.pdf.

Leadership Skills

Leadership comes in many different forms. In serving on a board, it is essential that members guide and direct others and help move the organization toward common, agreed upon goals. Leading the board of a nonprofit organization means guiding board members in their work of achieving the organization's mission, its charitable purpose. Leadership can be defined by both a set of traits and a set of behaviors.

LEADERSHIP TRAITS

Effective leaders share many of the same personal characteristics. Some — like charisma — are difficult to define and even harder to teach. Other traits are easier to observe, and board members who exhibit them may be ideal candidates for positions of leadership. Look for members who are:

- Mission focused—constantly bringing discussions and decision making back to the fundamental reason CVTA exists. Asks questions about how programs or decisions will help achieve the mission.
- Visionary—able to see beyond the current situation to what is possible. This member will imagine alternate futures and scenarios for the organization and can “think outside the box” of the present day circumstance. This member is inspiring to others and creates energy for action.
- Motivating and inspirational—this member engages others beyond the organization and is able to identify ways they can participate in activities of CVTA. They are able to recruit others to the board or to the organization's purpose through everyday conversation.
- Analytical—this member weighs options, risks and benefits of decisions and is able to lay out the rationale for reaching a particular decision including a detailed summary of what success would look like and what steps are needed to be successful.
- Objective—this member is able to invite and consider multiple opinions and entertain various view points when considering a decision. This member often takes a utilitarian view where the decision that results in the greatest good for the many is selected.

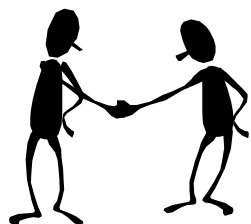
LEADERSHIP BEHAVIORS

Effective leaders may vary considerably when it comes to personal characteristics but effective leaders often share the same behaviors. Look for members who:

- Are dependable—this behavior is best evidenced by the degree to which members follow through with commitments and does what they say they will.
- Are honest—conversely, honest members only agree to what they believe is achievable, and offer honest assessments and opinions during discussions.
- Are engaged—members must be prepared, ready for discussions and able to make decisions and stand by them. Engaged members have read materials in advance, thoughtfully considered the options and are willing to articulate their conclusions to others, unsolicited.
- Are effective communicators—members exhibit leadership by providing information and opinions in a respectful, non-judgmental fashion that allows others to easily hear and understand their viewpoint.
- Are courageous—leaders are willing to have difficult discussions with other members about the organization and its performance, putting the ultimate success of the organization before desires to avoid conflict or unpleasant conversations.

True leaders are purpose driven. They translate this purpose into action at board meetings. They don't allow meetings to meander or become contentious. They set ground rules for meetings and hold their colleagues to them, avoiding attacks, interruptions, and monopolizing behavior.

1.2 Board Member Selection and Performance



This section of the manual presents information, tools and worksheets that help the board to identify and recruit new members to the board, and also evaluate how well the board is doing.

Why does board member selection and performance measurement matter?

The search for qualified and committed board members continues in communities across the nation. There is a high demand for people to serve as board members. Yet, when considering where to invest their time and energy, potential board members look for organizations where they can make a difference; boards that are effective.

Agencies that can connect the values of the organization to the values of the prospective board member, and then provide a meaningful way to engage that person, are more likely to attract and retain qualified board members. Unless the organization is clear about what it seeks from its board members, communicates those expectations, and then measures how well the board as a whole is doing to achieve results, it will not be able to attract and retain the types of board members needed to effectively govern the organization.

This section provides information, tools and worksheets that can be used to help an organization determine the skills and expertise needed from board members, customize board job descriptions and application process for prospective board members, and assess the overall performance and satisfaction as board members. Additionally, an overview of effective meetings is included to help board's use their members' time wisely.

Identifying, Recruiting and Orienting Board Members

Identifying, recruiting and orienting board members is one of the key responsibilities of board members. Investing the thought and time needed to determine the desired characteristics and criteria, and then following a process for identifying, recruiting and orienting board members will help ensure that the individuals best suited for the board are appointed. Many of the following suggestions for identifying and recruiting board members were adapted from “Recruiting for Board Members: Process? What Process?” by Hildy Gottlieb, as posted on Help 4 Nonprofits website at http://www.help4nonprofits.com/NP_Bd_Recruit_Article.htm. The tools, templates and worksheets were developed and adapted by Social Entrepreneurs, Inc.

Determine Characteristics and Qualifications

The first thing a board must determine is what it needs from its board members. This means establishing the criteria for selecting members needed to govern your organization. This requires thinking through the qualities needed to help the board do its job better. For instance, are there specific skills or knowledge areas missing from the board? What are the expectations in terms of time commitment? Do members need to attend meetings and also serve on committees? Do members need to be content experts about the services provided by the organization? Does your board need people with high community profiles and name recognition?



BOARD SKILLS INVENTORY WORKSHEET

Who? The worksheet should be used by board members.

When? Use when recruiting for new members or clarifying board development and training priority areas.

How? Fill in the desired skills, characteristics and knowledge in the top row. List board member names in the left column. Ask board members to independently identify their skills and knowledge areas. Compile into a master sheet and use to identify gaps to fill through recruiting and training.

Committees help maximize the board's productivity in several ways.

Helping the board handle complex issues. The smaller committee can research and break down complex issues and present its findings to the board, which can then move forward to making decisions.

Matching board members with particular expertise to appropriate areas. Forming a committee is a great way to assign specific responsibilities to the people best able to handle them.

Engaging with issues more deeply and consistently than the board as a whole could. The finance committee, for instance, can and should maintain thorough and ongoing management of the nonprofit's finances between meetings, so that the whole board can deal with this key concern (based on the reports of the finance committee) at board meetings.

Dividing the board's workload. Having separate committees is a simple way to distribute responsibility for the many tasks boards typically need to tackle.

Attracting and involving newcomers. In some nonprofits, specialized committees often include people who aren't on the board of directors (a nonprofit that promotes physical fitness for diabetic children might have a doctor on one of its program committees, for example).

Serving as a training ground for new board members. Chairing or just being involved in a committee is a good way for inexperienced board members to increase their involvement, develop confidence, and learn leadership skills.

Starting & Building a Nonprofit: A Practical Guide, by Peri Pakroo (Nolo).

Appendix A contains a [Board Skills Inventory Worksheet](#). This worksheet can be used by the board to identify the current skills and expertise of its current board members so that it has a better idea of who to recruit in the future. The figure below shows a picture of the Skills Inventory Worksheet and potential skills.

Figure 1: Board Skills Inventory Worksheet

Board Skills	Insert skill	Insert skill	Insert skill	Insert skill	Insert skill
<i>Skills Examples</i>	<i>Fund Raising</i>	<i>Fiscal Mgmt</i>	<i>Legal</i>	<i>Marketing</i>	<i>Public Policy</i>
Board member "A"	x	x			
Board member "B"	x		x	x	

The organization should develop a list of the characteristics it seeks from its board members. If their specific skills or expertise is needed, they should be considered on top of the qualifications for all board members. Those characteristics and skills should be documented into a board member job description. The job description can be used to advertise and select the most qualified board member applicants.

At the same time, the organization should not recruit board members like its Noah's Ark and you need two of everything. Optimally, recruitment should be not just for technical skills, but also broader intellectual assets. How does the person think? What curiosity do they display? How likely are they to challenge others? How willing would they be to grapple in a collaborative way? Can they develop the practices and norms needed to work in all three modes?

Governance as Leadership: A Conversation with William Ryan

Elements of an Effective Recruitment Process

Here are some of the characteristics of a long-range board recruitment and development process:

Establish year-round committee. Because board recruitment and nominations is such an important activity, we need to begin looking at it as a year-round committee function instead of the traditional ad hoc nominations process. Reflecting this long-range focus, many boards are changing the name of their Nominations Committee to the Board Development Committee because developing leaders includes more than nominating people to serve on our boards. It truly is an ongoing, year-round function: prospecting, contacting, recruiting, orienting, supporting, providing ongoing training, and evaluating board directors.

Link recruitment to the strategic plan. It is important to match board recruitment and development activities with the new requirements and demands called for by the strategic plan.

The ideal time to do this is right after the strategic planning process has been completed. The organization board, or the Board Development Committee, reviews the mission, vision, goals and strategies, and then determines any new skills, knowledge, personal contacts and other attributes future board directors will need to possess in order for the board to do its part in advancing the strategic plan.

Profile the current board. At the same time, we need to analyze the current shape of the organization's board. The Board Development Committee can create a profile of the current board using a matrix designed for this purpose. Key factors that define sought-after expertise, knowledge, skills, experience, as well as relevant demographic factors are arranged down the side of the matrix. The names of current board directors are listed along the top of the matrix. The Committee then uses the matrix to complete the profile. In the Tools Section of this article, there are examples of matrices for use in board recruitment planning.

Focus the recruiting priorities. By reviewing the organization's strategic plan as well as the profile of current board strengths and weaknesses, the Board Development Committee identifies the gap between the skills and knowledge needed on the board, and what board directors currently possess. Based on this analysis, the Board Development Committee can now set clear recruiting priorities for future board recruitment.

Develop a written board director job description. Another key element in the board development process is a written board director job description. For the organization's governance board to operate successfully each member must understand and accept the specific duties and responsibilities that come with board directorship. More and more organizations have found it helpful to develop a written statement or agreement for board directors. This statement serves as a job description and clarifies board responsibilities. The job description, in very clear language, sets forth the expectations the organization has of its board directors. The most effective job descriptions are those that state in behavioral terms precisely what board directors are expected to do.

Appendix B contains a sample [Board of Directors Job Description](#). This can be used as a template for creating a job description customized for CVTA.



SAMPLE BOARD OF DIRECTORS JOB DESCRIPTION

Who? The job description template should be used by board members.

When? Use when recruiting for new members or clarifying the duties of existing member participation.

How? Use the bylaws, board roles and responsibilities and other criteria established for board member participation. Update sections of the template to reflect the responsibilities of serving on your organization's board.

Get the Word Out

Once the board has determined the qualifications it seeks, it can begin recruiting candidates for each seat it has open. Optimally, boards recruit for one seat at a time, just as a business would recruit separately for an administrative assistant, bookkeeper or CEO. Instead of being eager to take the first person who expresses interest in serving on the board, organizations are better off thinking about using a competitive process to match the best board candidate to the organization.

The board needs to decide how it will recruit. Will it advertise in trade or local media? Will board members be asked to submit names of qualified individuals who will then be pursued by one or more board members? How long will the recruiting period last? And, how can interested

individuals submit their name and qualifications for consideration? Just as with a paid position, it is important for the board to think through each of these issues and make sure that candidates are measured against the criteria established in the first step.

It is important that the board get the word out through normal communication channels that the organization is looking for board members. This can include:

- Public speaking engagements
- Social and professional networking events
- Posting on your organization's website or in its newsletter
- Asking friends and associates to help get the word out to their contacts and associates



BOARD OF DIRECTORS APPLICATION, RATING GUIDELINES AND FORM

Who? The board, with staff support.

When? Use when recruiting for new members.

How? Customize the templates, following the instructions in the appendices, to reflect the unique needs of the organization. This involves inserting the organization's name, contact person, address and establishing the timeframe for accepting applications, and customizing the questions and types of information requested related to background, areas of expertise, prior experience, and other characteristics to reflect the criteria and needs of the organization.

Create an Application

Establishing an application process will accomplish two things. First, it will let prospective board members know the organization is committed to a thorough process to find the best applicants, and that it considers board selection important.

Creating a board member application is similar to creating a job application. The board wants to ask for information that helps it determine if the candidate meets the criteria established for serving on the board. For example, if the board meets monthly and members are also expected to serve on one other committee that meets quarterly, the board will want to know if the applicant can commit to the time requirements. What is it about your organization that interests the applicant? What special skills and expertise do they expect to bring to help achieve the goals of the organization?

The application process and form can serve as the basis for orienting prospective members to the organization before they apply or are appointed as board members.

Appendix C contains a [Board of Directors Application](#) template and instructions for customizing it to reflect the qualities and characteristics sought for board members of a particular organization. Appendix D contains the [Board of Directors Application Rating Guidelines and Form](#). Together these tools provide boards with a framework for assessing prospective members' qualifications and fit with the organization. The review committee will be able to objectively evaluate the applicants and provide rationale for final recommendations to the board.

Before appointing qualified individuals to the board they should be provided an opportunity to further assess if they truly want to serve as a board member. This may encompass attending one or more board meetings, touring program sites, meeting with other board members, and providing a variety of organizational documents and reports. The purpose is to give the individual a true picture of the organization you are asking them to govern. A final, but important step is interviewing an individual to make sure they are a fit for the organization. It is much easier to thank someone for their interest and excuse them from the application process

because they are not a good match for the organization than it is to remove them from the board once they've been appointed.

Appoint and Complete Orientation

Once an individual has been selected to serve on the board they will be formally appointed as part of a regularly scheduled board meeting. Many boards also require members to sign a contract acknowledging and agreeing to the requirements of serving on the board. This further underscores that both the board and the new member take the commitment seriously and will uphold the agreement to perform.

At this point, it is time to conduct a full orientation so that the new member can immediately fulfill their role on the governing body. A board binder with job descriptions, minutes from recent board meetings, strategic plan and other organization documents provides a resource the new member can refer to again and again. Some boards provide mentors to new members for the six months to a year. The mentor takes time before and after meetings to make sure the new member understands issues and feels able to contribute to discussions and decision making. The most important aspect of this step is to make the transition onto the board smooth and immediately provide an opportunity for the new member to begin working on behalf of the organization.

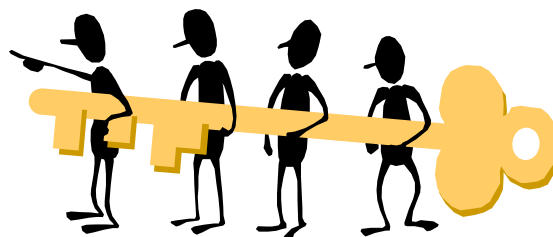
Using Board Time Wisely

Research into effective governance shows the boards are most effective when organized around carrying out the board's fiduciary responsibilities and achieving the goals and mission of the organization. To this end, effective boards often establish standing or ad hoc committees, chaired by a board member, to accomplish specific outcomes. The committee responsibilities are clearly defined and members know what their roles are. This allows board members to participate in a way that is respectful of their time and expertise; consequently people feel they have made a difference.

Committees can be comprised exclusively of board members or they may include community members, business leaders, public agency staff, contractors, or content experts (media specialists, research experts, etc.) who can contribute to achieving results. Standing and ad hoc committees typically work independently and report back to the full board at regular meetings. Their decision making authority is limited to the purpose of the committee and does not replace the board's ultimate authority or decision making responsibilities. Committee decisions are subject to approval by the Board.

Tips for Effective Meetings

Whether the board works as one unit or functions using committees, it will do most of its work through meetings. People often consider meetings a waste of time because they are unnecessary or unproductive. Following are a few tips for planning and conducting meetings that can help board members' time be used well and increase their satisfaction with participating on the board. These tips were summarized from the Basic Guide to Conducting Effective Meetings, written by Carter McNamara, MBA, PhD, Authenticity Consulting, LLC. More detailed information is available at <http://www.managementhelp.org/misc/mtgmgmnt.htm>.



Develop an Agenda

Develop the agenda with meeting participants and determine what you want to achieve and the activities needed. Preferably, an agenda for the next meeting is set at the conclusion of the current meeting. That way people know what to prepare for and what will be expected of them. Design the agenda to engage participants early in the meeting with something to do or decide. Determine the expected outcome from each agenda item (decision, vote, discussion) and establish the amount of time for each topic. Send the agenda and any supporting materials out to participants in advance of the meeting. Once the meeting is convened, keep the agenda posted and visible at all times during the meeting.

Begin the Meeting

Always start on time. This shows respect for those who showed up on time and reminds late-comers that the scheduling is serious. Be sure to welcome attendees and thank them for their time. Review the agenda and desired meeting outcomes at the beginning of each meeting. This gives participants a chance to understand the topics and focus for the meeting, and if necessary to modify them. Clarify the roles of those in the meeting (for example, explain who is facilitating discussion, who is taking notes, and who is keeping time).

Establish Ground Rules

A few basic ground rules that can be used for most meetings make meetings more effective and productive. Four suggested ground rules are: participate, get focus, maintain momentum and reach closure. The group should identify other ground rules that it wants to use. The primary ground rules should be listed on the agenda, which keeps them visible at all times.

Manage Time

This can be one of the most challenging aspects of meeting management, especially if individuals are not used to staying focused and on task. If the agenda has time frames noted on it, the meeting facilitator can ask someone to act as a timekeeper to let the group know when they are half-way through the allotted time. If the meeting time for a topic or entire agenda is exceeding the time available, present the situation to the group and ask for their input as to a resolution.

Evaluate Process

Obtain participant feedback during the meeting. This allows for immediate improvements to process. If the meeting is long (half or full-day), conduct spot checks every couple of hours. This can be done quickly by having participants indicate how they think the meeting is going.

Evaluate the Overall Meeting

At the end of the meeting ask each member to individually rank the effectiveness of the meeting overall, on a scale of 1-5, with 5 as the highest. Then share the rankings and explanations as a group. Determine what changes should be made for the next meeting. In this way, meetings will continually improve in effectiveness and value to participants.

End the Meeting

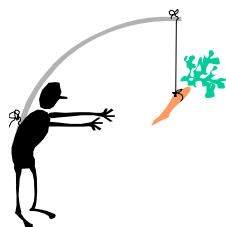
Always end meetings on time. This lets participants once again know you value and respect their time and want to adhere to agreements. At the end of a meeting, review actions and assignments, set the time for the next meeting and obtain a commitment from each person to participate. This is the time to set the agenda and expected outcomes for the next meeting. Finally, remind the group that meeting minutes and/or actions will be reported back to members a week prior to the next meeting. Waiting longer than that slows the group's momentum.

Other Recruiting Resources

BoardNetUSA <http://www.BoardnetUSA.org>

This is a free online resource that provides individuals and nonprofits the opportunity to learn about and connect with each other based on the unique needs and interests of each.

Board Performance Evaluation



This section of the manual provides a brief discussion of board performance evaluation and why it's important to the well-being of the board and organization. Appendix E contains two examples of a board self assessment survey.

Why should boards assess their performance? Is it worth the time and effort required?

Assessing performance and overall effectiveness of the board is an important element to the organization's success. New members and board veterans can benefit from the process, which provides an opportunity to:

- Consider individual and collective responsibilities
- Clarify expectations
- Identify issues and concerns
- Use the results as a vehicle to set improvement goals

A board self-assessment is used to evaluate the board performance as a governing body, and as individual board members. The results of the assessment provide valuable information about areas of strength the board can leverage, as well as pointing out areas needing improvement. If self-assessments are conducted on a regular basis, such as annually or biennially, the board will be able to see where it has grown and what areas still need to be strengthened. The results of the self-assessment let the board know about potential risk or problem areas before they become full-blown issues or crisis areas.

The assessment is an important investment of time and resources. Results of the self-assessment can be used to help organizations measure progress toward existing goals, strengthen the current governing structure, and shape the future operations of the board.

Boards can contract with external consultants, or they can conduct an independent self-assessment process. Some boards prefer a hybrid approach, where they conduct the self-assessment but ask an external reviewer to help analyze results and facilitate a discussion.

There are a number of self-assessment tools boards can use. The two provided in Appendix E are recommended as effective ways to measure board performance and satisfaction. All tools



BOARD SELF ASSESSMENT SURVEY

Who? Board, consultants.

When? Annually or biennially.

How? Customize board survey to organization. Determine timeframe for submitting responses and a person to send them to. When surveys come in, place a number on the top of each one and then enter responses into the Survey Analysis worksheet, using the instructions provided. Once all surveys are entered, the results are automatically tabulated. Final results can be shared and discussed at a board meeting or retreat. Set board improvement goals and strategies and implement. Progress can be monitored via subsequent assessments.

provided in this manual can be customized and altered by CVTA as it develops as an organization.

1.3 Introduction to Strategic Planning

Why is strategic planning important? Is it really worth the time and energy it takes?

A strategic plan is an important management tool. It sets a clear direction for the organization, improves performance, helps resolve current challenges and avoid future problems, and provides a framework for decision-making.

A strategic plan is specifically designed to move a group from the present to a desired future. For example, an organization that wants to improve the conditions affecting children and families in their community, such as illiteracy or drug-affected births, cannot be sure it will achieve that goal simply by naming the condition and deciding it should be different in the future. Yet this is the approach many organizations take. They assert their goal and then begin offering programs and services, or conducting activities in an attempt to achieve results. Yet, without a clear plan, it will be difficult to prioritize strategies and measure progress.

A strategic plan can be an effective tool for orienting board and key stakeholders to the vision, core values and goals of the organization. It can help keep everyone “on the same page” and working toward the same results.

This section provides a short explanation of the purpose and benefits of planning that can be used with stakeholders and strategic planning participants. It lists a number of different planning approaches and provides references for readers who wish to learn more about various methods for developing strategic plans.

Purpose and Benefits of Planning

The purpose of strategic planning is to provide a solid framework for identifying needed resources in equipment, capital, and personnel. The strategic plan becomes the foundation for operational strategies and for educating stakeholders (board members, members, funders, and consumers) about the organization’s business direction and priorities. The strategic plan describes what the organization will do to be successful. In short, it becomes a map and blueprint for getting the organization from where it is now to where it wants to be.

As Dr. Joseph Steiner of Syracuse University stated, "Strategic planning is a collective process to make decisions and direct action that guide an organization from what it is to what it will become." Done properly, the strategic plan itself becomes a map that the board can use to reach a common understanding about where the organization should go and how it intends to get there.

Some important benefits that can be realized from strategic planning are:

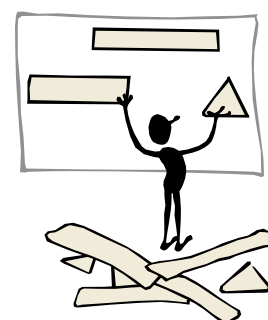
- **Set a clear direction for the organization.** Better results are achieved when everyone is working together as a team, all moving in the same direction. Having a common direction that is compelling to people has been proven to help improve morale, reduce board turnover, and provide other benefits.
- **Improve performance.** The Amherst H. Wilder Foundation has identified numerous studies

that consistently show that vision, planning, and goal-setting can positively influence organizational performance. Studies also show that both large and small businesses with strategic plans outperform their counterparts without formal plans.

- **Resolve current challenges and/or avoid future problems.** The planning process enables an organization to objectively evaluate its internal strengths and weaknesses, as well as external threats and opportunities. This enables conscious choices to be made regarding how existing problems will be overcome while proactively anticipating probable future difficulties and taking steps to avoid those difficulties.
- **Invest resources more effectively.** By having a clear set of priorities, the board can make better decisions regarding where to invest time and money to strengthen the agency. People are able to ask the question, "how will this investment help us achieve our goals?"

Strategic Planning Approaches

There are literally dozens of different theories and methodologies for strategic planning, each involving a different set of steps and each proven to work in certain situations. The immediate question is which approach is best for your organization? It is vital that the board is fully committed to the planning process or else it is almost certain to flounder or fail altogether. For this to happen there must be consensus about the approach to take.



There are five primary approaches to strategic planning:

1. Foundational planning
2. Goals-driven planning
3. Critical issues approach
4. Scenario analysis
5. Capabilities-based planning

The steps for two of the most commonly used and blended approaches, Goals-driven and Critical issues, are compared in the table that follows.

Goals-Driven Planning	Critical Issues Approach
This approach to planning emphasizes defining where the organization wants to go, what it wants to accomplish, and using those goals as the driving force to determine how it will go about achieving the goals (the strategies). The Goals-driven approach is the most common form of strategic planning, mainly because it has been practiced the longest by virtue of being "the" approach to strategic planning taught in most business schools and books from the 1950's through the 1970's.	The critical issues approach mirrors the goal approach in defining the mission and performing a situation (SWOT) analysis, then uses the results of the SWOT analysis to determine the most significant issues facing the organization. Critical issues may be internal weaknesses that must be corrected, external threats to be mitigated, emerging opportunities to be pursued, addressing transitional issues such as the expected retirement of the Executive Director, or other such things that are expected to have a major impact on the organization.

Goals-Driven Planning		Critical Issues Approach	
The basic steps in the process are:		The basic steps are:	
1	Clarify mission, vision and values. As in foundational planning, and indeed all other forms of planning, the mission comes first. This step is used to define or reevaluate the mission of the organization, define the vision (what will it look like when the mission has been fulfilled?) and articulate the core values or principles held by the organization.	1	Clarify mission, vision and values. Same as in the goals-driven approach.
2	Perform a situation analysis. This is a systematic way of analyzing the current and expected future situation of the organization in terms of its internal strengths and weaknesses as well as the external threats and opportunities. It is often referred to as a "SWOT" analysis (Strengths, Weaknesses, Opportunities and Threats). The analysis provides objective information to use in making decisions throughout the rest of the planning process.	2	Perform a situation analysis. Same as in the goals-driven approach.
3	Develop goals. The next step is to define clear, measurable goals or targets for the organization to achieve in the coming years.	3	Define organizational mandates. Organizational mandates are the formal and informal requirements of the organization, i.e. the items that it "must" adhere to. These mandates serve as constraints on the development of future plans; inasmuch that plans must either conform to all of the mandates or incorporate specific actions to change the mandates. For example, the articles of incorporation and bylaws of the organization probably impose specific limitations on what the organization can and cannot do; the organization either must operate within these parameters or must take steps to amend them. Informal mandates, such as an unwritten policy that all decisions of a certain type must be presented to the board, are also important to understand in the planning process.
4	Define strategies to accomplish each goal. Strategies represent the overall approach or methods by which goals will be achieved. The process typically used to develop strategies is to identify several alternative approaches for each goal,	4	Define and prioritize critical issues. The results of the situation analysis are analyzed to identify all of the significant issues facing the organization. Each issue is carefully defined so that everyone has a common understanding of what the issue

Goals-Driven Planning	Critical Issues Approach
objectively evaluate the merits and drawbacks of each alternative, prioritize the options, and choose one or more strategies for each goal that represent the best available options.	is (and isn't). The issues are then prioritized, with the top five or so typically selected for action.
5 Evaluate the impact on the organization. The goals and strategies should then be tested to see if they are realistic given the expertise, time commitments, money, and other resources necessary to implement the strategies. This step inevitably results in changes to the goals and strategies, and also provides valuable information to use in budgeting and other short-term planning activities.	5 Define strategies to overcome critical issues. Strategies are then developed to address each of the top priority issues. The process for defining strategies is basically the same as described for the goals-driven approach: identify alternatives, evaluate the alternatives, rank them, and select one or two to implement.

The strategic planning approaches are not mutually exclusive – elements of two or more approaches can be combined into "hybrid" planning processes. This reflects the premise that it is ultimately necessary for the organization to choose its process based on its unique situation, mix of people, time requirements, and other factors.

An additional factor to consider when selecting a process is whether the organization is updating an existing strategic plan or creating its first plan. If a plan is in place and has been effective, the best option is to update various sections using the original process, approach and design. This prevents the organization from having to reinvent work products that it worked hard to develop in the first place. It also validates that what they have been doing can be built upon and strengthened using lessons learned since the plan was first issued.

1.4 Planning Considerations and Logistics

Prior to beginning the planning process, the organization should decide the following:

- **Time horizon for the plan.** How far into the future should the plan look? If there are a series of urgent issues to overcome in a rapidly changing environment, a short horizon such as two years may be appropriate. In a more stable setting where major initiatives may be pursued that will take a long time to realize, a five-year window may be optimal. In most situations, a three-year time horizon with annual reviews is recommended.
- **Amount of time to allocate to planning.** A general determination should be made regarding how much time is available from board, volunteers, consultants, etc. to spend on the planning process. If the board is constrained such that it can only spend two hours a month on strategic planning, the planning process must reflect this reality or the plan will never be completed.
- **Target date for completion.** Some expectations should be set regarding when the final plan will be completed and adopted by the board. Having a deadline is important to help



motivate action toward completing the necessary steps of the planning process.

- **Communication methods.** This involves defining how planning work will be incorporated into ongoing board activities (e.g. invest regular meeting time or set up special meetings or retreats) and other means of communicating the status of the planning process to the board.
- **Who to involve in the process.** Best results are achieved from strategic planning processes that are very inclusive. By identifying and involving all types of stakeholders the plan can become more objective and realistic, taking into account the perspective of key stakeholders. At a minimum, it is essential that the board members work together to develop a solid plan.
 - The primary roles of the board in strategic planning are to define and guide the process or approach to use, actively contribute to targeted steps in the process (such as contributing insights during a situation analysis), make decisions in the course of evaluating and selecting goals / issues / strategies, then review and approve the final plan.
 - Community member and volunteer participation will help produce a more realistic plan, increase ownership of the plan, and help align everyone toward a common direction. The board should determine who to involve in the process and how to handle documentation and administrative support for the planning process (including who should write the actual plan document).
 - A planning committee should be established to maintain the efficiency of the process. The committee is responsible for ensuring that all planning work gets done, but is not expected to do all of the work. Typically, the committee would take on creating drafts of the plan and overseeing subsequent updates to reach a final version of the plan that is approved by the board.

Appendix A: Board Skills Inventory Worksheet

How to use the Board Skills Inventory Worksheet

1. Insert the list of board skills, knowledge and characteristics desired in the top row. Add or remove columns as necessary.
2. In the first column, list the names of all current board members. This creates a master form that can be updated.
3. Distribute the form to each board member and ask them to place an "x" in the appropriate columns to indicate the skills or expertise they currently possess.
4. Collect and compile responses into a single master matrix. The gaps will show areas of skills or expertise that the board will want to pay attention to when recruiting new members. It can also be used as a tool for identifying board development and training opportunities.

Board Skills	Insert skill	Insert skill	Insert skill	Insert skill	Insert skill	Insert skill	Insert skill	Insert skill
<i>Skills Examples</i>	<i>Fund Raising</i>	<i>Fiscal Mgmt</i>	<i>Legal</i>	<i>Marketing</i>	<i>Community Engagement</i>	<i>Public Policy</i>	<i>Personnel</i>	<i>Entrepreneurial Skills</i>
Board member								
Board member								
Board member								
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Board member								
Board member								
Board member								
Board member								
Board member								

Appendix B: Sample Board of Directors Job Description

Sample - Board of Directors Job Description

The Board of Directors is responsible to conduct, manage and control the affairs and business of the corporation, and to make such rules and regulations therefore not inconsistent with the law, with the Articles of Incorporation or the Bylaws, as they deem best.

In addition, the Board must demonstrate its fiduciary responsibility in the following manner:

Governance

- Select and remove all officers, agents of the corporation, prescribe such powers and duties for them as may be consistent with the law, with the Articles of Incorporation or the Bylaws, fix their compensation and require from them security for faithful service.
- Assists in establishing the direction of and regularly examines the organization's programs to ensure they fulfill its mission and achieve its objectives.
- Provide continuity for the organization by setting up a corporation or legal existence, and to represent the organization's point of view through interpretation of its programs, and advocacy for them.
- Govern the organization by broad policies and objectives, formulated and agreed upon by the board, including to assign priorities and ensure the organization's capacity to carry out programs by continually reviewing its work.
- Designate standing committees and number of members by resolution.
- Appoints standing committee Vice-President.

Commitment

- Contact the Board Chair for assignments and an update if unable to attend a meeting.
- Must be Chair or member of 1 committee or task group.
- Attend at least 1 fundraising event and at least 2 agency sponsored events annually.
- Support other fundraising efforts through personal contributions as they deem able.

Evaluation

- Evaluates annually the performance of the organization in achieving its mission.
- Evaluates annually its effectiveness as a Board in achieving the organization's mission.

Financial Sustainability

- Acquire sufficient resources for the organization's operations and to finance the services adequately.
- Account to the public for the programs of the organization and expenditures of its funds, including: To provide for fiscal accountability, approve the budget, and formulate policies related to contracts from public or private resources; and to accept responsibility for all conditions and policies attached to new, innovative, or experimental programs.

Appendix C: Sample Board Application Announcement and Form

How to use the Board Application Form

2. Insert the organization's name as indicated throughout the form by [insert organization name].
3. Add requested information about the organization as noted throughout by brackets [enter information here].
4. Add contact name, address and timeframe for submitting application.
5. Customize the questions and types of information requested related to background, areas of expertise, prior experience, and other characteristics to reflect the criteria and needs of the organization.
6. Disseminate application announcement and form as separate documents through established channels for recruiting.



Carson Valley Trails Association

The CVTA is seeking dedicated people to serve on the Board of Directors. This is an incredible opportunity to make a difference the lives of this community. Please take a moment to read the enclosed materials and consider applying to serve as a Board member, or pass the information on to someone else you think may be interested.

About CVTA

Mission: The Carson Valley Trails Association (CVTA) is a nonprofit, volunteer-based organization working with partners to provide access to public lands through a recreational trail system for present and future generations to enjoy. CVTA has partnered with American Land Conservancy to purchase the Fay-Luther Trailhead and deeded it to the U.S. Forest Service.

Vision: Communities connected to nature through a system of trails.

The values that form the foundation upon which Carson Valley Trails Association, its members and associated partnerships commit to and operate from include:

- **Honor and Celebrate:** We honor and celebrate our volunteers who are the heart and soul of our organization.
- **Collaboration:** We work with the Carson Valley community and respect its people, their cultures, and private property rights. We recognize the importance of partnering with agencies and organizations with similar missions. We aim to increase our capacity by continuing our current collaborations and identifying new partners.
- **Efficiency and Integrity:** We apply common sense and good judgment to our work. We use contributions and resources to effectively and efficiently achieve our goals. We ensure accountability to our stakeholders by measurably demonstrating our accomplishments.
- **Stewardship:** We are committed to planning and caring for our trails and our organization for the benefit of all. We aim to build greater community involvement through education and publicity.

Serving on the Board

The CVTA was founded in [year]. We are seeking leadership, thoughtful decision-making and support from the Board of Directors in order to succeed.

Board Size and Structure

The CVTA is governed by a 7-15 member Board whose members asked to serve three year terms. Diversity within the board is actively sought, emphasizing diversity of ethnicity, culture, language, geographic area, gender and ability to represent a segment of the trail association field.

Duties of the Board

The Board as a whole is responsible for eight roles that are essential to the success of the association. The eight roles are:

- Determine the Organization's Mission, Purposes, Values and Operating Norms
- Ensure Effective Organizational Planning
- Ensure Adequate Resources
- Manage Resources Effectively
- Determine, Monitor, and Strengthen the Organization's Programs
- Promote the Organization's Public Standing
- Ensure Legal and Ethical Integrity and Maintain Accountability
- Recruit and Orient New Board Members and Assess Board Performance

Board Selection Process

[Customize the following paragraphs to reflect the organization's process.]

The CVTA is seeking people who are passionate about improving the lives of children and families and who can commit a minimum of 12 hours of service per month. People with a strong personal commitment to the community with knowledge in community development, advocacy, fund development, or policy development are encouraged to apply to serve as one of the members of the Board of Directors that will guide the development of the organization.

Board members will be chosen through an open process that allows any interested person in [geographic area allowable] to apply. Applications will be reviewed by a [enter number]-person committee that will recommend a slate of candidates for appointment to the Board. [Describe the board's process for approving and appointing the recommended candidates].

How to Apply

To be considered as a board member, please submit an application by **[day, month, date, 200X]** to:

Contact person name]
Organization name]
Address, city, state, zip code
Phone: (000) 000-0000
Fax: (000) 000-0000
Email: address

The application form is available online at [enter web address, if available] or from the contact person listed above. Applications may be submitted by regular mail, fax or email.

CVTA Board of Directors Application

The Carson Valley Trails Association (CVTA) is a nonprofit, volunteer-based organization working with partners to provide access to public lands through a recreational trail system for present and future generations to enjoy. CVTA works with a number of state, local and federal partners. More information about the CVTA is available at www.carsonvalleytrails.org or by calling [contact person and phone number].

The CVTA is seeking people who are passionate about our mission and who can commit a minimum of 12 hours of service per month. People with a strong personal commitment to the community with knowledge in community development, advocacy, fund development, or policy development are encouraged to apply to serve as one of the members of the Board of Directors that will guide the development of the organization.

Please submit the completed application by [day, month, date, 200X] to:

[Contact person name]
[Organization name]
Address, city, state, zip code
Phone: (000) 000-0000
Fax: (000) 000-0000
Email: address

CONTACT INFORMATION

Name: _____
Organization (if applicable): _____
Mailing Address: _____
City, State and Zip Code: _____
Phone Number: _____
Email Address: _____

BACKGROUND AND LEVEL OF INTEREST

How have you personally provided leadership in the field of trail development, influenced resources available to your community or participated in CVTA sponsored events?

Why are you interested in serving on the Board of Directors?

Please list any specific goals or interests you would like to pursue by serving on this Board.

What talents or skills can you contribute to making this association successful?

AREAS OF EXPERTISE – Please check boxes next to all items where you have substantial prior experience, education or other demonstrated expertise.

- | | | |
|-----------------------------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------|
| <input type="checkbox"/> Building Trails | <input type="checkbox"/> Financial management | <input type="checkbox"/> Personnel / human resources |
| <input type="checkbox"/> Participating in CVTA activities | <input type="checkbox"/> Nonprofit income generation and resource development | <input type="checkbox"/> State or national association management |
| <input type="checkbox"/> Community engagement | <input type="checkbox"/> Legal matters | <input type="checkbox"/> Startup organization experience |
| <input type="checkbox"/> Public policy and advocacy | <input type="checkbox"/> Marketing | <input type="checkbox"/> Other management experience |

PRIOR BOARD AND STARTUP ORGANIZATION EXPERIENCE – Please list any organizations, groups or networks for which you have previously either served on a governing board or participated

actively in the creation of a new organization/group. Prior experience is not required.

1. _____
2. _____
3. _____
4. _____
5. _____

OTHER CHARACTERISTICS

How many hours per month, on the average, can you commit to the activities of this Board? (please check one)

- ☐ 0-5 hours ☐ 6-10 hours ☐ 11-15 hours ☐ 15-20 hours ☐ More than 20 hours

Please check all of the following characteristics that apply to you. (*Note: at this time, we are specifically seeking applicants who fit one or more of the following characteristics in order to add important perspectives to the initial group of people already recommended for appointment to the Board.*)

- ☐ End user of CVTA Trails
☐ Represents a diverse population
☐ Service Provider
☐ Resident of county or specific geographic area
☐ None of the above

If you wish, please add any other information about yourself that you think is important in considering your application to serve on the Board. You may attach a resume or bio (note: it is optional to do so) to the application but please limit attachments to no more than two pages of additional information.

What dates and times are you not available to meet?

We meet every _____ of the month. Are you available? YES NO

THANK YOU FOR YOUR INTEREST IN MAKING A DIFFERENCE FOR OUR COMMUNITY'S FAMILIES!

Appendix D: Application Review Guidelines and Rating Form

How to use the Board Member Selection and Application Review Guidelines Form

1. Insert the organization's name as indicated throughout the form by [insert organization name].
2. Customize the four categories to reflect the expertise, leadership, diversity and personal traits being sought (lists 1 through 4).
3. Disseminate instructions and rating form to review committee. Provide orientation to tool and answer any questions prior to beginning rating process.
4. Collect individual rating sheets and discuss ratings and determine recommendations.

CVTA

Board Member Selection Criteria and Application Review Guidelines

The following are criteria to guide the selection of board members.

Board members should meet at least one of the elements under Areas of Expertise OR Leadership and Credibility, as shown below.

1. **Area(s) of Expertise.** Person has solid prior experience and knowledge in one or more of the following areas:
 - Resource development (including but not limited to income generation)
 - Fiscal management
 - Legal
 - Marketing
 - Park and trail management
 - Community engagement
 - Public policy and advocacy
 - Personnel
 - State or national association management
 - Entrepreneurial skills, including experience with a start-up organization and/or other management experience
2. **Leadership and Credibility.** Person offers good leadership skills and credibility at one of two levels:
 - Respected in the community (well recognized, visible, has credibility among those in the field)
 - Respected in parent groups or communities (well recognized, visible, has credibility with a broad range of families at a grassroots level)

In addition to meeting at least one of the criteria in the categories shown above, each board member should fulfill all of the criteria shown below.

3. **Diversity.** Person contributes to the diversity of the board in one or more ways, with an emphasis on:
 - Ethnic and cultural diversity
 - Geographic diversity
 - Ability to represent a segment of the trail association field (e.g. networks/ individual agencies, urban/rural, large/small agencies, etc.)
 - Gender diversity
4. **Personal Traits.** Person has the following essential traits or characteristics:
 - Is committed to the idea of serving on the board and shows a strong personal desire to assist the CVTA.
 - Has sufficient time to commit and schedule flexibility to enable him/her to fully participate on the board, and the willingness to do the work required to fulfill the roles and responsibilities of the board.
 - Is enthusiastic and energetic.

Prior experience in serving on a board of directors is desirable but not absolutely required.

Guidelines for Review and Rating of Board Member Applications

In order to provide consistency within the committee regarding how applications are being evaluated, following are guidelines for how to assign ratings to each category on the rating form. The rating form corresponds directly to the selection criteria shown above.

Areas of Expertise: Provide a rating from 1 to 10 to indicate the extent to which the person offers prior experience and knowledge in one or more of the areas sought for this board. This is based on a combination of the areas of expertise checked on the application form, the response to the question about talents and skills they can contribute to the board, their prior board and startup organization experience, and any resumes or additional information submitted by the applicant. A rating of 1 to 4 indicates the person appears to contribute no or limited specific experience/expertise relevant to this board, 5 to 7 indicates moderate to good fit with the expertise needed for this board, and 8 to 10 indicates very strong to outstanding fit with the expertise needed. As a general guideline, a person would rate higher in this category if they offer solid expertise in many areas rather than just one or two. However, you may also rate a candidate highly in this category if they offer *unique* expertise, such as being one of very few applicants that are trail members that have participated with trail support services or being one of very few applicants with solid legal expertise (or any other such area of expertise sought for this board).

Leadership and Credibility: Provide a rating from 1 to 10 to indicate the extent to which the person appears to offer proven leadership skills and credibility with trail associations and related fields. This is based on the response to the question on the application about how the person has provided leadership, taken together with the other information submitted on the application. A rating of 1 to 4 reflects no to limited demonstrated leadership, 5 to 7 indicates moderate to good proven leadership (e.g. some good achievements but for a limited amount of time or on a limited scale), and 8 to 10 indicates very strong to outstanding track record of leadership within the field.

Diversity: Provide a rating from 1 to 10 to indicate the extent to which the applicant appears to represent diverse perspectives, relative to the other applicants. *As with the Areas of*

Expertise category, it will be necessary to review all of the applications before deciding on this rating. The rating is based on the response to the application question about aspects of diversity the person could represent as a board member. A rating of 1 to 4 indicates the person appears to represent few aspects of diversity, 5 to 7 indicates moderate ability to enhance how this board reflects and embraces diversity, and 8 to 10 indicates very strong to outstanding ability to enhance how this board reflects and embraces diversity. As a general guideline, a person would rate higher in this category if they appear to be able to represent multiple aspects of diversity sought for this board or if they represent a unique perspective not found among the other applicants.

Commitment and Enthusiasm: Provide a rating from 1 to 10 to indicate the extent to which the application shows commitment to the development of this organization and enthusiasm for being personally involved. This is based primarily on responses to the questions about why the person is interested in serving on the board and the goals and interests they would like to pursue by serving on the board. A rating of 1 to 4 indicates no to limited commitment to the development of the organization, 5 to 7 indicates average to good commitment and enthusiasm, and 8 to 10 indicates very strong to outstanding levels of commitment and enthusiasm.

Availability: Provide a rating from 1 to 10 to indicate the extent to which the person appears to have the time and willingness to serve as an effective board member. This is based on the responses to the questions about number of hours per month that could be committed to the activities of the board and the willingness to travel if needed. A suggested scale is to start with a rating of 2 for 0-5 hours/month of availability, rating of 4 for 6-10 hours, rating of 6 for 11-15 hours, rating of 8 for 16-20 hours and rating of 10 for more than 20 hours, and then adjust up or down from there based on willingness to travel or other information in the application that indicates a willingness to be flexible and put in the time needed for the board (or, conversely, indicates concerns about whether the person will be able to fully participate on the board).

Overall Rating: Provide a rating from 1 to 10 indicating your overall opinion about how well the applicant meets the selection criteria and should be considered further as a potential board member. This is not the sum of the ratings from the other categories; it is a separate rating. As a general guideline, a rating from 1 to 4 indicates that the applicant has no or limited fit as a board member for this association and should not be considered further, ratings of 5 to 7 indicates a moderate to good level of fit (a “borderline” candidate), and ratings of 8 to 10 indicate potentially excellent fit and a candidate that definitely should be considered further.

Sample

Board Application Rating Form

Position: Board Member

Applicant: _____

Evaluator: _____

Date: _____

CATEGORY	RATING (0-10)	NOTES
Areas of Expertise. A rating of 1 to 4 indicates the person appears to contribute no or limited specific experience/expertise relevant to this board, 5 to 7 indicates moderate to good fit with the expertise needed for this board, and 8 to 10 indicates very strong to outstanding fit with the expertise needed.	_____	
Leadership and Credibility. A rating of 1 to 4 reflects no to limited demonstrated leadership, 5 to 7 indicates moderate to good proven leadership (e.g. some good achievements but for a limited amount of time or on a limited scale), and 8 to 10 indicates very strong to outstanding track record of leadership within the field.	_____	
Diversity. A rating of 1 to 4 indicates the person appears to represent few aspects of diversity, 5 to 7 indicates moderate ability to enhance how this board reflects and embraces diversity, and 8 to 10 indicates very strong to outstanding ability to enhance how this board reflects and embraces diversity. As a general guideline, a person would rate higher in this category if they appear to be able to represent multiple aspects of diversity sought for this board or if they represent a unique perspective not found among the other applicants.	_____	
Commitment and Enthusiasm. A rating of 1 to 4 indicates no to limited commitment to the development of the association, 5 to 7 indicates average to good commitment and enthusiasm, and 8 to 10 indicates very strong to outstanding levels of commitment and enthusiasm.	_____	
Availability A rating of 2 for 0-5 hours/month of availability, rating of 4 for 6-10 hours, rating of 6 for 11-15 hours, rating of 8 for 16-20 hours and rating of 10 for more than 20 hours. Adjust up or down based on willingness to travel or other information in the application that indicates a willingness to be flexible and put in the time needed for the board.	_____	
Overall Rating A rating from 1 to 4 indicates that the applicant has no or limited fit as a board member for this association and should not be considered further, ratings of 5 to 7 indicates a moderate to good level of fit (a "borderline" candidate), and ratings of 8 to 10 indicate potentially excellent fit and a candidate that definitely should be considered further.	_____	
TOTAL APPLICANT RATING (maximum of 60 points)	_____	_____

Appendix E: SEI Board Self-Assessment Surveys

Self Assessment 1

How to prepare and issue the Board Self Assessment Survey

1. Insert the organization's name as indicated throughout the form by [insert organization name].
2. Determine due date and insert along with name of contact person, address and methods for returning the survey.
3. Disseminate survey. Explain that responses will be used only in the aggregate and individual survey respondents will be referenced by a number (for example, Jane Doe would be #1, Sammy Smith #2, etc.)
4. Follow up as needed to encourage full participation in the survey.
5. Close survey and enter results into the analysis tool (see instructions and worksheet in next appendix).
6. Once analysis is complete, summarize findings and present at a board meeting for discussion. Include a copy of the analysis tool results.

SEI ORGANIZATIONAL ASSESSMENT SURVEY – BOARD OF DIRECTORS

Organization: [insert name]

Completed By: _____ **Date:** _____

Please respond to the items on the survey by rating the degree to which the organization exhibits the characteristic described in each statement. Circle the number that best agrees with your assessment of the characteristic, using the following scale: 1 = this rarely or never describes the organization (less than 25% of the time), 2 = this describes the organization less than half the time, 3 = this describes the organization about half of the time, 4 = this describes the organization more than half of the time but less than 75% of the time, and 5 = this describes the organization all or almost all of the time.

EXAMPLE: **Understanding of Mission and Vision:** All Board members have been oriented to and demonstrate an understanding of the organization's mission and vision.

1 2 3 4 5 NR

If, in your estimation, an item does not apply to the organization or you do not feel you have personal knowledge to appropriately respond, mark the No Response (NR) option.

Carson Valley Trails Association

Use the following scale to describe the organization: 1 = rarely or never , 2 = less than 50% of the time, 3 = about 50% of the time, 4 = more than 50% but less than 75% of the time, and 5 = all or almost all of the time or circle NR (No Response).

Board Structure, Activities and Functioning: Please rate the extent to which the Board of Directors exhibits the following characteristics of governance.

1. **Understanding of Mission and Vision:** All Board members have been oriented to and demonstrate an understanding of the organization's mission, vision and (if defined) core values. Comments:

1 2 3 4 5 NR

2. **Alignment with Mission and Vision:** The Board utilizes the organization's mission, vision and values in making decisions and periodically reviews operations to ensure congruence with the mission, vision and values. Comments:

1 2 3 4 5 NR

3. **Involvement in Planning:** The full Board and appropriate staff are actively involved in strategic planning and other forms of organizational planning so that plans reflect the best collective thinking of the Board and staff. Comments:

1 2 3 4 5 NR

4. **Operations Monitoring:** The Board has current knowledge of the services and projects of the organization and the status, strengths and weaknesses of those services and projects. Comments:

1 2 3 4 5 NR

5. **Financial Monitoring:** The Board has a sufficient understanding of the financial status of the organization and uses that understanding to plan present and future operational expenditures. Comments:

1 2 3 4 5 NR

6. **Financial Contributions:** The board is actively involved in fund raising efforts and/or is willing to make personal financial contributions. Comments:

1 2 3 4 5 NR

7. **Financial Information:** The board is regularly given meaningful information by staff on the organization's financial condition and performance. Comments:

1 2 3 4 5 NR

8. **Board Member Recruitment:** The Board identifies new skills and perspectives needed on the Board, and then and then works with staff to locate and attract new board members as needed to fill identified gaps in Board composition. Comments:

1 2 3 4 5 NR

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9. Board Succession: New leadership for the Board is cultivated by both supporting current board members in enhancing their leadership roles and cultivating outside leaders even when not recruiting to fill open Board positions.	Comments:
1 2 3 4 5 NR	
10. Orientation of Board Members: New Board members receive a thorough orientation that covers what the organization does, its plans and conditions, duties of Board members, policies and procedures, and other relevant information.	Comments:
1 2 3 4 5 NR	
11. Board Training: Relevant training and information on best practices in governance is regularly provided to all Board members.	Comments:
1 2 3 4 5 NR	
12. Member Engagement: All Board members are consistently able to personally contribute their ideas and expertise at Board meetings, committee meetings and in other ways.	Comments:
1 2 3 4 5 NR	
13. Board Culture: The Board exhibits a culture of trust, mutual respect, candor and enthusiasm among its members and in working with staff.	Comments:
1 2 3 4 5 NR	
14. Communications: The Board has defined a process and uses it to communicate with members between meetings about changing circumstances of the organization.	Comments:
1 2 3 4 5 NR	
Board Leadership: Please rate the extent to which the Board of Directors exhibits the following key characteristics of leadership.	
15. Decision Making: The Board has an established process for making decisions that engages all Board members in important decisions. The decision making process is followed and is effective.	Comments:
1 2 3 4 5 NR	
16. Board Accountability: Objective criteria for what the Board is expected to do as a group and what individual Board members are expected to contribute have been defined and are understood by Board members.	Comments:
1 2 3 4 5 NR	

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17. Personal Accountability: Board members are willing and able to personally live up to the core values and highest performance standards of the organization.	Comments:
1 2 3 4 5 NR	
18. Enforce Standards: The Board consistently expects staff and contractors to live up to defined standards of performance and quality, holding staff and contractors accountable to meeting the standards.	Comments:
1 2 3 4 5 NR	
19. Enhance Public Image: Board members are champions for the organization within the community and are effective in promoting a positive public image for the organization.	Comments:
1 2 3 4 5 NR	
20. Strategic Thinking: The Board regularly poses strategic questions and identifies and explores alternative courses of action in order to continually enhance the organization's strategic position and level of success	Comments:
1 2 3 4 5 NR	
21. Creativity is Valued: The Board encourages and supports creativity by Board members and by employees throughout the organization.	Comments:
1 2 3 4 5 NR	
22. Risk Taking: The Board has defined calculated risks and supports said risk taking by both the Board and staff.	Comments:
1 2 3 4 5 NR	
23. Promotes Organizational Change: The Board takes steps to foster a culture of change, whereby the ability to change at an accelerated rate is highly valued rather than being a source of fear and frustration at both the Board and organizational level.	Comments:
1 2 3 4 5 NR	
24. Willing to Change Self: Board members are proactive and willing to change their mind and adapt to changing conditions.	Comments:
1 2 3 4 5 NR	
25. Avoids "Sacred Cows": The Board encourages its members and staff to challenge processes and systems, and does not create "sacred cows" that are not open to question or modification.	Comments:
1 2 3 4 5 NR	
26. Passion: The Board is made up of members who are passionate about the work of the organization.	Comments:
1 2 3 4 5 NR	

Personal Involvement on the Board: Please rate your own personal experience in serving on the Board of Directors for each of the following items.

27. **Personal Contributions:** I have been able to consistently add value to the organization by serving on the Board through contributions of expertise, ideas, relationships, funding or other forms of value. Comments:

1 2 3 4 5 NR

28. **Satisfaction with Organizational Direction:** I am satisfied with the direction of the organization, its position within the community, and the impact it is able to have in serving its constituents. Comments:

1 2 3 4 5 NR

29. **Satisfaction with Personal Involvement:** I am very satisfied with my own role on the Board of Directors and believe that service on the Board is a worthwhile use of my time. Comments:

1 2 3 4 5 NR

Overall Strengths and Opportunities for Improvement

30. **Key Strengths:** Please list up to five aspects of the Board of Directors or the organization as a whole that you believe to be the strongest or most effective characteristics.

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____

Self assessment 2

Capacity Elements		LEVEL ONE: Clear need for increased capacity	LEVEL TWO: Basic level of capacity in place	LEVEL THREE: Moderate level of capacity in place	LEVEL FOUR: High level of capacity in place	Input capacity rating in this column
8.01	Core Financial & Legal Responsibilities of the Board	Board does not carry out and/or lacks clear understanding of basic legal and fiduciary responsibilities (including establishing and following by-laws; complying with federal, state, and local financial reporting requirements and tax payments; hiring and supervising the CEO/ED); little input on budgeting; financial oversight delegated to treasurer.	Board carries out and understands basic legal and fiduciary responsibilities (including establishing and following by-laws; complying with federal, state, and local financial reporting requirements and tax payments; hiring and supervising the CEO/ED); beyond basic requirements, board is involved in budget preparation and reviews financial statements regularly; CEO/ED performance reviews conducted periodically.	Board carries out and clearly understands basic legal and fiduciary responsibilities (including establishing and following by-laws; complying with federal, state, and local financial reporting requirements and tax payments; hiring and supervising the CEO/ED); beyond basic requirements, board is involved in financial planning, reviews financial statements at every meeting, and co-defines and monitors CEO/ED's performance targets.	Board's role extends far beyond basic legal and fiduciary responsibilities; in addition, board is actively involved in preparing and reviewing multi-year financial plans, reviews financial statements at least monthly, defines and monitors CEO/ED performance targets, reviews salary for appropriateness, and is attentive to CEO/ED's professional development.	
8.02	Board Strategic Direction	Overall lack of understanding of and/or disagreement over organization's mission/vision; no formal process for reviewing mission/vision, strategic planning, or monitoring program performance against mission.	General agreement on mission, but vision may not be formalized; infrequent discussion of mission/vision or program performance against mission; little active involvement in mission/vision review or strategic planning beyond approving periodic staff-driven plans.	Board members share common understanding of mission/vision, which they frequently refer to during strategic discussions; formal process for board's active involvement in reviewing mission/vision, strategic planning, and setting goals to monitor program performance against mission.	Complete buy-in on mission/vision, which drive major strategic discussions; well documented process to facilitate board's regular review of mission/vision, active involvement in strategic planning, and cooperation with staff on setting goals to monitor program performance against mission.	

8.03	Board/Staff Balance of Leadership	Board provides little direction, support, or accountability to staff leadership; no clear process for developing or selecting board leadership; board not fully informed about major organizational matters; too narrowly engaged or prone to micro-management; disagreement about appropriate level of board engagement; low level of understanding of leadership roles and responsibilities; little participation in reputation building.	Board provides some direction, support, and accountability to staff leadership, and is informed about most organizational matters; informal process of developing and selecting board leadership; board input on most major decisions is sought and valued; occasional disagreement on the distinction between board-level and staff-level decisions; members understand most leadership roles and responsibilities, including the need for participation in reputation building activities.	Board provides direction, support, and accountability to staff leadership and is informed about all major matters; its input is actively sought and valued; process in place for selecting effective board leaders; some cultivation of future leaders; full participant in major decisions with clear understanding of distinction between board and staff decisions; clearly understands leadership roles and responsibilities and strives for a balance of engagement with staff leadership; members are effective ambassadors for the organization.	Board provides strong direction, support, and accountability to staff leadership through clear goals and policies; acts as a strategic resource; process in place to identify, develop, and select effective board leaders; communication between board and staff leadership reflects mutual respect, awareness of appropriate roles and responsibilities, shared commitment, and valuing of collective wisdom; board actively supports CEO/ED's leadership development and proactively engages in outreach to build organization's reputation.	
8.04	Board Participation in Fund Development	Members do not recognize fundraising as one of the board's responsibilities and have little understanding of organization's resource needs; no goals or plans for board-driven fundraising activities exist; board members donate minimally to the organization.	Members accept that the board has some fundraising responsibilities, but concerns exist regarding ability of board to be successful in this area; some understanding of organization's resource needs; several members have made significant financial gifts to the organization; board fundraising activities not yet underway.	Many members embrace fundraising as one of the board's core roles and responsibilities and feel ownership of the organization's resource needs; core group of board members consistently donates at appropriate levels; realistic and appropriate board fundraising goals and plans exist; fundraising activities are underway.	Majority of members embrace fundraising as a core board role and responsibility; each board member makes a regular donation to the organization that is personally significant; realistic and appropriate fundraising goals and plans are in place; board feels strong ownership for goals, is actively fundraising, and has achieved measurable progress towards goals.	

8.05	Board Composition & Commitment	Limited diversity of fields of practice and expertise; drawn from a narrow spectrum of constituencies (nonprofit, academia, corporate, government, etc.); not reflective of the community served; little or no relevant experience; limited capacity to donate financially; low commitment to organization's success, vision and mission.	Some diversity in fields of practice and expertise including some of the skills and experience needed by the organization; membership represents a few different constituencies (nonprofit, academia, corporate, government, etc.); some representation of community served; moderate capacity to donate financially; moderate commitment to organization's success, vision, and mission.	Good diversity in fields of practice and expertise including most of the skills and experience needed by the organization; membership represents most constituencies (nonprofit, academia, corporate, government, etc.); make-up generally reflects organization's stakeholders and community; good capacity to donate financially or connect to other donors; solid commitment to organization's success, vision, and mission.	Broad variety of fields of practice and expertise drawn from all relevant constituencies (nonprofit, academia, corporate, government, etc.); make-up closely reflects organization's stakeholders and community, includes functional and program content-related expertise, and high-profile names; proven track record of investing financially in the organization; outstanding commitment to organization's success, mission, and vision.	
8.06	Board Development & Self Evaluation	Ad hoc process for recruiting and nominating new members; little or no attention to board composition; no official orientation or training for new board members; no policy on member tenure; little or no on-going training and skill development; board does not sets goals for itself; little or no board discussion of its own performance; lack of assessment of individual directors results in retention of low performing members.	Committee to recruit new members meets occasionally; some attention paid to board composition, but no formal assessment is done; informal new member orientation; loosely followed policy on member tenure; some on-going training and skill development; informal board self evaluation on some objectives, but no formal structure for setting goals and evaluating performance against them; informal assessment of individual directors may result in retention of low performing members.	Development Committee meets regularly to assess board composition and identify and recruit new members to fill specific gaps in needed skills or attributes; orientation held for new board members to fill specific gaps in needed skills or attributes; orientation held for new board members; well understood policy on member tenure; board conducts on-going training and skill development; regular performance evaluations against board-established goals in some areas (e.g., fundraising), but results not well utilized to formulate plans for improvement; board assesses individual director performance at the time of re-nomination.	Development Committee meets year-round; annual assessment of board composition results in targeted recruiting of new members with specific skills and attributes; formal process for new member orientation; written policy on member tenure; high level of commitment to ongoing training and skill development; formal process for performance evaluation against goals set by the board; results used to make improvements; formal process for evaluation of individual directors; no collective tolerance for low performing members.	

8.07	Board Infrastructure	Board either too small or too large for organization's needs; lack of communication about and/or incomplete understanding of board member roles and responsibilities; meetings infrequent, called at the last minute and/or poorly attended; meetings not always well-planned or productive; inconsistent use of agendas and minutes; some meetings start and/or end late; little or no use of sub-committees.	Board working to find the number of members that best meets organization's needs; board member roles and responsibilities generally understood, but not written; attendance generally good at regular, purposeful meetings; established calendar of meetings publicized but not necessarily adhered to; agendas prepared and minutes recorded for most meetings; most meetings start and end on time; occasional meetings of ad hoc subcommittees support work of the full board.	Board size appropriate for organization's needs; written board member job descriptions; attendance is consistently good at regular, purposeful, well-planned meetings; meeting calendar set and publicized in advance; agendas prepared and minutes recorded for every meeting; meetings generally start and end on time; committee system in place with generally understood division of roles and responsibilities between full board and subcommittees; regular committee meetings support work of the full board.	Appropriately sized board holds regular, productive meetings following agendas agreed upon by board chair and CEO/ED; yearly meeting calendar set and distributed in advance; meeting agendas and materials sent in advance; all meetings start and end on time; consistent attendance highly valued; decisions recorded in official meeting minutes; members sign written contract detailing roles and responsibilities; formal committee structure clearly designates board-level vs. committee-level decisions; written descriptions of committee roles and responsibilities; focused committees result in more efficient board meetings.	
Comments:		Type comments here.				