Responsibilities of Nominating Committee: To identify, research, cultivate, recruit, orient, involve, and acknowledge strong new board members appropriate to current and future needs of your nonprofit. (Words in parentheses below indicate suggestions for timing of activities.)

1. Build Nominating Committee
   (Rotate members on a staggered, but regular basis.)

2. Review Basic Responsibilities of Nonprofit Boards
   (Review from time to time. Revise as desired.)

3. Create or Review Bylaw or Board Resolution on Nominating Committee
   (Review every few years. Revise as necessary.)

4. Plan for Board Development
   (Consider presenting to board for adoption. Review every few years and revise as necessary.)

5. Prepare Annual Schedule for Committee Activities
   (Develop schedule. Review annually. Revise as necessary.)

6. Involve Key Individuals in Assessing the Current Makeup of Your Board and Identifying Potential Board Members
   (Assess annually.)

7. Assemble a Confidential, Cumulative, Ongoing List of Prospective Board Members
   (The list should cover the needs of your nonprofit for the next several years. Assemble as soon as possible, put in priority order to cultivate, and update every six months, or as necessary.)

8. Cultivate and Recruit New Board Members
   (Review list. Revise priorities as necessary.)

9. Present Names and Backgrounds of Candidates to Board for Vote or Confirmation
   (Annually, and as need arises.)

10. Orient New Board Members
    (At beginning of each new board member's term of service.)

11. Involve and Acknowledge New Board Members
    (At beginning of each new board member's term of service and throughout their service.)

Date _________
TOOL B

SUGGESTED LANGUAGE FOR A BYLAW OR BOARD RESOLUTION
ESTABLISHING YOUR NOMINATING COMMITTEE

DRAFT

BYLAW

Nominating Committee. The nominating committee shall have _____ members. The committee members shall be appointed to serve for ____ years, except that the initial term of ____ members shall be ____ years.* The committee shall present to the board of directors/trustees nominations for directors/trustees to be elected by the board, and for chairperson, vice chairperson(s), secretary, and treasurer. The nominating committee shall also nominate board candidates for board approval to fill unexpected vacancies. The committee shall furnish to the board information relating to the background and qualifications of all such nominees at least two weeks prior to the board meeting at which an election is scheduled to take place.**

The committee shall maintain a current profile of the board’s membership composition to guide the selection process. It shall review the performance of incumbent directors/trustees who are eligible for reelection, and it shall develop and help administer a program of orientation with the chairperson of the board and the executive director for newly elected directors/trustees. The committee shall, subject to the requirements as set forth in these bylaws, also nominate trustees emeriti. It shall encourage periodic programs of in-service training and regular self-assessment retreats or sessions for the board.

* For example, if the standard term is four years and staggered terms are desired, the initial term of one half of the members should be two years.

** Please note that for reasons of confidentiality some boards prefer to hand out such information at the previous board meeting and collect it at the end of that meeting.

BOARD RESOLUTION

Resolved: The chairperson of the board of directors/trustees is hereby authorized to establish a nominating committee as a permanent committee of the board of directors. (Repeat bylaw language from above.)

Date

Adapted from Nominating Committee, by Robert L. Gale (Association of Governing Boards of Universities and Colleges).

FROM SIX KEYS TO RECRUITING, ORIENTING, AND INVOLVING NONPROFIT BOARD MEMBERS, BY JUDITH GRUMMON NELSON
TOOL C

BASIC RESPONSIBILITIES OF NONPROFIT BOARDS

1. Determine the organization's mission and purposes.

2. Select the executive.

3. Support the executive and review his or her performance.

4. Ensure effective organizational planning.

5. Ensure adequate resources.

6. See that resources are managed effectively.

7. Determine and monitor the organization's programs and services.

8. Enhance the organization's public image.


10. Assess its own performance.

Personal Characteristics to Consider

*Ability to:*

Listen, analyze, think clearly and creatively, work well with people individually and in a group.

*Willingness to:*

Prepare for and attend board and committee meetings, ask questions, take responsibility and follow through on a given assignment, contribute personal and financial resources in a generous way according to circumstances, open doors in the community, evaluate oneself.

*Develop certain skills if they do not already possess them, such as to:*

Cultivate and solicit funds, cultivate and recruit board members and other volunteers, read and understand financial statements, learn more about the substantive program area of your nonprofit.

*To possess:*

Honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, community-building skills, personal integrity, a developed sense of values, concern for your nonprofit’s development, a sense of humor.

*Other characteristics that may be important to your board:*

People who will work; well-known people who may lend only their names; people who are “on the way up” in our community, but not already overcommitted; well-positioned community leaders who will contribute “time, talent, and treasure,” or, to put it another way, “work, wealth, and wisdom;” leaders who can and will “give and get.”

Active, involved, and mature young leaders, such as alumni/ae from The White House Fellows Program in Washington, D.C. and from competitive national leadership training programs like the Coro Fellows Program in Public Affairs in San Francisco, Los Angeles, St. Louis, and New York.

Upper-level and middle-level managers of corporations. (If you want a particular corporation represented on your board, you might ask its CEO for a recommendation from top management. You could say, “We are considering several candidates,” so you do not feel obliged to recruit his or her recommendation.)

You also may wish to consider the active spouses, sons, and daughters of well-established leaders in the community, if you cannot recruit the leaders themselves.

Date ____________________________

*From Six Keys to Recruiting, Orienting, and Involving Nonprofit Board Members, by Judith Grummon Nelson*
This tool helps to identify some desired characteristics and current gaps on your board at this stage of your nonprofit's life. Whether this tool is reviewed by a single individual or at a nominating committee meeting, mark the grid for each characteristic that is filled presently by one or more board members. After that, you can more easily identify gaps that you wish to be filled. Please note that each number represents the name of a current board member. Each letter represents the name of a prospective board member. Each board member may represent several attributes, qualities, and skills.

<table>
<thead>
<tr>
<th>Categories to consider if relevant</th>
<th>Current Board Members (199______)</th>
<th>Prospective Board Members (199______ - ______)</th>
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</thead>
<tbody>
<tr>
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<td>A B C D</td>
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<tr>
<td>Area of Expertise/Professional Skills such as:</td>
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<tr>
<td>Organizational and financial management</td>
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<td>Special program focus of our nonprofit (e.g., education, health, public policy, etc.)</td>
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<td>Administration</td>
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<td>Finance:</td>
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<td>— Accounting</td>
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<td>— Banking and trusts</td>
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<td>— Investments</td>
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<td>Fund raising (both professional fund-raisers and those with leverage in obtaining funds)</td>
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<td>Government regulations</td>
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<td>Government representative</td>
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<td>Marketing</td>
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<td>Physical Plant (architect, engineer)</td>
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<td>Strategic or long-range planning</td>
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<td>Public relations</td>
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<td>Real estate</td>
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<td>Representatives of clients served by nonprofit</td>
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<td>Other</td>
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<td>Race/Ethnic Background</td>
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<td>Asian/Pacific Islander</td>
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<td>Hispanic/Latino</td>
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<td>Native American</td>
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<td>White/Caucasian</td>
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<td>Other</td>
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<td>Other (Disability, sexual orientation, other characteristics important to your organization)</td>
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<td>Categories to consider if relevant</td>
<td>Current Board Members (199____)</td>
<td>Prospective Board Members (199____ - _____)</td>
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<td>Geographical Location</td>
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<td>Financial Position</td>
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<td>Salaried</td>
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<td>Philanthropic reputation</td>
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<td>Prospective major donor</td>
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<td>Board Committees</td>
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<td>Executive</td>
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<td>Nominating</td>
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<td>Program</td>
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<td>Development/Fund raising</td>
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<td>Finance</td>
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<td>Investments</td>
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<td>Building and grounds</td>
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<td>Other</td>
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<td>Length of Past Board Service</td>
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<td>More than ten years</td>
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<td>5-10 years</td>
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<td>2-5 years</td>
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</tbody>
</table>
| Categories to consider if relevant | Current Board Members (199____) | Prospective Board Members (199____ - ____)
|-----------------------------------|-------------------------------|---------------------------------
| Less than 2 years                 | 1 2 3 4                       | A B C D                         |
CONFIDENTIAL

Please complete this form so that we can follow up with you about the individual you recommend for consideration as a prospective board member. Please provide us with as much relevant information as you have about each candidate. Please return this sheet and the accompanying form, at the end of this meeting or within a week, to the chairperson of the nominating committee:

Chairperson's Name: ____________________________________________

Address: _______________________________________________________

(City) (State) (Zip)

Telephone: Day (___) __________________________
Fax: (___) __________________________ E-mail: _______________________

A member of the nominating committee may contact you to ask for suggestions about the best approach in cultivating and recruiting the individual(s) you have listed. Thank you.

Date: ______________________________

Your name: _____________________________________________________

Telephone: Day (___) __________________________ Evening (___) __________________________
Fax: (___) __________________________ E-mail: _______________________

The best time to telephone me is between _________ a.m. and _________ p.m.

Please return this sheet with the following three-page referral form, one copy for each candidate.

Date _________

FROM SIX KEYS TO RECRUITING, ORIENTING, AND INVOLVING NONPROFIT BOARD MEMBERS, BY JUDITH GRUMMON NELSON
Special interests: __________________________________________

Education: ______________________________________________

Other affiliations with individuals, corporations, and foundations:
________________________________________________________

________________________________________________________

Other board experience: ___________________________________

Known levels of giving: ____________________________________

Personal characteristics and skills: ___________________________

________________________________________________________

Other: ___________________________________________________

Please include the reasons why you think this person would be a good board member of our organization. Please use other side of paper, if necessary.

________________________________________________________________

________________________________________________________________

________________________________________________________________

People whom you suggest might meet, cultivate, and recruit this prospective board member and their relationship to the candidate:

________________________________________________________________

________________________________________________________________

________________________________________________________________

From what you know about this individual, can you recommend dates and places for a cultivation meeting?

________________________________________________________________
If this individual were to serve on our board, what amount would you suggest that she or he be asked to consider donating as his or her first Annual Board of Directors'/Trustees’ Fund gift?

$__________________

Additional comments:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Your name: __________________________________________

Date __________
TOOL F

CHECKLIST OF MATERIAL FOR POTENTIAL BOARD MEMBERS

DRAFT

Material sent ____________ or given ____________ to:

(date) (date)

Name: ____________________________________________

Title: ____________________________________________

Organization: ____________________________________________

Address: ____________________________________________

(City) (State) (Zip)

Telephone: Day (____) __________________ Evening (____) __________________

Fax: (____) __________________ E-mail: __________________

Material about Your Nonprofit: Send and give what is current, attractive, well-written, and informative. Some suggestions include:

1. Information about your institution, program, and staff
   - Information portfolio about your organization
   - Fact sheet
   - Brochure
   - Annual highlights (if not in some other information)
   - Annual report
   - Newsletter
   - Program of events or activities
2. Information about your governing board:
   - List of current board members names, titles and affiliations, and, if you wish, brief biographical data
   - Responsibilities of board members
   - Board Manual (only to show at this time)
   - Board Manual Table of Contents (Tool J)
   - Board organization chart and committees
   - Other

3. After a candidate has accepted service on your board:
   - Letter to new board members (see Tool K)
   - Board Member Information Form (Tool L) to fill in and return
   - Other
Review and take this confidential worksheet with you to cultivation meeting, but do not show it to your prospect. (The first part of this worksheet is to be filled in by a member of the nominating committee or the development office. The second part is to be filled in by a member of the “cultivation” team.)

Please return form to nominating committee chairperson or ________________ within 24 hours of your cultivation or recruitment visit.

Name of person to whom to return this form: ____________________________________________

Address: __________________________________________________________________________

__________________________________________________________________________  (City)  (State)  (Zip)

Telephone: Day (____) ________________  Evening (____) ________________

Fax: (____) ______________________  E-mail: _______________________________________

Name of board candidate: ____________________________________________________________

Name of person returning form: ______________________________________________________

Telephone: Day (____) ________________  Evening (____) ________________

Fax: (____) ______________________  E-mail: _______________________________________

1. **Before Your Meeting:**
   Date, time, and address of scheduled meeting:
   _____________________________________________________________________________
   _____________________________________________________________________________
   _____________________________________________________________________________

FROM SIX KEYS TO RECRUITING, ORIENTING, AND INVOLVING NONPROFIT BOARD MEMBERS, BY JUDITH GRUMMON NELSON
People to attend the meeting:

________________________________________________________________________

________________________________________________________________________

Special interests of prospective board member: Personal, professional, or related to our organization. (See also Prospective Board Member Referral Form, Tool E). During the meeting you will learn more about these interests, but it is important to have some idea about them before your meeting:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Amount and date of last gift to our organization:

Date: _________________ $ _________________

2. After the Meeting:

Results of cultivation meeting:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Comments/next steps:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
Individual invited to serve on board by: ____________________________ (name)

on ____________________________ (date).

3. **After the Board Has Approved the Candidate for Membership:**

☐ Ask new board member for biographical sheet, resume, and recent photograph to announce board appointment in print media and to keep in the board member's file in the development office.

☐ New board member will provide by ____________________________ (date)

☐ Date and location of next orientation meeting for new board members:

__________________________________________________________

☐ Committee interest(s) or preference(s):

__________________________________________________________

__________________________________________________________

What is the amount you suggest that this new board member be asked to consider donating for the first Annual Board of Directors' Fund gift?

$ _______________

Additional Comments or Suggestions:

__________________________________________________________

__________________________________________________________

__________________________________________________________

Name of person submitting this form: ____________________________

Date _______________
If you have not participated in such a visit before, it may be helpful to rehearse a possible scenario. You may also wish to mentally divide the meeting into several parts or to role-play this meeting beforehand with an experienced board member.

Please note that it is important to speak briefly in this meeting. To woo a candidate, it may be equally important to do more listening than talking.

Introduction
(Two or three minutes):

- Thank the person for meeting with you.
- Say that you would like to have him or her consider having his or her name placed in nomination to be a board member of your nonprofit, but acknowledge that the board makes the final decision based on perceived needs of diverse qualifications and skills required by the board at that time.

Central part of meeting
(Twenty minutes, but be prepared to extend this part of the meeting if the prospect has more questions or concerns):

- Explain your connection with the nonprofit. (Briefly.)
- Explain the mission, history, and programs of the nonprofit. (Briefly.)
- Ask whether the prospect has questions.
- Listen to and remember the questions and the comments the person may make. (Take a few notes, if necessary.)
- Respond to the questions, if you can, or say you will seek an answer and let the candidate know.
- Explain why you are interested in presenting the person’s name as a prospective board member.
☐ Explain that there is a board orientation for new board members involving the board chairperson, the chief executive, and senior staff, also including more detailed information and written material about your nonprofit and board governance.

☐ Explain that a “board partner” is assigned to each new board member to welcome and respond to questions.

☐ Explain that there are generally _____ board meetings a year and that each new member will serve on at least one committee that generally meets _____ times per year.

☐ Explain that each board member is asked and expected to make an annual leadership contribution to the Board of Directors'/Trustees' Fund and to support the nonprofit financially according to his or her circumstances, including in other ways, such as special events and capital campaigns. In some cases this annual contribution is a specified minimum amount that each member is expected to “give or get.”

☐ Be prepared to include the most recent audited financial statement in the information packet, if requested.

☐ Ask whether the person has more questions.

Closing of the meeting
(Five minutes):

☐ Thank the person again for meeting with you and, if appropriate, reiterate interest in having the person serve on your governing board.

☐ If the person declines to serve as a board member at this time, ask whether he or she would like to participate in other ways: as an advisory board member, volunteer, donor; provide in-kind goods or services; and/or serve as board member in the future.

☐ Invite the person to attend a meeting or an event to meet other board members, or to see some program in action.

☐ Ask whether you may place the person’s name in nomination. Reiterate that the final decision is the board’s and is based on perceived needs at that time.

☐ Leave an information packet of material about your nonprofit and about board governance with the prospect as you leave. (Do not give it to the person at the beginning, because it could distract the person from a focused exchange of information, ideas, and feelings.)

Date__________
TOOL I
AGENDA FOR ORIENTATION MEETING
DRAFT

NAME OF YOUR ORGANIZATION

Address of Orientation Meeting (including building and room)

New Board Member Orientation Session

Date of Meeting

Time: From _________ to _________

(Writing "draft" on the final agenda invites the chairperson to ask at the beginning of the meeting whether anyone would like to suggest changes in the agenda. This is a signal to all participants that this is an interactive meeting.)

<table>
<thead>
<tr>
<th>TIME</th>
<th>WHAT</th>
<th>WHO</th>
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<tbody>
<tr>
<td>9:00</td>
<td>I. WELCOME</td>
<td>Board Chairperson</td>
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<td>(5 minutes)</td>
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<td>9:05</td>
<td>II. SELF-INTRODUCTIONS</td>
<td>ALL (Signals opportunity for discussion and questions from anyone in meeting)</td>
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<td>(25)</td>
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<td>9:30</td>
<td>III. YOUR NONPROFIT Overview of past and present (This is a good place to show a slide show or video if your nonprofit has one)</td>
<td>Chief Executive</td>
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<td>(10)</td>
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<td>ALL</td>
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<td>9:40</td>
<td>IV. PROGRAM</td>
<td>Section or department heads (list by name, title)</td>
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<td>(5 each)</td>
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<td>ALL</td>
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<td>10:00</td>
<td>BREAK (Refreshments available)</td>
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<td>(10)</td>
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</tbody>
</table>

* Time for each item will vary according to content and number of people participating.
<table>
<thead>
<tr>
<th>TIME</th>
<th>WHAT</th>
<th>WHO</th>
</tr>
</thead>
</table>
| 10:10 (10) | V. FINANCIAL INFORMATION  
Budget, investments  
Other | Chief Financial Officer  
ALL |
| 10:20 (15) | VI. FUNDRAISING/DEVELOPMENT/ADVANCEMENT  
Annual Fund  
Board of Directors' / Trustees' Fund  
Capital Campaign  
Planned Giving Opportunities  
Special Events  
Other | Chief Development Officer  
ALL |
| 10:35 (10) | VII. FRIENDS/BUSINESS COUNCIL/ADVISORY BOARD | Chairperson of any of these auxiliary leadership organizations  
ALL |
| 10:45 (15) | VIII. BOARD GOVERNANCE  
Board Responsibilities  
Board Meetings  
Committee Structure  
Differentiate between governance and operational management  
Board Orientation  
Board Retreat/ Self-Assessment  
Present Board Member Information Form (Tool L) to each new board member  
Other | Board Chairperson  
ALL |
| 11:00 (5 each) | IX. THE FUTURE | Board Chairperson  
Chief Executive  
ALL |
| 11:15 (10) | X. PRESENTATION AND BRIEF ORAL OVERVIEW OF BOARD MANUAL  
(If not presented earlier on appointment to board) | Chief Executive  
ALL |
| 11:25 | M. TOUR OF FACILITY | Led by appropriate person or persons |
| 12:00 | XII. LUNCH | Date______

From Six Keys to Recruiting, Orienting, and Involving Nonprofit Board Members, by Judith Grummon Nelson
### TOOL J

**BOARD MANUAL TABLE OF CONTENTS**

**DRAFT**

(Date each of the items below so that a board member will know to replace an older page with more recent material.)

1. Mission Statement
2. Fact Sheet (one to two pages)
3. List of dates and locations of board and committee meetings
4. Board member’s responsibilities
5. Committee “job descriptions”
6. Up-to-date list of names, titles, organizations/affiliations, addresses, and telephone numbers of board members, committees, chairpersons and staff (List officers at top)
7. *Board Member Information Forms (Tool L)* for development office and each other—boards they serve on, spouse’s name, committees on which they serve, key addresses, telephone numbers, secretary’s name, etc.
8. Articles of incorporation (corporate charter) and bylaws
9. Summary of board members’ liability insurance
10. Current donor list (contributors to date this year if of a manageable size)
11. *Prospective Board Member Referral Form (Tool E)*
12. Annual calendar or program schedule
13. Resume of the chief executive
14. Draft letter of solicitation for board member to personalize
15. Sample or draft grant proposal, or copy of recent corporate or foundation funding proposal
16. Contribution response envelopes

*From Six Keys to Recruiting, Orienting, and Involving Nonprofit Board Members, by Judith Grummon Nelson*
Some organization stationery and envelopes (in an 8 1/2" x 11" or larger protective envelope that has holes punched along the left side, or in a pocket of the notebook)

Section for board/committee minutes (After each board meeting minutes, consider marking in bold type actions the board has agreed to and tasks that board members have agreed to do)

A separate information packet: brochure, fact sheet, annual report, contribution benefits brochure, contribution response form or envelope, selected press releases and articles, bumper sticker, business card, etc.

Calendar of fund raising conferences and luncheons in the area for board members to consider attending

Committee form asking on which committees the member wishes to serve

Other

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Date __________
Dear (new board member's name):

Welcome! The enclosed Board Member Information Form will help us to get to know you better and to help you work effectively on behalf of our organization. Please fill it in at this meeting and return it to me within a week.

Unless you request otherwise, I will send a copy of the first half to each of the other board members so that we may easily keep in touch with each other and get to know the various ways in which each of us wants to work with our organization. The second half will go to our development office.

With thanks for your help and with best wishes, (Name of chief executive/chairperson) and I look forward to seeing you for the next board meeting on _________________.

Sincerely,

Chairperson or Chief Executive

Enclosure

Date
BOARD MEMBER INFORMATION FORM

Please fill in this form and return it within a week to ____________________________ (chief executive), at our organization at the following address:

______________________________

(City) (State) (Zip)

Part I:

Date: __________________________

I prefer to receive (your nonprofit’s name) mail _____ at home _____ at work

Name: __________________________________________________________

Home address: __________________________________________________

(City) (State) (Zip)

Telephone: Day (____) ___________________ Evening (____) ___________________

Fax: (____) ___________________ E-mail: __________________________________

Spouse’s name ____________________________________________________

Secretary’s name: ________________________________________________

Your title: ________________________________________________________

Name of your organization: ________________________________________

Address: _________________________________________________________

(City) (State) (Zip)
Other address (when applicable): ________________________________

(City) (State) (Zip)

Memberships and associations (professional, social, religious, honorary, etc.):

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Date joined this board: ____________________________

(Month) (Year)

Preferred committee assignment(s): ________________________________

________________________________________________________________________

I would particularly like to help (name of your nonprofit) in the following ways:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
Part II (to go to development office):

☐ I enclose my biographical sheet and/or resume for office use

☐ I enclose one or more photographs (preferably a 5” x 7” black and white glossy of head and shoulders)

☐ I understand these photographs may be used initially in the announcement of my board appointment in appropriate newspapers, journals, and magazines (This will help to highlight your service to the community and our nonprofit)

Periodicals in which you might wish to announce my board membership include:

Name of periodical: ____________________________________________________________

Address: ____________________________________________________________________

____________________________________________________________________________

(City) (State) (Zip)

Name of editor: ______________________________________________________________

Telephone: (____) __________________ Fax: (____) ________________________________

E-mail: _____________________________________________________________________

Name of periodical: ____________________________________________________________

Address: ____________________________________________________________________

____________________________________________________________________________

(City) (State) (Zip)

Name of editor: ______________________________________________________________

Telephone: (____) __________________ Fax: (____) ________________________________

E-mail: _____________________________________________________________________

FROM SIX KEYS TO RECRUITING, ORIENTING, AND INVOLVING NONPROFIT BOARD MEMBERS, BY JUDITH GRUMMON NELSON
Names and Addresses to add to our mailing list:

Name: __________________________________________________________
Address: _________________________________________________________
(City)  (State)  (Zip)

Name: __________________________________________________________
Address: _________________________________________________________
(City)  (State)  (Zip)

Name: __________________________________________________________
Address: _________________________________________________________
(City)  (State)  (Zip)

Additional information I wish to share:
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

Date__________________
TOOL M

CHECKLIST OF GOALS FOR NEW BOARD MEMBER DURING FIRST YEAR OF BOARD SERVICE

(For personal use)

DRAFT

Name: ____________________________________________

Date: ______________________, ______ to ______________________, ______.

month year month year

As a new board member of ________________________________ ,

I have marked with a “1” those items I have accomplished this first year of service.

I have marked with a “2” those things I wish to accomplish next year.

1. Read and understand my nonprofit’s mission and purposes:

   ______ Read printed material about my nonprofit.

   ______ Read my board manual.

   ______ Read Ten Basic Responsibilities of Nonprofit Boards
         (see Suggested Resources)

2. Support the chief executive:

   ______ Met personally with the chief executive officer to learn more about our nonprofit and to see how I might serve.

3. Help ensure adequate resources for our nonprofit:

   ______ Made my “stretching” annual fund contribution to the Board of Directors’/Trustees’ Fund.

   ______ Made a payment on any capital campaign pledge I have made.
After consulting with the development staff, made _____ cultivation or solicitation visits to the following:

Individuals: ____________________________

Corporations: __________________________

Foundations: __________________________

I have brought friends and colleagues to learn about our nonprofit when it was appropriate.

I have written notes on invitations to special events and annual fund appeals to the following people:

I have given the names and addresses of the following individuals to be added to our nonprofits' mailing list:

4. Monitor our organization's programs and services:

I have attended programs and observed services provided by our nonprofit.

5. Help enhance our organization's public image:

Gave to the chief executive the names (and when known the addresses, telephone numbers, names of contact people such as editor or talk show host) of local papers, newsletters, radio, and television stations and talk shows that I watch or find to be a community asset. The chief executive
can then pass on the information to the development, public relations, or other appropriate office for press releases and appearances on talk shows.

Keep brochures, fact sheets, and fund raising material in my home, car, and office to give to people when we discuss our nonprofit.

Left same material at libraries, schools, and businesses as appropriate.

After clearing it with the chairperson and the executive director, I have talked about our nonprofit with the following groups:

Church: ____________________________

School: ____________________________

Civic: ____________________________

Business: ____________________________

Media: ____________________________

Government: ____________________________

Buy object(s) with our nonprofits name and logo and use, wear, or otherwise display it, or to give as gifts.

I serve on the following one or two board committees:

_______________________________

_______________________________

I regularly attend board and committee meetings, except for compelling personal or business reasons.

If I am unable to attend, I notify the chairperson.

I read material before meetings: draft agenda, minutes, etc.

I attended conferences or workshops on:

Board development: ____________________________

Fund raising: ____________________________

Subject area of my nonprofit: ____________________________

Other: ____________________________
6. Areas I personally initiated:

Thought of and discussed the following ideas with the board chairperson and the chief executive:

With those that were approved, I helped to develop and execute those marked with a star.

Date __________________