

HIGH-PERFORMING, INCLUSIVE LEADERSHIP PLAN OUTLINE

Board Accountability: _____
(Committee, Board Officer, etc.)

(1) Related Strategic Goals/Objectives/Outcomes

(2) Describe your Current Governing Board demographics:

(3) Identify gaps in diversity and inclusiveness:

(4) Describe Governing Board recruitment Plans

- (1) Role of entire Governing Board**
- (2) Specific strategies w/ responsibilities**
- (3) Timeline/budget implications (Year One)**
- (4) Describe nominations/elections policy with a commitment to
Diversity and inclusion**

**(5) Describe initial and on-going process of board orientation
(Include description of materials and resources)**

**(6) Summary of board evaluation regarding board effectiveness and
board meeting effectiveness**

(7) Describe strategies for board development

- (1) Specific strategies w/responsibilities**
- (2) Timeline/budget implications (Year One)**

(8) Describe strategies for board meeting effectiveness

- (1) Specific strategies w/responsibilities**
- (2) Timeline/budget implications (Year One)**

(9) Describe plans for intentional leadership development

- (1) Specific strategies w/ responsibilities**
- (2) Timeline/budget implications (Year One)**

BOARD PROFILE WORKSHEET EXPERTISE/SKILLS/PERSONAL DATA

	Current 1	Current 2	Current 3	Current 4	Current 5	Prospective 1	Prospective 2	Prospective 3	Prospective 4
Age									
19-34									
35-50									
51-65									
Over 65									
Gender									
Male									
Female									
Race/Ethnicity									
African/American									
Asian/Pacific Islander									
Caucasian									
Hispanic/Latino									
Native American/Indian									
Other									
Professional Role									
Administrator									
Early Childhood									
Classroom Teacher									
Public School Classroom Teacher									
Head Start									
Family Child Care									
2 year College									
4 year College									
Other									
Community Connections									
Religious organizations									
Corporate									
Public education									
Media									
Political									
Philanthropy									
Small business									
Social services									
Other									
Areas of Expertise									
Administration/Management									
Entrepreneurship									
Financial management									
Fund-raising									
Government									
Law									
Insurance									
Marketing/Public relations									
Human resources									
Strategic Planning									

WHAT DO WE NEED AND WHO DO WE WANT?

In the beginning of the search process, the governance committee needs to guide the board in asking the following questions:

- (1) What is the current composition of the board?

- (2) What characteristics, skills, experience, and backgrounds do we need now?

- (3) What gaps will we need to fill in the future?

- (4) What are the priorities for identifying and recruiting new members?

- (5) What other attributes or qualities are important for our board members to have?

BUILDING A DIVERSE BOARD

- Include members of different:
 - Skills and professional backgrounds
 - Ages
 - Cultural and ethnic backgrounds
 - Gender
- It is not enough to have a diversity of perspective and backgrounds. Being inclusive means making sure that differences are accepted and valued, and that they contribute to a more complete understanding of the issues involved in the organization's work.
- An inclusive board inspires innovation, creative thinking, and problem solving. In many cases, it reflects the organization's membership better than a homogeneous board and makes the organization more responsive to the needs of those it serves.
- "Encouraging inclusion means nourishing it. It means not only slogging through the mess of new ideas, but actually promoting the mess and allowing time for it." (Zora Radosevich) It means recognizing that inclusion is never easy and that it includes supporting people who say new things, bringing in new people, and making things uncomfortable. It also means urging everyone in your immediate circles and to recognize that the process is just beginning.

INVITE COMMITMENT

Once the governance committee has analyzed the organization's needs, completed a board profile, and developed a list of prospective board members, it is time to begin exploring board membership with them.

Step One: Explore the person's interest in serving on the board

- *What is the person's interest in the mission?*
- *Does the board present a good fit for the individual?*
- *Are there time constraints that would prevent him or her from fully participating on the board?*

Step Two: Invitation to be nominated

- *Would they be willing to serve if nominated and elected?*
- *Encourage them to make a thoughtful decision.*
- *Be honest about what is involved in board involvement.*

Step Three: Present Final Candidates

- The governance committee is responsible for determining the final slate of nominees to be presented to the board.
- Once the governance committee has completed the job of developing a slate of candidates who are willing and able to serve on the board, the board must take formal action to send the slate to the membership for a vote.
- As soon as the election results are compiled, the board president should contact the newly elected board members to welcome them.
- The candidates should also be informed in writing about their election to the board and also be asked to indicate their acceptance in writing.
- Board members may be asked to sign a formal agreement that outlines the mutual expectations between the board and its members.
- New members should receive information about the board orientation process.

SAMPLE BOARD APPLICATION FORM

Name _____

Phone _____

Address _____

E-mail _____

Relevant Experience and/or Employment (attach a resume if relevant):

Relevant Experience with _____ AEYC:

Why are you interested in our organization?

Area(s) of expertise/Contribution you feel you can make:

Other volunteer commitments:

FOR BOARD USE

____ Nominee has had a personal meeting with chief executive, board chair, or other board member. Date: _____

____ Nominee reviewed by the committee. Date: _____

____ Nominee attended a board meeting. Date: _____

____ Nominee interviewed by the board. Date: _____

Action taken by the board:

- Tokenism must be avoided. No board member wants to fill a quota, and no one person can represent an entire segment of the population. The hope is that board members and senior staff will see “the full range of abilities and expertise that will be needed from the board, not just the visible signs of ‘difference.’” (Jennifer Rutledge, Building Board Diversity)
- A natural by-product of inclusivity may be wider disagreement among board members. The board should cultivate an atmosphere of acceptance by encouraging opinions and molding them into creative solutions. Ultimately what counts is that each board member respects the democratic process and is willing and able to represent the position taken by the board to the outside world.
- Biggest challenge of all: how to fill all those needs without weighing down the board with too many members. A board that is too large – there isn’t enough work to go around and members may feel disengaged, and decision-making becomes cumbersome. A board that is too small – board members may be overwhelmed and the board will not have sufficient breadth of perspective.

INVITE INTEREST

Cultivate: developing a pool of people for potential board membership.

The Governance committee manages the cultivation process, making sure that the entire board is involved in the process and that everyone knows how to present information on potential candidates.

1. Cast a wide net. Every board member should introduce prospective candidates to the organization.
2. Create a file for each individual or complete a Prospective Information sheet.
3. As soon as prospective candidates are identified, begin bringing them into the fold.
 - Send them reports, brochures, newsletters
 - Invite them to special events
 - Involve them on committees/task forces
 - Invite them to observe board meetings

Don't dismiss people whose schedules would not allow them to join the board right away.

Potential candidates should be identified and cultivated on an ongoing basis, even when there are no slots to fill.

Prospective Board Member Information Sheet

Name of prospective board member: _____

Title: _____

Organization: _____

Address: _____

City, State, and Zip: _____

Telephone: Day _____ Evening: _____

E-mail: _____

Source of referral/information: _____

Special skills

- Fund-raising
- Personnel/Human Resources
- Finances
- Business
- Marketing/Public Relations
- Technology
- Legal
- Other: _____

Other affiliations: _____

Professional background

- For-profit business
- Government
- Nonprofit organization
- Other: _____

Other board service: _____

Education

- Some high school
- High school graduate
- Some college
- Undergraduate college degree
- Some graduate coursework
- Graduate degree or higher
- Other: _____

Known levels of giving: _____

Other pertinent information: _____

Materials to Share with Potential Board Members

- Annual reports
- Brochures
- Board rosters
- Newsletters
- Publications
- Website information
- Schedule of Board meetings
- Annual calendar
- Roles and responsibilities of the board
- Roles and responsibilities of individual board members
- Brief written history or fact sheet on the organization
- Committee job descriptions
- Recent press clippings