

A Dozen Key Documents

Handouts we will discuss in the session and provide on the Heritage Consulting Inc. website.

- 1. Ideal Nominating Committee make up and job description.
- 2. Matrix to use to identify future board candidates.
- 3. Sample board member application form to be circulated to all possible candidates.
- 4. Sample board member agreement/contract outlining expectations for board meeting attendance, board giving (if required), committee and event participation.
- 5. Sample board member job description.
- 6. The document list we recommend be shared with every board candidate before nomination.
- 7. Contents of new board member binder, google drive, or Drop Box folder.
- 8. Outline for a 45-minute board orientation session provided by the Nominating Committee after nomination.
- 9. Outline of a one-hour board training on their roles and responsibilities for the Executive Director or Nominating Committee member to conduct, with a bibliography for additional information.
- 10. Board source information on legal duties of all nonprofit directors.
- 11. 10 board responsibilities according to board source.
- 12. A Nominating Committee work plan for the year-long board building cycle to pull these activities together.



A Dozen Key Documents

1. What does the Nominating Committee Do? Who should serve? + Job Description

- 1. Overview: What does the Nominating Committee do?
 - a. Role is often spelled out in bylaws.
 - b. If not in bylaws, create the committee as a standing committee.
 - c. It is the most important committee, and focuses on the future (2-5 years) of the historic site.

An ideal "charge statement" for a Nominating Committee:

Nominations to the board shall be made by the Nominating Committee appointed by the board and shall be set forth in the notice of the annual meeting. The Nominating Committee shall consist of no less than three (3) members and no more than five (5) members and shall have as chairperson a member of the Board of Directors who shall be responsible for directing and coordinating the affairs of the committee. The terms of the committees shall be for one year commencing at the time of the annual meeting.

- 2. How many people should serve on the Nominating Committee?
 - a. Three to five people
 - i. Ideal candidates for the Nominating Committee:
 - 1. Current Board President
 - 2. Most recent past Board President
 - 3. Current volunteer but not board member
 - 4. A representative from a partner organization you want to cultivate
 - 5. Former committee member or chair
 - 6. Executive Director is ex officio to this committee
- 3. Nominating Committee job description:

The Nominating Committee will have between 3-5 members, appointed by the Board President or the Board of Directors as noted in the bylaws. The Board President will serve as the Nominating Committee chair. Nominating Committee members will review the organization's current approved work plan, budget, Strategic or Long-range Plan, and annual report to understand the future direction of the organization.

The Nominating Committee will meet at least quarterly and meet jointly with the Executive Committee once a year, to review the current and future needs of the organization. The Nominating Committee members will seek possible candidates from the volunteers currently involved with the historic site and ask board members and committee chairs for advice about possible candidates to solicit. Committee

members will share the board application form and the board commitment document with every possible candidate and encourage all to apply. The Nominating Committee will use a board matrix form to identify skills and talents needed, and vet the individual candidates based on their applications and the future needs of the organization. The committee will rank possible candidates and supply the list to the Board President when any vacancy occurs throughout the year and at least two months in advance of the annual meeting. Nominating Committee members should be careful not to give the impression that they are making offers of board service to any candidate. The Nominating Committee's most important job is to identify possible candidates for board service, as a talent scout for the historic site. The Board of Directors will decide on the slate of candidates to be placed for nomination and election.



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2. Board Skills Matrix for Historic Sites

Skills	Person A	Person B	Person C
Lives in town			
Is a collector or local historian			
Financial management background			
Human resources skills			
Attorney			
Marketing background			
Collections care background			
Architecture/construction/preservation			
background			
Connections/familiarity to community			
Media connections			
People person/great host/hostess			
Politically connected			
Known philanthropist			
Serves on other boards in town/region			
Under 40			
Under 60			
Adds diversity			
Men/women			
Has the ability to make a gift			
Willing to ask others for donations			



Better Recruitment Equals Better Board Members for Your Historic Site A Dozen Key Documents

3. Sample Historic House Museum Board Member Application Form

Name
Address
Home/work/cell phone
Preferred email address
Current employer, your title
List any current or past volunteer activities with the historic site in the past below.
Have you ever served on another nonprofit board? Which one? When? How long?
Why are you interested in committing your time and energy to our historic site?
What do you think are the characteristics of a great board member?
Fundraising is a significant obligation of board service. Please see our board commitment form. Can you tell us about your experience in fundraising? Please be specific.

Would you be willing to attend lunch with our Executive Director, in which the goal was to make a major donor ask?

Board members bring experience, wisdom, strategic thinking, and their personal contacts. Can you tell us about your personal contact list and if you might use it to help solicit members for the museum?

What kind of autonomy do you have over your day-to-day calendar? There will be committee meetings between board meetings and occasional donor lunches - would you be able to attend?

Are there any specific questions you want to ask us about board service for our historic site?

Please return this completed document to a Nominating Committee member.



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4. Board Member Contract

I, ______ understand that as a member of the Board of Directors of The ______ name of organization_____, I have a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its mission and goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as one its stewards.

As part of my responsibilities as a board member:

1. I will interpret and convey the organization's work and value to the community, represent the Organization.

2. I will attend at least seventy-five percent (75%) of the organization's board meetings and events and 75% of the committee meetings of which I am a member.

Each year I will personally maintain an individual membership ______minimum amount ______, which may be in addition to any membership maintained by an organization with which I am affiliated.
 Each year I will make a personal financial contribution, in addition to my membership.

5. I will actively participate on at least one board committee and on one or more fundraising activities.

6. I will act in the best interests of the organization, and recues myself from discussions and votes where I have a conflict of interest, in accordance with _____name of organization_____ current conflict of interest policy.

7. I will stay informed about what's going on in the organization. I will ask questions and request. information. I will participate in and take responsibility for making decisions on issues, policies and board matters.

8. I will work in good faith with staff and other board members as partners toward the achievement of our goals.

9. I will support the decisions of the board to the best of my ability and as my conscious allows. In situations where I cannot publicly support the decisions of the board if so required, I will agree to resign my seat.

10. If I do not fulfill these commitments to the organization, I will expect the board president to call me and discuss my responsibilities with me.

In turn, the organization will be responsible to me in several ways:

 I will be sent, without request, no less than quarterly, financial reports and an update of organizational activities that allow me to meet the "prudent person" standards of the law.
 Opportunities will be offered to me to discuss with the executive director and the board president the organization's programs, goals, activities, and status; additionally, I can request such. opportunities. 3. The organization will help me perform my duties by keeping me informed about issues in the industry and the field in which we are working, and by offering me opportunities for professional. development as a board member.

4. Board members and staff will respond in a straightforward fashion to questions that I feel are necessary to carry out my fiscal, legal, and moral responsibilities to this organization. Board members and staff will work in good faith with me towards the attainment of our goals.

5. If the organization does not fulfill its commitments to me, I can call on the board president and the executive director to discuss the organization's responsibilities to me.

Board Member	Organization name Board Chair:
Printed Name:	Printed Name:
Date:	Date:



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5. Sample Board Member Job Description

Board members of the ______Historic House Museum serve a three-year term when elected unless they are serving for the unexpired term of a former board member. Board members are expected to attend and actively participate in all monthly board meetings. Board members will be automatically removed if they miss more than ______board meetings, without providing a valid reason for not attending, as specified in the organization's bylaws.

Board members will read all minutes, financial statements, work plans, strategic plans, budgets, IRS 990 forms, and any other official documents provided to them and will ASK QUESTIONS pertaining to these documents so that board members understand the workings of our historic site.

Board members are expected to financially support the organization yearly as well as the events and activities of the historic site through their individual gifts according to the board commitment document they received when they were nominated to the board. Board members will also support other fundraising activities of the museum as required.

Board members will actively participate on one committee and attend any required monthly committee meetings.

Board members will sign an annual conflict of interest statement and assure the confidentiality of all information they receive as part of their board service. Board members will not speak to the press under any circumstance and will refer all press inquiries to the Executive Director.



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6. Documents to Share BEFORE the Candidate is Nominated:

- 1. Board member application form
- 2. Board commitment or agreement form
- 3. Bylaws with all amendments
- 4. Most recent financial statement
- 5. Annual report for the last year (if there is one)
- 6. Current approved work plan
- 7. Current approved budget
- 8. Minutes from the last two board meetings
- 9. Newsletters for the last two months
- 10. Collections Management Plan (including Deaccession policy)
- 11. Disaster Preparedness Plan
- 12. Strategic Plan or Long-Range plan
- 13. Membership brochure
- 14. General interest brochures



A Dozen Key Documents

7. Documents to Include in any Board Member Orientation Packet

- 1. Bylaws with all amendments
- 2. Incorporation papers
- 3. Board list with home addresses, phone numbers, and email addresses
- 4. Contact information for the organization's key staff, attorney, accountant, insurance broker, and auditor
- 5. Minutes from the last six board meetings
- 6. Executive Committee minutes from the last six months
- 7. Most recent financial statement
- 8. Annual report for the last year (if there is one)
- 9. Current approved work plan
- 10. Current approved budget
- 11. Most recent audit (if there is one)
- 12. Copy of insurance certificate for Officers and Directors insurance
- 13. Organizational chart with all staff names
- 14. Newsletters from the last six months
- 15. Board commitment or agreement form
- 16. Conflict of interest form (if you ask board members to sign one each year
- 17. Membership brochure
- 18. Collections Care Policy Including Deaccession policy
- 19. Disaster Preparedness Plan
- 20. General interest brochures
- 21. Strategic Plan



A Dozen Key Documents

8. Outline for a 45-minute Board Orientation Session Provided by the Nominating Committee After Nomination

- 1. WHAT the organization does, not HOW
- 2. Brief explanation of the current Mission and Vision of the organization
- 3. Take a tour of the building(s), see collections and storage areas
- 4. Who is on the staff?
- 5. What the budget is, major income sources, major activities, and events each year
- 6. Overview of the annual report from last year
- 7. Discuss which committee of the board interests them?
- 8. Board member expectations and review the board member contract
- 9. Meet Board President
- 10. Meet Executive Director
- 11. Assign a board member buddy to assist and guide the new board member through the first six months of meetings



A Dozen Key Documents

9. Outline of a one-hour board training outline on their roles and responsibilities for the Executive Director or Nominating Committee member to conduct, with a bibliography for additional information

- 1. Thank you for agreeing to serve.
- 2. Review board member contract
- 3. Overview of state nonprofit law and how it applies to your historic site.
- 4. Duties of all nonprofit board members: Duty of Care, Loyalty, and Obedience to the Law
- 5. Examples of how the board demonstrates each of these duties.
- 6. Historic Site boards are both working and governing boards.
- 7. 10 typical board member responsibilities
- 8. List of historic site board yearly tasks
- 9. What individual Historic site board members do (refer to board member contract)
- 10. Board's role in fundraising, what the staff's role in fundraising
- 11. Conflict of interest, read and sign annual conflict of interest statement.
- 12. Role of the Board President
- 13. Role of staff versus board, board management of Executive Director, Board President supervises the Executive Director
- 14. The Executive Director hires and manages other staff.
- 15. Executive Director longevity, how boards can help retain quality staff.
- 16. Summary and questions

Learn more about nonprofit board duties from the following books from Board Source:

Ingram, Richard. Ten Basic Responsibilities of Nonprofit Boards, Third Edition, Board Source, 2015.

Board Source, The Nonprofit Board Answer Book: A Practical Guide for Board Members and Chief Executives, Third Edition, Board Source, 2011.

Lakey, Berit, Board Fundamentals: Understanding Roles in Nonprofit Governance, Second Edition, Board source, 2010.

#10 WHAT DOES BOARD SERVICE ENTAIL?

How the three main roles of the board relate to the 10 basic responsibilities of nonprofit board members:



Sources: <u>Board Fundamentals</u>, <u>Ten Basic Responsibilities of Nonprofit</u> <u>Boards</u>, <u>Leading with Intent</u>, <u>Legal Responsibilities of Nonprofit Boards</u>

The three legal duties of a nonprofit board member:



BoardSource

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Fundraising



Additional resources to support the TEN BASIC RESPONSIBILITIES OF NONPROFIT BOARDS

<u>Ten Basic Responsibilities of Nonprofit Boards</u> — BoardSource's best-selling publication — explores the board's ten core responsibilities, distinguishing them from those of the chief executive and senior staff. Outlined below, the 10 responsibilities map to some of BoardSource's most popular downloadable content and resources. Dig in and start downloading!



Determine mission and purposes, and advocate for them.

The board is responsible for ensuring that the organization's mission is clearly stated and enthusiastically supported.





The board's ability to consistently recruit and retain an effective leader is a critical factor in organizational success.

And Calabus Lawyork Calaboration Bayes And Calabus Tan Young Calaboration Calaboration Calaboration Calaboration The Top Five Ways to Mess Up HIRING THE RIGHT CEO
There are few based responsibilities more important than heing the right chief executive, as any board member who has had as remove the wrong one knows. And yet, even smart boards mess up the heing process. Here are five common mislikae, negrig (mess) means to most possibilitantic, and gos no how you board can need making them.
5. TURN TO FRENDS AND FAMILY. While this approach works to rate money, it doesn't work when hims a chief executive. Unless your friends and family have doesn add is a eligones - and when the business issues, challengis, and septemum the sub- and it is the dynamics around the current executive tam and based - they cannot current you is the inglit candidate. Noto other, they will recommond a paramy with most resets the family on a game and the sub- struction of the they will recommond a paramy with most resets the family. Our approximations if the they is in the provide the substruction of the substru
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Instead, you should dig a fire dith:in other words, stabilize the organization, perhaps by hing an interim chief executive and analyse why the previous chief executive failed. And don't forget to put your organization, your load, and your retermit environment under the minimization and the
3. FAIL TO DEFINE NECESSARY ATTRIBUTES. If you drive on why you werk as of the rescione, you not have been developed hear found: If where the for collimation of the set of the rescione of the set of the rescione of the
General descriptions, such as 'an outstanding leader' or 'someone who is able to articulate a dear vision,' will not help you locate the right chief executive. If you want your chief executive to be accessful, take the time to clearly define what you want. Getting as much input a possible, answort the following quaditional technic sources of the source of the so
What are the organization's top three to five objectives for the next st months? What are the internal and outernal obstacles to meeting those objectives? What alk to the time, and on partice already units on the senior team? What is missing!
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ADDITIONAL RESOURCES TO SUPPORT THE THE TEN BASIC RESPONSIBILITIES OF NONPROFIT BOARDS



Support and evaluate the chief executive.

Providing personal and organizational support for executive leadership, periodically assessing the chief executive's performance, and acknowledging strong service through appropriate compensation are key board responsibilities.

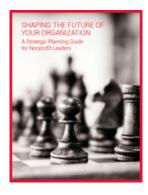


Ensure effective planning.

Through the planning process, the board and staff translate the organization's mission into objectives and goals to be used to focus energy and resources.



L	Phases of STRATEGIC PLANNING
	ic planning offers orcholds in a series of the phases, with each phase building on the one that came before, legioning a new phase of visuagic planning, if a legion faith is legip after key questions in mixed.
The pit	ANNING TO PLAN wring to plan phase focuses an writer the strengic planning process will look like and who will be involved. It workers a sequenzible for preparing the staff and board. Begin by addressing the following questions:
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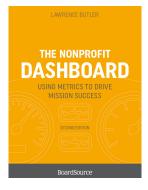


Monitor and strengthen programs and services.

The board's fundamental responsibility begins with ensuring that current and proposed programs and services align with the organization's mission and purpose.







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Ensure adequate financial resources.

While much can — and should — be expected of the chief executive and management team, boards are responsible for ensuring an organization has the funds it needs and that it doesn't spend beyond its means.

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BORTUSOUTCE	, Bartikurz	BoardSource



Protect assets and provide financial oversight.

Safeguarding organizational assets, and holding them "in trust" on behalf of others, is one of the most important board functions.

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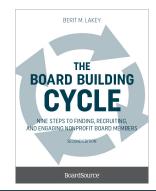


Build and sustain a competent board.

Three principles typically apply: Boards will only be as effective as their individual board members; the level of expectation for board members is consistently articulated by the organization its leaders; and well-balanced boards depend on the sustained diligence of a governance committee.







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Ensure legal and ethical integrity.

Because the board is ultimately responsible for ensuring adherence to legal standards and ethical norms, its members should collectively exhibit diligence, commitment, and vigilance.

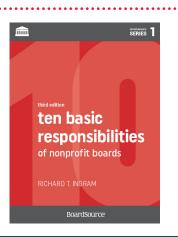
I Compliance Issues – FAQs		Coming to Terms with a Conflict of Interest
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BoardSource has been answering governance-related questions posed by nonprofile leaders for more than 25 years. Here are an answers to the most frequently acked questions about morprefile leagl and a complance issues.		What should happen when a board member clearly has a conflict of interest but doe recognize it or work advanced for 16 it accopitable to join a board if you come with apparent conflict of interest?
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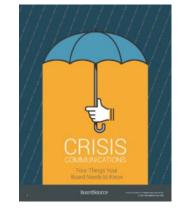


Enhance the organization's public standing.

Board members should think of themselves as ambassadors and advocates — and together with management strategically ommunicate the organization's story and aspirations while contributing to a healthy and accurate public image.

THE BOARD'S ROLE IN ADVOCACY: An expectation for engaged leadershi	P MISSION
Advocacy is a powerful way to leverage the important work that your or as influential community leaders — can help increase the likelihood of in advocacy. Being an advocate is directly connected to each board no champion the organization's work — to stand for your mission.	cernonprofits success by engaging
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According to BoardSource's Ten Basic Responsibilities of Norport Board Members the definitive resource on the core roles and responsibilities of nonport board members	We loose that boards are after coreposed of highly infloerdial, connected, and committed individuals. We before to make the case for who decision-makers
 The beard's responsibility to advocate is alread fabiliting your organizations ensisten. Commitment to the experization's mission should drive the beard's priorities, boards and their members checklible conscientious autoscates and advocate for their constraintions." 	should support on instaction that would make water safe to detain, or would enable shotehot to participate in an after actual meal program, or would shoughton the local ecoumy is providing job training programs to the use or under-analyzed?"
 Each individual beard member should be an andoscoder for the relation. "While adveccey as an organizational strategy pertains to the full board. It is individual board members whose voices matter the mod." 	Reve Volcetad President & ECE, BoardSource
 Based members have a unique and important voice that decision- "The voice of the unpaid, volunteer board member, acting or speaking cause, is potentially much more influential than the highest paid lobil a volunteer board member loan have?" 	ig out of altruism and passion for a worther
How Can Nanger IRs Engage in Advacacy? Many organizations avoid advacacy because they think that it is someth organization, you have a right and a responsibility to advocate for or ag- organization mission.	ow serong. But the truth is, as a nonprofit ainst decisions that could help or trust your
Advocacy is a broad term that covers a range of activities, including the	following!
 Legislative Labibying: Working for or against a specific piece of legis engage in a limbed amount of legislative lobbying, which can be a w — your organization's mission and impact. 	iadon Most nonprofits are allowed to rry reportant way to advance — or protect
 Election-Rolated Activities: Horpers R. organizations may engage in and tumout activities. Horeever, supporting or opposing a specific ca- party is never allowed for gaticity organizations, and net what we a advocace. 	relidate for set of candidates or a political.
 Everything Else: There are many other forms of advacacy — public executies or administrative actions, to name a few. These are perfected. 	
organizations.	a hadroney solicites, and an evaluation commission







Source: Ten Basic Responsibilities of Nonprofit Boards

BoardSource



A Dozen Key Documents

12. Yearlong Nominating Committee Work Plan

May	Nominating Committee is appointed, set date for first meeting, Board President is Chair of Nominating Committee.
May	Nominating Committee meets, reviews Strategic Plan, Work Plan, budget, and most recent annual report, sets date for meeting with Executive Committee, sets dates for
June	quarterly meetings for year. Meets jointly with Executive Committee, discusses the skills and talents needed for new board members, discuss current board roster, review board member application form, review board member commitment form, review board matrix form, make any revisions.
July	Nominating Committee begins to ask board members and committee chairs for names of new board member prospects.
July	Nominating Committee starts to contact prospects, and discuss application process, share applications and board commitment forms, collect applications.
October	Nominating Committee meets to review all applications, compares skills and talents to board matrix created based on discussion with the Executive Committee, sorts, and vets all submitted applications.
Anytime	Nominating Committee tells candidates they are on waiting list if inquired.
October	Nominating Committee creates a ranked list of recommended candidates, provides this list to Board President.
November	Board reviews recommendation list from the Nominating Committee, board interviews final candidates if desired, and board places candidates on slate for election.
December	Board offers slate to board (or membership per bylaws) for vote. New board members are elected to the board, Nominating Committee continues to collect names for next cycle.
December	Board President sends welcome letter, sends list of board meeting dates for the year.
January	Board provides board orientation, supply binders/files of information, board sends press release about new board members, new board members attend first board meeting with their board buddy.
February	Board provides Board Training for all board members at least every other year.
March	Nominating Committee reviews list of candidates not nominated, determines if they should be in next list of possible candidates, continues to look for candidates.
April	Review work plan, make revisions based on year experience, send to board for work plan approval, send suggestions to board president for new Nominating Committee members for yearly appointment by Board President. Repeat cycle.