

Better Recruitment Equals Better Board Members for Your Historic Site

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Heritage Consulting Inc.

Agenda

- Critical role of Nominating Committee, who should be on it, what they do throughout the year
- Quick review of the 12 sample documents to identify, vet, train and get new board members up to speed fast
- Supply a work plan and 12 resource documents to help build a better more inclusive board of directors for your historic site.



FIND ALL 12 DOCUMENTS WE WILL
DISCUSS HERE

12 handouts Better Recruitment Equals
Better Boards Harris.pdf
(heritageconsultinginc.com)

WHY HAVE A NOMINATING COMMITTEE?

The Most Important Committee

- Only committee that focuses on the future of the historic site
- Nominating Committee uses work plans and strategic plans to identify future board member needs
- Matches the skills needed by board members to implement plans/activities
- Role of Nominating Committee is often spelled out in bylaws
- If not, then create a standing committee

WHO SHOULD BE ON YOUR NOMINATING COMMITTEE?

3-5 board members plus Executive Director
(ex officio member)

Ideal candidates:

- Former board chairperson
- Current volunteer but not board member
- Key committee person
- A representative from a partner organization you want to cultivate
- Current or former committee chair

1. Attend quarterly meetings
2. Review with Executive Committee, at least yearly, specific skills needed for board service in the next 3 years
3. Identify likely prospects
4. Provide board application form, board member contract for discussion
5. Collect applications from candidates
6. Review and vet all applications
7. Create a list of qualified candidates for Board review

NOMINATING COMMITTEE JOB DESCRIPTION

NOMINATIONS: NOMINATING COMMITTEE TASKS

- Collects contacts for names, especially current volunteers
- Vets all applications submitted
- Meets with best prospects
- Supplies organizational documents and board commitment form
- Tells candidates they are on the waiting list
- Creates recommendation list for the board
- DOES NOT MAKE ANY OFFER FOR A BOARD SEAT—THAT IS THE BOARD'S JOB

NOMINATIONS: BOARD OF DIRECTOR TASKS

1. Reviews recommendation list from the Nominating Committee
2. Interviews final candidates
3. Places candidates on slate
4. Offers slate to board to vote
5. Slate is Elected by the board
6. Board president welcomes new board members
7. Staff provides board orientation
8. Staff or Consultant provides board training
9. Staff conducts on-boarding effort

IDENTIFYING BOARD CANDIDATES & VETTING PROCESS



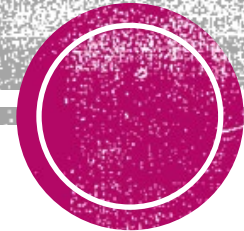
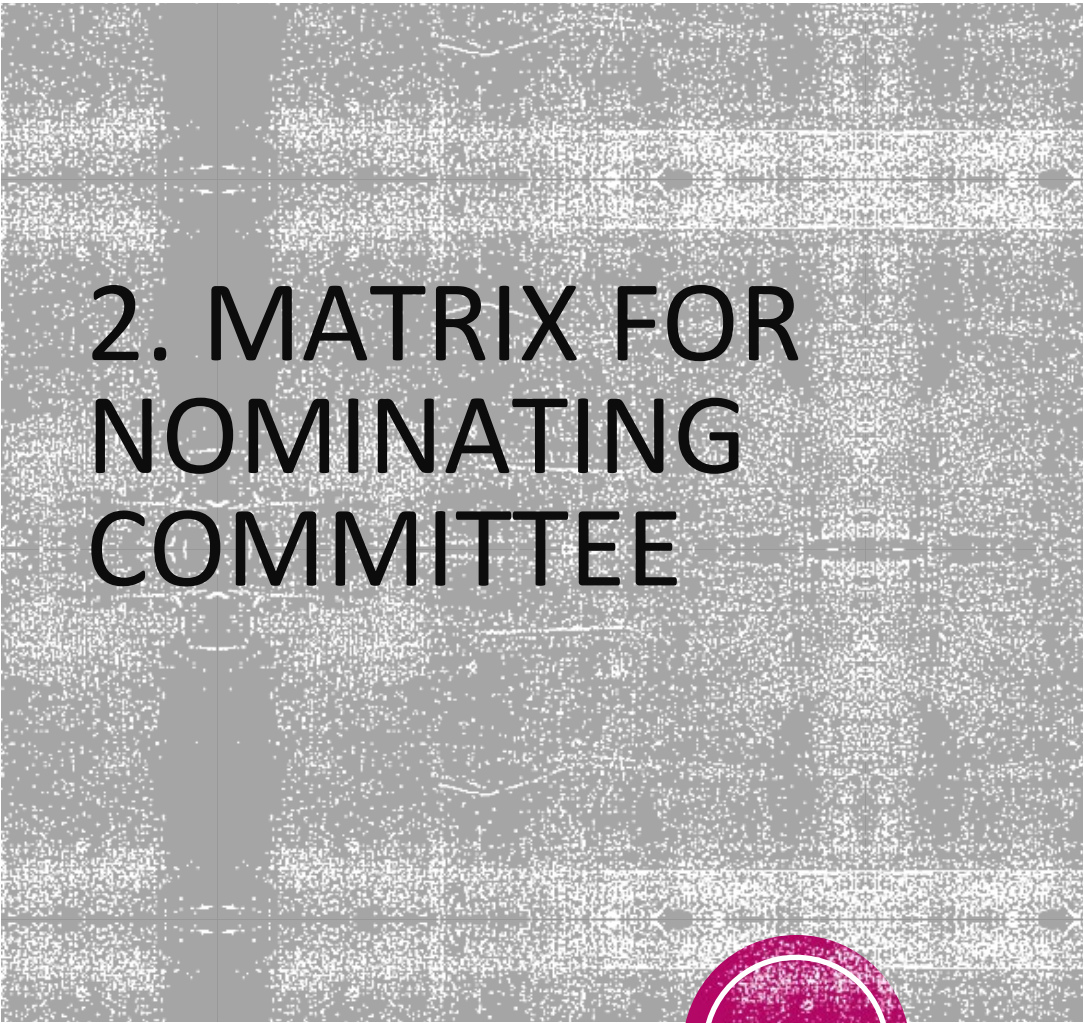
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Better Recruitment Equals Better Board Members for Your Historic Site
 A Dozen Key Documents

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			
Knows everyone in the 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			

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3. BOARD APPLICATION FORM

Sample board member application form to be circulated to all possible candidates



Give application form to candidates, discuss board commitment form



Tell candidates to send form back to you, set a deadline

QUESTIONS AND COMMITMENTS TO YOUR ORGANIZATION

List of questions to ask potential board members about their interests, current volunteer work, and their commitment to your organization

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Sample Historic House Museum Board member application form

Name _____
Address _____
Home phone work phone cell phone _____
Preferred email address _____
Current employer, your title _____
List any current or past volunteer activities with the historic site in the past.

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, occasional donor lunches, will 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.

BOARD MEMBER APPLICATION FORM



4. BOARD MEMBER CONTRACT

Outlines expectations for board member

Board meeting attendance

Board gifts (if required)

Committee and event participation



5. BOARD MEMBER JOB DESCRIPTION

6. DOCUMENTS TO SHARE BEFORE NOMINATION

Aim for full disclosure before someone is nominated

- Bylaws
- Board member contract

Share key financial documents

- Most recent financial statement
- IRS 990
- Budget

Potential board member should understand all the risks associated with being a board member

- Work plan
- Annual report
- Strategic Plan

The more questions they ask, the better



TELLING CANDIDATES THEY ARE ON THE WAITING LIST

ROLE OF VETTING CANDIDATES

The Nominating Committee collects information for the board

Insist on confidentiality of Nominating Committee work

Nominating Committee does NOT offer board slots to candidates—the committee must not make promises

Don't minimize the duties involved, or the time needed

Be honest about the financial needs of organization

This work of soliciting candidates is year-round, even if the annual meeting is once a year

Committee should be ready with candidates if someone resigns/moves out of town



CONSIDER PARTIAL TERMS AS A BOARD TRYOUT

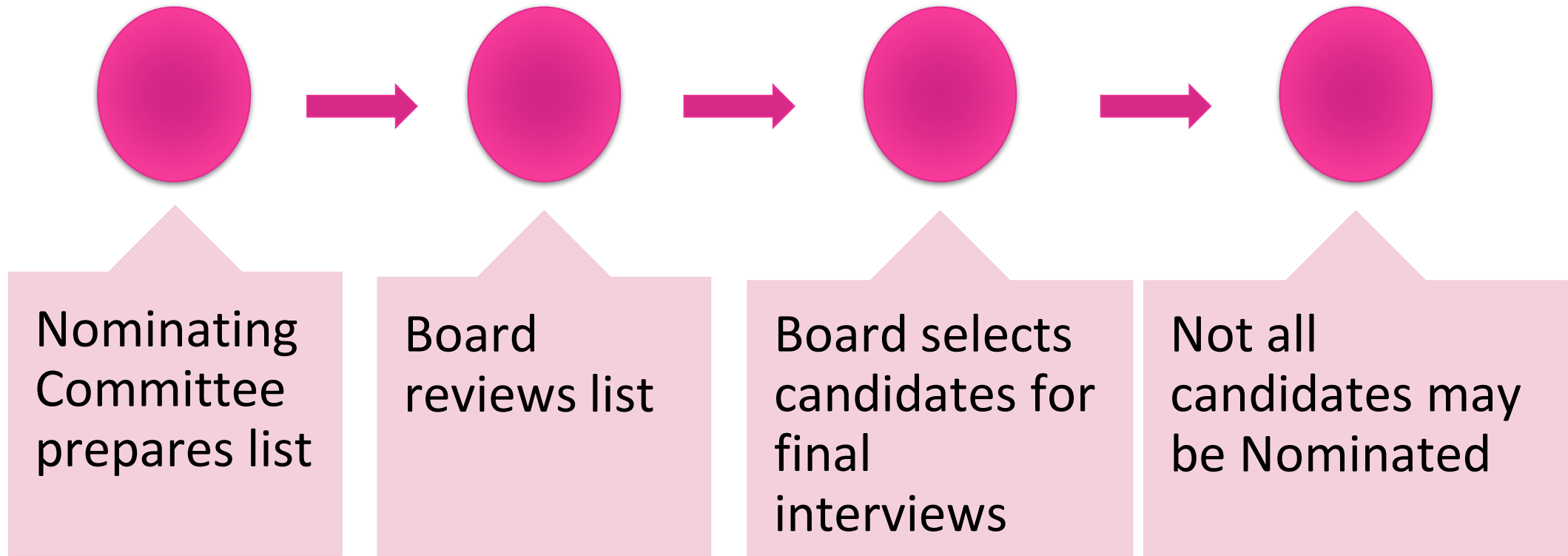
Board members come and go



NOMINATING
COMMITTEE
MAKES
RECOMMENDATIONS
TO THE BOARD



BOARD REVIEWS LIST, ASKS CANDIDATES BE ON SLATE

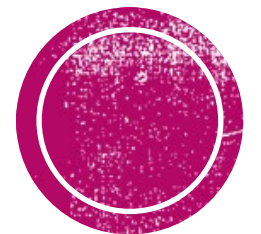




BOARD CREATES SLATE; SUBMITS FOR VOTE

Bylaws determine how slate should be submitted to board or membership for vote

Board president welcomes new board member via letter



AFTER NOMINATION AND VOTE

WELCOME TO THE BOARD!

Board president welcomes new board member via letter

Send list of board meeting dates

Get details for press release about new board members

Send dates for orientation and board training

Identify “buddy” for new board member



7. BOARD BINDER CONTENTS

Incorporation papers

Board list with home addresses, phone, and email addresses

Contact information for the organization's key staff, attorney, accountant, insurance broker, and auditor

Minutes from the last six board meetings

Executive Committee minutes from the last six months

Copy of insurance certificate for Officers and Director's insurance

Organizational chart

Newsletters

Most recent audit (if there is one)

Conflict of interest form

Collections & Deaccession Plans

Disaster Preparedness Plan

Membership brochure

Strategic Plan

8. BOARD ORIENTATION

Right after election

45 minute outline of orientation to the organization

Conducted by Executive Director or Nominating Committee

Review contents of board binder

Chat with Board President

Meet rest of staff

Assign a board member buddy

9. FORMAL BOARD TRAINING

Outline of a one-hour board training outline on their roles and responsibilities for the ED or Nominating Committee member to conduct. Include a bibliography for additional information.

Conduct formal board training at a board meeting at least once every two years

WHAT DOES BOARD SERVICE ENTAIL?

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



The three legal duties of a nonprofit board member:

Care

Pay attention to the organization's activities and operations

Loyalty

Put the interests of the organization before personal and professional interests.

Obedience

Comply with applicable federal, state, and local laws; adhere to the organization's bylaws; and remain the guardians of the mission.

How current boards rate themselves on the ten basic responsibilities:

Responsibility	CEO	Chair
Mission	A-	A-
Financial Oversight	B+	B+
Legal/Ethical Oversight	B+	B+
CEO Support	B	B+
Strategy	B-	B
CEO Evaluation	B-	B
Monitors Performance	B-	B
Community Relations	C+	C+
Board Composition	C	C+
Fundraising	C	C

10. BOARD SERVICE

- Duty of Care
- Duty of Loyalty
- Duty of Obedience to the Law

Sources: [Board Fundamentals](#), [Ten Basic Responsibilities of Nonprofit Boards](#), [Leading with Intent](#), [Legal Responsibilities of Nonprofit Boards](#)



11. DISCUSS 10 RESPONSIBILITIES OF ALL BOARD MEMBERS

10 TYPICAL HISTORIC SITE BOARD RESPONSIBILITIES

1. Determine the mission and vision
2. Choose the Executive Director
3. Develop the budget; establish financial controls
4. Raise and manage the money
5. Understand all legal duties of all nonprofit corporations
6. Plan for the future and evaluate the present
7. Recommend names and orient new board members
8. Advocate for the museum's mission
9. Monitor and grow the museum's programs
10. Support the Executive Director, evaluate regularly



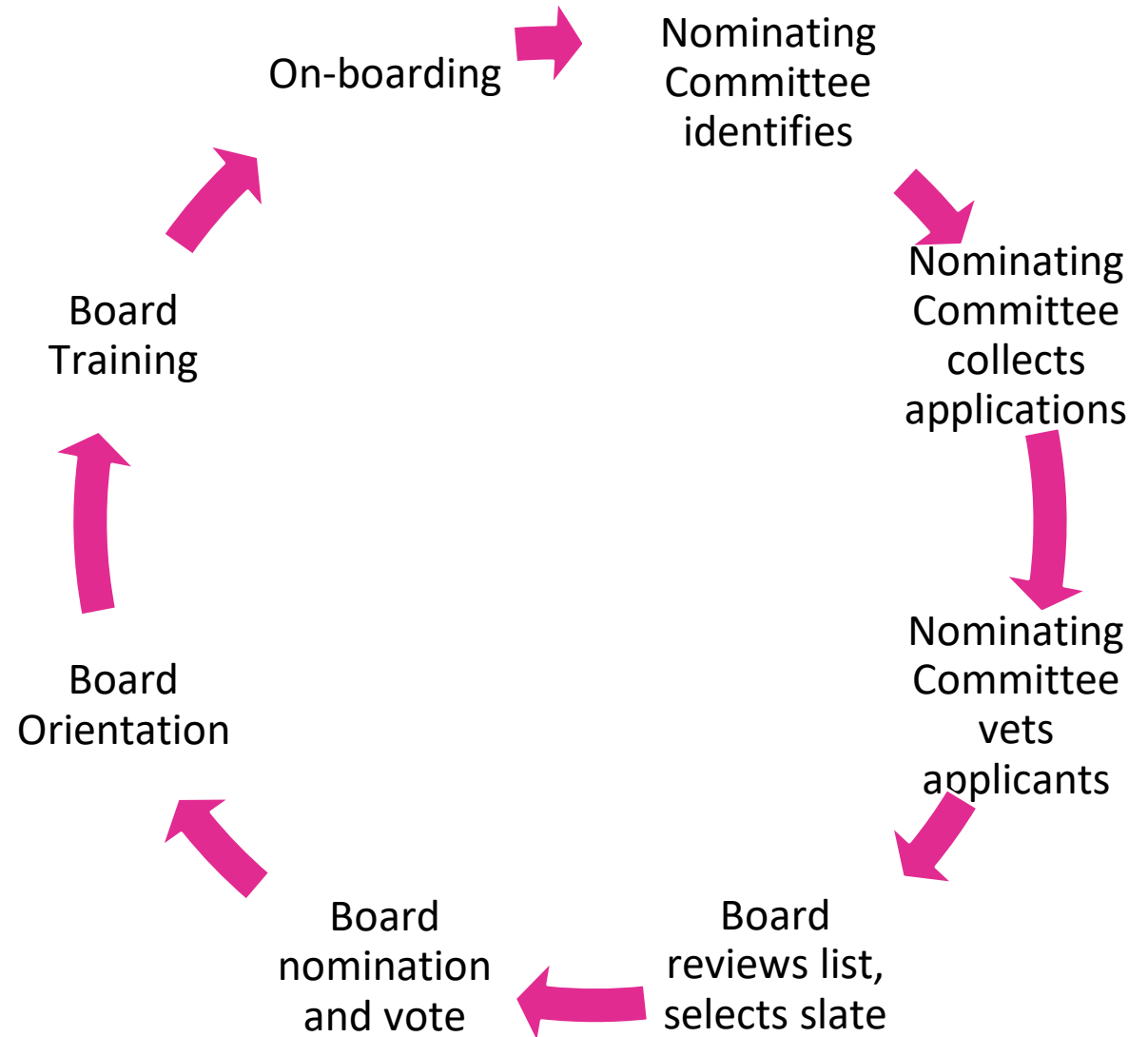
ON BOARDING

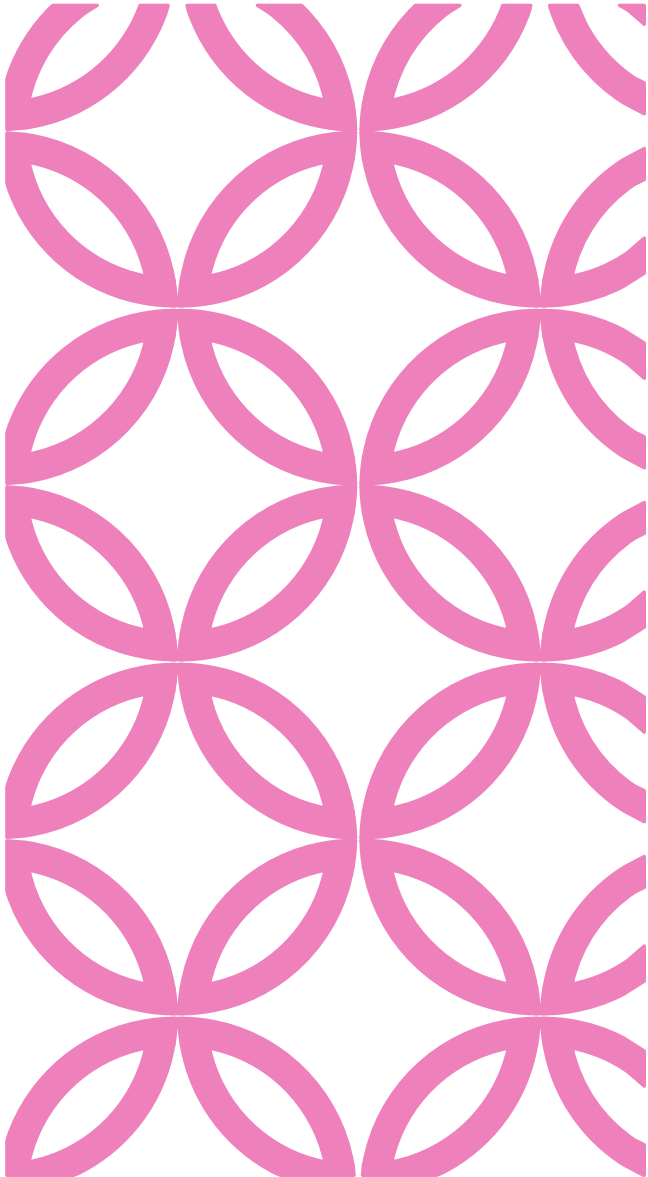
Use board buddy to help new board member fit in

Understand/teach the work of the organization quickly and efficiently

Use new board member talent as soon as possible

12. WORK PLAN FOR YEAR LONG CYCLE





Critical role of Nominating Committee, who should be on it, discuss a yearlong work plan

Quick review of the 11 sample documents

Supply a work plan and the 12 resource documents to help build a better, more inclusive board of directors

WHAT WE DISCUSSED

FIND ALL 12 DOCUMENTS HERE!

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QUESTIONS?





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ME!**

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