

# Recruiting Diverse Board Members





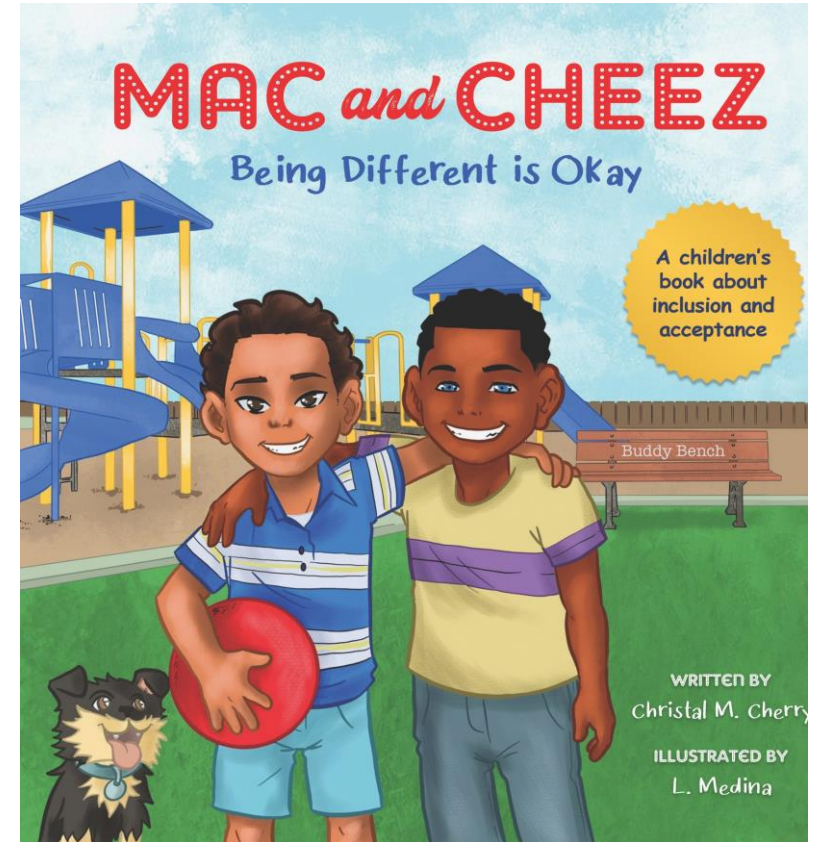
# Christal M. Cherry

- Mompreneur
- Native New Yorker
- Board Consultant
- Board Member
- Donor/Volunteer
- Breakfast Lover
- Lover of Anything Purple
- Leo, Born in August
- Author



[www.macandcheez.com](http://www.macandcheez.com)

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# Board Trends in 2023

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- Reduction in the # of board meetings
- Hybrid meetings and events
- Some boards are working harder to change the culture and composition of their boards, but most are not representative of the communities they serve
- 78% of board members are white down from 84% in 2016
- Demands of an increasingly complex and fast-moving society is requiring board members to think strategically and plan for an unexpected crisis
- Younger individuals are joining boards and improving their fundraising performance



# Racial Diversity Comparison

Race	Leading With Intent Study
African American	7%
Hispanic	4%
Other	3.5%
White	78%

# Create A Recruitment Plan

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- Create a diverse Nominating Committee
- Complete board Matrix to create the ideal board profile
- Create the board announcement/Application
- Determine what sources for board applicants
- Promotion of open board seats (ads, emails, phone calls, social media)
- Prospect Research on potential members of color
- Candidate Interviews with the Nominating Committee
- Selection of New Board Members
- Welcome and Onboarding



# Questions to Ask Before Diversifying Your Board



- Is there a race-equity culture in your organization and board?
- What is the racial equity policy around your board recruitment
- Are board members or the CEO/ED willing to reach out to their colleagues and POC peers for suggestions?
- How will adding POC on your board benefit the org + board?
- What is being done to change the culture such that POC feel welcomed, included and want to remain on your board?
- Are people on your board ready to listen and welcome different points of view?

BOARD RECRUITMENT MATRIX

Current Board Members

NAMES Here

Names:

ATTRIBUTES

Gender  
Age  
Race/Ethnicity  
Geography  
Underserved Community

KNOWLEDGE/EXPERTISE

Finance  
Legal  
Governance  
Fundraising  
Facilities  
Mission Related  
Public Relations/Marketing

CORE COMPETENCIES

Visionary







[www.butterflydreamz.org](http://www.butterflydreamz.org)



## JOIN OUR BOARD TO EMPOWER GIRLS TO BECOME *LEADERS*.

### **Butterfly Dreamz is looking for passionate and energized leaders**

The mission of Butterfly Dreamz is to help girls develop into women who achieve their dreams and fill the roles of leadership in this nation and world.

If you believe in the power of mentorship and training to empower the next generation of female leaders, we invite you to join us as a member of our board of directors.

### **Our expectations are simple. Our board members:**

- Commit to a one-year term with the option to renew for two consecutive terms
- Attend at least seven meetings per year (meetings are monthly)
- Actively participate in strategic planning and committee work
- Pay annual dues of \$1,500 and raise \$3,500 to support our ability to give girls hope to reach their highest potential
- Officially support our mission to your personal and professional networks

- Serve as an ambassador for our mission.
- Assist with securing private support from individuals, foundations and corporations.
- Use your expertise to guide organizational strategy and long-term sustainability.

### **Interested?**

Apply online at  
[butterflydreamz.org/volunteer](http://butterflydreamz.org/volunteer)

# Build a Pipeline for Diverse Board Members

- Set intentional, deliberate, and calculated targets for gender, race, and ethnicity
- Track promising professionals of color earlier in their careers and devote resources to their development
- Channel professionals of color into line functions where revenue and P&L responsibilities lead to executive roles
- Appoint people of color to advisory boards to build their skills and experience
- Cast a wider net to board-eligible professionals of color



# Sources To Recruit Diverse Board Members

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- National Black/Hispanic Chamber of Commerce
- Build links to services that search for or match boards and qualified board members like BoardNet USA
- Reach out to civic organizations; 100 Black Men, Jack and Jill, The Links, Mocha Moms, The National Black MBA Association, black churches, and fraternities and sororities
- Publish board vacancies on websites like ImpactOpportunity.org, AFP, United Way VIP, Atlanta Women's Foundation, NPOCunicorns - People of Color Nonprofit Professionals (FACEBOOK), Clubhouse, LinkedIn, Indeed.com, Work for Good
- Mobilize board members to recruit through their networks



# Welcome + Onboarding



- Orientation should be 2-4 hours
- Before the 1<sup>st</sup> Board Meeting
- Announcement of new board members on social media and to major donors
- Gift optional (swag, pen, t-shirt, pin, etc.)



# New Member Orientation



- Help them to feel welcomed right from the start
- Assign a “board buddy” to serve as a mentor for the first few meetings
- Use name tags at meetings so that new board members can get to know their colleagues easily
- Include a bio of all the other board members in the board orientation materials and if there is a statement of values or code of conduct that the nonprofit has adopted, be sure to share that also
- Help new board members get “up to speed” by sharing minutes from the prior year’s board meetings, highlighting any important corporate action taken
- Ask new members to join committees and get involved right away



# Fundamental Legal Duties



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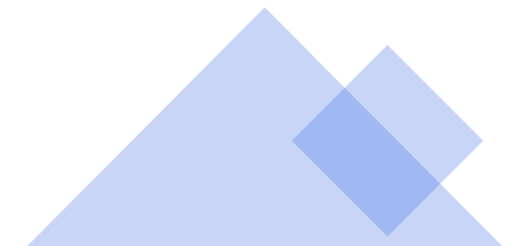
**Duty of Care** – Each board member has a legal responsibility to participate actively in making decisions on behalf of Family Promise and to exercise his or her best judgment while doing so.

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**Duty of Loyalty** – Each board member must put the interests of Family Promise before their personal and professional interests when acting on behalf of the organization in a decision-making capacity. The organization's needs come first.

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**Duty of Obedience** – Board members bear the legal responsibility of ensuring that Family Promise complies with the applicable federal, state, and local laws and adheres to its mission.



# Board Letter of Agreement

As a member of the Board of Directors of Family Promise, I have a legal and ethical responsibility to put your organization first

I pledge my commitment to assist in carrying out the work of Family Promise. I act responsibly and prudently. I understand my duties to include:

- Legal, fiscal and moral responsibility to; Be familiar with our budget; Know + approve policies and programs + oversee their implementation; Take responsibility for making decisions on your organization's issues and board matters; Interpret Family Promise's work and values to the community, represent your organization and serve as a spokesperson; Keep up-to-date on the business of your organization; Excuse myself from discussions, decisions and votes where I may have a conflict of interest.
- Attendance at \_\_\_ board meetings per year. Should I be unable to attend a meeting, I will, if needed, be available for telephone consultation. Additionally, I will serve on at least one board committee.
- An annual personal minimum financial contribution of \$1,000 to Family Promise paid in a one-time donation or in mutually agreed to installments.
- Active participation in one or more fundraising activities.
- Should I fail to fulfill my commitments to Family Promise, I understand that the Board President will call upon me to discuss my responsibilities and consequent actions needed to remain active and in good standing.

# Board Pledge or Contract

- Sets clear expectations
- Acknowledges responsibility
- Holds accountability



# Board Member Bill of Rights

- Unlimited Access to Records
- Right to request copies of communications such as internal policies and procedures
- Call meetings- in order to remove company executives and replace them with new leadership if the organization is in turmoil.
- Dissent - handle a financial, operational, or public relations matter
- Protection Against Liability
- Business Judgment Rule - serves as legal protection offered to all board directors in the U.S. This rule says that as long as a member acts in a reasonable, informed manner while serving the best interests of the organization, he/she is protected from having to revisit or second-guess actions taken during your tenure on the board.

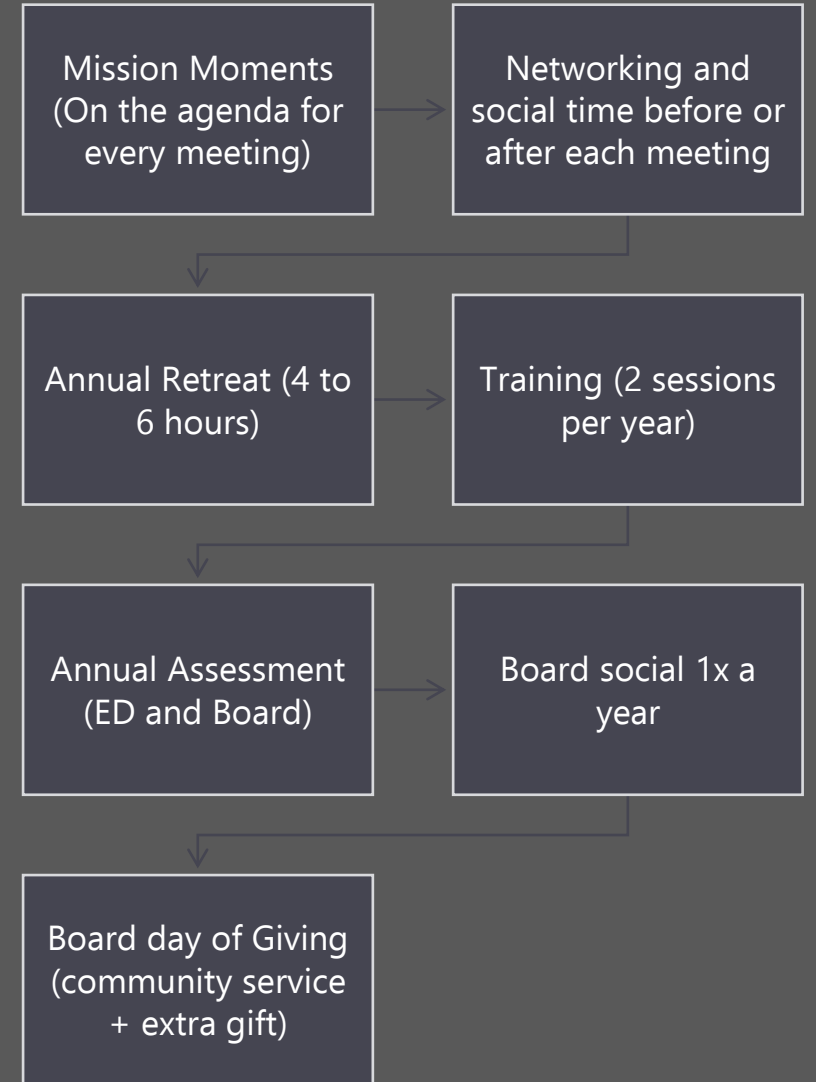


## Emphasize Mission

- Board members feel more engaged when they are confident they know both the mission and what it takes to advance it
- Revisit the mission to ensure activities are still consistent with the mission – and that the mission has kept up-to-date with the direction of the organization.
- Hold mission moments
- Tell them why the mission is important
- Show them how the mission is helping people
- Remind them the world is better because of the mission
- Emphasize that they are superheroes for helping to fulfill the mission



# Ways to Build Board Culture



# Create Brave Spaces

- Board members are comfortable speaking up
- Conflict and tension is addressed
- People are encouraged to speak from the heart
- There is opportunity to repair when they fumble



# Creating A Sense of Belonging



- Use language that is inclusive
- Avoid discussions that talk about home/boat size/personal investments
- Create a buddy system – pairing up for questions, updates and learning nuances about board service
- Plan a Day of Service – volunteer work together
- Acknowledge and celebrate cultural events/holidays
- Create a culture where difference is accepted and celebrated
- Hold board meetings at times and in locations that work for all

# Train them to Fundraise

- Mission
- Case for support
- Annual report
- Budget/fundraising goals
- Compelling story/Points of Pride
- Practice making the ask
- Teach them to know how much to ask for
- Tell them who at the nonprofit can answer questions
- Remind them that “thank you” are magic words





# Volunteer Together

Encourage board members to meet outside the boardroom in a more casual, social environment where they bond as friends, not just colleagues.







# Create a Board Survey

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- Solicit feedback from your board
- Keep it short and sweet
- Provide a timely, detailed synopsis of the responses
- Schedule a meeting to discuss the survey, and act on the board's suggestions

# Meet Norman, Edward, and Keith



Norman = Board Chair



Edward = Governance Chair



Keith + Prospective Board  
Member

# Situation

<b>Board Chair , White NORMAN</b>	<b>Governance Chair, White EDWARD</b>	<b>Prospective Board Member of Color KEITH</b>
On the board 4 years Chair for 1 year	On the board for 3 years Chair for 2 years	Vice President, Wells Fargo 15 years there
Real Estate Developer	Quiet, Doesn't Say Much	Just won an award for closing the biggest deal the bank ever had
Well-liked, charismatic, donor	Professor at a local university	Never heard of this nonprofit

# Questions

- How should the Governance Chair and Board Chair start the meeting?
- What other things may they want to know about the prospective board member?
- How do they respond if tokenism is mentioned?
- What are the implications for how this is handled?
- What's hard about this?

# Christal M. Cherry

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**WEBSITE:**

**[www.theboardpro.com](http://www.theboardpro.com)**

**EMAIL:**

**[hello@theboardpro.com](mailto:hello@theboardpro.com)**



## **A SPECIAL DEI JOURNEY** **WITH YOUR BOARD**

**LET'S TRAVEL TO FIND AN EQUITABLE PATH TOWARDS  
DIVERSITY, EQUITY, INCLUSION AND BELONGING!**

This training is for your board if:  
They want to take action to create a race-equity  
culture and a plan for long-term, inclusive, and  
sustainable policies and practices.

***We will help shift your board from discouraged to empowered!***

**Learn more at [www.theboardpro.com](http://www.theboardpro.com) or [www.therosscollective.com](http://www.therosscollective.com)**