

BOARD DEVELOPMENT MODEL: BUILDING BOARD CAPACITY

M. R. Wertheimer (2007). *The Board Chair Handbook* (2nd ed.). Washington DC: BoardSource.

- Purpose:**
- (1) to identify and engage individuals as potential board members;
 - (2) to maximize each board member's contributions to the board and the organization; and
 - (3) to maintain engagement of outgoing board members

BOARD MEMBER IDENTIFICATION	BOARD MEMBER ORIENTATION	BOARD MEMBER SUSTAINABILITY	BOARD MEMBER PRESERVATION
<p><i>Focuses on:</i></p> <ul style="list-style-type: none"> ~Identifying potential volunteer leadership/board members ~Creating opportunities for engagement and leadership development 	<p><i>Focuses on:</i></p> <ul style="list-style-type: none"> ~Developing an understanding of the organization ~Enhancing the understanding of board member role and responsibilities, and board governance practices ~Increasing confidence and comfort level with board service ~Cultivating relationships between new and current board members 	<p><i>Focuses on:</i></p> <ul style="list-style-type: none"> ~Enhancing sense of ownership, responsibility, leadership, and accountability ~Strengthening work relationships among board members ~Sustaining quality governance and decision making 	<p><i>Focuses on:</i></p> <ul style="list-style-type: none"> ~Maintaining relationships with outgoing/former board members ~Supporting outgoing/former board members in their role as organizational ambassadors in the community ~Identifying new opportunities for engagement outside board service

<p><u>Suggested Tasks:</u> <input type="checkbox"/> Network to identify new lay leaders</p> <p><input type="checkbox"/> Attend events geared to increasing organizational engagement of new individuals</p> <p><input type="checkbox"/> Participate in leadership-building or mentoring programs</p> <p><input type="checkbox"/> Create opportunities for individuals to learn about your organization</p> <p><input type="checkbox"/> Other: _____ _____</p>	<p><u>Suggested Tasks:</u> <input type="checkbox"/> Ensure that each new board member meets with the chair and chief executive (preferably, a joint meeting)</p> <p><input type="checkbox"/> Delegate a board member or committee to oversee mentoring of new board members</p> <p><input type="checkbox"/> Attend new board member orientation and present on the role of the board/board member</p> <p><input type="checkbox"/> Attend a social "Meet & Greet" with all board members</p> <p><input type="checkbox"/> As appropriate, schedule meetings with each board officer/committee chair and the chief executive to review respective portfolio responsibilities (e.g., resource development, program planning and evaluation, strategic planning)</p> <p><input type="checkbox"/> Other: _____ _____</p>	<p><u>Suggested Tasks:</u> <input type="checkbox"/> Identify opportunities for board members to build individual leadership capacity</p> <p><input type="checkbox"/> Hold periodic board retreats</p> <p><input type="checkbox"/> Focus on board communications (e.g., board material, group facilitation skills, committee chairs' training)</p> <p><input type="checkbox"/> Delegate a committee/task force to conduct a comprehensive board self-assessment</p> <p><input type="checkbox"/> Encourage other board members to attend community and organizational events as organizational ambassadors</p> <p><input type="checkbox"/> Make personal contacts to review/modify level of engagement with ongoing board members (make no assumptions!)</p> <p><input type="checkbox"/> Other: _____ _____</p>	<p><u>Suggested Tasks:</u> <input type="checkbox"/> Convey personal thanks to each outgoing board member (e.g., host a social event, make a personal contact, write a personal note, make an "in honor of" donation, offer an acknowledgement at a board or annual meeting)</p> <p><input type="checkbox"/> Delegate a committee/task force to conduct exit interviews</p> <p><input type="checkbox"/> Set aside time at the final board meeting for each outgoing person who wants to speak</p> <p><input type="checkbox"/> Attend recognition events to honor past board members and board chairs</p> <p><input type="checkbox"/> Identify and individualize opportunities for ongoing involvement of outgoing board members (e.g., task force, strategic planning, special project)</p> <p><input type="checkbox"/> Other: _____ _____</p>
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