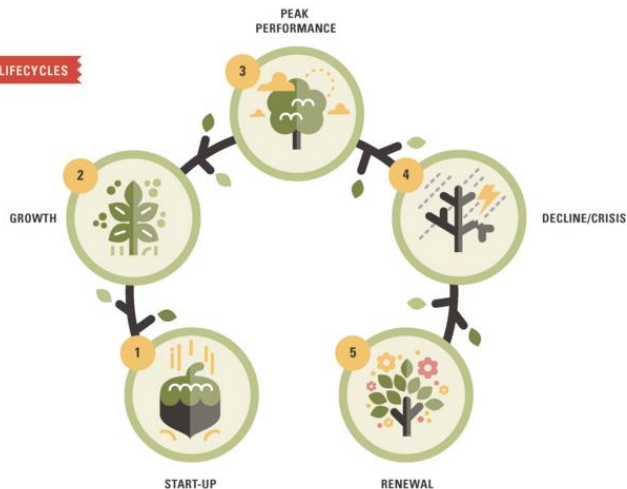


# New Board Member Training

MASSB Annual Conference October 12, 2023



## NONPROFIT LIFECYCLES



# Board Management Context

Understand or  
Establish the  
Fundamentals

Orientation  
and  
Development

Performance  
Evaluation

Recruitment  
and  
Vetting

Diversity  
and  
Inclusion

*This is the moment to care*

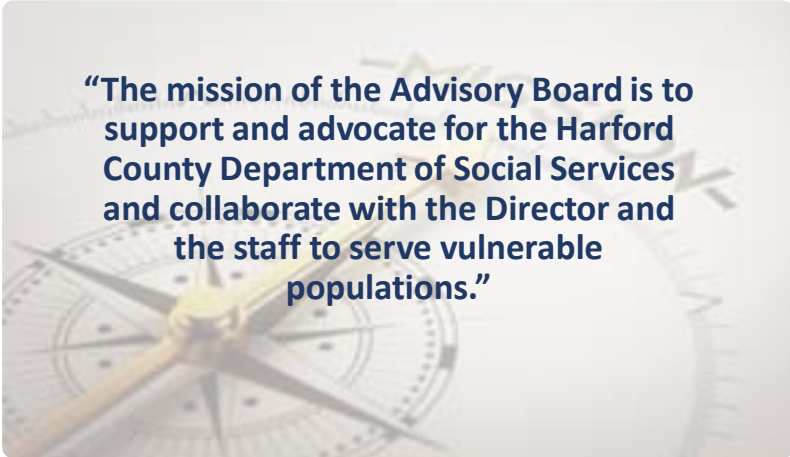


MARYLAND  
NONPROFITS


# Strategic Board Membership Development

Develop a Board Handbook that includes the following components:

- Succinct background description of the board in relation to the department of social services
- Vision and Mission statements
- Board member characteristics
- Goals and Objectives
- Department of Social Services services and contacts
- Board profile evaluation and recruitment plan



**“The mission of the Advisory Board is to support and advocate for the Harford County Department of Social Services and collaborate with the Director and the staff to serve vulnerable populations.”**



**“The Advisory Board will be the leading supporter of the local Harford County Department of Social Services and serve as the role model for other advisory boards across the state.”**

# Develop Vision and Mission Statements

Develop a clear succinct Vision and Mission statements. This is a very important focus that may also require more time for discussion and statement refinements.

- An Example -

“The mission of the Advisory Board is to support and advocate for the Harford County Department of Social Services and collaborate with the Director and the staff to serve vulnerable populations.”



# Board Member Characteristics

## Responsibilities

- Understand and promote the Agency's mission
- Be familiar with the Agency's programs
- Be a working member of at least one board committee
- Participate in resource development and fundraising
- Identify and assist in the cultivation of potential contributors
- Educate the community about DSS services and programs
- Review board materials prior to the meeting
- Identify any potential conflicts of interest
- Participate in required Agency committees (i.e. Board Development and Recruitment)
- Maintain confidentiality
- Etc.





# Orientation and Development

## Orientation of New Members

- Outline expectations, job descriptions, and participation policies (Board Handbook)
- Some Major Topics
  - Organization's mission and values
  - Organization's programs
  - Roles and responsibilities of board members
  - Legal context of the organization and policies
  - Financial oversight

## Development of Board Members

- Training opportunities during meetings or via external opportunities



### MARYLAND nonprofits by type, 2019

501(c) Type	# of orgs	Share of orgs
501(c)(3)	30,880	82.8%
501(c)(4)	1,537	4.1%
501(c)(6)	1,145	3.1%
501(c)(7)	1,448	3.9%
501(c)(8)	632	2.0%
501(c)(19)	457	1.2%
Other 501(c)	3,733	10.0%
<b>ALL NONPROFITS</b>	<b>37,296</b>	

### MARYLAND nonprofits by revenue, 2019

Revenue range	# of orgs	Revenue amount	Share of orgs	Share of revenue
Under \$25,000	17,353	\$14,902,541	64.9%	0.02%
\$25,001 - \$100,000	2,806	\$165,287,029	10.5%	0.28%
\$100,001 - \$250,000	2,132	\$341,996,110	8.0%	0.57%
\$250,001 - \$500,000	1,278	\$455,649,841	4.8%	0.76%
\$500,001 - \$1 million	906	\$643,050,775	3.4%	1.08%
\$1,000,001 - \$5 million	1,346	\$3,067,235,268	5.0%	5.13%
Over \$5 million	911	\$55,078,727,700	3.4%	92.17%
Revenue not reported	10,564			
<b>TOTAL</b>	<b>37,296</b>	<b>\$59,759,151,804</b>		

Source: Maryland Nonprofits Association



# Budgeting and Monitoring

- **Budget's Strategic Context**
  - Budget needs to reflect the strategic priorities of the organization
  - **Basic Budget Types**
    - **Operating:** one-year financial roadmap
    - **Capital:** major equipment
- **Monitoring**
  - Done through the finance committee
  - Provide rationale for significant variances between budgeted and actual amounts
  - **Statements**
    - **Activities:** performance
    - **Position:** worth

# Analysis and Fundraising

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- **Basic Rules**

- *The percent of total expenses that are used for program activities should be reasonable given the organization's business model.*
- *For every dollar spent on fundraising, the organization should raise three dollars.*

- **Fundraising**

- **Success can vary based on name recognition in the community and charitable purpose.**
- **Assess in terms of financial risk.**
- **Make expectations clear to new board members.**



# Performance Evaluation

## Purpose

- **Maintain and improve board quality from an individual and leadership perspective**

## Methods

- **Questionnaire rating how well the board fulfills its functions**

## Review

- **Review/assess results and take actions accordingly**

- \_\_\_\_ (insert date) Trustee responses due
- \_\_\_\_ Governance Committee reviews responses
- \_\_\_\_ Executive committee reviews response highlights
- \_\_\_\_ Scheduled time at the board meeting for a full discussion
- \_\_\_\_ Gov/Exec. Comm. discusses "follow-ups" from board evaluation discussion

- 
1. The Board knows and understands \_\_\_\_'s values, mission, strategic plan and operating plans.  
 Strongly Agree    Agree    Disagree    Strongly Disagree    Don't Know
  2. Trustees reflect this understanding in the decisions they make on key issues throughout the year.  
 Strongly Agree    Agree    Disagree    Strongly Disagree    Don't Know
  3. The strategic rationale for proposed actions is adequately explained.  
 Strongly Agree    Agree    Disagree    Strongly Disagree    Don't Know
  4. There is an effective system of controls in place for safeguarding assets, managing major risks and identifying critical issues and trends?  
 Strongly Agree    Agree    Disagree    Strongly Disagree    Don't Know
  5. The Board is doing an adequate job of evaluating the performance of the President on a regular basis?  
 Strongly Agree    Agree    Disagree    Strongly Disagree    Don't Know
  6. If there is one change I would make to the way the board operates, it is ...  
\_\_\_\_\_
  7. Other comments?  
\_\_\_\_\_

# Recruitment and Vetting

- **Context: Board Composition**
  - No fewer than 5-7 unrelated individuals who are
    - personally committed to the mission of the organization
    - collectively reflect the characteristics of the community served by the organization
    - volunteers, serving without compensation other than reimbursement, if applicable
- **Focus and Tool: Recruitment**
  - Within the context of community needs and board turnover
    - evaluate the skills, expertise, and demographic background of board members
    - use a board membership matrix for assessment and strategic recruitment

## Some Facts

Average board size 15  
and median size 13  
according BoardSource

## Size and Function

Function Drives  
Structure

## Large v Small Boards

Board member  
engagement

Scheduling

Accountability

Work Load





# Board Membership Matrix

Board Matrix Worksheet	# of Current Members	# of Prospective Members	Total Members
<b>Areas of Expertise/Leadership Qualities</b>			
Administration/Management			0
Early-stage organizations/start-ups			0
Financial oversight			0
Fundraising			0
Government			0
Investment management			0
Law			0
Leadership skills/motivator			0
Marketing, public relations			0
Human resources			0
Strategic planning			0
Physical plant (architect, engineer)			0
Real estate			0
Understanding of community needs			0
Technology			0
Other			0
<b>Resources</b>			
Money to give			0
Access to money			0
Access to other resources (foundations, corporate support)			0
Availability for active participation (solicitation visits, grant writing)			0
<b>Community Connections</b>			
Religious organizations			0
Corporate			0
Education			0
Media			0
Political			0
Philanthropy			0
Small business			0
Social services			0
Other			0

<b>Personal Style</b>			
Consensus builder			0
Good communicator			0
Strategist			0
Team member			0
Visionary			0
<b>Age</b>			
Under 18			0
19 – 34			0
35 – 50			0
51 – 65			0
Over 65			0
<b>Gender</b>			
Male			0
Female			0
<b>Race/Ethnicity</b>			
African American/Black			0
Asian/Pacific Islander			0
Caucasian			0
Hispanic/Latino			0
Native American/Indian			0
Other			0



# Recruitment and Vetting

- **General Recruitment Approaches**

- County website
- Print and social media
- Word of mouth via board member contacts
- Local groups such as Lions Clubs, NAACP Chapters, Leadership Academies, etc.
- Community businesses and institutions (e.g., banks, corporations, churches, etc.)
- Maryland Nonprofits Associations
  - <https://www.marylandnonprofits.org/>



## Facts

### Volunteers in Maryland

- 69% of nonprofits run by volunteers (2016)
- \$27.50 value per volunteer hour (2017)
- 153,000,000 hours of volunteer service per year (2015)

# Recruitment and Vetting

- **Vetting**

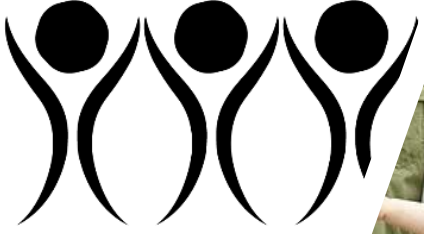
- Board Recruitment and Appointment Plan
  - New Membership Profile Determination
    - Skills or expertise needed
    - Diversity considerations
  - Recruitment Needs and Strategies
    - Specific strategies based on the above
  - Formal Interview Template
    - General interview directions
    - 8-10 Questions
      - How long have you lived in the county and what brought you to the county?
      - What do you see as the pressing social needs of this county?
      - ...

## More Interview Questions

- What has led to your interest in serving on this Advisory Board?
- Are there any state or local social service issues that you have an active interest in advocating for as a community member?
- Please describe your specific areas of expertise and talent, and how these could relate to your contributions as a member of the Social Services Board.
- Share with us any personal characteristics that would enhance this Advisory Board and relevant County Department of Social Services.
- One of the roles of a Board member is to be an advocate for the agency. Are you comfortable with that role and how would you go about doing so?



**MASSEB**



**Maryland Association  
Social Services Boards  
Foundation**



For more information and questions  
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[trustee@massbfoundation.org](mailto:trustee@massbfoundation.org)

