



What is Board Recruitment Strategy?

A board recruitment strategy is the process for systematically developing a strong, effective board. It should act as a guide for working on and with your board throughout the year – not simply when new board nominations are needed

The development of a board recruitment strategy is accomplished through three basic steps:

- 1) Analyze the current board, creating a matrix that candidly and objectively details the skills and expertise of each board member.
- 2) Compare this matrix against a broader set of skills that are needed but not represented.
- 3) Create a specific set of profiles needed by the board, and develop a list of people who meet those criteria.

When these steps are completed, your organization will have a written process through which prospective board members are cultivated and recruited in a thoughtful manner. Prospective board members are introduced to the organization over time (not simply elected to the board) and provided with information that will help them understand the organization, its mission and their job responsibilities before being elected.

When successful, a board recruitment strategy not only provides you with effective board members today, but also ensures the ongoing cultivation of prospective board members and the development of a leadership pipeline.



What is a Board Improvement Plan?

A board improvement plan is an in-depth look at board structure to ensure that the board is working in the most effective and efficient manner.

A board development plan begins with a review of the number of board committees, their charge, the frequency and content of board meetings, the manner in which board meetings are held, the use of task forces and the staffing-support model. In addition, the size of the board and tenure of board members is considered as well.

The final written plan provides a road map to streamlining board work, defining necessary meetings and creating a support structure for the board to accomplish its goals. Common recommendations include appointing fewer committees and making greater use of task forces; identifying ways staff can plan a larger support role; adopting term limits; and holding less-frequent board meetings with more substance and improved board-meeting techniques. The report also recommends areas in which the board might need additional education or training.

The final goal of the report is a strong board and board members who make the best use of their time on behalf of the organization.



What is Board Manual and Policy Development?

A board manual is a common board-member resource that answers questions about policy and procedure, includes key information and organizational documents.

Contents of a typical board manual include:

- By-laws
- Strategic plan
- Board roster
- List of meeting dates
- Budget
- Case for support/program description

Developing a board manual requires a review of the organization's by-laws and policies. This process can be inherently constructive in that it could result in revisions of governing documents, attendance policies and board member expectations and evaluation tools – rather than simply a review of documents.



What is Succession Planning?

A succession plan should be more than a plan for hiring a CEO replacement; it also should provide a plan for managing the transition to that successor. Many Achieve clients have benefited from the objective review of their process and best practices for managing this transition process.

A succession plan will answer many of the following issues:

- Have you had a direct conversation with your CEO about his or her plans?
- Have you considered an overlap with the next CEO?
- Will you consider internal candidates?
- Will you need to revise the job description?
- Will you pay relocation expenses?
- Where will you advertise the position?
- What role will your CEO play after retirement, if any?
- Who will manage the process to interview and hire?
- How will the new employee be oriented?
- Are you prepared to make budget changes to afford a higher salary if needed?

A customized succession plan takes leadership and input from the staff and board while also considering outside information such as research about the job market in the field. It also should complement the retirement process of your CEO, not simply be put into action after that retirement.