



## STRATEGIC BOARD RECRUITING ELEMENTS

1. Are **roles** and responsibilities clearly **defined**?  
(all leadership positions – board, officers, committees, volunteers and other support)
2. Are board **recruiting priorities** identified? Ideal board described?  
(skills, experience, community connections, diversity considerations)
3. Has the board clearly defined a **process** to identify board candidates and confirmed timing?
4. Does the board use an **intentional** board **application**, review and approval process?
5. Does the board receive **strategic support** and communications?

## STRATEGIC RECRUITING CHECKLIST

### *Information for Board Member Candidates*

- ☐ Overview of the organization (annual report or other general communication)
- ☐ Board member application
- ☐ Board member job description or description of board role/responsibilities
- ☐ Annual board commitment form
- ☐ Conflict of interest form

### *Information for Board Members*

- ☐ Board Member Orientation (likely PowerPoint and/or document – something in writing and not just a conversation with a current board member)
- ☐ Board Handbook (compilation of all governance policy, process and information)
- ☐ Board member self-evaluation

### *Internal Information*

- ☐ Board matrix of ideal skills, connections, qualities
- ☐ Annual board recruiting calendar  
(when are applications accepted, when is orientation provided, when is self-evaluation completed, when do board check-in meetings occur)
- ☐ Annual board member check-in framework

## Recruitment Now



Gather the current materials for board recruitment at your organization. List the inventory here.

Perhaps you have a recruitment policy or guideline, welcome/intro packet of information, and/or application.

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## 10 Key Steps for Strategic Board Recruitment

1. Identify areas of board recruiting priority based on board responsibilities
2. Align recruiting priorities with strategic priorities
3. Review and update recruiting materials (likely annually)
4. Maintain list of names of engaged stakeholders/candidates and note priorities where candidate can not be identified
5. Invite candidates to apply to become board members
6. Collect applications, review and vote on board membership
7. Welcome/orient new members, share feedback with all applicants
8. Continue to cultivate list of candidates
9. Support board members including communicate early and often
10. Review and refine recruiting as needed (materials & process)

**[Your Organization Name Here]  
Board Composition Matrix  
YEAR**

Area of Expertise		Relationships**		Gender/Age	Race/Ethnicity		Sector			
	Medical Churches Local Media Non-profit Small Business Corporate Political Government		Other Native American Hispanic/Latino Caucasian Black Asian-Pacific Islander	Over 65 Years 51-65 years 36-50 years 21-35 years Male Female	Other (please note below) Donor (pre-Board experience) Access to Community Leaders and Groups Access to Foundation Community Access to People with Expertise Access to People with Money	Personnel Administration Strategic Planning/Growth PR-Marketing Fund Raising/Philanthropic Events Finance/Accounting Evaluation Mental Health/Social Work Programs/[CONTENT EXPERT FIELD] Legal	Number of Terms Served to Date	Current Term Expiration Date	Date(s) Elected to the Board	
<b>** Please list community and professional affiliations for each board member here (Chamber of Commerce, Junior League, Rotary, etc)</b> <b>Affiliation</b>										

# 2020 CONCERNS & OPPORTUNITIES



- ✓ *How does the COVID-19 **change your needs**?*
- ✓ *How does the COVID-19 **shift priorities**?*
- ✓ *Do existing policy and practice well position **virtual work to fulfill responsibilities**?*
- ✓ *What **new skillsets and areas of expertise** should be added to your teams?*
- ✓ Increased attention to eliminate bias and injustice
  - ✓ *Self-care, **relationship building and trust***
  - ✓ ***Culture of inquiry**, examination of impact (not intent)*
  - ✓ ***Meaningful action** for justice and inclusion*



## A FEW RESOURCES TO EXPLORE

### **Project Implicit offers online implicit bias exploration.**

Project Implicit is a non-profit organization and international collaboration between researchers who are interested in implicit social cognition - thoughts and feelings outside of conscious awareness and control. The goal of the organization is to educate the public about hidden biases and to provide a “virtual laboratory” for collecting data on the Internet.

Project Implicit was founded in 1998 by three scientists – [Tony Greenwald](#) (University of Washington), [Mahzarin Banaji](#) (Harvard University), and [Brian Nosek](#) (University of Virginia). Project Implicit Mental Health launched in 2011, led by [Bethany Teachman](#) (University of Virginia) and [Matt Nock](#) (Harvard University). Project Implicit also provides consulting services, lectures, and workshops on implicit bias, diversity and inclusion, leadership, applying science to practice, and innovation. If you are interested in finding out more about these services, visit <https://www.projectimplicit.net>.

### **Answering White People’s Most Commonly Asked Questions about the Black Lives Matter Movement**

A Q&A by—and for—people with privilege who want to learn more about racial justice

### **Toolkit for "What Is White Privilege, Really?"**

This toolkit offers advice, activities and further reading suggestions for educators who want to unpack the concept of whiteness and white privilege with themselves and with students.

### **Think Impact, Not Intention**

Transcript Read the transcript of Caitlin Schiller's interview with the author of White Fragility, Robin DiAngelo.

# Strategic Board Recruitment

## Next Steps



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## Critical Board Recruiting Elements



Well defined  
board member role



Identified recruiting priorities:  
skills, experience, qualities



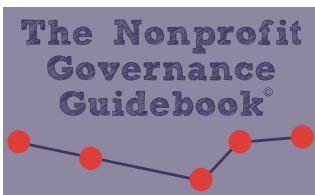
Process to identify  
ideal candidates



Intentional application,  
review & approval



Strategic support &  
communications



### Chapter 1 Strategic Board Recruitment

Practical steps to cultivate  
engaged leaders grounded in  
your values and priorities

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

