Board Recruitment & Retention for the League of NH Craftsmen

A. Why Retention and Recruitment is Important

Having a meaningful and purposeful Board retention/recruitment process is more important than ever to ensure a high performing Board where each member contributes to our mission. Engaging prospective members with the skills, resources and connections as well as the passion to further the organization's mission is essential.

It is the Governance Committee's role to retain an active, effective and high functioning board while exploring ways to recruit new members. All Board members are encouraged to become involved in recruiting new members who have the ability to further our efforts. Prospective members are recommended to the Governance committee via the nomination process. Governance takes an active leadership role in the recruitment of new members and is open to all Board members' suggestions.

B. Expectations of High Performing Members

Our expectations of engaged Board members include a few specific items of high importance as well as the general aim of having a well-rounded and diverse Board, including but not limited to:

1) Strategically contribute to mission driven and high priority decisions while meaningfully adding to discussions in order to make complex changes in support of swiftly reaching our goals.

2) Capacity to regularly attend Board meetings and fully prepare in advance, as well as maintain
background from previous meetings.

3) Available to regularly engage online (i.e. via email and zoom) to actively respond to calendaring/meeting invitations, obtain and review materials, read updates being communicated as well as participate in off-meeting-cycle *ad hoc* decision making.

4) Ability to actively serve on one/two committees and regularly prepare for and attend meetings.

5) Support the organization financially, according to personal capacity, and actively engage others to advocate for and support us as well. Board members do not necessarily have to make the "ask" but must be willing to help discover new sources of revenue and make introductions to the Executive Director,

6) Able to represent a variety of contemporary subject matter expertise in a number of areas that support the organizations' needs, including but not limited to:

a) The Arts
b) Corporate leadership - for-profit and nonprofit organizations
c) Education
d) Finance
e) Fundraising & Development
f) IT
g) Legal
h) Local business leaders
i) Marketing and PR, and Events
j) Political
k) Significant board/governance experience
l) Social connections/influence/philanthropy

Overall, characteristics of a high functioning Board member should be considered when contemplating new members, including but not limited to:

- ➔ Is the candidate willing to accept the Duties and responsibilities of a Board member?
- ➔ Is this person known to have high ethical standards?
- ➔ Does he/she work productively and respectfully with people and in groups?
- ➔ Does this person express ideas clearly and accurately?
- ➔ Are they willing to contribute to and make decisions?
- ➔ Do other people listen to this person?
- ➔ Is this person active and influential in the community?
- ➔ Is this person willing to actively work for the organization's development (*e.g.* through fundraising)?
- ➔ Does this person have the time, interest, community knowledge and good judgment to be a valuable member of the group?

C. How to recruit, interview and recommend a candidate.

The Board Chair and Executive Director will reach out annually to each current Board member individually to:

- Determine continued interest, succession and term expectations, and discuss how each Board member can best serve the needs of the Board and the organization, including actively advocating for and financially supporting the organization.

- Review how each member can help in recruiting new Board members

Overview of Candidate Consideration and Recommendation process

a) It is important that when a board member refers an individual, that the board member avoids building an expectation that he/she will definitely be selected to serve on the Board; it is, at most, a recommendation only

b) Before the *Candidate Information Meeting* noted below (item C2), the candidate should be presented to the Governance Committee by completing the *Board Member Referral and Information Checklist* (attached) and by contacting the Chair of the Governance Committee to have the referral placed on the agenda.

c) The Governance Committee will decide during meetings whether to solicit feedback from the Board on candidates referred or to decline the candidate.

d) The Governance Committee will review referrals and in the capacity of a Nominating Committee make recommendations to the Board to move forward with the formalized final candidate review at Board meetings.

2. The Candidate *Information meeting*

a) Make an appointment for a meeting for the Board Chair, Executive Director or both**,** with the candidate to review the role, responsibilities, expectations as well as to assess the level of interest of the prospective candidate.
b) Be clear about the demands of the position.
c) Let the person know how/why they were recommended.
d) Listen carefully to the candidate's reactions and concerns. Answer questions as thoroughly as possible. Offer to supply information not readily available,
e) Make it clear that willingness to be nominated does not automatically ensure election.
f) If necessary, give the person time to think it over. Arrange a definite time for a call back for their decision, and be sure to follow up.
g) Be prepared to provide the following for the candidate:

- The Roles and Responsibilities of Board Leadership
- THe Code of Ethics and Conflict of INterests Documents about the duties of a Board
- List of current Board members and terms of office
- Schedule of meetings/events the person would be expected to attend
- The most recent Annual Report and Strategic Plan

- Relevant informational marketing materials

3. Bringing the Candidate to the Governance Committee *and Board for final decision*

Once the candidate has been formally vetted and the above actions have taken place, the candidate must be brought to the Governance Committee for final recommendation. Ultimately, the Board will make the final decision to accept or decline *a* candidate.

a) The Chair of the Governance Committee will determine when the next opportunity is to make the recommendation to the committee. A special meeting may be required to facilitate decision-making, or email can sometimes be substituted.
b) The resume/CV of the candidate along with a completed Board Referral Checklist (see attached template) will be provided to the Governance Committee in advance of the meeting.
c) The Governance Committee Chair or the Executive Director should be prepared to briefly and verbally review a candidate with the Governance Committee for their consideration and potential nomination and recommendation to the Board.

d) The Governance committee will determine whether to decline or recommend the nominee.

e) Nominees will be recommended to the full Board by the Governance Committee and the Board may ask questions of the Committee or Board member who recruited them.
f) The Board will have final vote
g) Those *not* accepted will be contacted by the person who recruited them to provide an update.
h) For those accepted, the Board Chair will contact the nominee and invite them to the next Board meeting, along with an orientation training session with the Board Chair and Executive Director to occur prior to the nominee's first Board meeting so as to orient them.

D. Closing

The intent of having a rigorous and well planned nomination process is to underscore the importance of the roles and responsibilities of Board members. Having a diverse and talented Board, committed to contributing to the mission, will help ensure a healthy, well-run Board that is high functioning and successful in fulfilling its role.

BOARD MEMBER REFERRAL & INFORMATION SHEET

FOR POTENTIAL BOARD MEMBERS

CONFIDENTIAL

Please complete this form to the best of your ability for each individual recommended for consideration as a prospective board candidate. Submit this completed form along with the resume/CV of the candidate if you have it, to Governance. It is important that when a board member refers to an individual, that the board member avoids building an expectation that he/she will be selected to serve on the board.

Recommended By:

Name of prospective board candidate:

Title (if applicable):

Organization/Location:

Home Address:

City, State, Zip:

Email:

Phone:

Special Skills/Interests:

Professional Background:

Education:

Personal Characteristics:

Other board experiences:

Please let us know why you think this person would be a good addition to the Board:

The Governance Committee is seeking to continually build a diverse board which includes individuals with a wide range of talents and experience, and with varied connections to relevant sectors and constituents. Please fill out your response to illustrate this candidate's experience in the areas listed below.

Please describe and rate the skills/knowledge which particularly apply to this candidate:

Very Experienced
Some Experience
No Experience

1. Art and Craft

2. Corporate leadership-for-profit and non-profit organizations

3. Education

4. Finance

5. Fundraising & Development

6. IT

7. Legal

8. Local business leaders

9. Marketing and PR

10. Political / Advocacy

11. Volunteer experience

12. Social connections/influence/philanthropy

Other :

Characteristics we value, so does this candidate possess the following:

1) Is the candidate willing to accept the responsibilities of a Board member?

2) Is this person known to have high ethical standards?

3) Does he/she work productively and respectfully with people and in groups?

4) Does this person express ideas clearly and accurately?

5) Are they willing to contribute to and make decisions?

6) Do other people listen to this person?

7) Is this person active and influential in the community?

8) Is this person willing to actively work in development (*e.g.* fundraising)?

9) Does this person have the time, interest, community knowledge and good judgment to be a successful, contributing Board member?

Do you know which areas this person hopes to contribute to as a Board member?

Yes, No or other comments:

Return this form to the Chair of the Governance Committee/ Board Chair along with the resume of the candidate.