



**SELECTING THE CEO, ENSURING EFFECTIVE
ORGANIZATIONAL PLANNING,
RECRUITING NEW BOARD MEMBERS AND
ASSESSING THE BOARD'S OWN
PERFORMANCE**

Selecting the CEO

To be effective, the Board and the CEO need a close working relationship based on mutual trust and an appreciation of their respective roles in leading the organization.

- Reach consensus on the CEO's responsibilities
- Prepare a job description that outlines the duties and responsibilities
- Undertake a careful search to find the most qualified individual for the position
- Provide the moral and professional support for the CEO to further the organization's goals
- Provide constructive feedback
- Develop mutually agreed upon goals and objectives
- Provide a formal performance evaluation relative to the goals and objectives

Ensure Effective Organization Planning

All organizations undergo a metamorphosis that calls for periodic evaluation, fine-tuning, and sometimes, major overhaul of their governance structure. Organizational performance, like human performance, is cyclical in effectiveness and needs renewal as it evolves over time.

Ensure Effective Organization Planning

- Actively participate in the overall strategic planning process and assist in implementing and monitoring the plan's goal
- Typically the Board engages in a formal planning process every few years
- Planning is the process of translating the mission into objectives and goals that can be measured and accomplished
- The Board needs to understand the organization's clients, stakeholders, as well as internal and external operating environments

Ensure Effective Organization Planning

- Focus efforts primarily on long-term strategic issues, rather than short-term operational and administrative matters
- Board role: asking good questions; expecting good answers; serving as a resource of personal and professional expertise

Recruiting New Board Members

- Complete a needs assessment by identifying the skills and talents of the current board (gap analysis or matrix)
- Identify strengths and weaknesses of the current board
- Consider recruiting younger members to provide a fresh perspective, a diversity of opinion and allows cultivation of future leadership
- When recruiting younger members consider different recruiting techniques

Recruiting New Board Members

- Establish a recruitment committee or an advisory group
- Use traditional and non-traditional recruiting techniques:
 - Recommendations from current board members
 - References from colleagues or community leaders
 - Approach organizations with access to desired demographic groups
 - Publicly post board openings
 - Use online resources

Recruiting New Board Members

- **Personal characteristics to consider:**
 - Ability to listen, analyze, think clearly and creatively, work well alone and in a group
 - Willing to prepare for and attend board & committee meetings, ask questions, take responsibility and follow through
 - Open doors in the community; ability to make a financial contribution
 - Community building skills, concern for your organization's development, sense of humor

Recruiting New Board Members

- **Questions to ask your potential members***
 - Why are you interested in our organization?
 - Why are you interested in serving on a board?
 - Do you have previous board service, leadership, or volunteer experience?
 - How will our organization benefit from your participation?
 - How do you think we could best take advantage of your expertise?
 - What type of time and financial commitment will you be able to make? Are you willing to serve on committees and task forces?

**BoardSource: www.boardsource.org.*

Board Self-Assessments

- A self-assessment allows the board to step back from routine governance matters and helps the board discover areas for improvement as well as establish a common understanding of roles and responsibilities
- Self-assessments do not need to be performed every year, because it takes time to analyze and implement changes, if necessary

Board Self-Assessments

- **Generally 9 areas of responsibility should be covered in the self-assessment***
 - Mission
 - Strategy
 - Funding and Public Image
 - Board Composition
 - Program Oversight
 - Financial Oversight
 - CEO Oversight
 - Board Structure
 - Meetings

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