

Border View YMCA Board Development Plan

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Border View YMCA Board Development Plan

The Board Development Cycle

The committee should consider its work to be continuous, throughout the year, rather than a once-a-year assignment. It should carefully canvass the entire field of leading citizens, donors, and engaged members of the community who might possibly be enlisted for service on the Board. (Appendix A)

Step 1: Planning

Prior to the recruitment phase of the board development cycle, a careful and strategic effort must be made to ensure that the new class of members will compliment the current board with the types of attributes that the board needs in order to accomplish its goals as set forth in the branch strategic plan.

Before any good recruiting process can begin, the committee must have a comprehensive documented planning process. It must provide answer to these questions:

- Where are we going?
- How are we going to get there?
- In addition, who is going to help us get there?

The “who” is the focus of strengthening the board.

The board development committee should start the cycle by reviewing the strategies and goals of the strategic plan in an effort to identify the attributes that prospective board members should possess. For example, if the board has a goal to increase the number of members in the endowment program, one type of board member may be a planned giving attorney.

Step 2: Evaluating the Board and its Current Membership

In order to get a sense of the areas that need strengthening an assessment of the current board, its make up and its attributes must be conducted. Objective and comprehensive, it should

answer question such as:

- How well does the board represent our community?
- How well balanced is it in terms of interests and skills?
- How does it relate in community prestige and leadership?
- Moreover, can it do what needs to be done?
-

The three tools related to assessing the board included in this section of the plan serve to:

1. Gather a snapshot of the constituency of the Board in order to identify gaps in expertise and representation. **(Appendix B)**
2. Allow the board to assess its performance as related to the 31 Strength Indicators of YMCA boards. **(Appendix C)**
3. Provide a rational basis for assessing the current board membership and areas that need strengthening. **(Appendix D)**

Step 3: Identifying Prospective Board Members

With the first two steps completed, any weakness in the present board will become apparent.

In this step, some of the “gaps” (areas of weakness) are shared with those responsible for recommending potential board members. (This must be done in a manner that avoids any possible embarrassment of the present board members.)

As new board members are considered, the rule of thumb should be, those who qualify in at least two of these four areas:

- Willingness
- Wealth
- Wisdom
- World View
-

Others say it is a sharing of:

- Time
- Talent
- Treasure

Recommendations for board members may come from the current board or other sources.

The committee will solicit names of prospective board members using the Prospective Board

Member Referral Form (**Appendix E**). One of the most effective methods to secure suggestions is to distribute this form at different times throughout the year. The executive director compiles the names for the committee's consideration at appropriate times.

All recommendations for board membership should be submitted in written form to the executive PRIOR to any meeting of the board development committee. Recommendations should NOT be taken from the floor at the meeting. This practice provides more objectivity in the evaluation of potential board members and reduces the influence of a personal recommendation by a committee member.

Step 4: The Board Development Committee Meeting(s)

Board Development Committee members must understand the importance of their task and that it will take time to be done properly. Meeting time is needed to develop a slate of board members and board officials and more time to complete the actual recruiting.

The executive, who is the staff officer to the committee, should do the preparation (analysis of board members, etc.) in advance. Committee members should have copies of the evaluation form of board members (with committee member names not included) and a set of each Prospective Board Member Referral form received.

The purpose of the committee meetings is to:

1. Review of the completed current board assessment forms and the identification of areas of weakness.
2. Identification and agreement of the types of new board members needed (skills, level of influence, wealth, contacts, etc.)
3. Review of the current board members up for reelection and agreement to categorize each of them in one of three ways:
4.
 - Unqualified re-nomination – “A good board member.”

- Qualified re-nomination – “Good potential but untapped. Let’s find a way for greater involvement.”
 - Separation – “Let’s find a tactful way to ask the board member to resign or be happy with not being re-nominated.”
5. Review of each recommended board member in detail with some process to assess each person’s ability to strengthen the board and help work at the identified challenges.

This step requires strong leadership from the committee chair and executive. It may be necessary to remind committee members, “Yes, he/she may be a good person, but will he/she really meet our criteria and bring the strength we need?”

6. Identify the top prospective board members and several alternatives.
7. Identify who among the committee (or on the board) can be the most effective in recruiting each prospect.
8. Review and agree on the best recruiting process. (See Step 6 for details.)
9. Throughout these meetings, committee members should be challenged to set their sights high. Never eliminate a prospect on the assumption their response would be a turndown.
10. After the close of the meeting, the committee chair and executive should work out the method of presenting the recommendations to the board for their approval.

Step 5: Board Development Committee Preliminary Report to the Board

The board’s full support of the list of potential new board members should be obtained prior to any discussion or recruiting of prospects.

The Chair of the Board Development Committee should report to the board the names of the prospective board members (and any alternates) selected by the Board Development

Committee. The board should approve this list (not the official selection) so the committee and executive can begin recruiting.

Board members should be cautioned not to share the approved names outside the board meeting to avoid potential embarrassment. Keep them confidential until an acceptance has been received and the election completed.

Step 6: Recruiting

The actual recruiting should be carefully planned and carried out.

1. Generally persons are more likely to be impressed favorably when two busy people, preferably volunteers accompanied by the executive, make an appointment to extend the invitation.
2. The invitation must be presented in person and not in a hurried manner or over the telephone.
3. The presentation needs to be as influential as possible, and with dignity and a sharing of a strong sense of importance.
4. It is a privilege to serve on a YMCA board, and this should be the tone of the invitation. The importance of the assignment and the amount of time and energy required for effective performance of the job should not be minimized.

See **Appendix F** for the specific recruitment call agenda.

Carry materials that help explain the scope of the challenge and exactly what is being asked.

Printed items that should be shared with each prospect include:

1. Copy of a Board Member Job Description (**Appendix G**)
2. A past board meeting agenda (including the minutes and exhibits).
3. Annual report of the YMCA (or some other description folder showing the goals and programs of the organization).
4. Calendar of board meeting dates and other key events.

Don't overload the prospect. In-depth materials and explanations should be given later at the

orientation session for new board members.

Step 7: Election of New Board Members

Following the recruiting of a new board member, the Board Development Committee chair should present the formal slate of new board members for election. Once the board approves the new members, the Board Chair sends out a letter confirming their election that includes information regarding the board orientation. (Appendix H)

Step 8: New Board Member Orientation

The recruiting of board members is not completed until each new member has been properly orientated to the organization and introduced to other board members. This event can be the single most important act leading to satisfactory participation by a new board member.

The orientation should be completed as early as possible and preferably before the new board member begins his or her term. A useful tool is to prepare a special “Board Member’s Manual” for each new member.

Ongoing Process

The assessment of the board function is an on-going process, and one that stresses the development of good working relationships and a partnership with board and staff. It is a process toward the ideal of a perfect board; an ideal that is never truly reached.

Board Recruitment Cycle

October – March

Board Development Committee evaluates the current Board using appropriate evaluation tools. See appendices

Members whose terms are expiring are contacted for one of two purposes:

1. To ask them to continue and be elected to a new 3 year term.
2. Thank them for their service but not ask them back.

The Board Development Committee solicits recommendations for board prospects from existing board. It is executive's responsibility to build the list of board prospects. Existing board is only one source of input.

The Board Development Committee looks at list of potential board members.

Goal for number of new members is established. There needs to be five good names for every vacancy.

Executive Director coordinates a list of potential board nominees for every vacancy.

The Board Development Committee submits the list of prospects to the branch board of management for Board approval. The list of potential nominees are cleared with corporate office prior to recruiting.

List of new prospects is prioritized and assignments for recruitment made. The executive director controls the process

March – June

The Board Development Committee begins recruitment calls with Executive Director.

Letter acknowledging acceptance to board and outlining responsibilities is sent out.

Board approves slate of new board members.
Corporate board ratifies proposed nominees.
Letter of welcome from Board Chair.

July – August

New Board Member Orientation and committee assignments.

September

New board members attend first board meeting and are introduced.

The list building process for potential new board members continues year round.

Border View YMCA
Board Make Up Assesment Tool

MEMBERS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15	17	18	19	20
PROFESSIONAL SKILLS																				
Organizational																				
Administration																				
Business																				
Finance																				
-Accounting																				
-Banking and Trusts																				
-Investments																				
Fundraising																				
Government Regulations																				
Government Representative																				
Law																				
Marketing/Public Relations																				
Personnel																				
Facilities (Architect/Engineer)																				
Strategic Planning																				
Real Estate																				
Representative of Constituency																				
AGE																				
16-18																				
18-30																				
30-50																				
51-65																				
Over 65																				
GENDER																				
Female																				
Male																				
RACE/ETHNIC BACKGROUND																				
White/Caucasian																				
Hispanic/Latino																				
Black/African American																				
Asian/Pacific Islander																				
Other																				

Border View YMCA
Board Make Up Assesment Tool

FINANCIAL POSITION																				
Self-Employed																				
Salaried																				
Philanthropic Reputation																				
Prospective Major Donor																				
BOARD COMMITTEES																				
Membership/Marketing																				
Program																				
Baord Development																				
Finance																				
Endowment																				
Facilities																				
Special Events																				
Fundraising																				
Executive																				
LENGTH OF BOARD SERVICE																				
< 2 years																				
2-5 Years																				
5-10 Years																				
>10 Years																				

**Border View YMCA
Branch Board Effectiveness Assessment**

Directions: Score each of the 31 Branch Board Strength Indicators on a 1-4 scale with 4 being highest. Leave blank any item that you feel is not applicable.

INDICATORS FOR ASSURING EFFECTIVE BOARDS OF MANAGEMENT

		Rating
1	The board knows and accepts the Border View YMCA Mission, Goals, and Program Thrusts.	
2	The board knows and accepts the Border View YMCA operating principles.	
3	The board focuses on strategic issues and matters pertaining to policy and monitoring, thus avoiding the implementation of operations of the YMCA.	
4	The board size is a minimum of 36 and a maximum of 65.	
5	A board committee (Governance) is in place with a year-round chart of work that includes a process for identification, cultivation, recruitment, orientation, involvement education, evaluation and retention of board members.	
6	New board members are identified, interviewed and selected for the Board based on pre-established criteria including skills sets, competencies, leadership styles, professions, and demographics according to the strategic plan.	
7	There is a succession plan in place for board leadership.	
8	The board sets high, realistic annual goals and standards for growth in program, membership, contributed income according to the strategic plan.	
9	The board sets high, realistic annual goals and standards for growth in board development according to the strategic plan.	
10	The Board approves and monitors an annual budget that links to the YMCA's Strategic Plan	
11	Board members regularly receive and review financial reports and information regarding current operations and long-term financial stability to fulfill their governance function.	
12	There is adequate expertise among the members of the board to be effective at their duties. Voids are addressed in the board development process.	
13	Board members view philanthropy as one of their top priorities and lead by example: - 100% of board members contribute to the annual campaign. - 90% actively participate as campaigners in raising contributed income.	
14	Board members view philanthropy as one of their top priorities and lead by example: - 50% are Heritage Club Members	

Appendix C

15	The Governance Committee assures that unproductive board members are identified and appropriately coached, mentored, and asked off of the board if need be.	
16	New board members are provided with a comprehensive orientation to their role and the YMCA before beginning their term.	
17	Board members receive a job description, and board responsibilities are confirmed in writing at the time they commit to a board term.	
18	Board members serve as advocates on behalf of the organization, opening doors of influence and helping to expand the Executive's sphere of influence.	
19	Board and committee meetings are held in a place that provides the appropriate atmosphere for conducting a professional and effective meeting.	
20	The board meets at least nine times per year for business purposes.	
21	Board meetings provide opportunity for meaningful inquiry, discussion and education.	
22	Board meeting agendas and materials are distributed one week in advance of the meeting.	
23	The board has an appropriate number of committees and task forces needed to accomplish its work with the following committees being the minimum: <ul style="list-style-type: none"> - Board (Governance) committee - Finance committee - Program committee 	
24	The board has a series of strategic issues/topics and devotes 4-5 meetings a year to more in-depth discussion and inquiry.	
25	Each committee has a written commission and annual chart of work with measurable goals. Progress on goals is reviewed regularly at board meetings.	
26	The board sets and reviews governing policies and procedures including by laws bylaws, uses them and reviews them periodically	
27	The board is aware of the YMCA's conflict of interest policy	
28	The board is familiar with the work of the YMCA.	
29	The board evaluates program performance on a regular basis.	
30	The board leaves program implementation to staff.	
31	The board conducts an annual self-assessment to appraise their effectiveness.	

Comments _____

A DESCRIPTION OF MAJOR FACTORS

- I. AGENCY EXPERTISE
Degree to which the board member understands the agency's purpose, goals, objectives and ways of functioning . Necessary for intelligent board member participation and effective policy formulation.
- II. MANAGEMENT EXPERTISE
Degree to which the board member serves in top level management position in his/her own organization and is able to constantly strengthen the agency's functioning on the basis of management principles to which the agency subscribes. Important for organizational review and to effect changes needed to keep the agency functioning efficiently.
- III. COMMUNITY INVOLVEMENT
Quality, number and diversity of the board member's other community interests and involvement. Provides linkage to other community organization and thereby assists board in identifying priorities that relate to the social needs of the community. Beneficial in meeting community needs and effecting collaboration with other agencies.
- IV. RECOGNITION/IMAGE
Degree to which the board member is well known and whose participation on the board has a positive impact on the community's awareness of the agency. Helpful in developing favorable community image for the agency.
- V. FINANCIAL IMPACT
Amount of influence of the board member in generating financial support for the agency in the community. Personal wealth of the board member makes a sizable personal contribution possible, but even more importantly, it provides a basis for influencing other support. Important for the agency's financial growth and development
- VI. AGENCY COMMITMENT
Degree of involvement (leadership, financial support, participation) of the board member and/or family members in the agency's programs, activities or circumstances. Attendance at board meetings is on measure of commitment. This factor involves the board member having a personal stake in the agency. Important for contribution, continuity and decision outcomes.
- VII. COMMUNITY REPRESENTATION
Degree to which the board and its members accurately depict the interests and needs of relevant groups or classes of people in the community. Need may be for either formal representation (delegated authority) or informal representation (membership or communications). Beneficial in adequately obtaining input from relevant community groups or components.
- VIII. SPECIFIC AGENCY SERVICE
Degree to which the board member provides extra or specialized agency services and contacts that are helpful to the agency's well being. This includes such items as donation of skilled time, special legal or accounting services, preferential purchasing status, and funding contacts with corporations, foundations, or public sources. Helpful in increasing agency efficiency and effectiveness.

GUIDE FOR RATING AGENCY BOARD MEMBERS

FACTORS	LOW 0-2 POINTS	MEDIUM 3-6 POINTS	HIGH 7-10 POINTS
<i>I. Agency Expertise</i>	Person who has had no previous experience with a community agency and little or no understanding of the agency.	Person who has limited understanding of the Agency, but has served on boards and committees in other agencies.	Person who clearly understands Agency's purpose, goals, objectives and ways of functioning.
<i>II. Management Experience</i>	Person who is a specialist or who is not engaged in management in an organization (doctors, plumbers, teachers, etc.)	Person who carries some responsibility for supervision or management in his/her company or organization.	Person who is in <u>top</u> management position within his/her company or organization.
<i>III. Community Involvement</i>	Person who prior to joining Agency board left the work of community affairs up to others.	Person who attends occasional community meetings and probably will work on community events when asked.	Person who is an elected official or who participates on several other community boards councils or commissions.
<i>IV. Recognition/Image</i>	Person who has received little if any public recognition for community involvement or professional contributions.	Person who is known by a segment of the community and who occasional has his/her name or opinions published in local papers.	Person who is well known in entire community and whose name picture and /or opinion are frequently in local news media.
<i>V. Financial Impact</i>	Person whose estimated personal annual income is less than \$50,000.	Person who estimated personal annual income is more than \$50,000 and less than \$100,000.	Person who estimated annual income is more than \$100,000.
<i>VI. Agency Commitment</i>	Person who has not been involved in Agency activities or circumstances (nor have family members), who does not contribute regularly or at all and whose average annual attendance at board meetings is less than 50%.	Person who is involved in one or more Agency activities or circumstances (or whose family members are involved) and makes regular contributions, but who has not provided direct leadership and who attends between 50 and 74% of board meetings.	Person who is now or has been involved in Agency activities or circumstances (or whose family members are involved), who contributes regularly who provides leadership, & who attends more than 75% or more of board meetings.
<i>VII. Community Representation</i>	Person who neither formally nor informally represents a group in the community that is relevant to the Agency.	Person who belongs to a segment of the community & because of his/her occupation or social activities is concerned with the needs that are relevant to the Agency.	Person who has been elected to serve on the Agency's board to represent another community group or component.
<i>VIII. Specific Agency Service</i>	Person who contributes little time or resources beyond the regularly scheduled board meetings.	Person who assists in locating materials & manpower and secures donations of services for the Agency.	Person who has technical skills & personally provides needed services to the Agency.

Appendix D

Major Factors	Weight	Board Members Listed Alphabetically										Total Factor Rating	% Rating	
		1	2	3	4	5	6	7	8	9	10			
1 YMCA Expertise	8	7 56	6 48	3 24	5 40	8 64	4 32	9 72	9 72	10 80	7 56	68	20%	
2 Management Experience	6	2 12	5 30	6 36	8 48	2 12	1 6	10 60	2 12	10 60	9 54	55	16%	
3 Community Involvement	7	2 14	2 14	2 14	4 28	7 49	4 28	10 70	0 0	7 49	9 63	8 56	55	16%
4 Recognition/Image	7	0 0	7 49	0 0	5 35	2 14	0 0	8 56	0 0	8 56	5 35	35	10%	
5 Financial Impact	7	0 0	1 7	0 0	4 28	6 42	7 49	7 49	2 14	9 63	5 35	41	12%	
6 YMCA Commitment	10	9 90	6 60	5 50	3 30	6 60	4 40	3 30	8 80	8 80	1 10	53	15%	
7 Community Representation	4	0 0	4 16	6 24	0 0	2 8	2 8	0 0	2 8	0 0	0 0	16	5%	
8 Specific Agency Service	3	0 0	9 27	0 0	3 9	0 0	6 18	7 21	0 0	0 0	0 0	25	7%	
Total Weighted Score		172	251	148	218	249	181	358	235	402	246	348	100%	

Appendix D

Major Factors	Weight	Board Members Listed Alphabetically										Total Factor Rating	% Rating
		1	2	3	4	5	6	7	8	9	10		
1 YMCA Expertise		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
2 Management Experience		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
3 Community Involvement		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
4 Recognition/Image		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
5 Financial Impact		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
6 YMCA Commitment		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
7 Community Representation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
8 Specific Agency Service		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Total Weighted Score													

Appendix E

Prospective Board Member Referral Form

Confidential

Please complete this form so that we can follow up with you about the individual(s) you recommend for consideration as a prospective board member. Please provide us with as much relevant information as you have about each candidate. Please return this sheet and the accompanying form, at the end of this meeting or within a week, to the chairperson of the board development committee. (Include name of chairperson and preferred address).

A member of the board development committee may contact you to ask for suggestions about the best approach in cultivating and recruiting the individual(s) you have listed. Thank you.

Date: _____

Your name: _____

Telephone: Day (___) _____

Evening (___) _____

Fax (___) _____

Email: _____

The best time to telephone me is between _____ a.m. and _____ p.m.

Please return this sheet with the following three-page referral form, one copy for each candidate.

Appendix E

Prospective Board Member Referral Form

Confidential

(Please photocopy this page if you wish to present additional names of board candidates.)

Name of prospective Board Member: _____

Title: _____

Organization: _____

Address: _____

(City) (State) (Zip)

Telephone: Day (___) _____ Evening (___) _____

Fax (___) _____ Email: _____

Please give information about this individual and his or her organizational affiliation, if appropriate, including:

Professional Skills: _____

Type of Business: _____

Interest in the YMCA: _____

Additional Y Contacts who know the prospect: _____

Special Interests: _____

Education: _____

Other affiliations with individuals, corporations, and foundations: _____

Other board experience: _____

Appendix E

Prospective Board Member Referral Form

Confidential

Known levels of giving : _____

Personal Characteristics and skills: _____

Other: _____

Please include the reasons why you think this person would be a good board member of our Y. Please use other side of paper if necessary.

People whom you suggest might meet, cultivate, and recruit this prospective board member and their relationship to the candidate:

From what you know about this individual, can you recommend dates and places for a cultivation meeting?

If this individual were to serve on our board, what amount would you suggest that she or he be asked to consider donating as his or her first Annual Campaign gift?

\$ _____

Additional Comments:

Your Name: _____ Date: _____

Agenda for an Individual Meeting With A Board Candidate

If you have not participated in such a visit before, it may be helpful to rehearse a possible scenario. You may also wish to mentally divide the meeting into several parts or to role-play this meeting beforehand with an experienced board member.

Please note that it is important to speak briefly in this meeting. To woo a candidate, it may be equally important to do more listening than talking.

Introduction

(Two or three minutes):

- Thank the person for meeting with you.
- Ask about any experiences they may have had with the YMCA.
- Say that you would like to have him or her consider having his or her name placed in nomination to be a board member of your YMCA, but acknowledge that the board makes the final decision based on perceived needs of diverse qualifications and skills required by the board at that time.

Central part of meeting

(Twenty minutes, but be prepared to extend this part of the meeting if the prospect has more questions or concerns):

- Explain your connection with the YMCA. (Briefly)
- Explain the mission, history and programs Y. (Briefly)
- Ask whether the prospect has questions.
- Listen to and remember the questions and comments the person may make. (Take a few notes, if necessary.)
- Respond to the questions, if you can, or say you will seek an answer and let the candidate know.
- Explain why you are interested in presenting the person's name as a prospective board member.
- Explain that there is a board orientation for new board members involving the chief volunteer officer, the chief executive, and senior staff that includes more

Appendix F

detailed information and written material about your YMCA and board governance.

- Explain that a “board partner” is assigned to each new board member to welcome and respond to questions.
-
- Explain that there are generally _____ board meetings a year and that each new member will serve on at least one committee that generally meets _____ times per year.
- Explain that each board member is asked and expected to make an annual leadership contribution to the Y’s annual campaign and to support the YMCA financially according to his or her circumstances and in other ways including special events and capital campaigns. In some cases, this annual contribution is a specified minimum amount that each member is expected to “give or get.” (*Refer to Board Member Job Description*).
- Be prepared to include the most recent audited financial statement in the information packet, if requested.
- Ask whether the person has more questions.

Closing of the meeting (Five minutes):

- Thank the person again for meeting with you and, if appropriate, reiterate interest in having the person serve on your board.
- If the person declines to serve as a board member at this time, ask whether he or she would like to participate in other ways: program volunteer, donor; provide in-kind goods or services; and/or serve as a board member in the future.
- Invite the person to attend a meeting or an event to meet other board members, or to see some program in action.
- Ask whether you may place the person’s name in nomination. Reiterate that the final decision is the board’s and is based on perceived needs at that time.
- Leave an information packet of material about your YMCA and about board governance with the prospect as you leave. Do not give it to the person at the beginning, because it could distract the person from a focused exchange of information, ideas and feelings.)

**Border View YMCA
Board of Management
Member Job Description**

TITLE:	Member, Board of Management
PURPOSE:	To direct the affairs of the Border View YMCA.
TERM:	Three years, assigned to a class to insure a balanced Board (unless elected to fill an unexpired term)
MEETING ATTENDANCE:	Regularly to monthly board meetings September through June (excluding December)
RESPONSIBLE TO:	Chair, Board of Management
RESIGNATION:	In writing to the Chair, Board of Management

QUALIFICATIONS, MAJOR FUNCTIONS, AND RESPONSIBILITIES

A. Qualifications:

1. Interest in and support for the objectives of the YMCA.
2. High standing among men and women of their profession business.
3. A respected citizen of the community.
4. A breadth of understanding and tolerance of viewpoints of others.
5. The willingness to state one's convictions and equally the willingness to accept majority decisions when in conflict with one's own stand.
6. Deal openly and directly with staff and Board Members when you are pleased or displeased about something.
7. Be familiar with the YMCA mission and programs.

B. Major Functions of the Board of Management:

1. To determine the Branch's objectives and policies.
2. To assure that the plans and programs are approved and meet major goals of the Association.
3. Ratify the selection of new Executive Director in consultation with Executive Vice President/COO and the search committee
4. To ensure that the financial affairs of the branch are conducted on a responsible basis in accordance with established policies.
5. To participate in the planning process and set long range vision for branch.
6. To conduct annual evaluation of the effectiveness of the board's work.
7. To insure that the business of the Board is conducted in an effective and open manner.

C. Responsibilities -To carry out these duties, A Board member must:

1. Attend at least 70% of Board and Committee meetings:
 - a. Become as well informed as possible on all agenda items.
 - b. Contribute information and express points of view based on experience and knowledge.
 - c. Consider other points of view, make constructive suggestions and help the Board make group decisions reflecting the thinking of the total group.

2. Perform standing or special assignments:
 - a. All Board members serve on at least one standing committee.
 - b. Board members are appointed to ad hoc committees as needed, based on special skills, interests and needs of the YMCA.
 - c. Committee work requires both preparation and regular attendance.

3. Be involved in YMCA fund raising:
 - a. Contribute generously to the Border View YMCA at an appropriate level.
 - b. Participate as a volunteer at an appropriate level in the Annual Support Campaign and make a personal contribution to the campaign.
 - c. Recruit other volunteers for the Annual Support Campaign.
 - d. Make personal visits to secure additional campaign contributions and pledges.
 - e. Attend at least one special fund raising event and participate as a committee member for at least one special event. Personally contribute to one special event.
 - f. Participate as a volunteer in the Capital Development program and make a personal financial contribution to the Capital Development program.

Board Member's Signature

Date



Sample Letter to New Board Members

July 11, 2005

Mr. New Boardmember
5353 Air Road
San Diego, CA 92154

Dear Mr. Boardmember:

On behalf of the Border View YMCA Board of Management I'd like to welcome you to the Board. As you already know, this is a very important position and will provide you with challenges as well as rewards.

Please make a note that there will be a **new board member orientation on Tuesday, August 20, 2005** at the YMCA of San Diego County Corporate Offices located at **4715 Viewridge Avenue, Suite 100, San Diego, CA 92123 from 5:00 – 6:30 p.m.** This is a very important meeting, as we will be going over more information about the YMCA as well as the functions of the Board and committees.

Once again, I commend you for your decision to get actively involved in the community as a part of the Border View YMCA Board. As you get involved with the board and commit to give freely your skills and gifts, those less fortunate in our community benefit. I look forward to working with all of you!

Respectfully,

John Smith
Chair, Board of Management

References

- Dr. Judith Grumman Nelson. (1997). *Making Great Boards Better: Tools for recruiting, orienting, and involving YMCA board members*. Chicago, IL: National Center for Nonprofit Boards, YMCA of the USA.
- James M. Hardy. (1990). *Developing Dynamic Boards*. Erwin, Tennessee.
- Richard A. Collato, e. a. (2005). *Successful Board Leadership.*, YMCA of San Diego County, San Diego, CA.

Border View YMCA
3085 Beyer Blvd., Suite A-103
San Diego, CA 92154

Ms. Pat Libby
Director
University of San Diego
Nonprofit Leadership Program

Dear Ms. Libby:

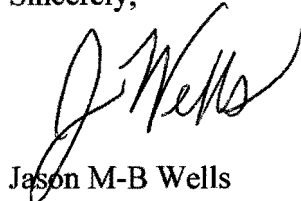
In the fall of 2005, the Border View YMCA was in the process of preparing for its annual board retreat. We wanted to do an assessment of the board that we could use to improve board governance.

Our executive director at the time, Mauricio Gonzalez and Krislyn Mossman both graduate student sin the USD Nonprofit program worked together to lead our board through an assessment of our board.

They provided us with a very thorough assessment and worked with the Governance Committee to develop a comprehensive board development plan, which we have implemented

I am very impressed with the skills your graduate students are learning in your program.

Sincerely,



Jason M-B Wells
Chair, Governance Committee
Border View YMCA