

*How do ministries recruit board prospects and engage them as faithful and fruitful board members?*

**“The Board Bucket” Core Competency**

*Mastering the Management Buckets:  
20 Critical Competencies for Leading Your Business or Nonprofit*  
<http://managementbuckets.com/board-bucket>

**We believe that board members** must sense God’s call to serve on the board of directors. We invest time in **cultivating, recruiting, orienting and engaging** board members in their strategic role as stewards of our organization. The first step in organizational sustainability is to inspire board members to be highly committed and generous partners in ministry.



**ECFA Governance Toolbox Series No. 1:  
Recruiting Board Members**  
*Leveraging the 4 Phases of:*

- Cultivation
- Recruitment
- Orientation
- Engagement

**Each Toolbox includes:**

- DVD
- 12 Board Member Read-and-Engage Viewing Guides
- 1 Facilitator Guide with access to hidden webpage

**Online Tools and Resources (see the Facilitator Guide):**

<http://www.ecfa.org/ToolboxSeries.aspx>

**DOWNLOAD:**

- Board Member Annual Affirmation Statement (sample template - identifying the "3 Hats of a Board Member")
- Board Nominee Orientation Binder (Table of Contents)
- Resources on the 3 Powerful S's (Strengths, Social Styles and Spiritual Gifts)

There are three toolboxes in the current series with a fourth toolbox on Succession Planning for boards—coming in 2017.

## The 4 Phases of Board Recruitment & Engagement

If you don't plan to engage board members—don't waste your time recruiting them!

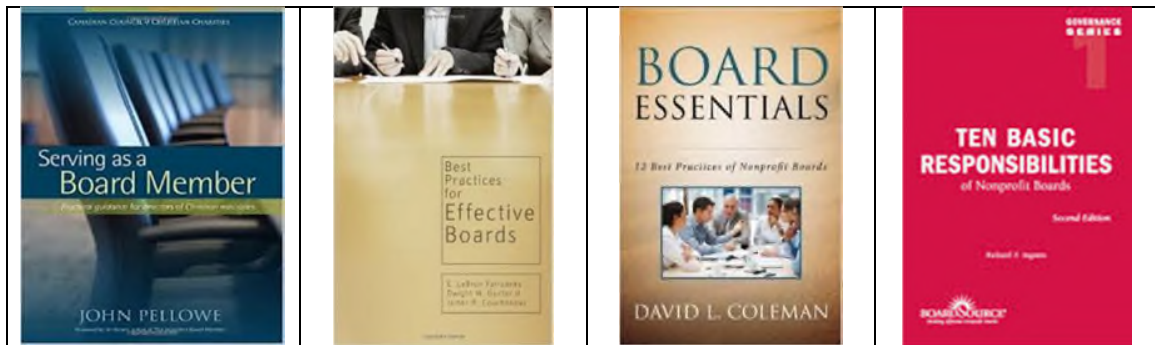
- 1. Cultivation
- 2. Recruitment
- 3. Orientation
- 4. Engagement

### Recommended Reading:

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Click on the link for mini-reviews of four governance books (the first two are faith-based):  
[http://urgentink.typepad.com/my\\_weblog/2014/11/serving-as-a-board-member-4-books.html](http://urgentink.typepad.com/my_weblog/2014/11/serving-as-a-board-member-4-books.html)

- ✓ OPTION #1: *Serving as a Board Member: Practical Guidance for Directors of Christian Ministries*, by John Pellowe (188 pages, Canadian Council of Christian Charities, 2012)
- ✓ OPTION #2: *Best Practices for Effective Boards*, by E. LeBron Fairbanks, Dwight M. Gunter II, and James R. Cauchenour (191 pages, Beacon Hill Press of Kansas City, 2012)
- ✓ OPTION #3: *Board Essentials: 12 Best Practices of Nonprofit Boards*, by David L. Coleman (109 pages, Andrew/Wallace Books, an imprint of BoardTrek Nonprofit Consulting, 2014)
- ✓ OPTION #4: *Ten Basic Responsibilities of Nonprofit Boards* (Second Edition), by Richard T. Ingram (90 pages, BoardSource, 2008) – Note: There is now a third edition that has been published.



**Worksheet: The 4 Phases of Board Recruitment & Engagement**

In each row, check the box that best describes how effective your board is at these four phases:

THE <b>4</b> PHASES OF BOARD RECRUITMENT & ENGAGEMENT	1 VERY INEFFECTIVE	2 INEFFECTIVE	3 NEITHER EFFECTIVE NOR INEFFECTIVE	4 EFFECTIVE	5 VERY EFFECTIVE
<b>1. CULTIVATION</b> <ul style="list-style-type: none"> <li>• Prayer List</li> <li>• Board Member Criteria</li> <li>• 18 to 36-month plan</li> </ul>					
<b>2. RECRUITMENT</b> <ul style="list-style-type: none"> <li>• Board Nominee Orientation Binder</li> <li>• Board Member Annual Affirmation Statement</li> <li>• Board Roles &amp; Responsibilities</li> <li>• Recruitment Strategy</li> </ul>					
<b>3. ORIENTATION</b> <ul style="list-style-type: none"> <li>• Purposeful New Member Orientation Plan (6 months)</li> <li>• Orientation Feedback Plan</li> </ul>					
<b>4. ENGAGEMENT</b> <ul style="list-style-type: none"> <li>• Preserving and Advancing the Mission</li> <li>• Leveraging the 3 Powerful S's (Strengths, Spiritual Gifts, Social Styles) of Each Member</li> <li>• Customized Annual BHAGs for Each Board Member</li> </ul>					

**“If board members took an oath of office,**  
 we would first swear to  
 ‘preserve and advance the mission of the organization.’  
 In almost the same breath, we would then pledge to  
 ‘accept the responsibility for the election of the CEO  
 as our solemn duty and sacred trust.”

*Stewards of a Sacred Trust*  
 David L. McKenna

[http://urgentink.typepad.com/my\\_weblog/2011/02/stewards-of-a-sacred-trust.html](http://urgentink.typepad.com/my_weblog/2011/02/stewards-of-a-sacred-trust.html)

## 7 STEPS FOR RECRUITING BOARD MEMBERS:

Excerpted, by permission, from *Mastering the Management Buckets: 20 Critical Competencies for Leading Your Business or Nonprofit*, by John Pearson (Baker Books, 2008) – [www.ManagementBuckets.com](http://www.ManagementBuckets.com)

- ① **RECRUIT** for passion—not position.
- ② **PRAY** before prospecting.
- ③ **DATE** before proposing!
- ④ **INSPIRE** your prospect to give generously.
- ⑤ **PROPOSE** marriage.
- ⑥ **CONTINUE** dating!
- ⑦ **LEAVE** a legacy.

*If you work in a large for-profit company, you may not have relationships or influence with your corporate board. But sometime in your career, you'll likely be invited to serve on a church or nonprofit board. This chapter on THE BOARD BUCKET, the first of seven buckets in the CORPORATE arena, is written both for church and nonprofit leaders and their current and prospective board members.*

*Peter Drucker said that all boards have one thing in common—they do not function! That may be your experience too. So, while the content of this bucket is focused on the nonprofit world, you'll find excellent resources at the end of this chapter that will be helpful for both for-profit and nonprofit organizations.*

\* \* \*

One day while Jesus was mentoring his disciples, he smiled (tongue-in-cheek) and said, “Show me the money!”

Actually, he said, “Show me your heart.” Well...in reality, he said “For where your treasure is, there your heart will be also.” (Matthew 6:21 NIV)

As we discussed in THE DONOR BUCKET, this is one of the most profound stewardship principles in Scripture, yet it is rarely practiced where it matters most—with board members of churches and nonprofit Christian organizations.

These arresting words from Jesus would look good on a t-shirt. President Bill Clinton should have said it this way, “It’s the heart, stupid!”

The heart issue is the foundational building block for the four stages of building a board: cultivation, recruitment, orientation and engagement.

While there are numerous balls in THE BOARD BUCKET, there are six key balls—best practices—for recruiting exceptional board members in Christian organizations and churches. It’s the first step toward effectiveness and if you ignore or short-cut any of these six steps, you’ll pay for it sooner or later. At the end of this chapter, you’ll also find a brief list of topics and board resources, if you want to go deeper into this bucket. But first things first. Let’s get the right board members on the bus.

### ① BALL #1: Recruit for Passion—Not Position.

*Invite the already convinced zealots!*

Recruit board members for their passion—not their position. Don’t swallow the board myth that says you need a CPA, an attorney, a pastor and a fundraiser on your board. People in those positions make great volunteers, but might be less-than-loyal, uncommitted board members.

Instead, recruit highly committed people, with board governance skills, who are zealots for your ministry—and have already demonstrated multiple times their high passion for your mission.

If you need a volunteer, recruit a volunteer. If you need a board member, recruit a board member.

**2** BALL #2: Pray Before Prospecting  
*Why settle for second best?*

Right now—before you finish this chapter—begin your *Top 50 Prospects Prayer List*. Effective CEOs, senior pastors, and development officers know that it takes up to 36 months to bring exceptional board prospects into the board circle.

Jim Brown, author of *The Imperfect Board Member*, writes, “The problem is, most board cultures are developed by default, not by design.”

Change that! The Lord wants you to have an extraordinary board. Imagine the potential when you energize exceptional board members who give spiritual oversight and excellent governance to your God-given mission.

Why settle for second best? Why recruit untested, uncommitted good candidates when—with prayer and hard work—the Lord could bless you with a sterling board team?

***Recruit With Prayerful Intentionality and Board-Approved Criteria!***

<b>The 6 D’s:</b>	<b>HANK</b>	<b>JOAN</b>
1) Discerning Decision-Maker: Policy, Financial, Hire/Fire CEO	✓	✓
2) Demonstrated passion for the mission	✓	✓
3) Documented team player	✓	✓
4) Diligent and faithful participant	✓	✓
5) Doer (walks the talk)	✓	✓
6) Donor (#1, #2 or #3 giving priority)	NO	✓

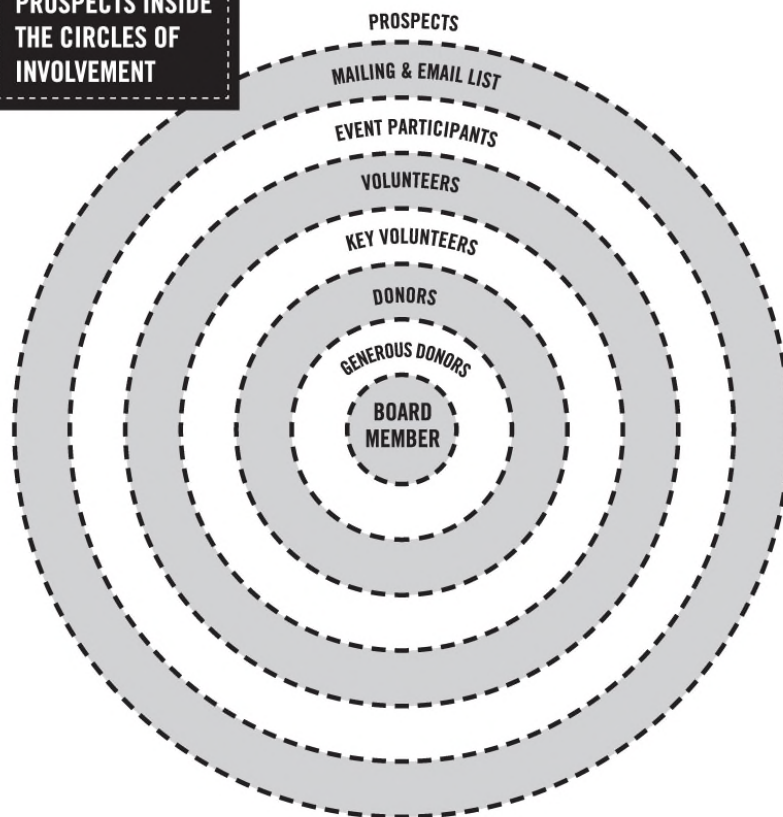
**3** BALL #3: Date Before Proposing!

*Bring board prospects inside the circle of involvement.*

Thoughtful adults don’t propose marriage on the first date. Effective CEOs don’t propose board service to “B List” prospects. Think of this as a 36-month dating experience. But don’t mention marriage (board service) up front.

As you pray through the process, slowly bring the prospect inside the circles of involvement. Today, he or she may be unfamiliar with your ministry, so add them to your mailing list and invite them to an event. Test their interest with a volunteer role. Just like in dating, continue to evaluate over many months if your prospect demonstrates growing interest, and ultimately passion, for your important mission.

**BRINGING BOARD PROSPECTS INSIDE THE CIRCLES OF INVOLVEMENT**



If Cliff turns out to be a lousy volunteer, drop him! You’ve saved yourself from marrying a lousy board member. If Susan gives 110 percent and recruits friends and families beyond expectation—you’ve got a live one! Keep dating!

**4** BALL #4: Inspire Your Prospect to Give Generously  
*Model and teach The Treasure Principle.*

When you’re sharing these principles with other team members and board members, take out Ball #1 in THE DONOR BUCKET and review the principles of generous giving (your heart follows your money). Talk about the biblical values in Randy Alcorn’s book, *The Treasure Principle*. The idea of extravagant generosity is not just for board recruitment. It is not a fundraising gimmick. It is a core value for the fully devoted follower of Christ. Don’t settle for second best when you’re “dating” a board prospect.

Recruit intentionally, with generosity in mind, and you’ll breathe new life into your ministry. As you “date” board prospects, challenge them spiritually to become generous givers to your mission. Explain why you need a team of highly committed donors who demonstrate through their giving where their hearts are.

Without waving the carrot of board service (you haven't proposed yet), inspire your prospect (and the spouse, if the person is married) with the opportunity to make your ministry one of their top three annual giving priorities. That's the definition of a generous giver for your ministry.

If a prospect says no, that's OK. You've discovered where his or her heart is—before the wedding. (He or she may already be highly committed, even a generous giver, to two or three other ministries.) That's the good news—you took the temperature on their passion before you popped the question.

Here's the bad news—there are thousands of nonprofit CEOs that have “married” board members way too soon—and the commitment, the passion, the giving and the heart never followed. Save yourself the agony and do it right by starting your prospect prayer list today.

## **5** BALL #5:

### **Propose Marriage**

*Once your prospects have moved into the generous giving circle, then it's time to invite them onto the board.*

You'll know when it's time to propose marriage (board service). The prospect will have already demonstrated a high level of commitment, all the time moving towards the center of the involvement circle. They will meet all of the previously established board criteria. Plus, the Lord will confirm it to you and your nominating committee.

But again, here's a reminder. Never, never, never invite anyone to serve on your board who is not already a generous giver to your ministry. In my consulting work, I've found I can never say this too many times.

The board candidate does not need to be wealthy—just generous. Generally that means that during this person's term of service on the board, he or she will make your ministry their first, second or third highest annual giving priority. No exceptions. Remember, Jesus said, “For where your treasure is, there your heart will be also.”

Where this core value is practiced, board members attest to the remarkable culture change that happens on the board. Passionate, highly committed board members—who follow their money with their heart—become incredible zealots for your mission. Wow!

So when you have prospects that are highly committed to your church or ministry—and meet all the board criteria—pop the question and invite them to serve on your board.

Give them a full ministry briefing, in advance of asking for their decision. Many organizations provide prospects with a *Board Nominee Orientation Binder* [see pages 10-11], filled with helpful background information (staff salaries, board minutes, financials—soup to nuts) so the nominee can make an informed and prayerful decision about board service.

### **Moving Board Donors to Generous Givers**

Do you have people on your board today who are not generous givers? Your CEO and/or board chair should plan a one-on-one appointment with each board member. Invite each person to lunch or dinner and mentor your board member on what Jesus taught about giving and why a totally committed board member is so critical. Then ask your board members for their gifts and their hearts.

**Worksheet: The Generous Giving Continuum**

Check the box that best represents your current board policy on board member giving—and where you'd like it to be in 12 months:

<b>The Generous Giving Continuum</b>	<b>1</b> We do not believe giving ought to be a requirement for board service.	<b>2</b> It's the elephant on the table. Our board needs to talk about it—and make a policy decision.	<b>3</b> We discussed this and have decided NOT to make a board policy on giving.	<b>4</b> By policy, all board members must be donors of record, but not necessarily at the Top-3 level.	<b>5</b> By policy, all board members must prioritize their giving to our ministry at the Top-3 level.
<b>Our board's current policy is:</b>					
<b>In 12 months, I'd like to see our policy be:</b>					

**“For where your treasure is,  
there your heart will be also.”**

Matthew 6:21 NIV

**Read:** *Development 101: Building a Comprehensive Development Program on Biblical Values,*

by John Frank and R. Scott Rodin

[http://urgentink.typepad.com/my\\_weblog/2015/06/2-books-development-101-and-igniting-your-generosity.html](http://urgentink.typepad.com/my_weblog/2015/06/2-books-development-101-and-igniting-your-generosity.html)



## **6** BALL #6: Continue Dating!

*Help your board members hone their board governance competencies.*

The wedding (board member installation) is only the beginning. Ensure that all board members hone their board competencies regularly. Most will bring a diversity of expectations into your board room. They'll also bring the delightful dysfunctional baggage they've picked up from other board experiences.

Use your board meetings, your conference calls, your mailings and at least one board retreat each year to help members become life-long learners on board best practices. Introduce them to board governance workshops, books, articles, websites and CDs. Invite resource people (consultants, other CEOs, professors, etc.) to train, motivate and inspire your board team. Bless your board members and they'll be a blessing to your ministry!

**MEMO TO CEOs!** If your nonprofit board of directors meets monthly, your "board" meeting may feel more like a "staff" meeting. Jim Brown says that "the best boards keep their noses in the business and their fingers out!" Frequent board meetings exacerbate the temptation for board members to become too hands-on and the appropriate line between board and staff roles then becomes fuzzy.

While every board culture is unique, many of the most effective nonprofit boards meet quarterly for eight to 12 hours. Some board meetings include an overnight stay with spouses invited for the evening meal. Then telephone conference calls are scheduled in between quarterly meetings, if needed.

## **7** BONUS BALL #7: Leave a Legacy

*Grow a great board!*

My friend and consulting colleague, Bob Andringa, says that one of the greatest legacies a CEO can leave to an organization is a great board. He should know. As managing partner of The Andringa Group (TheAndringaGroup.com) and former president of the Council for Christian Colleges & Universities, Bob has consulted with more than 200 boards over the years. When he speaks or writes books on board governance, nonprofit leaders listen!

A Chinese proverb says that if you want one year of prosperity, grow grain. If you want 10 years of prosperity, grow trees. If you want 100 years of prosperity, grow people.

At this point in your management buckets journey, you may be on overload or just slightly overwhelmed with the CAUSE, COMMUNITY and CORPORATION buckets. You may have a growing list of "I know what I don't know." Don't despair. When you perfect the core competencies in the CORPORATION buckets, you then have the infrastructure for sustainability. Don't neglect THE BOARD BUCKET.

Another Chinese proverb reads, "The best time to plant a tree was twenty years ago. The second best time, is today." Start growing a great board today.

## **Bucket Bottom Line**

When you are effective in THE BOARD BUCKET, it creates a remarkable ripple effect in THE DONOR BUCKET, THE RESULTS BUCKET, and THE VOLUNTEER BUCKET (to name a few). However, when you have low commitment and low passion among board members—and lackluster giving versus extravagant generosity—you will never fully recover and gain organizational momentum until you fix the problems in THE BOARD BUCKET.

**Mastering the Management Buckets:**  
*20 Critical Competencies for Leading Your Business or Nonprofit*  
by John Pearson

For more resources and free downloads from all 20 buckets, visit:  
<http://managementbuckets.com/20managementbuckets>

**Our Cause**

- THE RESULTS BUCKET
- THE CUSTOMER BUCKET
- THE STRATEGY BUCKET
- THE DRUCKER BUCKET
- THE BOOK BUCKET
- THE PROGRAMS BUCKET

**Our Community**

- THE PEOPLE BUCKET
- THE CULTURE BUCKET
- THE TEAM BUCKET
- THE HOOPLA! BUCKET
- THE DONOR BUCKET
- THE VOLUNTER BUCKET
- THE CRISIS BUCKET

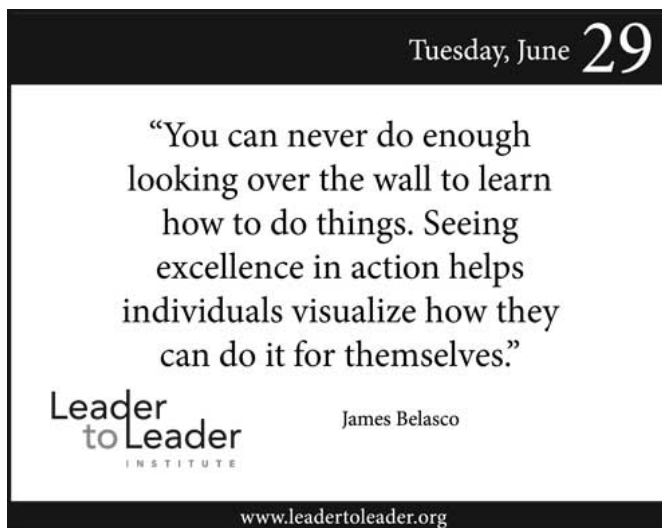
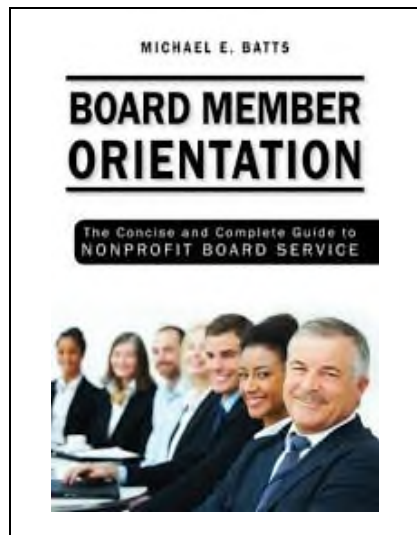
**Our Corporation**

- THE BOARD BUCKET
- THE BUDGET BUCKET
- THE DELEGATION BUCKET
- THE OPERATIONS BUCKET
- THE SYSTEMS BUCKET
- THE PRINTING BUCKET
- THE MEETINGS BUCKET

# 1 Best Practice for New Board Member Orientation!

Pick 1:

<b>Board Buddy</b>	
<b>Series of 3 sessions</b>	
<b>“Look over the wall”</b>	
<b>Board retreat: brief summaries of previous books read</b>	<b>Example:</b> <i>Team of Teams: New Rules of Engagement for a Complex World</i> , by Gen. Stanley McChrystal <a href="http://urgentink.typepad.com/my_weblog/2016/06/team-of-teams.html">http://urgentink.typepad.com/my_weblog/2016/06/team-of-teams.html</a>
<b>Other:</b>	



[http://urgentink.typepad.com/my\\_weblog/2012/07/board-member-orientation.html](http://urgentink.typepad.com/my_weblog/2012/07/board-member-orientation.html)

## 2 Big Ideas for Engaging Board Members!

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Pick 1:

<b>Heavy Lifting</b>	
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More on “heavy lifting” here:

<http://ecfagovernance.blogspot.com/2016/09/staff-reports-at-board-meetings-good.html>

<b>Just do 1 thing a month for The Ohio State University.</b>	
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More on “just do 1 thing a month” here:

<http://ecfagovernance.blogspot.com/2016/03/just-do-1-thing-month.html>

## What's Your Next Step?

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**"What's the ONE Thing you can do this week such that by doing it everything else would be easier or unnecessary?"**



Read John's review:

[http://urgentink.typepad.com/my\\_weblog/2016/05/the-one-thing.html](http://urgentink.typepad.com/my_weblog/2016/05/the-one-thing.html)

Read John's ECFA blog: Your Board's One Thing

<http://ecfagovernance.blogspot.com/2016/05/your-boards-one-thing.html>

Read John's ECFA blog: Your Leader's One Thing

<http://ecfagovernance.blogspot.com/2016/05/your-leaders-one-thing.html>

**What is God’s vision for your board recruitment strategy?**

**Worksheet: Board Recruitment & Engagement Next Steps**

**To Do:**

<b>POINT PERSON</b>	<b>TASK</b>	<b>DEADLINE DATE</b>	<b>DONE DATE</b>

## BOARD OF DIRECTORS – BOARD NOMINEE ORIENTATION BINDER

Table of Contents (31 tabs)  
3G GLOBAL MINISTRIES

<b>INTRODUCTORY MATERIALS</b>	
1	Introduction from the Chairman of the Board of Directors
2	General Brochures, Publications, (eNewsletter, Website outline, etc.)
3	Historical Snapshot, Honors, Awards, Notable News Clippings

<b>BOARD OF DIRECTORS</b>	
4	Current Board Members (Mini-Bios), Committees and Volunteer Structure
5	Board Member Annual Affirmation Statement <ul style="list-style-type: none"> <li>• Future Board Meetings</li> <li>• Letter of Invitation to Serve and Biographical Response Form</li> </ul>
6	Nomination and Election Procedures
7	Bylaws, Articles of Incorporation, etc.
8	Board Policies Manual
9	Conflict of Interest Disclosure Letter
10	Former Board Members & Board Chairs
11	Board Meeting Agenda/Pages (of most recent meeting) – <i>sample</i>
12	Board Issues for Next 3 Years; Skeletons!

<b>FINANCE, BUDGET, IRS, ECFA REPORTS</b>	
13	Annual Budget
14	Current Financial Reports
15	Audited Financial Statements
16	ECFA Membership, Profile and Public Statistics
17	IRS Form 990 ( <i>Return of Org. Exempt from Income Tax</i> )

<b>STRATEGIC PLAN &amp; METRICS</b>	
18	Strategic Thinking/Planning Process & Strategic Plan Poster (11x17)
19	Annual Satisfaction Surveys
20	CEO Standards of Performance & Board/CEO Accountability Process (Dashboard)
21	Leading Indicators & Key Statistics (charts and graphs)
22	Peter Drucker's "Five Questions Every Nonprofit Organization Must Answer"
23	"Radar Issues" (One-Pager)

<b>TEAM MEMBERS</b>	
24	Organizational Chart & Mini-Position Descriptions: Staff Contact Info
25	Team Member Mini-Bios; CEO Bio, CEO's Top-5 "Strengths" (StrengthsFinder.com)
26	Confidential Compensation Schedule

RECRUITING BOARD MEMBERS,  
with John Pearson and Mike Pate

<b>DEVELOPMENT</b>	
27	Donor Development Program – Snapshot
28	Direct Mail, Campaign/Project, Brochure Samples
29	Development Program Annual and Three-year Goals
<b>PROGRAMS AND SERVICES</b>	
30	“Menu” of Programs and Services for “Primary Customers” and “Supporting Customers”
31	Other



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Weekly blog on board best practices

ECFA Governance of Christ-Centered Organizations

<http://ecfagovernance.blogspot.com>

**Very Special Thanks to...**

**Mike Pate**

Executive Director

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