WHO'S AT BAT?
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Session One
Welcome to your guide on SUCCESSION PLANNING for your organization!

As leaders, an essential responsibility is to ensure our organizations have the right line of successors in place so that they can maintain strength and stability with each leadership transition. To do so takes careful long-term planning and board implementation.

This series and workbook came out of many conversations with colleagues and fellow leaders throughout the Baltimore Jewish community who, like you, are committed to ensuring sustained leadership and a continuing vision for their organization into the future. Through this series of classes and the “homework” between, you will create a vibrant leadership plan to implement in your organization and be able to teach others the vital importance of leaders replacing themselves.

We are particularly proud to collaborate on this project, in support of our missions, which elevate Jewish leadership in Baltimore. We are committed to using the best resources on leadership, interpreted through the lens of our Jewish values and teachings. As a community, we are stronger together and look forward to ensuring a vibrant, engaged future for Baltimore.

Thank you for your commitment to our community and your organization’s continued growth.

Chazak, chazak, v’nitchazek! Be strong, be strong, and may we be strengthened!

Best Wishes,
Melissa Cordish, Chair, The Associated Center for Community Engagement and Leadership
Erika Schon, Chair, Acharai: The Shoshana S. Cardin Institute for Leadership Development
THE STARTING LINE-UP

Facilitator Bios

MELISSA CORDISH
Melissa is currently Chair of the Associated’s Center for Community Engagement and Leadership, and co-chairs the Strategic Framing. A member of the Associated’s Board of Governors, Melissa has been the Chairperson for Baltimore PJ Library and For Tikvah, has held various positions within the Associated’s Campaign Cabinet, and has served on numerous Associated committees and task forces. Melissa is a founding member of the Jewish Women’s Giving Foundation. She also co-chairs The Cordish Family Foundation’s philanthropic efforts focused on enhancing educational and social services for at-risk youth in Baltimore City.

A graduate of the Wexner Heritage program and ACHARAI: The Shoshana S. Cardin Leadership Development Institute, Melissa holds a B.A. from Brandeis University, a J.D. from UCLA School of Law, and a M.A. in Urban Planning from UCLA’s School of Public Policy and Social Research. Her professional work focused on public policy and advocacy, and included tenures as an investigator at the Fair Housing Congress of Southern California, an Associate at Venable LLP and a staff attorney at the ACLU of Maryland. Melissa lives in Roland Park with her husband and three sons.

RINA JANET
Rina devotes much of her free time to volunteering in the Jewish community. Most recently, she served as President of Associated Women. She was Women’s 2012 Annual Campaign Chair and was the founding Chair of Chapter Two. Currently, Rina serves on the Board of Governors of The Associated, on the Board of ACHARAI: The Shoshana S. Cardin Institute for Leadership Development where she was a Fellow in Class III, and is the Deputy Chairman of Israel Bonds of Maryland.

Rina has also served in a variety of positions within the organized Jewish community, including Chairman of Women’s Division of Israel Bonds of Maryland, President of Levindale Auxiliary, and Co-chairman of Mitzvah 613, a year-long project of learning and activities centered around the writing of the first Torah written specifically for Beth El Congregation. Women’s Division of Israel Bonds honored Rina at the Golda Meir Award Dinner a few years ago. Rina and her husband of nearly 38 years, Howard, have two wonderful sons, Andrew and Adam, both alumni of Gilman School and both now practicing attorneys. Recently a beautiful daughter-in-law, Corinne Bernstein Janet joined the family.

ALLISON MAGAT
Allison is the President of The Beth Tfiloh Dahan Community School Board, and also serves as the First Vice President of Jewish Community Services (JCS). She also serves on the Boards of The Associated, and SHEMESH as well as the Foundation Board of Itineris. She is the immediate past Chair of the Associated’s Center for Community Engagement and Leadership (CCEL) and an alum of ACHARAI: The Shoshana S. Cardin Leadership Development Institute. Allison is married to Dr. Aaron Magat and is the mother of Jordan, Josh and Cole.

WILLIAM MINKIN
William is an attorney with the Law Offices of Peter Angelos, from 1995 to present. He
graduated from The University of Maryland in 1993 and University of Maryland School of Law in 1996. William has been involved as a lay leader in several Associated organizations. For the JCC, he served on the board from 2003 to 2015, and was the chair of the board from 2013 to 2015. He has been an Associated Campaigner since 1999 and was also on CCEL board for several years. William completed both the YLC and ACHARAI: The Shoshana S. Cardin Leadership Development Institute programs. William was on the board of directors of Goodwill Industries of the Chesapeake from 2001 to 2007. He is currently the Chairman’s Advisor.

He has been married to Buffy Minkin for the last 15 years and they have two beautiful children Abby who is in 7th grade at Roland Park County School, and Zach who is in fourth grade at Gilman School.

PAMELA PLATT
Pamela is a dental hygienist with considerable experience as a community volunteer. She holds a degree in dental hygiene from the University of Maryland. She is a graduate of the Associated’s Young Women’s Leadership program and has also served on the Associated board of directors. She has served Chizuk Amuno Congregation, the Sinai Hospital Auxiliary, Hillel of Greater Baltimore, UMBC Hillel, National Council of Jewish Women and ACHARAI, all of them as board member and officer. She is also a graduate of ACHARAI: The Shoshana Cardin Leadership Development Institute. Pam and her husband, Jeffrey, are the parents of three adult children, all of whom are graduates of Jewish day schools and prestigious universities.

DEBS WEINBERG
Debs is a certified leadership coach, a graduate of the Georgetown University Leadership Coaching certificate program, with particular interest in board development for not-for-profit organizations, and leadership development for volunteers and executives. Professionally, Debs served as the Executive Director of ACHARAI: The Shoshana S. Cardin Leadership Development Institute from 1995-2015. Prior to ACHARAI, “Debs” served for ten years as the Director of The Darrell Friedman Institute for Professional Development (DFI).

In her volunteer role, Debs is currently serving as the Chair for CP&A (Community Planning and Allocations) of the Associated, and has served as the Chair of THE ASSOCIATED’s Annual Campaign. Debra has chaired the international Hadassah-Brandeis Institute (HBI) among other things. She earned an M.A. in Modern Jewish History from the Baltimore Hebrew University and an M.S.W. from the University Of Maryland School Of Social Work with a certificate in Jewish Communal Service. A lifelong learner, Debra earned a certificate in “Women, Leadership and Change” through the Johns Hopkins University and participated in the first class of the Weinberg Fellows Program: Leadership Training for Executive Directors of Non-Profit agencies in 2001. She is happily married to Joe Weinberg, her high school sweetheart, and they have successfully raised three children, Jenna, Daniella and Ben to be “upstanders”.
In the story of Ruth that we read each year on Shavuot, Naomi’s husband and two sons die and she is left with just her daughters-in-law. She encourages them to return to their home countries. One gladly obliges, but the other—Ruth—refuses to leave her side and says one of the most poetic things in the Bible, “Do not urge me to leave you or turn back from following you; for where you go, I will go, and where you lodge, I will lodge. Your people shall be my people, and your God, my God.”

How’s that for loyalty? Many leaders show that same kind of devotion to the people who have helped guide and inspire them. Leaders don’t forsake their mentors, coaches, or managers when opportunity arises. Leaders are loyal to those who once lead them.

The logical thing for Ruth to do when her husband died was to go home to her own family and look for a new husband. Naomi suggested she do that. And Ruth’s sister-in-law Orpah followed that advice.

Ruth could have allowed her questions and doubt to influence her to leave Naomi. But instead her heart came to grips with what she believed. She moved from the agony of questions she could not answer to the reality of answers she could not escape. She felt a deep conviction that she was to stay with Naomi. And she followed that conviction.

As leaders we need to remember that. Strong convictions precede great actions. When we know something is right—and that conviction is bolstered by the knowledge that our motives are pure, as Ruth’s were—we need to follow through. Others may second-guess our thinking and our decision-making. But when we know what’s right, we can’t let those things throw us off.

In the second chapter of Melachim, Kings, Elijah the prophet has identified Elisha as his successor. Elisha learns the ways of his mentor, his leader, and when it is Elijah’s time to depart this world he is ready, however Elisha is not. Elijah asks what he can give him before he dies and Elisha asks for “two measures of wisdom”, to which Elijah responds that he can not grant wisdom. Elijah continues by telling him that if Elisha is able to see him depart, the wisdom he asks for will be granted. On a symbolic level, Elijah is telling Elisha that he will only really rise to the occasion when the job is in his hands.

In his last gesture, Elijah throws down his cloak, representing a partnership, the master endowing his responsibilities with his disciple.

Great Jewish leadership has helped us survive slavery, guided us to the promised land, given us hope through exile and oppression and given birth to the State of Israel. Great Jewish leadership generates vision and as a result followers. It inspires us and helps us to stretch higher, see father and reach deeper.

- Erica Brown, Inspired Jewish Leadership

**Hineni! Here I am!**
SPRING TRAINING: PREPARING FOR THE NOMINATING PROCESS

Welcome – Allison Magat

D’var Torah – Maury Garten

Overview of the Series – Beth Gansky

Goals for the Overall series – Allison

a. Successfully identify future leadership for the next 2 terms.
b. Establish a plan for future leadership that everyone accepts/understands and can realistically implement.
c. Inspire collaboration that will lead to community and relationship building.
d. Create a sustainable model that people can support.

Goals for tonight’s session

a. Reflect on your own personal leadership path
b. Examine current leadership structures and imagine other possibilities
c. Identify specific leadership needs of your organization
d. Create a timeline for nominating process
e. Think critically about engagement of leaders

Are there other expectations that participants have for the session?

Group Introductions:

Center for Creative Leadership’s Visual Explorer Exercise

• Pick a photo that represents where your organization is now and that catches your eye and tell us why in 30 seconds.
WRITTEN EXERCISE:

Why have you taken a leadership role in your organization?

Who invited you in when you first got involved?

What role does your organization plan in your life?

What are some values of your organization that are important to you?
SUCCESSION PLANNING:

Succession planning is how new leadership is identified, cultivated, and engaged while keeping an eye to the future of the organization. Through a thoughtful, intentional process, leaders can find and prepare candidates to take on future leadership roles when current leadership transition out.

Sometimes, transitions are anticipated and expected, such as a leader’s term expiring. At other times, changing life circumstances, new opportunities or poor performance might force a transition earlier than expected. Either way, a professional approach to succession planning will help ensure smooth transitions, where an organization continues to thrive and its services are not interrupted. A strong succession plan can help an organization retain superior volunteers who appreciate the time, attention and investment that an organization makes in them.

Succession planning is both an art, and a science. There are strong best practices (the “science” of it) to share and learn from, and just as important is the “art” of relationship building which is critical to the process.

Let’s start with reviewing the “basics” that go into a successful succession plan:

BOARD STRUCTURES

Different organizations require different infrastructures, sizes and committees for their boards.

Think about an organization (not your own!) from the perspective of governance and board structure/leadership that is excellent in many ways. Tell us about it. Why is it excellent?

Examples of Board Structures:

A 320 Family Member Synagogue in the DC area:

- President and First Vice President (designated next president)
- 8 Vice Presidents who each chair one of the following committees:
  - Administration
  - Finance
  - Development
  - Education
  - Israel
  - Kehila/Congregation
  - Ritual and Youth.

In addition there are 14 members at large and an Executive Committee made up of the officers.
Kipp Baltimore, a Charter Middle and High School:

30 person board including current parents, community members, education specialists and community stakeholders

Standing Committees include:
• Executive
• Development
• Facilities Committees
• New “task force” added each year based on needs

Hadassah’s Baltimore Chapter:

• The board is comprised of committee chairs, national board members and past presidents

• Their standing committees include Budget/Finance, Nominating and Executive Committees. The Executive Committee is made up of the President and 10 Vice Presidents plus a Secretary and Treasurer.

• Committees for the most part are event driven and change membership each year. Current committees include: Annual gala, Weekly Lunch and Learn initiative and Phone-a-thon.

COMMITTEES:

There are two types of committees:

Standing committees, which serve as the foundation of the organization, such as Finance, Governance and Programming.

Ad hoc committees or task forces can be convened to get a particular job done such as planning and delivering a program or event or conducting a search process.

Committees are critically important as mechanisms for involving members and volunteers and getting important work done that goes beyond what paid staff can accomplish. However, there are costs to standing committees that need to be carefully considered. The primary factor is the demand for staff support. Almost all committees have staff support or liaisons assigned, and often it is the most senior staff members. Since volunteers spend limited time on nonprofit activities, they naturally expect staff to provide information, do research, and follow through on committee action items. This may or may not coincide with the work needed from staff as a result of direction from the CEO or to implement approved plans and program activities.

It is common practice that one of the requirements of a board member is to sit on a committee as an active participant.
Committees are also a great place to build a talent pipeline for board members – have someone get their “sea legs” by serving on a committee – get them excited about your organization, and that can start their leadership journey.

**COMMITTEE STRUCTURES**

Most organizations have several standing or ongoing committees. There is no right or wrong in what committees your organization has – and yet, there are some that are most commonly found in the standard structure of non-profits. There is also a leaning towards creating “task forces” – which are specific, goal-oriented, short term and people feel this is not such a large commitment.

**Executive Committee:**

The Executive Committee is a small group, commonly with authority to act on behalf of the full board between meetings or in an urgent situation. Usually, the Executive Committee includes the Board chair and other officers. Committee chairs may also sit on the Executive Committee, and the Chief Executive serves as an ex officio member.

If the Executive Committee is allowed to act on behalf of the board, its membership, functions, and authority level must be specifically stated in the organization’s bylaws. Not all nonprofits need an Executive Committee. Small boards and the boards of start-up organizations, for instance, rarely do, because all board members can be convened relatively easily and need to be involved in decision making. For large and/or geographically dispersed boards, the existence of an Executive Committee whose membership can be convened quickly and make decisions efficiently may prove critical in emergency situations.

As the leaders of your organization, the Executive Committee is a place to strategize. For instance – if all of your officers are the same gender or age range – you might want to consider appointing some members at large to diversify.

**Sample Executive Committee Descriptions:**

The Executive Committee meets monthly to discuss and make recommendations about the organization’s finances, approve resolutions, discuss immediate issues, make decisions about finances and programmatic strategies. In general, the Executive Committee is empowered to act on behalf of the board between meetings.

AND

The Executive Committee is responsible for working in support of, or occasionally in place of, the full board. The work of the committee revolves around three and possibly five major areas:

1) Handle urgent issues, resolving any emergency or organizational crisis
2) Perform policy work, carrying out specific directions of the board, and taking action on policies when they affect the work of the executive committee or when the full board directs the committee to do so.

3) Act as a liaison to the chief executive
   - Nurture the chief executive by providing counsel, feedback, and support when needed
   - Facilitate annual assessment of the chief executive by the board and report the results of the assessment to the chief executive
   - Review compensation and benefits for the chief executive

4) Help develop a strategic plan

5) Conduct executive searches

Finance Committee:

The Finance Committee is responsible for making certain that the organization is in good fiscal health. This committee oversees expenditures and provides information and recommendations related to the annual budget and its implementation, as well as projections for the future. It recommends policies to the full board to safeguard the organizations’ assets, ensures the completeness and accuracy of its financial records, and oversees proper use of resources. It also sees to it that the organization has appropriate internal controls, conducts proper financial analysis, and reports any concerns to the full board.

Responsibilities include: reviewing and approving the budgets, reviewing yearly audit & 990, reviewing monthly financial statements, presenting financial information and overseeing the financial transactions.

Beginning with the orientation of new members, the Finance Committee facilitates the board’s understanding of the budget and fiscal issues. The committee also makes sure that all board members get the financial statements in a timely manner and that board members know how to examine and understand the reports. Finance committee members may include the following: the board treasurer, usually as the chair or as an active member of the development committee; one member with expertise in accounting, banking, or business; and one member who is familiar with programs.
**Governance Committee:**

A Governance Committee is one of the most influential standing committees of the board. Sometimes referred to as the Nominating Committee or Board Development committee, the Governance Committee’s main role is to recruit new board members and to ensure that each board member is equipped with the proper tools and motivation to carry out his or her responsibilities.

Some specific duties of a Governance Committee include:

- Assessing the board’s current composition and identifying missing qualities and characteristics
- Drafting a recruitment plan and continuously cultivating new prospects
- Developing job descriptions for board members
- Orienting new board members and continuing to educate all members on their responsibilities; ongoing board education and training. Ensuring that the board regularly engages in self-assessment

**Example Governance Committee Description:**

The purpose of the Governance Committee is to enhance the engagement and participation of Board and Council members, and to ensure the effective operation of the lay leadership structure. Committee activities include:

- Recruitment and nomination of new Board members
- By-laws review
  1. Conduct regularly scheduled re-examinations of the agency’s Mission Statement.
  2. Conduct regularly scheduled re-examinations of the agency’s Vision Statement.
  3. Conduct regularly scheduled re-examinations of the agency’s By-Laws.
  4. Conduct regularly scheduled reviews of the agency’s operating policies (conflict-of-interest for board and staff, document retention, loans to employees, ethics, whistle-blower, procurement, contract review, grievance and other employment-related practices, etc.)
  5. Oversee Board orientation and ongoing Board development, including formalizing the description of criteria for Board membership, establishing job descriptions for Board members and committee leadership, creating a board member contract with the agency, considering term limits and establishing a Board self-evaluation process.
The Governance Committee should ensure that the composition of the Board (1) reflects the demographics of the community served and (2) provides the particular talents needed to accomplish the strategic plan.


7. Update the existing job description for the President (Executive Director) and conduct an annual performance review of the President. The outcome of this annual review would be communicated for inclusion in its compensation review.

**By Laws:**

Bylaws are the written rules by which an organization is governed. They set forth the structure of the board and the organization. They determine the rights of participants and they determine the procedures by which rights can be exercised. In other words, bylaws guide the board in conducting business. Carefully crafted bylaws and adherence to them can help ensure the fairness of board decisions and provide protection against legal challenges. By-laws are your friends, and can be very helpful in many situations if they are written correctly.

It’s important to note that bylaws are in fact legal documents. This means there are legal requirements for what should be included. To be sure your bylaws are on side with state laws, consult a lawyer before you begin.

Bylaws can help protect your directors and officers from personal liability and serve as a resource for how the organization and board is run.

Bylaws vary according to the nature of your organization but consider them to be your internal manual for how you will operate. They should address basic activities, such as:

- Governance, such as whether the organization is controlled by a board or by its membership
- When and how board meetings will be held and conducted
- How board directors and officers will be appointed or elected
- Voting procedures, such as what constitutes a quorum so that your board can make a decision
- How committees are created and discontinued
- Number of directors for your board, their required qualifications, and their terms of service
- Language that affirms the requirements and prohibitions for nonprofit (501(c)(3) organizations as set out by the IRS
- Rules that govern conflicts of interest
- How the bylaws can be changed or amended
Timeline

When thinking about the timeline for the nominating process, it is helpful to work backwards. When is your annual meeting that your new slate is approved, and what do you need to do to get there?

Start to create a plan

• When do people transition?
• Are there term limits?
• Is there a clear path to executive leadership?

Identify potential leaders; establish qualifications

• What are some resources for new names? Current members, volunteers in other organizations?
• Assess what traits are missing

Create a Job Description

Articulate expectations and Deliverables

• Both what the organization expects from the volunteer and what the volunteer should expect from the organization

Share Support Systems

• Mentorship from past chairs
• Professional support
• Community leadership training

REAL WORLD TIME: Constant cultivation of volunteers

Sample Nominating Committee Sample Timeline and Plan: (Jewish Museum)

Mid November: First meeting where you take a look at the current board, discuss who is rotating off and discuss what strengths, skills and demographics are in particular need as you explore potential nominees. Circulate a prospect list from the previous year that includes notes and action steps taken

After the initial meeting, Nominating Committee members, as well as members of our board, submit additional names for consideration.

Early January: Examine the prospect list, discuss each individual and create a priority list of people to approach. Assign prospects to committee members and ask that they set up meetings to bring
individuals to meet the Executive Director. Encourage meetings for people who might not be at the top of our prospect list but might be individuals whom it would be beneficial for us to get to know.

In January, check in with people who are up for re-nomination to make sure that they are still interested in serving on the board and contact people who are rotating off to thank them for their service and to make sure that they are aware that their term is coming to an end.

January/February: Meetings and Updates

As people make their calls, they keep me updated so that I can keep our prospect chart up to date. As soon as we hear a ‘no’ from someone, we move onto the next person on the list and so on. We typically don’t have additional meetings as a group so I continue to send email updates.

April: Final board meeting of the year with the slate being presented and voted on by the board.

Nominating Committee Sample Timeline and Plan: CHAI

February:

- Analysis of board member profile-look at attendance at board and committee meetings, who is subject to re-nomination, who is not, status of terms
- Calls to board members completing their first two year term to assess their satisfaction
- Calls to committee chairs-who would they recommend to step up to the board
- Review board composition analysis-where are we strong, where are the gaps

March:

- Discuss specific people: new folks to be vetted for committees, changes in committee assignments
- Determine number of open board seats
- Make list of possible board candidates specifically looking at who is ready to step up from committee(s)
- Assign nominating committee members to call those ready to step up to assess their interest in serving on the board

April:

- Finalize recommendations from Nominating committee

June:

- Finalize slate of Directors
- Finalize list of potential new committee members
- Send slate to Board 5 days before Annual meeting according to by-laws.
WHO'S AT BAT?
Session Two
Session 2: The All Star Game: Drafting and Building Your Team

Welcome and Introductions of Facilitators

Session Goals:
- Identify gaps in skill sets on your current board
- Identify potential new board members
- Practice leadership engagement conversations

Opening Exercise: Share the object that you brought that represents your organization.

Exercise by Team: Draw your Ideal Board Member
How does this align with your job description?

Current Board Member Roster:
- Analyze what demographics, skills and characteristics are well represented and where you'd like to build.

Current Job Description:
How does this translate to what you would like to see in your organization's culture?
Consider your sentence from last session and think about:

What does your organization expect in regards to
- Attendance
- Commitment
- Willingness
- Readiness
- Attitude

Exercise: Take Out Your Current Job Description And Work On It With Your Team

Job Descriptions:

When building a team, you need to be clear about what is being asked of potential members to do.

Job descriptions should include the following level of responsibilities:
- Provide oversight for the planning and implementation of initiatives
- Advise on policy issues at board meetings
- Guide programming
- Provide fiscal oversight
- Serve on a committee or task force
- Advocate for organization's program
- Support the organization's annual campaign or fundraising
- Communicate progress to community stakeholders
The board will support the work of the organization and provide mission-based leadership and strategic governance. While day-to-day operations are led by the organization’s chief executive officer (CEO), the Board-CEO relationship is a partnership, and the appropriate involvement of the Board is both critical and expected.

**Specific Board Member responsibilities include:**

- Demonstrates leadership, governance and oversight.
- Serve as a trusted advisor to the CEO as s/he demonstrate develops and implements the strategic plan.
- Approve the annual budget and audit reports; adherency to all legal and fiduciary responsibilities.
- Contribute to an annual performance evaluation of the CEO.
- Assist the CEO and board chair in identifying and recruiting other board members.
- Partner with the CEO and other board members to ensure that board resolutions are carried out.
- Serve on committees or task forces and taking on special assignments.
- Represent the organization to stakeholders, acting as an ambassador for the organization.
- Ensure the organization’s commitment to a diverse board and staff that reflects the communities the organization serves.

In addition to how the board is structured, it is also important for members to know their role.

See below for two sample job descriptions.

**Capital Camps - Board of Directors Expectations**

**MISSION**

To nurture and strengthen Jewish leadership and community through meaningful and active informal Jewish camp and retreat experiences, creating a legacy of Jewish identity for future generations.

**OVERVIEW**

Capital Camps & Retreat Center (CCRC), established in 1987, is a non-profit, community-based organization. Board members are responsible for overseeing agency governance, policies, programs, services and operations. Board members are elected at the annual meeting, been nominated, interviewed and affirmed by the Board of Directors via the Governance Committee.

**BOARD MEMBER RESPONSIBILITIES**

1. **ATTENDANCE** – To regularly attend board meetings, as well as participate in committee work and any special events.

   Board members are expected to engage freely in board discussions, treating fellow members and staff with respect and consideration. Board meetings are typically held near Columbia, MD and begin at 7:00 p.m. One meeting is held at camp in Waynesboro, PA each summer. Dinner is provided for board members at all meetings.

2. **MISSION** – To define the mission and participate periodically in strategic planning in order to review purposes, programs, priorities, funding needs and targets of achievements. Board members should be aware of societal trends to help ensure the future of CCRC.

3. **CHIEF EXECUTIVE OFFICER** – To approve the selection, compensation, and if necessary, dismissal of the chief executive officer and assure regular evaluation of the chief executive officer’s performance.
4. FINANCES – To assure financial responsibility by:
   a. Approving the annual budget and overseeing adherence to it
   b. Contracting an independent audit
   c. Controlling the investment policies and management of capital or reserve funds

5. PROGRAM OVERSIGHT AND SUPPORT – To oversee and evaluate all programs and support professional staff
   and be an advocate in the community

6. FUNDRAISING – To contribute personally and annually, and participate in identification, cultivation, solicitation
   and acknowledgements of prospective supporters and to approve the development plan

7. BOARD EFFECTIVENESS – To assure the board fulfills the foregoing governance responsibilities and maintains
   effective organization, procedures and recruitment.
   • Respect the confidentiality of any and all deliberations made at board and committee meetings
   • Adhere to conflict of interest and confidentiality policies.
   • Review annual financial statements.
   • Attend new board member orientations and board retreats.
   • Ensure ethical conduct among the board and staff.

CRC RESPONSIBILITIES

Capital Camps & Retreat Center will provide board members opportunities to:
• Review agency-related information in a timely manner prior to meetings.
• Review, discuss and determine agency policy.
• Promote agency programs and events.
• Learn about agency-related issues and challenges in order to discuss possible solutions.
• Serve as a resource in areas of personal and professional expertise.
• Encourage friends and colleagues to become involved with CCRC.
• Evaluate overall board effectiveness.
• Discuss and determine agency strategic direction, values and vision.
• Learn and grow as a board member.
• Develop a greater understanding of the role CCRC plays throughout the communities it serves.
• Enjoy board service through meaningful and engaging board retreats, board meetings and events.

For any questions or comments regarding the Objectives for Service on the Board of Directors,
please contact: Jonah Geller, CEO, at jonah@campandretreat.org or 240-283-6161 or Fred Heyman,
Board Chair, at fred@bennettheymanlaw.com or 410-409-8733.

Jewish Community Services - Board Member Responsibilities

1. Attend all board meetings and be prepared to participate.
2. Maintain strict confidentiality of board business and client and board member information.
3. Serve on at least one board committee. Serve on task forces, take on special assignments, if asked, and
   participate in periodic retreats.
4. Follow developments in the community, economy, government, etc. that may affect JCS.
5. Make a personal priority gift to The Associated Annual Campaign. A minimum gift of $1,000 is required.
6. Participate in Associated fundraising activities.
7. Consider special funding opportunities at JCS.
8. Be an ambassador in the community for JCS.
9. Get to know other board members. Build working relationships that encourage, respect, and include multiple perspectives.
10. Suggest nominees to the board who can make significant contributions to the work of the Board and to JCS.
11. Assist the board in carrying out its fiduciary responsibility by active engagement in the budget process.
12. Participate actively in the board's annual evaluation process. Be prepared to assess your own involvement in the board on a yearly basis.
13. Commit to becoming knowledgeable about JCS by attending new board member orientation and taking advantage of information that is offered online.
14. Participate in Council meetings, if possible.
15. Seek out information on areas that are of interest or need clarification.

**Fundraising**

Board members will consider the organization a philanthropic priority and make annual gifts that reflect that priority. The organization expects to have 100 percent of board members make an annual contribution that is commensurate with their capacity.

**Board terms/participation**

Board members will serve a three-year term to be eligible for re-appointment for one additional term. Board meetings will be held quarterly and committee meetings will be held in coordination with full board meetings.

**Expectations:**

Clear expectations are the foundation for a happy board relationship, both between the professional and lay leader and the lay leaders and each other.

**Here is a sample:**

The concept of Brit (covenant) is central to Judaism. From Abraham and Sarah to our collective experience at Sinai, the theme of Brit appears over and over again. Our relationship with G-d and our Jewish family is one of partnership. Striving to understand what is expected of us and endeavoring to fulfill these expectations is part of the essence of being a Jew.

**Board members understand and accept their responsibility by:**

- Ensuring that everyone involved in programs and leadership is treated with kavod (respect).
- Being familiar with by-laws, policies, procedures, history, traditions, practices and financial affairs.
- Attending regular and special board meetings, annual meetings and events or programs.
- Being prepared at board meetings by reading all pertinent materials beforehand and arriving on time.
- Giving financial support to the annual campaign in accordance with one's own means and support in raising funds.
- Supporting the final decisions of the board and take a leadership role in disseminating information to the community.

**As a Member of the Board Expect:**

- Notices, agendas and reports will be sent in advance of meetings.
- Board meetings will begin on time and be run in an expeditious matter.
• All members will have an opportunity to express their views freely without recriminations and all matters requiring confidentiality will be unequivocally respected.
• All board members will respect privacy of deliberations and discussions that take place within meetings.
• Criticism of policy, positions, programs or individuals will be expressed constructively and addressed to the appropriate party.
• A warm welcome by staff and fellow board members, a one on one mid-year check in and the opportunity for a transition conversation about next steps and opportunities near the conclusion of one’s term of service.

**Exceptional Boards**
Exceptional boards add significant value to their organizations or programs, making a discernible difference in their advance on mission. Good governance requires the board to balance its role as an oversight body with its role as a force supporting the organization. The difference between responsible and exceptional board lies in thoroughness and intentionality, action and engagement, knowledge and communication. The following principles provide board members a vision of what is possible and a way to add lasting value:

**PARTNERSHIP** - Exceptional boards run in partnership with their chairs and professional staff. They build this partnership through trust, candor, respect and honest communication.

**MISSION DRIVEN** - Exceptional boards shape and uphold the mission, articulate a compelling vision and ensure the congruence between decisions and values.

**STRATEGIC THINKING** - Exceptional boards allocate time to what matters most and continuously engage in strategic thinking to hone the organization’s direction. They align agendas, goals and recruitment with strategic priorities.

**CULTURE OF INQUIRY** - Exceptional boards institutionalize a culture of inquiry, mutual respect and constructive debate that leads to sound and shared decision making. They seek more information and challenge conclusions so that they may advocate for solutions based on analysis.

**INDEPENDENT THINKING** - Exceptional board members are free thinking. They do not allow their votes to be influenced by loyalty to other members of the board.

**MOTIVATED** - Exceptional boards seek results. They measure progress towards the mission and evaluate the performance of major programs and services.

**CONTINUOUS LEARNING** - Exceptional boards embrace the qualities of a continuous learning organization, evaluating their own performance and assess the value they add to the organization.

**Activity: Network Mapping**

**Questions to Consider:**
Who are your stakeholders?
What do you want to accomplish, and who can help you get there?
What do you know about this person, and who is the right person to have the conversation?
What does your nonprofit need to advance its mission right now and in the future?
  • A board member with financial expertise
  • Connections in the community
  • Someone familiar with the individuals served by the nonprofit
Once you have identified the skills and experience your nonprofit needs, you’re ready to identify and recruit new board members. The recruitment process requires both “vetting” a candidate and “cultivating” the interest of a potential future board member until he or she is ready to accept an invitation to become an ambassador and advocate for the nonprofit. Some nonprofits find that asking potential board candidates to first serve on a committee or task force, or volunteer for the nonprofit in another way, is a good way for both nonprofit and potential board member to find a good fit.

Nominating committee implies that the only function is to nominate board members for election to the board, but that limits our vision of good governance. It’s helpful to have a task force or committee of the board authorized not only to identify new board prospects but also to focus on the effectiveness of the board. Serving on a charitable nonprofit’s board is about more than just being elected – it requires continuous learning about those served and being an advocate for the mission, making decisions that are in the best interest of the organization, ensuring prudent use of the nonprofit’s assets and looking ahead to help the nonprofit plan for the future. All this requires “the vision thing,” which is bolstered by ongoing education and exposure to issues that affect the nonprofit’s operations – both its external and internal environments. As the name “Governance Committee” suggests, the focus of what used to be called the “nominating committee” is now on effective board governance, and its role goes well beyond nominating. The committee tasked with keeping the board on track is usually also responsible for ensuring that the nonprofit has effective governance practices, that individual board members are engaged, and that the board as a whole is effectively fulfilling its obligations as a steward of the nonprofit’s assets, reputation, financial and human resources and mission.

When considering potential board members, we recommend thinking about the Five Ws:

**Board or Superboard:**
**The engaged board member difference at Moving in the Spirit**
Dana Lupton and Heather Infantry | Georgia Nonprofit NOW, Winter 2014

At GCN’s annual Board Leadership Clinic, two leaders at member nonprofit Moving in the Spirit, a youth development organization that uses dance to transform kids into leaders, brought a room of executive directors and board members to their feet while teaching them how to achieve an engaged, active board—and what’s possible when you do.

We all know a functioning board is essential to a nonprofit’s success, yet many organizations struggle with how to engage this well-meaning group of volunteers.

At Moving in the Spirit, we experienced this challenge. That’s because time wasn’t being made to get to know board members, to challenge them, to check in with them, and more importantly, to celebrate them.

A board engagement process, like the one we have used for five years, goes beyond improving metrics like participation and finances (though that’s a vital part!). It’s made the overall board experience a joy. We genuinely look forward to board meetings, and we’ve got a development committee putting “fun” back in fundraising. Instead of, “so who has to go to this event?” we hear, “Oh, I want to go to that one!” and “I’ll drive!” In short, our board members are having a blast while furthering our mission.

If you want a vibrant, healthy organization, you need an engaged board, and the only way to get an engaged board is by investing in them. For us, that means focusing on three things: the relationship, the expectations, and the assessment.
The Relationship
As an executive director, you must know every one of your board members on a personal basis. Their phone numbers should be in your cell phone. You should know what’s going on in their lives, the motives driving them to volunteer for your organization and the circumstances affecting their volunteer work. And that’s just the start: as you continue to work together your relationship will grow, benefitting everyone involved. After all, relationships are what we’re living for, and a board member with a personal bond to the organization is someone who will go the distance for it.

In short, our board members are having a blast while furthering our mission.

We start working on the relationship from the very beginning with a deliberate vetting process that can take up to 18 months. When someone is recommended by our team, the first step is a lunch with the ED to start getting to know the candidate and her interests; if the intersection between his or her story and the organization’s seems strong, then we’ll invite the candidate to tour our theater, attend an event and sit in on a class for an on-the-ground sense of what we do. Then she’ll meet with our board chair, and only after that—when we’ve both invested a pretty good amount of time, not knowing if the invitation will be extended (or accepted)—is the candidate invited to submit a letter of intent and presented to the board.

The letter of intent tells us what a prospective board member thinks she has to give, and what she hopes to gain in return. That’s the beginning of the Leadership Plan—our tool for cementing everyone’s expectations and making sure we have goals to work toward, discuss and celebrate throughout the year.

The Expectations
Our board has always been an incredibly intelligent, talented, loving and hard-working group, but they didn’t always have the structure—the specific roadmap—they needed to be a successful, high-performing board. That’s why we introduced the Leadership Plan, which came directly from our work with teens. Our Outreach Director, Dr. Charné Fucron-Mack, noticed that the students in our program, like our board members, had a strong desire to grow as leaders but needed a path to do so. The solution we designed is a joint process for developing a written development plan, promoting self-evaluation and self-motivated change. We quickly realized it was exactly the mechanism we needed to get our board firing on all cylinders.

The idea behind the Leadership Plan is to make sure all expectations are laid out and agreed upon before a board member his or her tenure. Otherwise, you’re setting yourself up for disappointment. It’s not enough for a board member to say, “I want to be a champion for the Men in Motion program.” In my mind, that might mean she comes to every Men in Motion performance, that she brings friends and kids to explore the possibility of participating, that she’s promoting it to her networks; while in her mind, it might mean scoring a $10,000 donation. Both those expectations are equally exciting; they just miss each other.

The Leadership Plan is a way to align our expectations in order to create a spectacular experience for everyone. It’s comprised of a set of goals related to our strategic plan, with a concrete plan to achieve those goals—one that includes specific action steps, a timetable and a way to measure progress.
We work collaboratively on developing the Leadership Plan, with an open, honest conversation about that board member’s interests, strengths and capacity. In that conversation, you might discover a board member wants to try a project contrary to what they do professionally. We’ve had finance folks who serve on the development committee finding greater satisfaction hosting a fundraising dinner than doing the audit review.

The Leadership Plan is a way to align our expectations in order to create a spectacular experience for everyone. We also discuss the kind of support that board member will need from the organization, including staff involvement; at Moving in the Spirit, we assign each board member a staff person whose job it is to support the board member in achieving her goals. Staff members are also encouraged to develop their own personal relationships with the board.

The result is a framework that everyone can refer back to throughout the year, and which serves as the basis of each mid-year and year-end assessment.

**6 Steps To A Leadership Plan**

1. Discuss interests and strengths.

2. Look at where interests and strengths align and develop a set of goals for the year. These goals should all follow the SMART rubric: Specific, Measurable, Achievable, Realistic and Time-bound.

3. Create at least one action step for every goal. These should be practical and as specific as possible.

4. Decide on a timetable for achieving each goal.

5. Come up with an evaluation method for each goal—that is, how you will measure what’s been accomplished.

6. It’s also helpful for everyone to discuss the kinds of support your board member will need to fulfill their goals, including technical considerations and personnel to involve.

**The Assessment**

We make a point to monitor each board member’s progress throughout the year: at board meetings, over the phone, through our calendars (which are all linked) and through our volunteer coordinator. We track hours, we stay abreast, we celebrate steps taken and we always make a point to give “Sunshine,” an act of affirmation we use with our students and faculty as well, in which team members pair up to express appreciation for another’s work, support and dedication, without being afraid to get specific and personal. In fact, we set aside time at each board meeting for everyone to give Sunshine to each other.

Honest and direct feedback, however, is absolutely critical to engaging board members. As nonprofit leaders, we can sometimes shy away from critiquing board members because we know they’re busy professionals, volunteering highly valuable time and expertise. That’s something we need to get over. To help, we make the mid-year assessment more of a celebration than an evaluation: a time for us to thank each board member for the gifts they’ve contributed, to check in and to discuss the work before us.

If we’ve invested time in the relationship then we should know about any successes or issues by the time we get to the mid-year check-in, and certainly by the end-of-year assessment. If there are issues, we talk them over and revise the Leadership Plan by asking some simple questions: Was this goal realistic? Is the plan too involved, given what’s going on in the board member’s life?
The point is to make the assessment a conversation—an extension of the relationship—but also to give everyone a structured way to measure progress. During the assessment, both the ED and the board member rate the board member’s performance on each strategic goal using a scale of one to 10: How I think she did, and how she thinks she did. Then we’ll discuss any differences and what, for example, could have made a seven into a 10—which could be as broad as, “I missed a few meetings,” or as specific as, “I wanted to exceed my fundraising target.” And at the end of each year, we decide which ongoing goals we want to continue and consider new goals rooted in the strategic plan.

More importantly, and more frequently, the assessment is helpful in reminding board members of their contributions. Sometimes board members rate themselves harshly, but when we look back on what they have done, more often than not they exceed expectations. Everything is documented and passed on to our board chair so he or she is fully informed about the challenges and accomplishments of the team.

The Engaged Board Difference
Board members are a powerful resource: they propel everything your nonprofit does. It’s the responsibility of every ED to make sure her board functions well. If the only time you interact with them, or they interact with each other, is at your bimonthly board meetings, you’ve got to rethink your role as a partner in leadership. You’ve got to find the time to understand each board member as an individual, with her own life, priorities and goals. And you’ve got to encourage board members to be just as familiar with each other.

We make the mid-year assessment more of a celebration than an evaluation: a time for us to thank each board member and to discuss the work before us.

If it sounds like a lot, it is. If it feels overwhelming, it should. But it’s worth it. One good place to start: at Moving in the Spirit, we schedule social time before each board meeting (not after!) for members to chat with each other, our staff, and the young people we serve. Keep in mind: relationships are fundamental. Everything—the Leadership Plan, the evaluation and the important work your board does—is an extension of the bond you build. Work to make your board more active, accountable and passionate about their work, and they’ll push your organization to fulfill every bit of its promise—then thank you for the opportunity to be a part of it.

Dana Lupton is co-founder, executive director and artistic director at Moving in the Spirit, as well as a performer and teacher of dance.

Heather Infantry is development director and major gifts officer at Moving in the Spirit, and serves on the board of Whitefoord, Inc.

The Art of the Ask: Conversation Case Studies
“Let’s Talk!”
Session 2: The Grandslam: Organizational Sustainability

Welcome and Introductions of Facilitators

**Session Goals:**
- Identify tools and techniques for leadership conversations
- Assess Your Organizational Sustainability
- Hone current on boarding, mentorship and board assessment

**Job Description Sharing**
Screen TED talk: What it takes to be a great leader
https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader?language=en

**Leadership Conversations – Role Plays**
- Inviting a new board member
- Current board member mid term

**Tools to have in place for a leadership conversation:**
- Job description
- Organization’s talking points
- Current roster
On Boarding and Contracting

Your organization will want to provide a warm, welcoming informative orientation opportunity for new board members prior to their initial board meeting. A nice idea is to have this at your President’s home over a meal.

Board Orientations:
Start the relationship off right by introducing new board members to the basic roles and responsibilities of service as a nonprofit board member, and also provide specific information about your nonprofit’s mission and activities.
Here is a sample roster of what might be covered in the orientation:

- Your nonprofit’s mission and history
- Bios of current board members and key staff
- Board member job description and expectations
- Board member agreement
- Conflict of interest policy and questionnaire
- Recent financial reports and audited financials
- Bylaws and certificate of incorporation
- Determination letter from the IRS and certificate of tax exemption
- Summary of Directors’ and Officers’ insurance coverage
- Personnel policies relating to the CEO/executive director, such as those governing board review of the executive’s compensation
- Whistleblower policy
- Annual report or other document that lists the donors/grantmakers that support the nonprofit
- List of committees, their charters, and who serves on them
- Calendar of meetings for the year ahead

Best Practices:

- Name tags and/or tent cards on the table at meetings are helpful so that new board members can get to know their colleagues.
- Some people join boards to share their professional expertise with the nonprofit. Others want to do something completely different from their normal professional life when they volunteer, so make sure to ask your new board member what they are most interested in.
- A follow-up phone call from the board chair after the board member agrees to serve, but before his or her first meeting, can set the stage for a positive and productive relationship with the board chair.
- The orientation meeting itself can include a field trip to see the nonprofit’s mission in action, or tour of the nonprofit’s facilities.
- Don’t forget to include those special issues that pertain specifically to your nonprofit’s mission, plus information on: governance policies (so that all board members are reminded about their legal and fiduciary duties); accountability practices (such as the need to disclose conflicts of interest); and the responsibility to review and approve the executive director’s performance and compensation.
- Inviting fellow-board members, such as officers or committee chairs, to lead relevant portions of the orientation offers another way for board members to get to know their colleagues on the board as well as the roles they play individually.
- Inviting all veteran board members to attend each board orientation gives those board members who missed their own orientation – or would like a refresher – to get caught up, and also reinforces a culture of continuous learning.
- Keep it short – maybe approach it in “bites” instead of one huge gulp – so that new board members are not overwhelmed with all the information.
- Make sure every board member knows who s/he can ask with questions, and that there is no such thing as a “dumb” question!
The community expects so much from our volunteer board members – in turn we need to thoughtfully prepare and support them. Rarely do new members arrive on the board with years of experience in the nonprofit sector. Many will have only a passing familiarity with what a nonprofit is all about, but lots of passion for the mission of your organization. Consequently, regularly educating your board members about their important role, as well as about issues that impact the environment in which the nonprofit operates, and about the nonprofit itself, are high priority activities that promote ongoing board engagement.

Benefits of Mentoring for your board
Mentoring can serve many purposes for both parties in the relationship and the greater organization. It can be a strong tool for orientation to the board, promoting learning and preparing for leadership succession. Serving as a mentor can build a person’s commitment to the board, increase contributions and attendance at meetings, and support term limits and transitions, in addition to being gratifying.

Peer mentoring is a powerful tool for board education because it engages people and utilizes the individual and collective power of the group. It also facilitates more meaningful board member relationships, builds cohesion and promotes more informed decision making.

The more welcomed a new board member feels, the more likely they are to be willing to give their time, feel connected to the work, the mission and position themselves better as an organization’s ambassador. For board members who are identified to rise in the line of succession, having a mentor higher up in the succession can prepare the mentee for responsibilities, make key introductions and begin working on strategic issues. It also allows for time to identify growth areas and address them in order to ensure successful leadership from the get-go.

Finally, for seasoned leaders serving as a mentor, gives them an opportunity to share their knowledge and is a good reminder of the importance of adding “new blood” to a board which eases transitions off. Mentors can maintain a connection to the organization even once their term expires through continued contact with their mentee- even if it is outside the confines of the original connection.

Formal vs. Informal Mentoring programs
There are two types of mentoring: formal and informal. In a more formal mentoring program pairs are assigned and introduced and even seated next to each other at board meetings. In more informal settings, the mentor is charged with setting time to check in with their “mentee” to see how their experience is and if they have any questions, and serve as a friendly face in the group. Another type of informal mentoring is “stealth mentorship”, where only the mentor is instructed on the plan, and is instructed to reach out to their “mentee” and engage with them at a meeting. The thinking behind this “stealth mentorship” is to create a feeling of comfort for the new board member, that the more veteran “mentor” is welcoming and friendly, but not necessarily reaching out of obligation or formality.

Building a Mentorship Culture
• Establish concrete learning objectives and measurable goals
• Secure support and commitment from top leadership and professionals, and identify teams to develop, implement and evaluate the program
• Decide how mentors and mentees will be paired and how to structure the mentorship program
Board Assessment:
A formal board assessment is based on the belief that a board of directors should periodically assess and reflect on its performance in carrying out key board responsibilities. This allows board members to step back from routine governance matters and candidly reflect on how well the board is meeting its responsibilities. Many boards are caught up in the daily oversight of their organization. How is the fund-raising proceeding? Are we on track with our budget? Should we undertake a new program initiative? Self-assessment gives the board an opportunity to step back and say “How are we doing as a board? How can we improve on the way we operate?” Assessment is not meant to produce a report card. It should not place blame, embarrass or demean particular members of the board. Properly conducted, a self-assessment offers both tangible and intangible value to participating board members, the executive director, the organization they govern and assist, and ultimately to the people that the organization serves. Board assessments can be done as self-assessments or conversations with either a chair or professional and can be done mid year, or annually.

Board Assessments can be helpful in:
• Refreshing and clarifying the board’s understanding of its roles and responsibilities
• Identifying important areas of board operation that need attention/improvement
• Assessing progress toward existing plans, goals, and objectives
• Shaping future structure and as a result, operations of the board
• Defining the criteria for an effective and successful board
• Building trust, respect, and communication among board members, the executive director and staff
Enabling individual board members to work effectively as part of a team

Some Sample Questions:
What’s working well?
What can be improved upon?
What should we keep doing? Start doing? Stop doing?
How do we define success for our committee/program/work? How can we achieve it?
Discuss other involvements – past, present and future (ie, what do you want to do next?)
Where do you see yourself next year?
What type of role do you want to take on?
What are your interests? (Committee leadership positions, agency boards, campaign, hands on volunteering, work with a specific population, etc.).
What are you passionate about?
Where do you see yourself and your involvement in 5 and 10 years?
What skills or knowledge could you use? Discuss how to obtain.

Transition/Exit Interviews
As a board member nears the end of their term (or terms as the case may be), they possess a wealth of information and investment in your organization. We recommend scheduling a transition conversation in the final quarter of their term which will help gather information on their experience, identify next steps for their involvement (either in your organization or another community organization), and solidify your commitment and appreciation for their time and contributions in their role. We want to make our transitioning leaders feel appreciated for their time and efforts and make sure they do not feel dropped.
Sample Transition Interview Questions:
What were your expectations of your volunteer position? Were those expectations met?
What is your impression of our organization after having completed your volunteer position?
In your experience, did this volunteer experience provide a helpful introduction/more information regarding opportunities within the organization?
How connected do you now feel to other volunteers?
What skills/knowledge did you gain as a result of your volunteer position?
How would you like to implement these skills/knowledge? (Have you started to find your “passion”)?
What additional skills do you feel you still need in order to become more involved within our organization?
What are your interests within our organization for the coming year? (Committee leadership positions, agency boards, campaign, hands on volunteering, work with a specific population, etc.).
How do you see your involvement growing in the next several years, if at all?
Do you know anyone who would be interested in volunteering with our organization? What are their names and contact information?

CHAI Board of Directors - Exit Interview Questions

Coming on to the Board
1. How were you asked to join the Board of Directors? Was this an appropriate way of approaching potential Board members? Is there another approach we should consider?
2. Which skills do you feel that the Board was looking for in you when you were asked to join the Board? Was this made clear to you when you were asked to join?
3. Do you feel like you have fulfilled this purpose or a different one?
4. When you were recruited, were the obligations of being a board member clear to you?
5. Did you attend a Board orientation when you started with the board? What was missing and what was helpful?

Board use of Skills and Tone
1. Did your committee assignments and other roles use your skills and knowledge appropriately?
2. Does the Board use members’ skills as fully as it should? Do you have any suggestions for alternative ways to better use the board members?
3. Does the Board, through its committees and full meetings, effectively and efficiently use members’ time? In which ways does the Board use time well? (Committee work, committee meetings, full board meetings, pre and post meeting communications) In what ways may they be improved?
4. Is the Board culture welcoming to all voices during Board meetings? Why or why not?
5. How do you feel the Board addressed the fiduciary, strategic and generative aspects of its work for CHAI? Which of these did the board spend too little or too much time on?

Overall picture of Operations
1. During your time on the Board, did you understand how the Board’s work fit into the work of CHAI and other stakeholders to meet CHAI’s mission? What were the strengths? The weaknesses?
2. Do you feel that CHAI’s current plan/vision is appropriate? Why or why not?
**Overall assessment questions**

1. What were the moments of the board’s strength during the time that you served? What were the moments that you felt the board could have done better or you wished that more could have been done?
2. What upcoming projects or challenges do you see for CHAI most clearly? Are there projects or other areas that are receiving too much board attention?
3. Is there anything you would like to share about your time on the Board, with CHAI, or anything else related to your service?