


**GREENLIGHTS**  
FOR NONPROFIT SUCCESS

**From Recruitment to Evaluation:  
How to Build and Maintain an  
Exceptional Board**

TEXAS ASSOCIATION OF COMMUNITY COLLEGE FOUNDATIONS  
February 19, 2013

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GREENLIGHTS.ORG



**SESSION OBJECTIVES**

- ▶ To explore several advanced board strengthening strategies
- ▶ To leave you with concrete, actionable board engagement tools and techniques


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**SOME FUNDAMENTAL PREMISES**

- ▶ As the board goes, so goes the nonprofit
- ▶ Strong boards are an "excellence differentiator"
- ▶ Who is on your board (and what they bring you) really does matter
- ▶ People (and nonprofits) tend to perform according to how they are measured
- ▶ An hour invested in engaging and strengthening your board will reap a multiple of rewards in...
  - Fundraising
  - Leadership and staff longevity
  - Organizational sustainability

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**IT'S NOT ROCKET SCIENCE...**

**WHO** is on your board?

- Speaks to board membership/make-up, strategic diversity, etc.


**WHAT** do your board members do?

- Speaks to board roles and responsibilities, expectations, engagement, processes, etc.

**HOW** do you define success?

- Speaks to board performance evaluation, goal-setting, member discipline, etc.

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**START WITH THE "WHO"**

- ▶ As you would with staff, evaluate whether you have the right board members "on the bus"
- ▶ "Diversity" is only part of it
- ▶ *Strategic Diversity* is the key

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**FIRST, TAKE AN INVENTORY...**

- ▶ What does your current board "look like"
  - **Demographics** (age, gender, race, geography, etc.)
  - **Skillsets** (financial, fundraising, PR, legal, etc.)
  - **Networks** (corporate, higher ed, political, etc.)
  - **Fundraising capabilities** (personal giving level, fundraising connections, etc.)
- ▶ Tips:
  - Inventory categories should best fit your organization
  - Do this quietly and confidentially if possible
  - Keep it to key staff/board leaders at first
  - You may have to actually ask board members their info



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Make your Board aspirational !!!

### FIRST, TAKE AN INVENTORY...

Greenlights Board Inventory and Strategic Diversity Analysis Tool

Demographic Inventory and Analysis

Age	Gender	Race	Ethnicity	Profession	Education	City
18-30	2%	Male	2%	Attorney/Accountant	2%	LA
31-44	2%	Female	2%	Business/Finance	2%	LA
45-59	2%	Male	2%	Executive	2%	LA
60-74	2%	Male	2%	Retired/Consultant	2%	LA
75+	2%	Male	2%	Retired/Consultant	2%	LA

Skillset Inventory and Analysis

Member	1	2	3	4	5	6	7	8	9	10
Member 1										
Member 2										
Member 3										
Member 4										
Member 5										
Member 6										
Member 7										
Member 8										
Member 9										
Member 10										
TOTAL	0	0	0	0	0	0	0	0	0	0

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### SECOND, DO A NEEDS ANALYSIS...

- You know what you *have* now, but what do you *really need* and what is *most important* to you?
  - Review **current year's priorities** - what big issues are we likely to face this year (e.g. political advocacy)?
  - Review your **Strategic Plan** - what types of board members do we need to achieve it (e.g. a capital campaign)?

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### SECOND, DO A NEEDS ANALYSIS...

Greenlights Board Inventory and Strategic Diversity Analysis Tool

Fundraising Capability Inventory and Analysis

Member	Specialized Fundraising	Corporate/Institutional	Individual Giving	Event Fundraising	Capital Campaign	Time for Fundraising	Time for Fundraising	Ability to Handle Fundraising	Special Events Experience	Grant Writing Experience
Member 1										
Member 2										
Member 3										
Member 4										
Member 5										
Member 6										
Member 7										
Member 8										
Member 9										
Member 10										
TOTAL	0	0	0	0	0	0	0	0	0	0


Importance of Each Resource to Our Board and Gap Analysis

Importance	Specialized Fundraising	Corporate/Institutional	Individual Giving	Event Fundraising	Capital Campaign	Time for Fundraising	Time for Fundraising	Ability to Handle Fundraising	Special Events Experience	Grant Writing Experience
Very Important										
Important										
Not Important										
GAP EXISTS?	Yes	Yes	No	No	Yes	No	No	Yes	No	Yes

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### THEN, A GAP ANALYSIS...

- What demographic, skillset, fundraising, and network areas do you lack "coverage"?
  - Which are the highest priority for you?



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### FINALLY, CREATE A RECRUITMENT PLAN

- What do our next 4 board members need to look like?
- Where do we go to look for them?
- Who will take responsibility?
- How will we measure success?

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### FINALLY, CREATE A RECRUITMENT PLAN

- Board Strategic Diversity Recruitment Plan -


Open Board Seats	#	Needs Summary	Priority
Available Board Seats	4		
Current	3	Attorney	1
Next 6 months	2	Female	2
6-12 months out	1	Hispanic	3
12-24 months out	1	Corporate connections	4
Total	7	South Austin	5
		CPA	6
		Policy advocacy	7

Target Names	Which Positions?	Who Will Contact	By When	Status?
Sally Sue	1 and 2 and 3	John King	30-Mar	

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Be upfront -


\$7500  
\$1000  
avg \$3000  
in Austin  
Give and get =

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## OTHER RECRUITMENT TIPS

- ▶ "Date" prospective board members for a while before inviting them to join
  - Help with event, serve on committee, volunteer, etc.
- ▶ Avoid "replacement syndrome", unless strategic
  - "I'm leaving the board soon, so I'll find a replacement for me from my company/neighborhood/church."
- ▶ Share all expectations up-front
  - Pledge amount, time commitment, other expectations
- ▶ Recruit continuously
  - As opposed to once per year or in "classes"
- ▶ Strive to maintain a full board
- ▶ Give the ED a strong voice on candidates
  - But the board should have the formal final say

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## AFTER "WHO", FOCUS ON THE "WHAT"

- ▶ Most board members give 2-5 hours of effort per month to your organization
- ▶ What they do in those hours will make all the difference

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## HOW TO FOCUS BOARD ACTIVITY

- ▶ Start by setting **clear expectations**, even during new member recruitment
- ▶ Set **annual goals**:
  - Participation
  - Giving
  - Fundraising
- ▶ Measure individual and overall board **performance**



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## BOARD MEMBER EXPECTATIONS

- ▶ Use a board member agreement form
  - A two-way commitment to meet certain objective criteria of being a successful board member
- ▶ Renew it each year
- ▶ Ask for a "wet" signature!

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## BOARD MEMBER AGREEMENT

 **Greenlights**  
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**GREENLIGHTS 2011 BOARD MEMBER AGREEMENT**

I understand that as a member of the Board of Directors of Greenlights for Nonprofit Success, Greenlights, I have a legal and moral responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization and I will act responsibly and prudently as its steward.

**As part of my responsibilities as a board member, I will**

1. Attend a majority of the approximately six board meetings per year.
2. Serve actively on at least one committee and attend at least 75% of committee meetings.
3. Make a personal financial gift of \$1,000 or at least \$3,000 per year.
4. Actively participate in one or more fundraising activities with goals of raising additional funds for Greenlights and supporting the achievement of Greenlights' overall development goal.
5. Represent Greenlights to the community by attending 1-2 Greenlights-sponsored events per year, committing to those events at the beginning of the year.
6. Attend at Greenlights Board Events on a regular (quarterly) basis. If I am a new board member, attend Greenlights' new member orientation.
7. Attend Board or Board Staff planning retreat, training or teambuilding functions annually (1-2 per year) unless excused from such a board meeting.
8. Sign a conflict of interest statement as set in the Next Statement of Greenlights, disclosing my self from discussion and votes where I have a conflict of interest.
9. Stay informed, ask questions, and request information, taking responsibility for making decisions on issues, policies and other board matters.

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## SET CLEAR ANNUAL GOALS

- ▶ Ask board chair to set 4-5 key **strategic board objectives** each year
  - Develop in conjunction with ED
  - Align with strategic or annual plan
- ▶ Set individual and corporate board goals
  - Corporate goals usually codified in board member agreement
  - In addition, each board member sets fundraising goals, including:
    - Give/Get
    - Other fundraising activities

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## SET COMMITTEE EXPECTATIONS

- Use and update annually a "job description" for each board committee

**Development Committee**  
 Committee Chair 2011: John Grimes  
 Standing meeting: Third Tuesday from 10:30-11:30 am in February, April, June, August, October  
 Committee Members 2011: Bob Bridges, Scott Carr, Patricia Hayes, Dave Shaw, Hector Silva, Kristen Wicker, David Kern on (U.S. Citizen)  
 Staff Liaison: Amy Silvey  
 NOTE: The Development Committee has subcommittees charged with implementing specific events.

**Responsibilities:**  
 The Development Committee is dedicated to helping Greenlights meet and exceed its annual fundraising goals as well as developing a strategic vision for Greenlights' development efforts. The Committee includes members of the Board and non-board members as well. The chair, or co-chairs, of the committee will be appointed by the Greenlights Board Chair.

The Development Committee will work with Greenlights staff in the following areas:


- Personal Board Contributions: Develop and implement strategies for a successful annual board giving program with 100% participation. Help Greenlights staff ensure board member fundraising goal is met by making personal solicitations of board members as needed.

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## GIVE AND/OR GET POLICIES

- Set a clear line-item budget target for "board giving"
- Ask board members to write down and sign their pledge form each year
- Be specific about what is expected
  - A specific **minimum** dollar amount?
  - A **suggested** minimum amount?
  - A **personal gift** only?
  - A personal gift **plus** a specific "get" amount?
  - How do you give **credit for the "get"?**



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## BOARD FUNDRAISING ENGAGEMENT – THE "GET"

- Identify *every possible way* a board member might be engaged to bring resources (financial or otherwise) to you
- Examples might include:
  - Host a house party
  - Buy lunch with a friend who might give
  - Provide names for and sign solicit letters

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## SAMPLE BOARD COMMITMENT

**2011 Greenlights Board of Directors Annual Fundraising Commitment**

Greenlights relies on the assistance of its Board of Directors in its annual fundraising efforts. Your personal contributions to individuals, corporations and foundations can yield financial support that will help Greenlights achieve its fundraising goals. The Development Committee, along with Greenlights' development staff, is here to guide and facilitate this vital part of your board service. During our 10<sup>th</sup> Anniversary year, we hope to have 100% board participation in fundraising efforts above and beyond your personal financial contributions to Greenlights.

There are many ways you can support Greenlights in its fundraising efforts. Below please indicate which areas you are willing to help with by checking the appropriate boxes (we ask that you select at least three areas). A staff or Development Committee member will follow up with you on each of the areas as appropriate. If you have an idea for fundraising assistance not captured in the list below, please contact amy.silvey@silvevalgreenlights.org or (312) 477-3953, ext 243.

- Serve on the 10th Anniversary Event Planning Committee. This committee will be responsible for managing the logistics necessary for this event including assistance with event sponsorship, in-kind support and on-site event support.
- Identify and help facilitate introductions to at least 5 prospective donors in 2011. Examples include decision-makers at local businesses or national businesses with a local presence and/or individuals of high net-worth who might "get" the Greenlights mission, etc.
- Identify and help solicit members for Greenlights' Business Partners Program. The Partners Program is great way for businesses to connect with Greenlights' mission and support the nonprofit community.

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## FINALLY, "HOW" TO MEASURE BOARD SUCCESS

- It's ok to track and evaluate individual and group performance of your board!
  - Evaluate against both basic board member agreement terms and individual performance
- ...But you should also measure board member satisfaction and engagement.


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## MEASURING BOARD PERFORMANCE

Greenlights Board Member	Agreement	Contract	Board	Annual/Donations	Board Meetings Attended					
					Jan	Mar	May	July	Sept	Nov
Azura, M	Y	Y	Y	Y						
Baliga, S				Y						
Boddy, D				Y						
Bridges, R	Y	Y	Y	Y						
Carr, S	Y	Y	Y	Y						
Korea, D	Y	Y	Y	Y						
Grimes, J				Y						
Herman, J	Y	Y	Y	Y						
Hayes, P	Y	Y	Y	Y						
Kirchner, K	Y	Y	Y	Y						
Shaw, D				N						
Bohke, M	Y	Y	Y	N						
Silva, H	Y	Y	Y	Y						
Talley, G				Y						
Wicker, Lary	Y	Y	Y	Y						
Wicks, K	Y	Y	Y	Y						
Goal	100%	100%	100%	66%	66%	66%	66%	66%	66%	66%
Actual	69%	69%	100%	88%	0%	0%	0%	0%	0%	0%
Average YTD										8%

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## BOARD PERFORMANCE DASHBOARD

Greenlights Board of Directors  
2011 Performance Tracking Dashboard  
Updated 2/15/2011

Performance Indicators	Goal	Actual YTD
Signed Board Agreement	100%	95%
Signed Conflict Statement	100%	100%
Attended Orientation	100%	100%
Board Meetings Attended	66%	88%
Committee Meetings Attended	75%	78%
Make Personal \$\$ Pledge	100%	100%
Fulfill Personal Pledge	100%	69%
Participate in Fundraising Activity	100%	0%
Attend a GL Event	100%	31%
Attend Board Essentials	100%	100%
Attend Annual Retreat	100%	0%

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- ## TIPS FOR MEASURING PERFORMANCE
- ▶ Keep individual performance info to a small set of senior staff and board leaders
  - ▶ Let your governance committee own this
  - ▶ Make sure board members know you are tracking performance
  - ▶ Share the "dashboard" at least quarterly
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- ## MEASURING BOARD SATISFACTION
- ▶ In addition to board performance, you should also measure **board satisfaction/engagement**
  - ▶ Consider an annual, online, anonymous survey that asks questions like:
    - How effectively has staff communicated with you?
    - How fully utilized did you feel this year?
    - How engaged overall were you, and what could we improve?
    - Etc.
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## ADDITIONAL RESOURCES

- ▶ Greenlights Board Excellence Toolkit
- ▶ Greenlights board-related in person and virtual trainings and events
- ▶ 501(c)ommunity.org
- ▶ BoardSource.org





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## QUESTIONS AND DISCUSSION?

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*long range -  
Strat. diversity -  
survey  
dashboard - share w/ Bd -  
bylaws - chair elect -  
go over Bd expect. &  
Review w/ them -  
or limited  
basis*

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## Texas Association of Community College Foundations 2013 Annual Conference



**Mr. Matt Kouri**

**President and Executive Director  
Greenlights for Nonprofit Success**

[mattk@greenlights.org](mailto:mattk@greenlights.org)

Matt Kouri is the President and Executive Director of Greenlights for Nonprofit Success where he leads the organization's efforts to strengthen nonprofits through extraordinary performance and impact, consults directly with several nonprofits, and develops leading-edge research and best practices in nonprofit management. Matt's expertise spans a number of areas, including nonprofit mergers, board governance, organizational development, strategic planning and execution, financial and operational management, and leadership development. He writes and speaks regularly on innovative nonprofit practices, enhanced community engagement, nonprofit board service, and other topics.

Prior to joining Greenlights in 2007, Matt worked as a Senior Manager with Deloitte Consulting's Austin office where he provided management consulting services to nonprofit and government clients. While with Deloitte, he launched a K-12 education nonprofit in Dallas, oversaw transformations of two state Medicaid programs, and guided the largest government agency consolidation in Texas history. Prior to Deloitte, Matt worked on educational policy issues for the Chicago Public School System and was an intelligence analyst with the Central Intelligence Agency.

Matt is personally passionate about orphans and adoption. He was appointed in 2010 by Governor Rick Perry to chair the Texas Adoption Review Committee, a group that has worked to remove obstacles to finding permanent families for Texas foster children. He also leads an orphan and adoption ministry and serves as a youth group leader with Grace Covenant Church. Matt is the past board president of Austin LifeCare, served on the advisory board of Austin's Campaign for Philanthropy, and regularly works with the Kiwanis youth leadership development program.

Matt received the 2012 "Austin Under 40" award in the nonprofit/community service category, and he was a 2012 and 2011 finalist for the Austin Ethics in Business award. He was also one of two 2011 inductees into his alma mater Westmoore High School's Hall of Honor.

Matt holds an MBA and a Master of Public Policy degree from the University of Chicago and an undergraduate degree in economics from Oklahoma State University. Matt and his wife Julie have two young boys and a daughter.

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