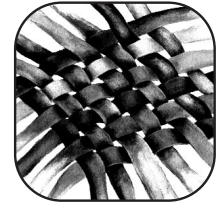


MODULE 10: BOARD OF DIRECTORS



Step One: Creating Your Inlusiveness Committee

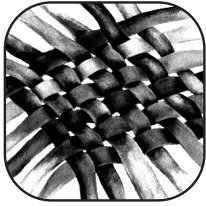
Step Two: Training and Consultants

Step Three: Definitions and Case Statement

Step Four: Gathering and Analyzing Information

Step Five: Creating Your Inlusiveness Blueprint

Step Six: Implementation



MODULE 10: BOARD OF DIRECTORS

Overview of Content

In this module, you will:

- Learn what it means to have an inclusive board of directors.
- Examine the benefits of creating a more inclusive and diverse board of directors.
- Analyze the data from the information-gathering process that pertain to the board of directors.
- Make general decisions about the kinds of changes that need to be made in regards to diversity and inclusiveness within your board.
- Review a series of very concrete suggestions for creating a more inclusive and diverse board of directors that focuses on creating a more inclusive board environment, building the pipeline of prospects for board service, and recruiting people of color for the board of directors.
- Establish goals and objectives for your board of directors that will be integrated into the inclusiveness blueprint.

This module should be completed by any organization that has decided to look at the composition and practices of its **board of directors**. If you haven't prioritized **board of directors** as a part of your inclusiveness initiative, then skip to *Module 11: Personnel*.

Who to Involve

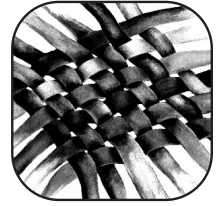
The work in this module should be completed by the Inclusiveness Committee as a whole or a subset of the committee that would include members who have particular expertise about or responsibility for boards of directors.

Exercises to Complete

- *Exercise 10-A: Benefits of Having a More Diverse and Inclusive Board of Directors*
- *Exercise 10-B: Analyzing Information*
- *Sample 10-C: Sample Board Development Grid*
- *Exercise 10-D: Developing an Action Plan for Board of Directors*
- *End-of-Module Checklist*

Step Five: Creating Your
Inclusiveness
Blueprint

MODULE 10: BOARD OF DIRECTORS



Why Creating an Inclusive Board of Directors Matters

Most nonprofit organizations that focus on issues of race and ethnicity in relation to their board of directors focus exclusively on diversity, that is to say, they are concerned only with who actually serves as a member of the board of directors. This is a very important part of creating an inclusive organization. However, it is not the only thing that matters. It is equally important that the organization focus on developing a culture that is respectful of diverse communities within the board of directors and that the board establishes a commitment to integrating values related to inclusiveness in its ongoing work.

Organizations that recruit board members of color but do not also establish a culture of inclusiveness within the board sometimes find that the board members of color leave prematurely and have less investment in the work of the organization because they do not find the experience personally satisfying. This module is designed to help you prevent this problem. You will learn how to create an inclusive culture that helps you retain board members of color, how to establish a pipeline of individuals of color who can serve as members of the board of directors in the future, and how to recruit board members of color.

Why Board Composition Matters

Many, if not most, nonprofit organizations have expressed an interest at some point in their history in becoming more diverse, yet the statistics show that only a few have been successful. A 2002 study by Booz Allen Hamilton and the Volunteer Consulting Group found that less than 15 percent of nonprofit trustees in the U.S. are people of color, compared with 27 percent of the total population.¹ Research conducted by The Denver Foundation in 2002 indicated that only 7 percent of board members of nonprofit organizations in Metro Denver are Hispanic, compared with 17 percent of the population in Metro Denver.²

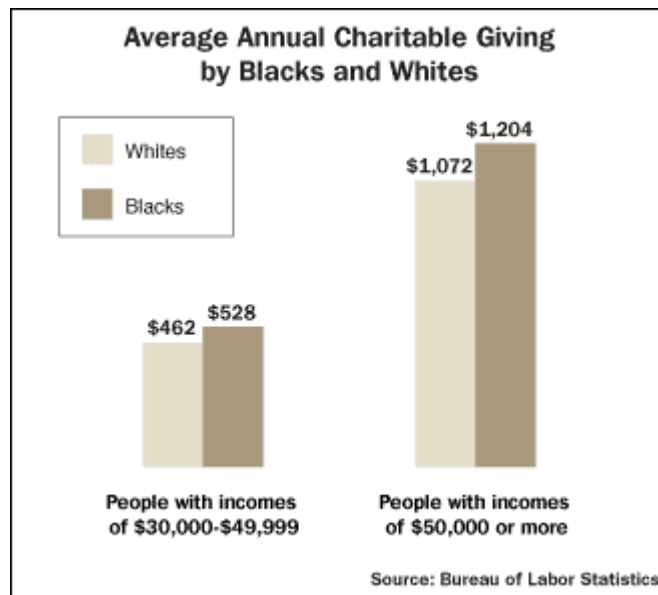
As you probably already know, the composition of a nonprofit board of directors is important from many perspectives.

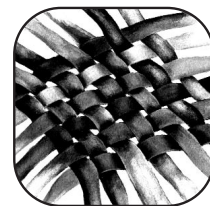
- The board develops the mission, policies, and overall direction for an organization. People with distinct values, opinions, and relationships to different people and communities comprise the board of directors and it follows that the individual characteristics of the people who serve on the board will influence the mission, policies, and overall direction of an organization. Therefore, having representatives of



diverse populations on a board of directors will have a direct impact on the mission, policies, and overall direction of a nonprofit organization.

- A diverse and inclusive board of directors usually provides an organization with relationships to many groups, relationships that can open up multiple opportunities to build strategic alliances. A homogeneous board of directors, on the other hand, tends to build alliances with the same groups over and over again and is often self-perpetuating.
- A diverse and inclusive board of directors also can provide an organization with access to potential donors who might not otherwise contribute to an organization. There is a widespread myth in the nonprofit community that people of color do not give as much money to charitable causes as white people. In fact, a study completed by the *Chronicle of Philanthropy* in 2003 indicates that on average African Americans who have incomes of \$50,000 or more give 11 percent more to charities than whites who make \$50,000 or more, and African Americans with incomes of \$30,000 - \$49,999 give 12.5 percent more than whites with the same income level. The *Chronicle of Philanthropy* also showed that Hispanics give 5.7 percent of their discretionary income to charities, Asians give 5.7 percent, African Americans give 8.6 percent, and whites give 6.4 percent. A significant portion of all giving is to religious organizations.³





- Official data collected from the Bureau of Labor Statistics do not record the amount of *informal giving* that is done by communities of color. Yet it has been well documented in recent years that all communities of color have rich and deep traditions of aiding their families and communities by supporting entities that the IRS does not officially classify as nonprofit organizations. For example, an estimated 1.8 million Filipino-Americans send over \$5 billion annually back to the Philippines every year to support a variety of causes.⁴ Organizations that resist creating more diverse and inclusive boards of directors miss important opportunities to expand their donor bases.
- A diverse and inclusive board of directors also can help you develop increased pools of volunteers, better connections with community decision-makers, and improved services for your clients.

“We cannot seek achievement for ourselves and forget about progress and prosperity for our community... Our ambitions must be broad enough to include the aspirations and needs of others, for their sakes and for our own.”

-Cesar Chavez

Complete Exercise 10-A: Benefits of Having a More Diverse and Inclusive Board of Directors.

Note for Organizations Interested in Addressing Other Diverse Communities

The rationale for expanding a board of directors to be more inclusive of people of color can be expanded if you are focusing on multiple identity groups. For example, having other diverse populations on your board of directors can help ensure that your organization develops policies and programs with awareness of the needs and assets of other diverse communities. It can also open up more opportunities for strategic partnerships and it can create additional openings to develop relationships with prospective donors. Before proceeding, give some thought to other ways that creating a more diverse and inclusive board of directors could help your organization.

Complete Exercise 10-B: Analyzing Information.

To Set Numeric Goals - or Not

Before moving ahead with action steps for creating a more diverse and inclusive board, give some consideration to the extent to which your organization wants to set concrete, numeric goals regarding the composition of the Board of Directors. Some organizations choose to be very deliberate about establishing diversity goals regarding their Board composition.



An example of a diversity goal for the board of directors follows (a variation of which can be approved as official board policy to be included in the by-laws):
_____ (organization) will strive to develop a board of directors that reflects the community it serves in regards to race and ethnicity. According to the 2000 U.S. Census, the community we serve is comprised of 47 percent whites, 30 percent Latinos, 10 percent African Americans, 5 percent Asian Americans, 5 percent Native Americans, and 3 percent “other.” Therefore, _____ (organization) will strive for similar representation in the make-up of the Board of Directors. As demographic changes occur, we will make adjustments to our Board composition accordingly.

Another way to approach goal setting is to start slowly and build up to a more ambitious goal. In general, organizations find the most success integrating new voices and maximizing the skills of new people when the new group (e.g., people of color, women) makes up at least 30 percent of the total (be it staff or board of directors), or, at a minimum, if there are at least three people (in a relatively small group) from the new group involved with the organization. The result of not having more diversity is that without critical mass, the culture doesn’t change and the new participants feel isolated.

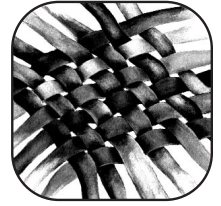
Advantages of Establishing Concrete Goals

- You’re more likely to focus on the issue at hand if an official goal or policy exists to remind you about what you want to achieve.
- In the process of establishing consensus around the goal, the board and staff develop a shared commitment to the importance of reaching the goal, and everyone’s involvement in the effort to create a more inclusive and diverse board increases.

Potential Drawback of Establishing Concrete Goals

- Trying to reach a diversity goal can overshadow the more important goal of identifying individuals who have the experiences and interests that best fit your board’s needs. The result may be that new board members feel treated like tokens who were only asked to serve on the board so that the organization can reach a numerical objective. Research by The Denver Foundation shows that individuals of color who feel they are treated like tokens experience frustration and negativity toward an organization that treats them this way. The consequences may be a more negative experience than existed prior to the effort.

As you proceed through this module, keep in mind the issue of whether or not to set a concrete diversity goal for your board of directors. When you come to the conclusion of the module you will be asked to make a decision regarding this matter.



Developing a More Diverse and Inclusive Board of Directors

Your organization can take a number of steps to develop a more diverse and inclusive board of directors. These steps fall in three areas:

1. Creating an inclusive environment
2. Creating the pipeline
3. Recruiting board members of color

1. *Creating an Inclusive Environment*

Changing Board Culture: Changing the culture of any group of people is difficult. An organization usually creates its culture over time and groups often take as long as three years to make more substantive cultural change. Culture is often invisible, so just identifying the current characteristics of a board of directors' culture can be challenging.

- Making cultural shifts related to issues of race, ethnicity, and who has power and influence in an organization can take even more time than other desired culture shifts, and anxiety and unpredictable behavior often accompany such shifts. Don't expect that re-creating a culture of a board of directors that has been relatively homogeneous for some time will happen overnight.
- Fortunately, most people are resilient, and as long as the leadership communicates frequently and effectively, articulates expectations clearly, and shows a sustained commitment, most people will stay with the process while the shifts occur.

Commitment from Board Leadership: A more inclusive board of directors will only develop if the leadership of the board is attuned to issues of inclusiveness. It is important for the chairperson (or the equivalent thereof) to reinforce regularly his or her commitment to the work and to remind other directors of the reasons the work is important to achieving the organization's goals. Ideally, the board chair will also ask important questions and encourage others to ask questions such as:

- What kind of strategic alliances will best move forward the work of the organization?
- Whom do we need on the board to promote those alliances?
- Whom do we hope to have on the board of directors in order to achieve our strategic goals?



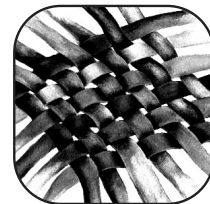
Leadership Roles: To best create a more inclusive board of directors, the organization should not only ask people of color to serve on the board but also to serve in leadership positions. In many organizations, the bulk of the work of the board happens at the committee level, especially within the executive committee. If an organization does not promote people of color into these positions, it will not maximize the benefits of a diverse board.

Organizations that seek deep organizational change and a change in perceptions from internal and external constituents will find that the process can be facilitated by having a person of color serve as the chairperson of the board of directors, if this is not already occurring. Brian Gallagher, the president and CEO of the United Way of America, stated that when he joined the United Way in 2002, he was committed to having a person of color serve as the board chair of United Way, which had not had an African-American chair in the organization's 116-year history. He followed through on his commitment and Dr. Johnnetta B. Cole became the chair within eighteen months of Gallagher's joining the organization.⁵

Address Expectations and Inclusiveness in the Interview and Orientation Processes:

Many boards of directors do not take the time to spell out the expectations that they have of board members. This can create significant problems for new board members, particularly board members who do not have the same background as the majority of the existing board members. It is important to use the same screening, interview, and orientation process for all new board members, so that each board member understands the organization's expectations.

For example, some organizations expect that every board member attend the majority of special events. Such an expectation may be comfortable and even fun for someone who is already a part of the social circles that generally show up at the organization's events. A new board member who has different social circles, however, may not take as much pleasure in attending the events and may decide to make his or her contributions (of time, money, and/or talent) in different ways. However, the fact that he or she does not attend events can lead to unspoken resentment on the part of those who do attend and feel that the new board member is not participating fully, when in fact the new board member is just participating differently. Clearly articulating expectations of board members is critical, including the expectation around individual financial contributions by board members.



Furthermore, the board's commitment to inclusiveness needs to be articulated and clarified upfront. This can be done in many ways:

- Discuss inclusiveness, as well as board member expectations, when interviewing new board prospects.
- Include a section in the orientation packet for new board members with an overview of the inclusiveness statement, data from the information-gathering process, and so on.
- Be explicit in job descriptions about the expectations of all board members.
- Regularly reiterate the organization's commitment to inclusiveness whenever appropriate opportunities arise.

Creating Shared Experiences: One of the most effective ways to change the culture of the board of directors is for all of the directors to have shared experiences regarding the organization's inclusiveness practices.

- This can take the form of going through an exercise together such as *Exercise 10-A: Benefits of Having a More Diverse and Inclusive Board of Directors*.
- It can take the form of spending time together in a retreat format looking at inclusiveness issues (see *Module 12: Organizational Culture* for more on this subject).
- Many organizations find value in educational forums that provide the board of directors with an opportunity to learn about different cultures and their experiences in relation to the work of the organization.
- The board can create positive shared experiences by attending cultural events together, such as plays or concerts that might lead to stimulating dialogue about cultural differences and the role of race and ethnicity in society and in your organization.
- On a very informal basis, the board can make a concerted effort to spend social time together getting to know one another, especially if the board considers the cultures and traditions of different groups while constructing social events.

Governance Committee and Board Assessments: Creating a governance committee (sometimes referred to as the board cultivation committee or the board development committee) can be an important step in addressing issues of inclusiveness in an organization. In addition to recruiting candidates for a diverse board, a governance committee should regularly administer self-assessments for the board of directors. A board self-assessment can provide valuable information about the operations of the board as a whole. Assessments also can include information that helps an



organization understand its progress toward creating a more diverse and inclusive board of directors.

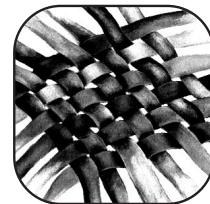
- Note that the point of assessing the board is not only to understand how the board members of color experience the organization; it is also important to understand how the whole board adapts to the changes.
- The governance committee should take responsibility for regularly conducting the self-assessment and for working with the CEO and board president to address the issues that surface from the self-assessments.

The board governance committee can take on additional responsibilities to help ensure a diverse and inclusive board. However, it is the responsibility of the *whole board*, not just the governance committee, to establish and maintain a commitment to inclusiveness. Therefore, it is important that the governance committee not be exclusively assigned this responsibility.

2. *Creating the Pipeline*

An Ongoing Commitment: Creating a more diverse board of directors does not happen overnight and it usually doesn't happen once a year when the time comes to elect new directors. Creating a pool of people who can serve as potential board members is an ongoing process that should be on the minds of the staff and the board of directors continually. Furthermore, organizations should integrate the cultivation of prospective board members into many programs and community outreach strategies. Success is more likely when everyone in the organization internalizes the responsibility for constantly looking for good candidates and understands that those candidates can be found in many different venues, not just within the same (often over-used) circles of people that organizations frequently ask to serve on nonprofit boards. Term limits are also useful to ensure that new voices and perspectives join the board regularly.

Open Participation on Committees to Address the “Recycling Rut”: Joe Watson, CEO of StrategicHire, states that many nonprofit organizations suffer from a “network recycling effect.” Homogeneous boards are more likely to experience this phenomenon than heterogeneous boards because they have fewer circles of familiar faces to reach out to. The result is that recruiting new board members requires them to recruit unfamiliar people, which can create anxiety about the prospect of bringing someone unknown onto a board. To lessen this tension, organizations can allow all non-board members to serve on existing committees and task forces. This allows an organization to work with all prospective board members before they are actually nominated to the board.



- This can be useful if an organization lacking deep relationships in communities of color feels nervous about nominating new board members (either board members of color or otherwise) whom they know less about.
- Another benefit of opening up the committee process is that you can get more voices contributing to decision-making.
- Note that if you decide to open up the committee process, it is important to consider whether all committees should be open or just some. For example, some organizations do not allow non-board members to serve on finance committees.

Constituents and Volunteers as Board Prospects: Many nonprofit representatives believe that the clients served by an organization would not make effective board members. However, constituents can provide enormously valuable perspectives to a board of directors about the work of the organization. They also can provide access to others who use or might use an organization's services.

- This is especially valuable in situations where the board of directors establishes policy that will affect a group of people who are not familiar to or well understood by the board members.
- Constituents often have a deeper commitment to an organization than other board members because they personally benefit from the organization's work.
- Organizations that invite constituents to serve as board members should evaluate their expectations of board members to ensure that they are respectful of the resources, time, and skills of constituents. For example, some organizations require that all board members contribute financially to the organization at a certain level; constituents of an organization that serves low-income clients likely will not have the resources to make large cash donations to the organization though they can make other meaningful contributions.

Similarly, many organizations overlook volunteers as prospective board members, despite the fact that they can have a deeper understanding of the organization than many board members. Volunteers also have a proven commitment to the organization, which many board prospects do not.

3. Recruiting Board Members of Color

Be Clear About What the Board Needs: Often organizations make a blanket statement that they need people of color to serve on the board of directors. Asking board members of color who do not have skills or characteristics that match the organization's needs to serve as directors can result in disappointments for all parties concerned. Like all candidates,



individuals of color should be approached because they have capabilities that are relevant to the organization. Furthermore, having clarity around the needs of the organization will help stimulate constructive thinking by board members, staff, and supporters about candidates they may know who are people of color and who will provide a variety of benefits to the organization.

- Asking someone, “Do you know of any people of color to serve on our board of directors?” is very different from asking someone, “We are looking for people with backgrounds in the arts, in the legal arena, and in the financial arena. We are also looking for candidates of color. Do you know any people of color who have arts, legal, or financial backgrounds whom we can contact to serve on our board of directors?”
- The board of directors should utilize a “board development grid” to identify the skills and characteristics of the current board members and to identify the areas where they need additional help. *Review Sample 10-C: Sample Board Development Grid.*

Ask Current Board Members: It may seem obvious, but one of the most valuable resources to tap for recruiting board members of color are the individuals who currently serve on the board of directors. Regularly ask board members to suggest individuals they know who are people of color who would be good directors. In addition, board members can contact individuals who have relationships with prospective board members of color to get recommendations for prospects. If an organization’s leadership deliberately asks current board members these questions, and clearly communicates the other skills and characteristics needed, board members can often come up with a variety of prospects. If they are not asked, however, they often won’t give the issue the consideration it deserves.

Use an Executive Search Firm: Executive search firms often have databases of people with diverse backgrounds whom they contact about professional placements. These firms are in the business of knowing the backgrounds of individuals. Thus, they can be valuable resources for organizations seeking candidates of color to serve on a board of directors who also have other specific backgrounds, particularly in professional fields (such as accounting or law), which are more likely to employ the services of a search firm. However, many nonprofit organizations find the cost associated with using a search firm to find board candidates prohibitive. If this is the case for your organization, try to be creative about finding less expensive ways to take advantage of the knowledge that a local search firm might have about your community.



- For example, do you have an individual on the board of directors who works for a company that regularly utilizes the services of a search firm? Can that individual ask that the next time the company does an executive search, the search firm provide a list of candidates to your nonprofit as a part of the contract?
- Ask a search firm to donate its services to your organization for free or reduced costs. While not all search firms will be interested in helping out, some firms are committed to giving back to the community and will understand that garnering goodwill with your organization can benefit them.

Use Local or National Resources: Some communities are fortunate enough to have local resources that help place volunteers with nonprofit organizations. If your organization is in one of those communities, consider taking advantage of the resource. If you're not sure where to start with this suggestion, try searching the Internet under "nonprofit board volunteers" followed by the name of your city. Several national resources also can be useful, especially for larger organizations. One resource is *BoardnetUSA*. This online organization (www.Boardnetusa.org) matches up its database of 10,000 individuals with nonprofit organizations around the country. Other local resources include chambers of commerce for communities of color.

One-Time Nominating Meeting: One way to broaden the pool of potential applicants to your organization is to deliberately create a mechanism to bring people together who are not currently active with the organization with the sole purpose of identifying prospective board candidates. Invite people who have knowledge of individuals of color in the community to a lunch or an after-work event. (Keep in mind that lunch meetings can preclude people whose jobs don't allow them to leave the office in the middle of the day.) Call the meeting a "One-Time Nominating Committee Brainstorming Session" and ask them to bring their rolodexes or lists of potential contacts with them. Be sure to prepare for the meeting in advance by providing the meeting participants with a clear list of the things that you are looking for in candidates of color in addition to racial/ethnic diversity.⁷



Retaining Board Members and Exit Interviews: In addition to board member recruitment, retention is an important piece of board inclusiveness. Monitor your retention rates, considering how the retention of board members of color compares to that of white board members. Also, continue to communicate with board members about your organization's needs, and about the board members' experiences with your organization. When individuals leave your board, it is often helpful to conduct exit interviews to further assess your organization's progress related to inclusiveness. For more information about exit interviews, turn to *Module 11: Personnel*.

What to Do When a Potential Board Member Says “No”

It's likely that some of the individuals you invite to your board will be unable or unwilling to serve. High-profile people of color are very often asked to serve on nonprofit boards or committees, and they often decline because they are already on other boards, or because of busy schedules. If your invitation is declined, you may wish to ask if this person knows of any people who might be interested in serving on your board (see the section *Be Clear About What the Board Needs* above). You might also ask why the person who declined your offer did so - it could be that the person is busy, or it might be that they have concerns about the lasting effects of an inclusiveness initiative. You can also explain your inclusiveness initiative, and ask for feedback about the work you've done thus far and the work that you plan to do. Soliciting feedback provides your organization with an opportunity to learn more about how some people of color perceive your organization.

Complete Exercise 10-D: Developing an Action Plan for Board of Directors.

Track your progress in completing Module 10 on the End-of-Module Checklist, located after the exercises.

¹ Booz Allen Hamilton and the Volunteer Consulting Group, Inc as cited in Gardyn, Rebecca, "Building Board Diversity," *The Chronicle of Philanthropy*, December 11, 2003.

² Katherine Pease & Associates, *Inside Inclusiveness*, The Denver Foundation, July, 2003.

³ Anft, Michael and Harvey Litman, "How Americans Give," *The Chronicle of Philanthropy*, May 1, 2003

⁴ Greene, Stephen G., "Giving Back to Their Homelands," *The Chronicle of Philanthropy*, May 16, 2002.

⁵ "Building Effective Nonprofit Boards," Boardsource, October/November, 2003

⁶ Watson, Joe, From *Chronicle of Philanthropy*, December 11, 2003.

⁷ Compass Point Board Café, www.compasspoint.org.

Module 10: Board of Directors

CHC staff and Board members work together to create a plan for diversifying the Board and creating a more inclusive Board culture.

Beth, Jeff, and Joe sat down in the conference room with Alan Field, another member of the Board's nominating committee. Mrs. Dreyfuss had originally agreed to join them for the meeting but had a change of plans at the last minute.

"Alan, thanks for being here," said Jeff. "I think you know that Beth and I, along with the rest of the Inclusiveness Committee, are excited about what we can accomplish."

"I'm glad to be here," said Alan. "Though I have to admit, we're going to have an uphill battle on some of this with the rest of the Board. We're not exactly in the majority. I wish Mrs. Dreyfuss was here with us. Everyone listens to her."

"I know," said Beth. "But we have to get started, or things will never change. Let's look at Exercise 10-A from the workbook, the benefits of a diverse and inclusive Board. Good, concrete benefits will help us move the rest of the members forward."

Alan pointed his pen at Beth. "How about more access to diverse donors?"

Beth wrote it on the worksheet. "I'll also add, more access to the political power base in our community. The mayor is African-American, and several members of his cabinet are from communities of color."

"I'd also add that a diverse Board will help us understand the needs of our

clients," said Jeff. "Sometimes I feel strange voting on clinical policies when we have to rely entirely on Marcie or Luisa for an understanding of community needs."

"Excellent," said Joe. "This is just the type of thing we need." They noted five additional points and Beth turned the page to the next worksheet.

"Let's not forget these as we move forward with developing our plan," she said. "Now let's look at our research. You'll see the yellow highlighter notes the information on boards."

"Oh, now this is interesting," said Alan. "The nominating committee at the Dallas Children's Clinic has a 30 percent target for diverse Board members. But they start with the needs for particular skills, just like it says in the workbook."

"I saw that, too, Alan," said Jeff. "I like the sample of their recruitment grid."

"The worksheet asks us for trends," said Alan. "The only trend I see is that as the board stays all white, we're less and less like our community, which is increasingly diverse."

Joe turned to a page later in the report. "Look back here, where it describes the results of Eleanor's interviews with Board members."

"You'll see that several of the members think we're doing just fine. And two are outright surly when the subject is raised," said Beth.

“Well, they have concerns about changing a good thing,” said Alan. “I get that. This is a great organization, and many other groups have been jealous of our Board’s fundraising capabilities. But it’s time to realize that our current strategy is just going to be demographically outdated.”

“True enough,” said Joe. “I think we should also share with the Board the results of the survey of community leaders.”

“Oh yeah,” said Jeff. “Did you see that, Alan? Fifty percent of respondents perceive the Children’s Health Center to be unwelcoming of people of color. Eighty percent think that we don’t welcome donors of color!”

“And that’s dramatically different from the Board’s own perception of itself,” said Beth.

“So what can we do to change this?” asked Alan. “The workbook has some good suggestions...but I don’t know where to start.”

“How about if we follow the next exercise, and start by answering the first question: What is the primary problem we want to address in regards to the Board?” said Joe, reading from the workbook.

Beth was the first to speak. “I’d say ‘lack of diverse voices around the table’ - just to begin with,” she said.

“I’d go beyond that. I’d say that we don’t have a Board culture that values having those voices around the table,” Alan added.

“Good, Alan,” said Joe. “So our desired goals would be...”

“To recruit and retain Board members from communities of color,” said Jeff. “But I don’t think we want to set numeric goals. What do you think, Beth?”

“No, let’s not go there. Some people are concerned about affirmative action or reverse discrimination,” said Beth. “Let’s just say we’re hoping to become as diverse as the average children’s health clinic Board. That gives us a target of 30 percent.”

“Great, so our outcome will be a target of a Board with at least 30 percent of the members being people of color,” said Jeff. “Now let’s look at our objectives. How about if we have as an objective that a person of color is at least in the final pool for any open Board slots.”

“Good,” said Beth. “That’s a start. Now we need to address the whole question of Board inclusiveness.”

“Well, the workbook says that the Board leader needs to set a tone for inclusiveness,” said Alan. “What do you think the chances are of that?”

“Oh, I’d say we have a ways to go,” said Jeff. “But we’re here, so maybe we can put ‘developing understanding of culture among Board leaders’ as an action step. Then we can work on that ourselves.”

“Great idea!” said Beth. “Let’s also add something about creating shared experiences together, maybe have the Board build in some cultural competency training. We talked about that way back, remember, Jeff?”

“I do,” Jeff said. “How about if we also think about two somewhat controversial topics: increasing the size of the Board and establishing term limits. Remember, the research from The Denver Foundation showed that board terms which are too long can result in less inclusiveness.”

“You’re treading on sacred ground now,” said Alan.

“Let’s tread lightly, but we must tread,” said Beth. “Maybe as part of our plan, we can put down a task of researching the practices of other clinics regarding term limits and Board size.”

“I don’t see Mrs. Dreyfuss giving up her seat as chair,” said Jeff.

“I know,” said Beth. “And I don’t think Mrs. Dreyfuss should give up her seat as chair, at least not right away. We have to implement changes slowly so that the existing Board members, all of whom are tremendous assets to the organization, don’t feel alienated or pushed out.”

The group set up an action plan for their goals of diversifying the Board and creating an inclusive Board culture. For each objective, they set up tasks and time limits. “The Board meets on May 3,” said Joe. “I’d like us to commit to bringing this action plan with the additional assessment information on Board size and term limits. Then we can get buy-in for what we’d like to put in the blueprint.”

“Sounds great, Joe,” said Beth. “But let’s wait to pass along any specifics to the staff. I don’t want them to get their hopes up about term limits if we don’t get them enacted.”

“Good thinking,” Joe agreed. “I’ll just report generally on what we’re thinking. And Beth, Jeff, we should present this to Mrs. Dreyfuss before we show it to anyone.”

The group agreed to exchange information by e-mail and reconvene after the Board meeting to finalize their portion of the CHC Inclusiveness Blueprint.

EXERCISE 10-A

Benefits of Having a More Diverse and Inclusive Board of Directors

Instructions:

Write down all of the benefits that you can think of for having a more diverse and inclusive board of directors.

- Before you begin, revisit Module 4: Making the Case for Inclusiveness, Exercise 4-B: Visualizing Greater Inclusiveness for a reminder of some of your initial reflections on this matter.
- In addition to the points discussed in the module, think about benefits that might be specific to your particular organization.

Date Exercise Completed _____

EXERCISE 10-B

Analyzing Information

Instructions:

Refer to Module 7: Information Gathering, Part 3: Compiling Results

- *Exercise 7-C: Available Facts: Compiling Other Information*
- *Exercise 7-G: Stakeholder Perspectives: Compiling Likert Scale Responses*
- *Exercise 7-H: Stakeholder Perspectives: Compiling Narrative Responses*

Select and review the information that pertains to mission and organizational values.

Answer the questions below.

Available Facts

In what ways is your organization's board of directors more or less diverse than your community?

In what ways is your board of directors more or less diverse than other organizations in your field?

continued

EXERCISE 10-B: Analyzing Information *continued*

What best practices from the field regarding boards of directors are applicable to this particular category?

What trends can you identify regarding the composition of your board of directors that are relevant to your inclusiveness initiative?

Did you notice anything else regarding your board of directors from the results of the available facts scan?

continued

EXERCISE 10-B: Analyzing Information *continued*

Stakeholder Perspectives

What salient themes regarding your organization's board of directors were identified by a majority of your stakeholders?

In what ways is the culture of the board of directors perceived by different stakeholder groups to be welcoming, or unwelcoming, of people of color?

Do stakeholders believe that the organization currently has a system for identifying and recruiting prospective board members of color? If so, is it effective?

continued

EXERCISE 10-B: Analyzing Information *continued*

What stories or strongly held beliefs regarding your organization's board of directors were identified by stakeholders?

Are there any significant inconsistencies in perspectives among groups of stakeholders regarding your organization's board of directors?

What trends can you identify regarding your organization's board of directors based on the perspectives of your stakeholders?

continued

EXERCISE 10-B: Analyzing Information *continued*

Did you notice anything else regarding the stakeholder perspectives in relation to the board of directors?

Is there any additional information related to the board of directors that currently isn't available that you would like to collect in the future?

yes no

If YES, what information would be helpful?

Date Exercise Completed _____

SAMPLE 10-C

Sample Board Development Grid

Name	Race/ Ethnicity	Gender	City/State	Current Age	What do you consider your top three areas of expertise?
				<input type="checkbox"/> 25 – 35 <input type="checkbox"/> 36 – 55 <input type="checkbox"/> 56 & up	<input type="checkbox"/> Business Leader <input type="checkbox"/> Entrepreneur <input type="checkbox"/> Community Volunteer <input type="checkbox"/> Education <input type="checkbox"/> Arts & Culture <input type="checkbox"/> Fundraising <input type="checkbox"/> Community Development <input type="checkbox"/> Health <input type="checkbox"/> Human Services <input type="checkbox"/> Legal <input type="checkbox"/> Investment/Finance <input type="checkbox"/> Marketing/Communications <input type="checkbox"/> Other _____
				<input type="checkbox"/> 25 – 35 <input type="checkbox"/> 36 – 55 <input type="checkbox"/> 56 & up	<input type="checkbox"/> Business Leader <input type="checkbox"/> Entrepreneur <input type="checkbox"/> Community Volunteer <input type="checkbox"/> Education <input type="checkbox"/> Arts & Culture <input type="checkbox"/> Fundraising <input type="checkbox"/> Community Development <input type="checkbox"/> Health <input type="checkbox"/> Human Services <input type="checkbox"/> Legal <input type="checkbox"/> Investment/Finance <input type="checkbox"/> Marketing/Communications <input type="checkbox"/> Other _____
				<input type="checkbox"/> 25 – 35 <input type="checkbox"/> 36 – 55 <input type="checkbox"/> 56 & up	<input type="checkbox"/> Business Leader <input type="checkbox"/> Entrepreneur <input type="checkbox"/> Community Volunteer <input type="checkbox"/> Education <input type="checkbox"/> Arts & Culture <input type="checkbox"/> Fundraising <input type="checkbox"/> Community Development <input type="checkbox"/> Health <input type="checkbox"/> Human Services <input type="checkbox"/> Legal <input type="checkbox"/> Investment/Finance <input type="checkbox"/> Marketing/Communications <input type="checkbox"/> Other _____
				<input type="checkbox"/> 25 – 35 <input type="checkbox"/> 36 – 55 <input type="checkbox"/> 56 & up	<input type="checkbox"/> Business Leader <input type="checkbox"/> Entrepreneur <input type="checkbox"/> Community Volunteer <input type="checkbox"/> Education <input type="checkbox"/> Arts & Culture <input type="checkbox"/> Fundraising <input type="checkbox"/> Community Development <input type="checkbox"/> Health <input type="checkbox"/> Human Services <input type="checkbox"/> Legal <input type="checkbox"/> Investment/Finance <input type="checkbox"/> Marketing/Communications <input type="checkbox"/> Other _____

Note: This grid is based on The Cleveland Foundation's Board Development Grid. For more information on The Cleveland Foundation, visit www.clevelandfoundation.org

EXERCISE 10-D

Developing an Action Plan for Board of Directors

Instructions:

Using the following template, record the problem statement, goals, etc., as well as the steps that you will take to accomplish your goals. Remember that every organization usually has its own way of defining goals and objectives. The outline below can be tailored to match your organization's usual planning process.

(1) What is the primary problem you want to address in regards to your board of directors?

(2) What is/are your desired goal(s)?

If one of your goals is to increase the diversity of your board, decide whether or not to set numeric goals regarding board diversity now.

continued

EXERCISE 10-D: Developing an Action Plan for Board of Directors *continued*

(3) For each goal, what is/are your desired outcome(s)?

(4) For each goal, what are the primary objectives you hope to accomplish?

(5) For each objective, what tasks will you complete to accomplish the objective?

(6) Who will be responsible for completing each task?

continued

EXERCISE 10-D: Developing an Action Plan for Board of Directors *continued*

(7) When will the objectives and tasks be completed?

(8) What resources, financial and otherwise, are necessary for achieving each goal?

Date Exercise Completed _____

END-OF-MODULE CHECKLIST

Module 10

<i>Action Item</i>	<i>Date Completed</i>	<i>Notes</i>
Review content on developing a more diverse and inclusive board of directors.		
Analyze the information gathered about board of directors.		
Develop an action plan to accomplish goals and objectives.		
Recognize your progress to date and communicate it to appropriate stakeholders.		

