



# GUIDING

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# GOVERNANCE

## Board Recruitment and Orientation

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Welcome to LeadingAge Virginia's third issue of Guiding Governance. Each quarter this publication focuses on a specific governance topic to help you, your leadership team and your board in planning, strategic thinking and execution as you seek to sustain and amplify your mission.

Remember, exceptional governance does not happen by accident. If we want staff and volunteer leadership partnerships that add value to our organizations, we must intentionally focus on our governance practices - constantly refining and evolving.

Please let us know how you use this publication, if it proves helpful, what other topics you would like to see us focus on and how we can best serve you and your board.

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### Recruitment and Orientation are an Opportunity

Exceptional boards focus on revitalization and are constantly building their bench. Historically, we have approached board composition as a profession based practice. We need a lawyer, a doctor, a social worker, an architect. Increasingly, boards are focusing on diversity through many more lenses:

- Gender
- Geography
- Nationality/race/ethnicity

- Perspective
- Religion
- Professional Background
- Age

One of the biggest trends in not for profit governance is to recruit artists to boards simply because they think differently. Most importantly, you should recruit for the strategic plan - what skill sets, talents, expertise do you need to carry your strategic priorities forward?

During the recruitment process, make sure you are clear with your expectations about board service. Having a board member position description is an effective tool to achieve this clarity. Once new board members join, it is imperative that your orientation process prepares them for service.

Below you will find some resources from our Elite Partners, Members and LeadingAge to enhance your recruitment and orientation processes.

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## Starting the Conversation

- [QuickCast: Reinvigorate Your Board through Strategic Recruitment and Orientation](#) by Melissa (Radford) Andrews, LeadingAge
- [The Wall Street Takeover of Nonprofit Boards](#) by Garry W. Jenkins, *Stanford Social Innovation Review*
- [A Board at Its Best](#) by Gene Mitchell, *LeadingAge Magazine* (featuring LeadingAge Virginia member Beth Sholom Village, Virginia Beach)
- [Talent for Governance](#) by Jean Van Ryzin, *LeadingAge Magazine*
- [There's a Better Way to Train Boards. Take a Look.](#) By Mark Athitakis, *Associations Now*
- [Board Members Are Not Hypothetical Constructs](#) by Kelly Kleiman, *Stanford Social Innovation Review*
- [Bringing a Network Mindset to Board Development](#) by Beth Kanter, *Stanford Social Innovation Review*
- [Key Lessons from Award Against Nonprofit Organization's Directors and Officers](#) by Rafael Haciski and Bette McNee, The Graham Company

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## Tools & Templates

### Recruitment

- [Board Member Recruitment Process](#) from LeadingAge Member
- [Board Building Cycle](#) from Charles E. Smith Life Communities
- [Board Composition Matrix](#)
- [Board Diversity and Skill Set Matrix](#) from LeadingAge Member

- [Board Member Profile Worksheet](#) from LeadingAge Member
- [Board Membership Grid](#) from LeadingAge Member
- [Board Matrix Template](#) from BoardSource
- [Governance Inventory](#) from LeadingAge Member
- [Board Commitment Form](#) from Shenandoah Valley Westminster-Canterbury
- [Board Member Statement of Understanding](#) from LeadingAge Member

### Orientation

- [Elements of a New Member Orientation](#) from LeadingAge Virginia
- [Board Orientation Agenda](#) from The New Jewish Home, LeadingAge New York Member
- [Board Orientation Template](#) from BoardSource
- [New Trustee Orientation Checklist](#) from LeadingAge Member
- [Orientation Meeting Agenda](#) from United Church Homes and Services, LeadingAge North Carolina and Virginia Member
- [Orientation Manual Table of Contents](#) from The New Jewish Home, LeadingAge New York Member
- [Orientation Manual Table of Contents](#) from United Church Homes and Services, LeadingAge North Carolina and Virginia Member

Did you know that LeadingAge Virginia provides consultation services to improve your board's effectiveness? [Contact us](#) to learn more about how we can help you and your board.

## PREPARED FOR YOU BY

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*"In adaptive organizations, the elephants in the room are named: responsibility for the organization's future is shared, independent judgment is expected, leadership capacity is developed, and reflection and continuous learning are institutionalized."*

- Heifetz, Grashow and Linsky 2009

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## **Our Elite Partners**

### **Platinum Partners**

Compass Group

Five19 Creative

GlynnDevins

M&T Bank

Omnicare

Sodexo

Value First

### **Gold Partners**

BB&T Capital Markets

CliftonLarsonAllen

Dominion Voice and Data

The Graham Company

PruittHealth

Scott Insurance

SFCS

Walker Healthcare CPAs

W.M. Jordan Company

Whiteford Taylor Preston

Ziegler Capital Markets