

SAMPLE BOARD CRITERIA/MATRIX

NOTE: These are examples only.

The specifics of each section should be tailored to your organization.

XYZ Inc. seeks to develop a Board of Directors that has a strategic combination of personal attributes, knowledge/expertise and competencies that ensure that our Board, as a corporate body, has a diversity of experiences, perspectives, information, connections, and skills to carry out its governing and volunteering functions.

Each year, the Governance Committee, in consultation with the full board, affirms or creates the ideal board profile. The Governance Committee then identifies the gaps in our recruit matrix and recruits new board members to fill those gaps or to strengthen particular areas.

1. Attributes: We desire a board with a diversity of perspective. Desirable diversity includes:

- Residence throughout the state
- Age, including Next Generation leadership
- Race/ethnicity
- Gender and sexual orientation
- Faith-based beliefs (or the absence thereof) and political perspectives
- Socio-economic status and professional livelihoods

Knowledge & Expertise: We need the expertise essential to the Board's ability to ask critical questions and assess critical information in furtherance of its planning, program, stewardship and governing responsibilities. We have identified the following areas:

- Scholarship and noted/or recognized expertise in our core mission
- Nonprofit governance
- Nonprofit finance
- Organization development
- Entrepreneurship

Competencies: We seek to build a board that as a collective body exercises essential competencies. To assist in creating those competencies, we need multiple board members who possess these desired competencies and can nurture those competencies within the board. We have identified the following:

Mission and Values Lens: An understanding and valuing of our mission and values (state specifics here).

Strategic Thinking: The ability to develop intelligent action to reach desired goals by engaging a systems perspective, testing hypotheses, learning from the past, seeking out and using data, creatively approaching opportunities, problems and solutions, understanding the organizational implications of situations and events, seeing connections or patterns not obvious to others, and generating new insights.

Spanning/Connecting: The ability to identify, develop relationships, build alliances and networks and influence the contribution of talents and resources in support of the council.

In particular, we seek candidates who have and will use their connections in the following areas to leverage resources identified as essential to our organizational success:

- Government
- Business and corporate
- Community philanthropy and foundations
- Underserved communities
- Nonprofit colleagues
- Arts and cultural community
- Academia

Accountability: To accept responsibility for actions, decisions, policies. To honor our obligations, to our public, our funders and other stakeholders, to be transparent and to accurately report, explain, & accept responsibility for consequences of actions.

Institutional Memory: Curiosity about and understanding of the history, processes and procedures of our organization. Willingness to observe the bylaws and board-approved policies and procedures.

Organizational Learning: The desire to understand and to improve performance based on experience. A willingness to set aside time for reflection, seek out data and expertise, identify knowledge gaps, learn from experience, be curious, scan the environment for new information, disseminate what has been learned, and integrate learning so it is broadly available and can be generalized to new situations.

BOARD RECRUITMENT MATRIX: SAMPLE

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	CURRENT BOARD MEMBERS										PROSPECTS				
Names:	JANE SMITH	MARTY HSU									JUAN GOMEZ	MARY JEANS			
DEFINE (e.g.															
Attributes															
Gender	F	F									M	F			
Age	50s	30s									40s	70s			
Race/Ethnicity	CA	AsA									LA	CA			
Geography	Southside	Westside									Downcity	Eastside			
Underserved communities															
Faith beliefs	C	B									P	A			
Political perspective	R	I									D	I			
Knowledge/Expertise															
Nonprofit finance		X													
Nonprofit governance		X										X			
Mission related scholarship	X										X				
Business development											X				
Core Competencies															
Visionary		X													
Connector To:	Academia	Foundations									Business support	Community philanthropy Gov't			
Strategic thinker		X									X				
Accountability		X									X				
Organizational Learning	X	X									X	X			