From Passive to Purposeful and Powerful:

5 Shifts To Transform & Elevate Any Board

ELEVATED MOMENTUM

PROGRAM AND ORGANIZATIONAL GROWTH CONCEPTS

Know Your Board Development Score!

Session Presenters Snapshot

- CEO & Lead Strategist
- Twenty plus years of nonprofit experience
- Leadership Development
- Board Member & President
- Board Management
- Training Specialist
- Organizational Development
- Team Alignment
- Organizational Leader
- Strategic Planning
- Education Management Strategy
- Board Member & Former Board Chair
- Training Specialist

Eddrick Martin

CEO/LEAD STRATEGIST
ELEVATED MOMENTUM LLC

Organizations We've Impacted

And more...

Know Your Board Development Score!

WHY IS BOARD DEVELOPMENT IMPORTANT TO YOU?

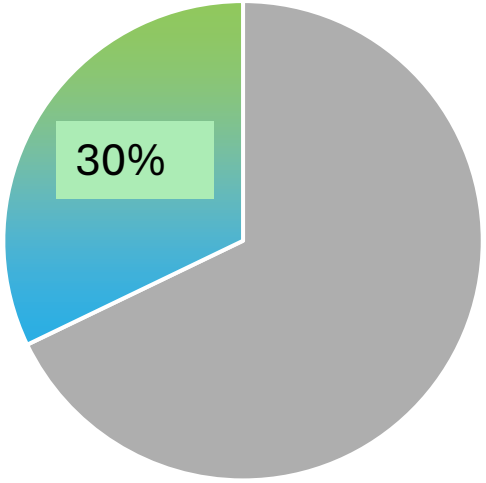
CURRENT SECTOR TRENDS BASED ON OUR DATA

SYMPTOM

You've got a board member with one or two priorities that don't align with the organization's strategic initiatives.

TRENDS

- Only 30% of organizations are performing board evaluations and roster audits overall



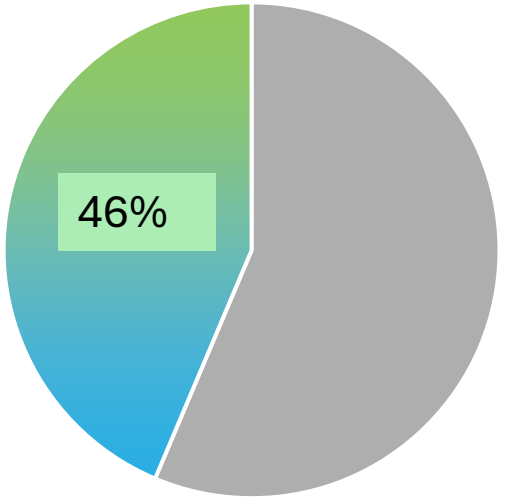
CURRENT SECTOR TRENDS BASED ON OUR DATA

SYMPTOM

You've got at least one board member who shows up to meetings, but that's where their involvement stops

TRENDS

- 46% of organizations report board engagement/ accountability expectations are not being met



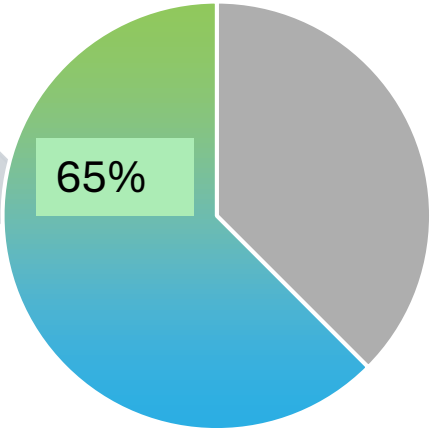
CURRENT SECTOR TRENDS BASED ON OUR DATA

SYMPTOM

Your board lacks a clear leadership continuity strategy and there is no structured pathway for developing future board officers.

TRENDS

- 65% of organizations do not have an active officer succession plan in place and being used.



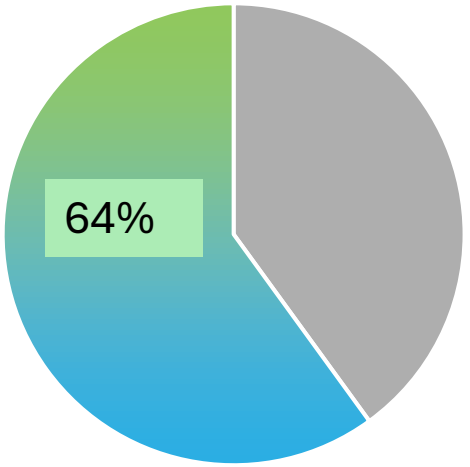
CURRENT SECTOR TRENDS BASED ON OUR DATA

SYMPTOM

You don’t have a dedicated group accountable for strengthening board engagement, recruitment, and effectiveness.

TRENDS

- 64% of organizations do not have an active board development committee



Your Results: where do you land?

SHIFT #1

BOARD PERFORMANCE EVALUATION & ASSESSMENT

BOARD PERFORMANCE EVALUATION & ASSESSMENT

Purpose: Your board is the guiding force of your nonprofit. Regular evaluations allows them to assess the performance of individual directors and the board as well as the collective board.

BOARD PERFORMANCE EVALUATION & ASSESSMENT

Tests the strength and consistency of board practices in relation to the organization's bylaws and needs.

Highlights areas of opportunity.

BOARD PERFORMANCE EVALUATION & ASSESSMENT

Enhancing Board Effectiveness

Gives the board a formal grade/ rating that they can work from.

Continuous Learning

Boards can learn from their experiences, adapt to change, and stay informed.

Risk Mitigation

Evaluations help identify potential risks or identifies gaps in engagement of board members.

Provide Confidence

Transparent and robust evaluations can enhance your board members.

BOARD PERFORMANCE EVALUATION & ASSESSMENT

- Provides opportunities to have honest and tough discussions on board's engagement, areas of weakness, misalignment of initiatives/mission.

- Opportunity to evaluate the strength or fit of the existing strategic plan.

IMPACT OF REGULAR BOARD ASSESSMENT

WHEN OR HOW OFTEN SHOULD BOARD EVALUATIONS AND ASSESSMENTS BE PERFORMED?

IMPACT OF REGULAR BOARD ASSESSMENT

DATA INDICATES THAT THEY SHOULD BE DONE AT LEAST EVERY 2 YEARS

Area of Board Performance (Rated on a four-point GPA scale, 0=F, 1=D, 2=C, 3=B, 4=A)	Assessed in past 2 years	Assessed ever	Never assessed	Variance*
Setting the organization's strategic direction	2.68	2.45	2.11	0.57
Monitoring impact in the context of the strategic goals or objectives	2.36	2.17	1.81	0.55
Evaluating the chief executive's performance against goals	2.47	2.15	1.94	0.53
Financial oversight	3.18	3.09	2.68	0.50
Providing guidance to the chief executive	2.72	2.62	2.22	0.50
Thinking strategically as a Board	2.50	2.28	2.05	0.46
Understanding the Board's roles and responsibilities	2.67	2.61	2.26	0.41
Building a diverse and inclusive Board with a commitment to equity	2.00	1.67	1.59	0.40
Level of commitment and involvement	2.77	2.64	2.38	0.40
Monitoring legislative and regulatory issues that have the potential to impact the organization	1.83	1.57	1.47	0.36
Understanding the context in which the organization is working	2.31	2.21	1.97	0.34
Fundraising	1.79	1.60	1.47	0.32
Legal and ethical oversight	2.94	2.94	2.63	0.30
Building relationships within the community that help support and inform the organization's work	2.13	2.05	1.92	0.21
Projecting a positive public image of the organization	3.01	3.04	2.81	0.20
Understanding the organization's mission	3.34	3.26	3.20	0.15
Knowledge of the organization's programs	2.69	2.56	2.54	0.14
Leveraging Board connections and networks to influence public policy decisions that have the potential to impact the organization's work	1.68	1.57	1.56	0.13
Average across all categories of board performance	2.50	2.36	2.15	0.36

SHIFT #2

FORM A BOARD DEVELOPMENT COMMITTEE

BOARD DEVELOPMENT COMMITTEE ROLES & RESPONSIBILITIES

Establishing a chart of work and defining the scope of committee ensures that the committee operates with:

FORM A BOARD DEVELOPMENT COMMITTEE

- Creates an infrastructure for decisions related to enhancing the board's skills, education (systems & processes).

- Aids in formalizing a system to identify, recruit, nominate, and adopt new board prospects.

FORM A BOARD DEVELOPMENT COMMITTEE

Publicly & officially relieves the Executive Director or CEO from having the perceived expectation of it being their responsibility alone.

Formalizes expectations of board engagement and ownership in board development.

Board Development Committee Roles & Responsibilities

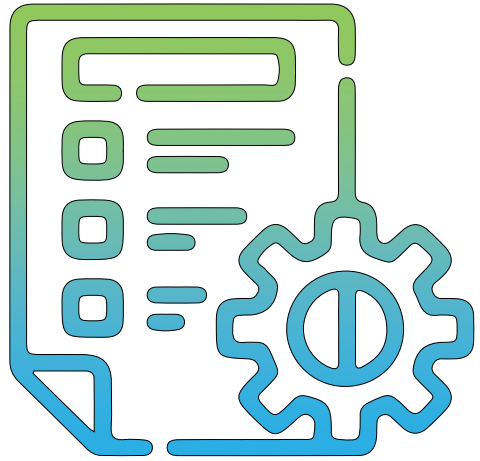
Title	Primary Role	Strategic Oversight	Operational Execution	Accountability & Evaluation
Committee Chair	Leads committee	Sets goals & priorities	Leads meetings & initiatives	Tracks progress & reports outcomes
Vice Chair (Optional)	Supports Chair	Assists in planning	Helps lead initiatives	Reviews governance policies
Recruitment Lead	Finds board candidates	Identifies board needs	Sources & vets prospects	Monitors recruitment success
Onboarding & Training Lead	Trains new members	Develops onboarding strategy	Runs orientation & mentorship	Tracks board education engagement
Engagement & Retention Lead	Boosts board engagement	Plans engagements strategies	Organizes events & recognition	Monitors participation & addresses disengagement
Succession Planning Lead	Prepares future leaders	Identifies future leaders	Prepares leadership transitions	Tracks term limits & leadership development
Board Performance & Accountability Lead	Evaluates board success	Sets evaluation framework	Conducts assessment & training	Tracks board contributions & compliance
Executive Director (Advisory)	Advises committee	Advises on board needs	Supports recruitment & training	Provides feedback on board effectiveness

SHIFT #3

DEVELOP A BOARD MEMBER COMMITMENT FORM AND OUTLINE

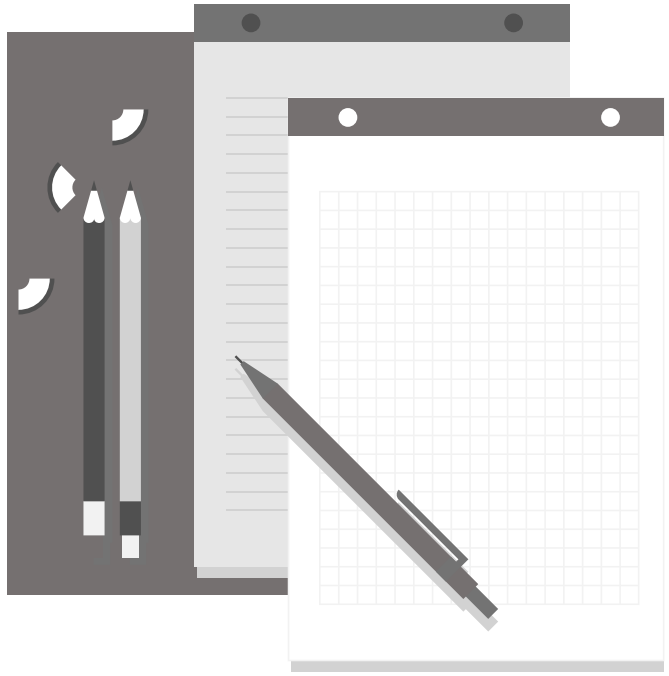
DEVELOP A BOARD MEMBER COMMITMENT OUTLINE AND FORM

It is important to develop a board commitment Form for existing board members as well as new board members. (Signed form)



- Minimizes misalignment of current board volunteers and the agency.
- Supports and brings transparency and consistent messaging during the recruitment process.

Important Details to Include on the Form



- Board Meeting Attendance Requirements
- Committee Requirements
- Expected Financial Commitment and Role in Fundraising
- Special / Signature Events & Participation Expectation

SHIFT #4

CREATE A BOARD GOVERNANCE HANDBOOK

CREATE A BOARD GOVERNANCE HANDBOOK

Why Is Important?

Ensures each member understands their purposes and boundaries.

Clarity of Role

Sets clear standards for providing oversight to the organization, CEO, and board performance.

Accountability

Provides clear processes for addressing disputes or challenges.

Conflict Mitigation

Consistency

Provides continuity in governance despite board turnover and sets a consistent standard for all board members.

Onboarding Tool

Serves as an excellent Education and onboarding tool as it equips new members with infrastructural data to effectively contribute from day one.

WHAT SHOULD BE INCLUDED?

01 Mission, Vision & Values

- Reinforces the organizations' purpose and guiding principles.
- Anchors all decisions in organizational identity.

02 Roles & Responsibilities

- Defines individual and collective board member duties.
- Clarifies the distinction between governance and management.
- Outlines fiduciary, strategic, and generative responsibilities.

03 Board Expectations & Performance Standards

- Attendance, engagement, and fundraising commitments.
- Board member “job description” or commitment form.
- Conflict of Interest and Code of Conduct policies.

04 Board Structure & Composition

- Board size, terms, classes, and officer roles.
- Standing and ad hoc committees with role descriptions.
- Organizational charts and leadership reporting lines.

05 Recruitment, Onboarding & Succession Planning

- Guidelines for identifying, vetting, and onboarding new members.
- Pipeline development and leadership succession strategy.
- Offboarding practices and recognition protocols.

WHAT SHOULD BE INCLUDED?

06
Meeting Guidelines & Operational Norms

- Meeting frequency, agenda structure, and types and use of agendas.
- Expectations for preparation, participation, and respectful decision-making.

07
Financial Oversight & Stewardship

- Board's role in reviewing budgets, audits, and financial health.
- Financial policy highlighting signatory thresholds of the board and the CEO
- Fundraising roles, donor stewardship expectations, and tools.

08
Evaluation & Accountability Tools

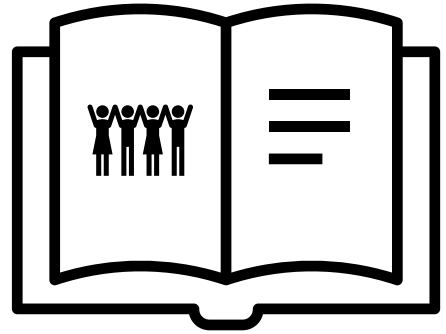
- Annual board and individual self-assessments.
- CEO evaluation process.
- Metrics for board effectiveness and impact.

09
Key Governance Policies

- Whistleblower policy, document retention, and confidentiality.
- Insurance coverage (D&O), legal compliance, and risk management.

10
Reference Resources

- Contact lists, bylaws summary, templates, and FAQs.



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SHIFT #5

BUILDING A STRATEGIC BOARD MEMBER PROFILE

“Almost half (49%) of all chief executives said that they did not have the right board members to “establish trust with the communities they serve.”

-Leading with Intent: BoardSource 2021 Index of Nonprofit Board Practices

Include a Structured Candidate Vetting Tool

Your profile should inform a short questionnaire that ranks and evaluates them in certain areas

- Values alignment
- Skills & expertise
- Fundraising willingness
- Network strength
- Advocacy comfort
- Time commitment
- Diversity components
- Motivation for service

Sample Profile Vetting Questions

Alignment with Value

I feel personally aligned with the organization's values of inclusivity, ethics, and accessibility.

Strongly Disagree Strongly Agree

1 2 3 4 5

Fundraising Commitment

I am willing to make an annual personal financial gift that is meaningful to me.

Strongly Disagree Strongly Agree

1 2 3 4 5

Fundraising Commitment

I am willing to ask at least 5 close personal friends or folks in my network to give a meaningful or major gift.

Strongly Disagree Strongly Agree

1 2 3 4 5

Sample Profile Vetting Questions (Continued)

Resourcefulness

I am willing to actively share my expertise, network, and time to advance the organization's mission.

Strongly Disagree Strongly Agree

1 2 3 4 5

Resourcefulness

I am willing to actively recruit 1 new person to the board each year of my service.

Strongly Disagree Strongly Agree

1 2 3 4 5

Resourcefulness

I am willing to connect the organization to potential donors, sponsors, partners or collaborators

Strongly Disagree Strongly Agree

1 2 3 4 5

Sample Profile Vetting Questions (Continued)

Alignment Commitment

I am able and willing to be engaged at a rate of 75% attendance in the organization's board meetings, special events, committees, and other organizational in person activities.

Strongly Disagree Strongly Agree

1 2 3 4 5

Advocacy

I am comfortable publicly representing the organization at events or in professional settings.

Strongly Disagree Strongly Agree

1 2 3 4 5

Advocacy

I am willing to speak confidently and consistently about the organization’s mission.

Strongly Disagree Strongly Agree

1 2 3 4 5

Board Development Assessment Score Indicators

Score Range	Phase/Stage Descriptor	Indicators
1–10	**Foundational Stage / Critical Zone:** Weak structure & urgent need. Laying the Groundwork for Governance	Weak and limited growth opportunity. Much needed cultivation and development. Non-existent systems in multiple areas. Easily able to experience decline in the board and organization. But also could be a young organization trying to figure it out.
11–17	**Emerging Developers:** Building awareness and identifying gaps but lacking a roadmap	Below average to weak: Has moderate to strong gaps in multiple areas. High chance of organizational and board stagnation.
18–25	**Developing Operators:** Pieces in place, gaining traction at times but lacking cohesion and consistency	Moderate success and processes in many areas. Have some elements of processes and structure in place. Board growth and engagement is inconsistent at times but also does decently well in one or two areas. Has positive movement in different areas from time to time.

Board Development Assessment Score Indicators

Score Range	Descriptor	Indicators
26–30	**Strategic Stabilizers:** Strong foundation, room for growth, on the path to strategic maturity	Above average to strong in multiple areas. Mixed levels of board and organizational success. Decent level of sustainability. Can easily progress to high level of board development & strong sustainability with intentional adjustments & process implementation.
31–35	**Established Performers Stage:** A functioning force with vision and operating with strategy and consistency	High level of demonstrated success. Multiple systems and processes in place and is consistently implemented. Room for improvement but overall solid performance and set up for future success.
36–40	**Legacy Builders / Transformational Stage**: Driving strategy, culture, and impact with consistency, systems, and vision	High achieving board development program. Strong board leadership, engagement, and organizational board processes. Consistent intentionality is given to systems.

Q & A

CALL TO ACTION

- Attend Future Executive Forum
- Schedule a Capabilities Briefing With Us
- Virtual Encore

THANK YOU!

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