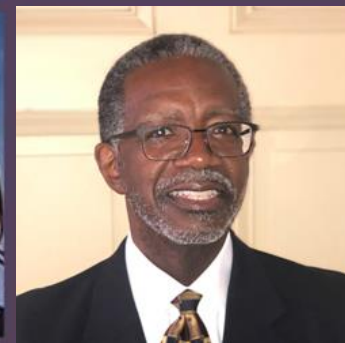




Diversity, Equity, Inclusion + the Board



Marrea Walker-Smith, Timmy Nelson &
Zeb Davenport Ed.D.

Board of Directors Workshop

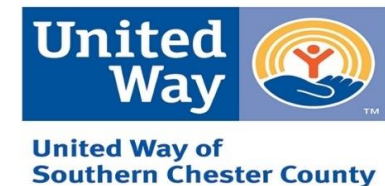
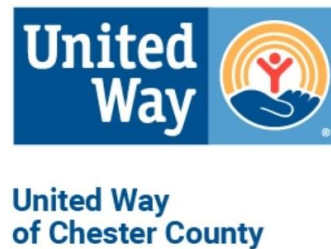
*Join us virtually for
nonprofit board
governance best
practices*



Mon, Oct. 4 2021

[chescocf.org/
virtual-board-trustee](https://chescocf.org/virtual-board-trustee)

THANKS TO OUR PROMOTIONAL PARTNERS



BOARD DUTIES



1. **Ensure Legal & Ethical Integrity**
2. **Build a Competent Board**
3. **Determine Mission & Purpose; Ensure Effective Planning; Monitor & Strengthen Programs & Services**
4. **Protect Assets & Provide Financial Oversight**
5. **Ensure Adequate Financial Resources**
6. **Enhance the Organization's Public Standing**
7. **Select, Support & Evaluate the Chief Executive**

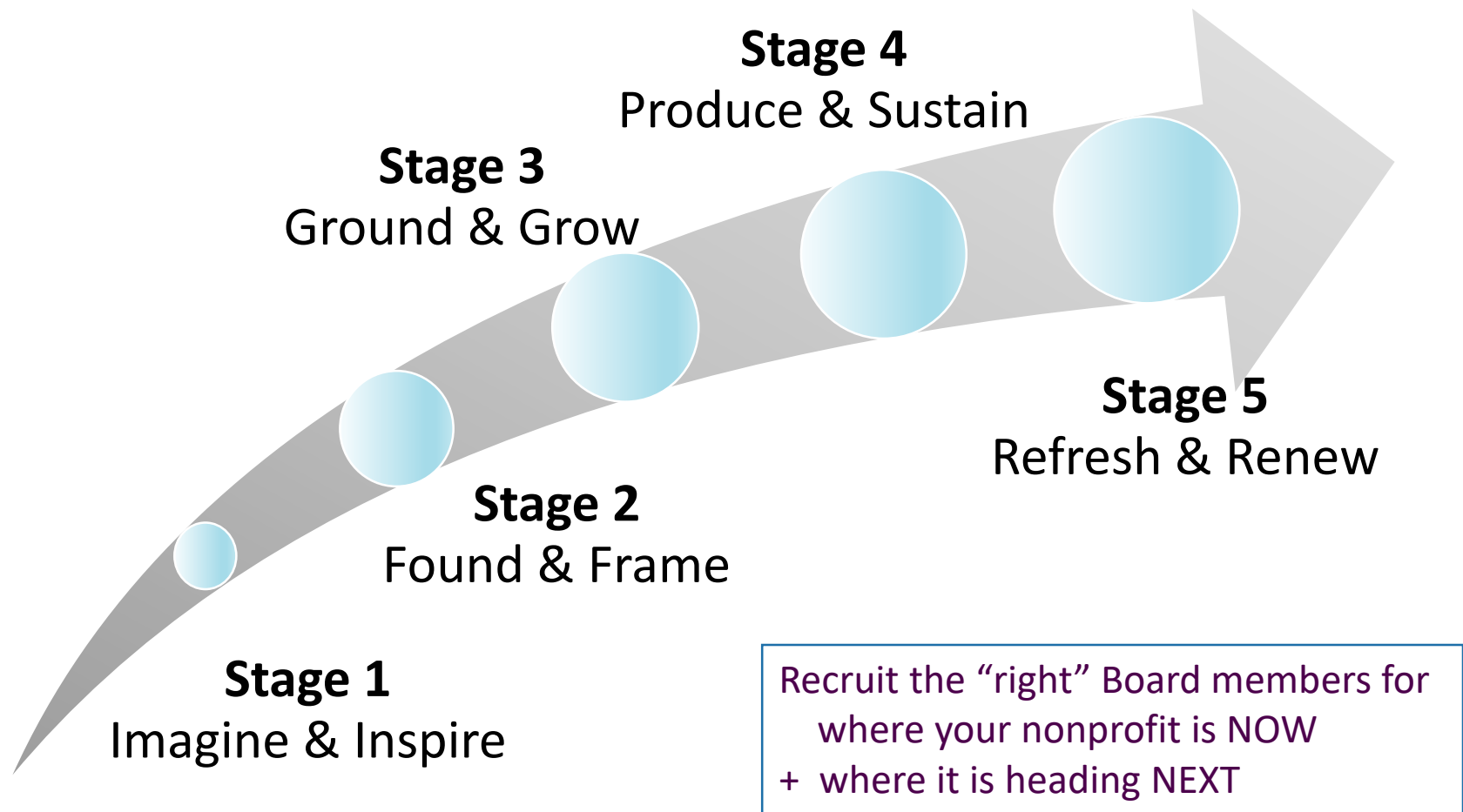
BoardSource, <https://boardsource.org/> Washington DC

SESSION AIMS

- Strengthen our understanding of Board recruitment and retention
- Expand our initiatives to recruit & retain diverse Board leaders



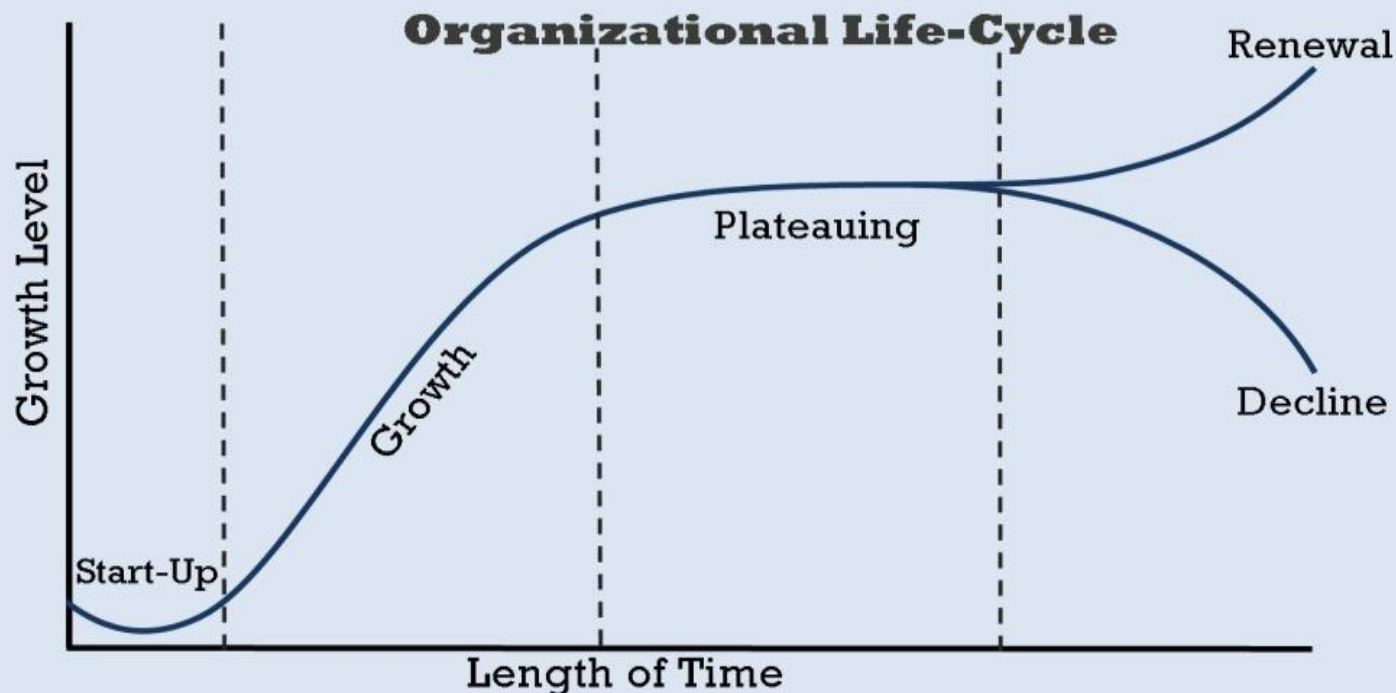
ORGANIZATIONAL LIFE CYCLES



ORGANIZATIONAL LIFE CYCLES & SHIFTING BOARD ROLES

BOARD ROLES: emphasis shifts in each org life-cycle phase

- **Governance:** collective policy formation
- **Fundraising:** help plan & orchestrate resource development initiatives
 - **Management Volunteer:** serve as advisor to management &/or performing managerial tasks
 - **Direct Service Volunteer:** serve as 'rank & file' volunteer, providing services directly to the consumer



BOARD OF DIRECTORS JOB DESCRIPTION



- Oversee affairs of Nonprofit X according to its mission, by-laws and the concepts of fiscal responsibility.
 - Long term planning, marketing, financial planning, budgeting, and board development.
- Promote Nonprofit X and its mission to corporations, foundations, governmental organizations and to individuals to broaden its service base and its financial base.
- Day-to-day operation is delegated to the Executive Director and staff, and their delegated volunteers.

Board Member duties:

- **Attend quarterly 2-hour Board meetings & actively participate in the governance of Nonprofit X**
Members missing 3 consecutive meetings in 1 year can be automatically removed from the Board.
Members needing a 3-6 month leave of absence, due to personal or professional reasons, should request one.
- **Counsel the Board Chair & Executive Director as needed**
- **Support Nonprofit X outreach and fundraising events, by contributing time, money & friends**
- **Annually make an individually significant financial contribution to Nonprofit X's annual fundraising campaign**
- **Annually evaluate the work of the Board as a whole**
- **Annually evaluate the work of the Executive Director**
- **Actively serve on at least one Board Committee**
Committee Chair reports at each Board meeting & Chairs Committee work sessions between Board meetings.

The expected time commitment is 2-4 hours per month:

Quarterly Board meetings @2 hours + quarterly committees @2 hours + prep/follow up
+ attend selected community outreach programs & fundraisers

Board terms are 2 years, with a maximum of 3 consecutive terms. One-quarter of the Board rotates each year.





NOMINATING/GOVERNANCE COMMITTEE

General oversight for the effective performance of the Board

Governance

1. Consider all aspects of the **Board and its operation** on an ongoing basis and make recommendations to improve performance, in light of the organization's strategic plan
2. Assure regular review and update of **Board job descriptions**, committee structure, and committee charges
3. Recommend formation of **new committees** and advisory councils as merited
4. Ensure a smooth **leadership succession** of qualified Board Officers; propose a slate of Officers to the Board
5. Ensure ongoing **evaluations** of meeting effectiveness and Board performance
6. Assure timely, well-orchestrated **orientation process & continuing education** for Board members
7. Identify opportunities for **prior board members** to continue to be connected to Nonprofit X
8. Ensure annual distribution and review of **Confidentiality Statement & Conflict of Interest Disclosures**. Make recommendations regarding any ethical and/or conflict of interest issues

Nominating

1. Analyze current **Board profile** and identify areas of strength and vulnerability, considering technical skills and personal attributes needed to complement Board diversity. Agree upon priorities for Board composition.
2. Maintain continuous list of **potential board members**
3. Assist with **potential board member** research, activities & 1:1 meetings to **cultivate & recruit** prospects
4. Assist in targeting appropriate **committee service for potential board members**, referring to Committee Chairs for initial service
5. Recommend candidates for **nomination** to the Board, when the candidate is qualified and able to actively serve



TARGET BOARD NEEDS

DEMOGRAPHICS & EXPERTISE

AREA	HAVE	NEED
PASSION + COMMITMENT to CAUSE		
High, Medium, Low, None		
EXPERTISE		
Board: Serves on other boards		
Accounting, Finance, Investment		
Customer Service		
Human Resources		
Legal, Risk Management		
Fundraising, Marketing, Sales		
Strategic Planning; Strategic Thinking		
RESOURCE CONNECTIONS		
Introductions/Ambassador to potential partners & donors		
Open doors to funding sources		
Community outreach		



AREA

GEOGRAPHY

N, S, E, W, Central

GENDER

M, F

AGE

20s, 30s, 40s, 50s, 60s, 70s, 80s

RELIGION

SEXUAL ORIENTATION/ GENDER IDENTITY

DISABILITY

RACE/ETHNICITY



MISSION IMPOSSIBLE?

Difficult to find GOOD board members.

Seems nearly impossible to find GOOD + DIVERSE board members.

HELP!

Diversity, Equity, Inclusion + the Board



THOUGHT LEADERS

Marrea Walker-Smith, Timmy Nelson &
Zeb Davenport Ed.D.

Marrea Walker-Smith, Timmy Nelson &
Zeb Davenport Ed.D.

IDENTIFY BOARD PROSPECTS

- Leverage existing organizational networks
 - ❑ Volunteers, donors, constituents, event attendees
 - ❑ Referrals from board members, partners

This is the age-old barrier to diversifying:

“invite who you know already”
“social circles”



- Build **new** networks. **Start.** Give it **time** to develop.

Looking ahead,

it isn't about WHO you know,
it's about who you NEED to know



DELAWARE SOURCES VS CHESCo SOURCES, 2021

— Appendix —

Sample Recruiting Sources for Black and Brown Prospective Trustees

Trustee Of Color Organization Alumni

African-American Sororities & Fraternities

Alpha Kappa Alpha
Alpha Phi Alpha
Delta Sigma Theta
Delta Tau Delta
Iota Phi Theta
Kappa Alpha Psi
Omega Psi Phi
Phi Beta Sigma
Sigma Pi Phi (Boule)
Sigma Gamma Rho
The Links
Zeta Phi Beta

Colleges & Universities (Specifically Targeting Administrators, Tenured Faculty, Grad Students, Alumni)

Cheyney University
Delaware College of Art and Design
Delaware State University
Delaware Technical Community College
Goldey-Beacom College
Lincoln University
Springfield College
Strayer University
University of Delaware
University of Delaware Black Alumni Organization
Widener University
Wilmington University

HBCU Alumni Groups

Howard University
Delaware State University
Morgan State University
Lincoln University

Churches

Bethel A.M.E.

Canaan Baptist
Community Presbyterian
Episcopal Church of Sts. Andrew & Matthew
Ezion Fair Baptist
Ezion Mt Carmel United Methodist
Mother A.U.M.P.
New Elizabeth A.M.E.
Seeds of Greatness
Shiloh Baptist
Simpson United Methodist
St. Paul's

Community Organizations

Delaware Black Professionals Online
Delaware Coalition to Dismantle the New Jim Crow
Delaware Racial Justice Collaborative
La Esperanza
Latin American Community Center
Leadership DE Inc
Current Class/Graduates
M.W.U.L. Young Professionals
National Coalition of 100 Black Women
United Way Young Professionals
Ymca Black Achievers

Law Related

Barristers
Black Women Lawyers of Delaware
Delaware Hispanic Bar Association
Law Firm Partners Multicultural Lawyers/Judges Section of DE State Bar Assn
Southeast Asian Bar Association
Women's Law Group

Business Related Groups

Delaware Black Chamber of Commerce
Delaware State Chamber of Commerce
Hispanic Business Organizations
Minority-Owned Businesses

Handbook for Nonprofit Leadership

Recruiting, Training and Engaging
Trustees of Color

A must read that is explicit,
candid and relevant today.

Noreen Lyons-Primo, Trustee of Color and Former Board Chair
Habitat for Humanity, New Castle County, Delaware

Cynthia Primo Martin
Founder, Trustees of Color

Cynthia Primo Martin, Founder,
Trustees of Color, DE
**Recruiting, Training & Engaging
Trustees of Color, 2021**
p. 99 Appendix A

www.cedartreebooks.com

NCC/Other County Chambers
of Commerce
National Medical Association
National Accountants
National Association of African
Americans In Human Resources
Other Trade Associations of Black
Brown People

Millennials, Plus...

Delaware Community Foundation
Next Generation
Delaware Young Professionals Netw
Habitat for Humanity of NCC
Young Professionals
M.W.U.L. Young Professionals
United Way Young Professionals
Young Professionals of Wilmington



RECRUIT BY DESIGN, NOT BY ACCIDENT



Marrea Walker-Smith, Timmy Nelson & Zeb Davenport Ed.D.

- **Recruit affirmatively** by identifying diverse people whose specific skills, abilities, qualifications and experiences meet you nonprofit's needs
- Recruit a **critical mass** of diverse people; be wary of tokenism; rule of 3
- Respect **non-traditional backgrounds** & experiences
- **Seek out diverse networks & intentionally** follow up for guidance and assistance—new experiences, new connections, new perspectives, new knowledge of others, new referrals
 - Attend community events which include & honor diverse people
 - Personally patronize restaurants & businesses owned by diverse people



Referrals/introductions from diverse people who already serve on other nonprofit Boards, committees & who volunteer	Fast-tracked middle managers in larger businesses & corporations	Executive leadership training programs
Chamber of Commerce gatherings	Religious community events	Service clubs
Professional, trade or fraternal associations	Colleges & universities	Orgs representing various racial or ethnic groups


Summarized from: Cynthia Primo Martin, Founder, Trustees of Color, DE
Recruiting, Training & Engaging Trustees of Color, 2021 www.cedartreebooks.com

RECRUITING DIVERSE LEADERS IN CHESCo...A START

Diversity, Equity, Inclusion + the Board



Marrea Walker-Smith, Timmy Nelson & Zeb Davenport Ed.D.

<p>COLLEGES & UNIVERSITIES-ALUMNI, FACULTY & STAFF</p> <p>Cheyney University Delaware County Community College Lincoln University Penn State https://www.facebook.com/psuchesco/ West Chester University esp. WCU Black Alumni Association https://www.wcualumni.org/bac</p>	<p>EXECUTIVE LEADERSHIP TRAINING PROGRAMS</p> <p>Leadership ChesCo UW + WCU + CCCBI @8 trainings over 8 mos, 20 alumni/yr https://www.unitedwaychestercounty.org/leadership-chester-county/</p> <p>DiverseForce on Boards Univ of PA + William Penn Fdtn/Lenfest /Knight board training & matching program for emerging & senior leaders of color. 6 wk training, 140 alumni/yr https://www.diverseforceonboards.com/info@diverseforce.com</p> 	<p>Religious community gatherings St Paul's Baptist Church, West Chester Bethel AME, West Chester Bethel AME, Kennett Square Grimes AME, Phoenixville Keshet Israel, West Chester St Agnes Latino mass, West Chester</p>
<p>Orgs representing various racial or ethnic groups NAACP – West Chester, Phoenixville, Coatesville</p>	<p>Professional, trade or fraternal associations Latino Lunch Club – monthly meet up, West Chester. Virtual. 8 attendees virtually as of 8/2021.</p>	<p>SERVICE CLUBS Rotary Clubs Lions Clubs Kiwanis Clubs</p>
	<p>Chamber of Commerce gatherings</p>	



CCCF version adapted from
 Cynthia Primo Martin, Founder, Trustees of Color, DE
 Recruiting, Training & Engaging Trustees of Color, 2021
www.cedartreebooks.com

RECRUIT

TAKE TIME TO BUILD AUTHENTIC, NEW RELATIONSHIPS

Diversity, Equity, Inclusion + the Board



Marrea Walker-Smith, Timmy Nelson & Zeb Davenport Ed.D.

- Initial interactions & tone

- Visits, events, programs
- Welcoming & inclusive *(are we Really???)*

- Deepen interactions

- Committees / Task Force service first
- Then decide whether Board service is appropriate
 - Commitment to mission
 - Place nonprofit's needs ahead of own
 - Hold confidences & private info
 - Respect group process & organizational protocols
 - Serve as strong ambassador



RETAINING DIVERSE LEADERS

Diversity, Equity, Inclusion + the Board



Marrea Walker-Smith, Timmy Nelson &
Zeb Davenport Ed.D.

Retention is grounded in good group process

- Satisfying authentic relationships
- Mutual benefit & exchange
- Effective leadership
- Substantive work
- Celebrated accomplishments



DISCUSSION

4. **Where & how** do we find diverse leaders to serve on nonprofit committees & boards?
3. What **mistakes** tend to be made in **recruiting?** in **retaining?**
2. Self-examination: What practices & processes at our nonprofit are **impediments** to bringing & retaining diverse people on our committees & boards?
 - What can be done to address these things?
1. Self-reflection: Are our nonprofit board members **really** ready for diversity?
 - What can be done to change this?

Diversity, Equity, Inclusion + the Board



Marrea Walker-Smith, Timmy Nelson &
Zeb Davenport Ed.D.

NEXT STEPS: SET YOUR BOARD RECRUITMENT GOALS

We know how to do this.



It takes *investment*.
It takes *planning*.
It takes *discipline*.
It takes *time*.

RESOURCES

BOARD WORKSHOPS

DATE/TIME 3:45-5:30	TOPIC	SPEAKERS
10.04.21	Diversity, Equity, Inclusion + the Board	Zeb Davenport, Ed.D. Timmy Nelson Marrea Walker-Smith
10.18.21	Tech & Cyber Security: What the Board Needs to Know	Erik Gudmundson
11.01.21	What Donors Look for in Your Nonprofit Financials	Louise Schorn-Smith, CPA Kathy Wileczek, CPA
11.15.21	Individual Donor Fundraising: Lean Into The Trends	Corrine Sylvia, CFRE Connie Carter, CFRE Krystine Sipple, CFRE



Board of Directors Workshops

DIVERSITY, EQUITY, INCLUSION + THE BOARD



JOIN US ON ZOOM
Monday, October 4

THOUGHT LEADERS:

- Zeb Davenport, Ed.D.
- Timmy Nelson
- Marrea Walker-Smith.



Register for future Board sessions & obtain prior handouts

<https://chescof.org/virtual-board-trustee>

Useful articles for nonprofit board leaders

<https://chescof.org/resources/effective/>

