



Board Qualities Matrix

The combination of skills and attributes will impact the board of directors. The aim is a mix of critical characteristics represented by various board members.

When board skills are absent, (i.e. financial expertise, specialty representation, long-term thinking) it may weaken performance.

Identifying the desired traits, and using them to guide the nominating process, will result in a stronger governing body.

A **Board Qualities Matrix** requires an organization to identify the desirable traits of the board; including existing strengths and weaknesses. For example, directors who are good fundraisers, articulate spokespeople, obvious passionate for the mission, and young leaders or persons representing various aspects of diversity.

Attributes are listed in the left column. The top row identifies positions/terms to be filled by the Nominating Committee. By identifying seats with the term as opposed to a person's name, it makes it clear that we are not commenting on the person but rather the desired characteristics of the position.

Candidates should have. Enter the initials for each person and check the appropriate box.									
	Board member initials					Candidate initials			
COMMUNITY CONNECTIONS									
Corporate									
Social									
Philanthropic									
Media									
Professional									
Religious									
Other:									
QUALITIES									

The matrix is a tool to improve governance and assist the Nominating Committee. It is dynamic and will change with time and environmental scans.

Thanks to the many organizations that shared their matrices. Special thanks and credit to the Center for Nonprofit Excellence of Ohio - www.cfnpe.org.

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**Center for Nonprofit Excellence
Board Development Matrix**

Mark the strengths of current board members and identify the qualities and characteristics that new candidates should have. Enter the initials for each person and check the appropriate box below.

	Board member initials						Candidate initials					
COMMUNITY CONNECTIONS												
Corporate												
Social												
Philanthropic												
Media												
Professional												
Religious												
Other:												
QUALITIES												
Leadership												
Willing to work												
Commitment to mission												
STYLE												
Collegial												
Visionary												
Practical												
EXPERTISE												
Accounting												
Fundraising												
Government												
Law												
Management												
Marketing												
Public Relations												
Strategic Planning												
Technology												
Other												
Number of years on the board												
Serves on other boards?												
Name:												
Demographics:												
Age												
Race												
Sex												
Constituency represented:												
Consumer												
Provider												

Guidance to the Nominating Committee

- Bylaws require **12 seats on the board**; **one must be a supplier** or associate member.
- One third of the board seats turnover each year (**four new directors to be nominated**.) The names across the top indicate filled and expiring director seats.
- The left side column identifies **skills desired** to maintain a comprehensively effective board.
- As you consider candidates, **please identify the desired qualities of our board and nominees by placing a check mark in the boxes of skills** you feel they bring to the table.

	Director Seat #1	Director Seat #2	Director Seat #3	Director Seat #4	Director Seat #5	Director Seat #6	Director Seat #7	Director Seat #8	Director Seat #9	Director Seat #10	Director Seat #11	Director Seat #12
Seat currently held by (director's name.)	Bart	John	Trey	Sam	Pam	Darin	Brian	Kelly	Bob	Paige	Mary	Rog.
Term of office expires (3-year terms.)	3 yrs.	3 yrs.	3 yrs.	3 yrs.	2 yrs.	2 yrs.	2 yrs.	2 yrs.	1 yr. Open	1 yr. Open	1 yr. Open	1 yr. Open
Desired Skills and Experience of Nominees												
Passion for Organization Mission												
Connected and Respected by our Community												
Has made/willing to make financial contributions.												
Has chaired a committee.												
Maintains dialog with members and/or chapters.												
Aspires to be a leader and advance.												
Good at execution and follow through.												
Articulate in communicating mission, goals and issues.												
Brings accounting knowledge to the board table.												
Brings legal knowledge to the board table.												
Thinks strategically.												
Representative of a supplier (required by bylaws)												
Geographic representation.												
Specialty subgroup representation.												

Board Skills Matrix

	Finance Accounting Experience	Fund Raising Experience	Willing to Sign Commitment Form	Been a Member for # __ Years	Previous Leadership Experience	Lobbying, Legal or Lawyer	Strategic Thinker	Listening Communication PR Speaker
Current Board Members								
Jill R	x			7	x		x	x
John B		x		6		x	x	x
Mary S	x		x	7	x			x
Mark C				12	x	x		
Susan T	x			10			x	
Sam D				9				x
Darin K			x	8				
Brian K		x		12			x	
Rebecca N				4	x			
Trey M	x			9				
Nominees to the Board								
David R		x		3			x	
Linda C	x		x	4		x	x	x
Greg M	x	x	x	8	x		x	
Robert S.		x		6	x		x	
Cory				5		?		pending
Bonnie			x	3	x	x	x	x

BOARD OF DIRECTORS COMPETENCY MATRIX

COMPETENCIES	CURRENT BOARD MEMBERS/DATES INDICATE EXPIRATION OF CURRENT TERMS * Indicates eligibility for an additional two year term									
Specialty Conversant with specialty practice at a variety of levels										
Research Conversant with the research process and funding mechanisms; well respected in the research community										
Education Conversant with educational program planning and delivery mechanisms for educational activities										
Public Policy Conversant with public policy issues affecting members and their patients										
External Relations Involvement and connections with organizations related to mission, including internationally										
Organizational Knowledge Knowledge of organization goals and activities										
Leadership Demonstrated leadership role within organization or in other professional organizations										
Finance Experience in reading and interpreting financial reports										

Desired Characteristics of Board Members

I. Knowledge

- a Understands and subscribes to the organization's mission and values
- b Understands the economics and budgets required to achieve the organization's mission
- c Knows the organization's current financial position
- d Knows how to build partnerships with other community groups
- e Understands the complexity of the organization's challenges
- f Has a grasp of technology and trends outlooks
- g Knows the difference between governance and management
- h Knows how to be a “team player”
- i Views volunteer service as a responsibility of citizenship

II. Skills

- a Can work to build consensus
- b Can work with and be supportive of administrative staff
- c Is supportive of and adept at strategic planning
- d Has strong communication skills
- e Can deal with diverse groups and ideas in a constructive way
- f Can interpret financial information
- g Has experience in a field contributes to the disciplines that benefit the organization, i.e., insurance, law, finances, marketing, technology, lobbying, etc.

III. Personal Characteristics

- a Feels that collaboration is necessary for success
- b Promotes openness and honesty
- c Subscribes to and practices high standards
- d Is optimistic but realistic
- e Values personal growth and learning, particularly covering matters confronting the board and the organization
- f Views self as a community leader
- g Accepts that the board has the authority, while individual board members have none unless delegated by the board
- h Is personally challenged by what is best for the organization and the community
- i Can be decisive and comfortable with large-scale decisions
- j Accepts that change is constant

Open Seat #1 2008-10	Open Seat #2 2008 - 11	Open Seat #3 2008 - 12

Nominating Committee Member Name: _____

Rank the skills of prospective board members from 1 to 5, 5 being highest (couldn't be any better) and 1 being lowest.

Criteria	Commitment to mission and the long term	Commitment to the members	Focuses on the whole	Focuses on the global industry	Capacity to deliberate & ability to maintain an open mind	Comfortable with delegation (to committees, to executive, to staff)	Ability to learn	Ability to lead	Knows governance, structure and job description as a board member	Embraces values	Adds diversity and balance to board	Member type	Future potential	Other volunteer commitments
Your Score														
Nomination Comm. Score														

Criteria Glossary

Commitment to our mission, long term?	Good knowledge and understanding of organization's desired outcomes (strategic plan).
Commitment to the members?	Maintains relationships with members and chapters; keeps their needs in mind at all times.
Focus on the whole?	An understanding that the membership in general should be the focus during board discussions; not a particular constituency (chapter, committee, membership size, etc.)
Capacity for deliberation	The ability to help forge solutions that are better than a person's individual position and the ability to keep an open mind on an issue.
Comfortable with delegation	This includes delegation to other board members and delegation to the Executive; it also means the ability to manage a board project and follow through.
Ability to learn	This requires an important skill to listen and hear.
Ability to lead	The ability to motivate and get things done through people (committee members, the board, members in general).
Knows governance & job descriptions	A good understanding of the governance model, the policies, the general structure, including job descriptions.
Embraces values and principles	The knowledge that the values set direction and policy and guide the organizational activities. This includes a strong understanding that the core values set a standard for all board functioning.
Diversity and balance	A combination of company sizes, genders, geographic locations ensures a variety of perspectives and viewpoints on the board. This is critical when focusing on the whole (see above).
Membership type	Regular, Associate, Affiliate, Honorary and size of member should be considered. Could also consider title & position (owner, manager, laborer, etc.)
Future potential; progression within our leadership.	Is their interest in moving up to higher board positions? Is this person a candidate for such positions based on criteria above and the opinion of the governance committee?
Other volunteer commitments	Time availability?

Desirable Board Characteristics Matrix

Career based Expertise											
General Knowledge											
Developing Sustainable Partnerships											
Established links, networks and contacts											
Marketing & Communication											
Strategic Planning											
Performance Management & Improvement											
Finance Management											
Fundraising & Sponsorship											

Adaptation
Matrix #8 3-07.doc

Board Composition	Seat #1	Seat #2	Seat #3	Seat #4	Seat #5	Seat #6	Seat #7	Seat #8	Seat #9	Seat #10	Totals
Gender											
Male	X			X		X	X	X	X		6
Female		X	X		X					X	4
Race											
White	X	X	X	X	X	X	X	X	X	X	10
Black or African American											
American Indian or Alaska Native											
Asian											
Native Hawaiian or Other Pacific Islander											
Other											
Special Skills											
Administration		X	X		X	X		X	X		6
Finance		X				X		X			3
Fund Raising	X	X		X			X				4
Legal											
Strategic Planning		X			X	X	X	X	X		6
Convention Planning		X		X							2
Education / Training	X		X	X	X			X	X	X	7
Government Relations	X			X							2
Special Agency Knowledge or Contacts	X	X				X	X		X		5
Marketing				X			X				2
Program Development						X					1
Personnel and Management									X		1
Written / Public Communications (PR)			X	X			X				3
Store Planning			X								1
Sign Design and Interpretation			X						X		2
Relationship to Organization											
Staff of Full Member	X	X			X	X	X	X			6
Staff of Affiliate Member				X					X		2
Board of Member			X								1
Non Member Affiliate										X	1

Permission
Board composition matrix APPL.doc

Desired Skills of the Board of Directors
Please use one form for each director nominee.

Nominee's Name _____

	1. Communications		5. Experience in Organization
X	1.1. Able and willing to speak on our behalf.	X	5.1 Has served as a chapter leader or officer.
X	1.2 Able to write columns and guest articles.		5.2 Has served on other related boards.
X	1.3 Maintains communications with members and chapters.	X	5.3 Has served on a committee.
	2. Finances		6. Legal, Insurance, Accounting
X	2.1 Paid membership dues. (# of years? _____)	X	6.1 Adds knowledge of legal to the board.
X	2.2 Contributes above average when opportunities arise.	X	6.2 Adds knowledge of accounting to the board.
	2.3 If does not make contributions, he or she offers in-kind support.		6.3 Adds knowledge of insurance and risk management to the board.
	2.4 Solicits new members and sponsors.		7 Additional Qualities Nominee Brings to the Board Table (indicate below)
	3. Decision Making & Problem Solving	X	7.1 Led the way in forming a new chapter.
X	3.1 Thinks strategically.	X	7.2 Teaches at the annual conference.
X	3.2 Good problem solver		7.3
	3.3 Offer solutions more than identifying problems.		7.3
	4. Group & Personal Qualities		Committee Notes and Processing:
X	4.1 Consistent participation.		
	4.2 Active listener and leads quality discussions.		
X	4.3 Attends all or most meetings regularly.		

Nominee's Name _____
 Contact Information: _____
 Date: _____
 Signature of Nominating Committee: X _____

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