

Board Recruitment and Succession Planning with Phil Fernandez, Beta Theta Pi Foundation and Hallee Winnie, Pi Beta Phi Foundation

Best viewed as ongoing, cyclical processes, board recruitment and succession planning should be approached with great consideration to the desired direction of the organization. Instead of only thinking about potential board members during the nomination process, there should be continuous dialogue about the next group of leaders and how the organization can prepare them to serve in greater capacities.

1. Welcome

2. Board Recruitment: What you focus on is what you achieve

a. Who is having the conversation and when?

- **Who:** Who is committed to this work?
- **What:** Are you clear about the charge?
- **When:** How often and with what audiences are you sharing updates?
- **Next level:** Joint tracker or collaborate with the other boards within the organization.

b. How are you recruiting?

- **Individual Recruitment**
- **Recruitment Practices and DEI**
- **Next level:** Do you market benefits and expectation of the board role? How do you position these responsibilities in a good light?

c. Vetting Candidates

- **A Mutual Vetting Process is Critical**
- **Considerations**
- **Non-traditional Board Members**
- **Next level:** Formalize your step-by-step process to make it easy for volunteers to follow...scripted questions for the candidate, questions to review as a committee, etc. See example in the handouts.

3. Best Practices for Board Governance

- **Annual Board Self-evaluation**
- **Nominations Charge**
- **Term-Limits**
- **Prepare Them to Serve**
- **Exit Survey**
- **Engagement Post-Board Service**
- **Next level:** Pipeline for prospective service and forecasted skills, knowledge, abilities, and needs moves from 1-2 years to 4-5 years.

4. Succession Planning

- **Board Leadership**
- **Staff Leadership**
- **Next level:** All board members could answer what your organization would do in the case of a sudden departure of a board member or staff leader/executive.

Beta Theta Pi Foundation Board Recruitment

“Being” Foundation Director Versus “Doing” Foundation Director

In his book, *The Contrarian’s Guide to Leadership*, the late Dr. Steven B. Sample, *Illinois ’62*, reflects on his time leading the University of Southern California as President. In Chapter 10, “Being President Versus Doing President”, Steven shares that he and his peers are most successful when they focus more on “doing the work” of University President, rather than simply become enamored with the title and status that comes with simply “being a University President.”

How can we apply this leadership concept from Brother Sample to our approach of identifying, recruiting, screening and confirming new Foundation Directors each year? Doing so will likely ensure we will continue finding the best of the best to serve – men who won’t just be willing to “be a Foundation Director”, but men who will have the ability, willingness and passion to also “do the work” necessary for funding the lofty educational mission of our Great and Good Fraternity.

The Path to Foundation Board Service	Questions for the Committee or Candidate in Each Step
<p>Step 1 – Identify names to add to the board recruitment tracker</p> <p><i>Submissions can come from anyone.</i></p>	<p>Questions for the Committee:</p> <ul style="list-style-type: none"> • What engagement has he had with Beta Theta Pi? • What prior Beta activity has he shown (donor, volunteer, etc.)? • Who currently has an active relationship with this person? • Who is the ideal person to have an exploratory conversation about board service with the candidate? • Does the person help diversify the make-up of the current board (e.g., chapter representation, fulfilling the goals of the Fraternity’s diversity initiative, etc.)
<p>Step 2 – Have exploratory conversation about board service</p> <p><i>Conducted by a member of Governance and Nominating Committee, other board member or staff depending on candidate relationships.</i></p>	<p>Questions for the Candidate:</p> <ul style="list-style-type: none"> • What is your current career and/or professional history? • Is there volunteer work you are currently passionate about? • How familiar are you with Beta’s Men of Principle initiative? • What excites you about the current direction of the Fraternity and Beta’s role in society? • Would you have any interest in someday volunteering at a higher level for the Fraternity or Foundation? Why/Why not?
<p>Step 3 – Conduct deeper analysis of candidate as a potential foundation director</p> <p><i>Conducted by the Governance and Nominating Committee with input from the Chairman and senior staff members.</i></p> <p>NOTE: This step is where Steven Sample would say the “being versus doing” concept exists.</p>	<p>Questions for the Committee:</p> <ul style="list-style-type: none"> • In what ways would he add value to the Board? • What doesn’t he bring to the table or where would he struggle? • Is this person willing and able to make significant gifts to the Beta Foundation each year (BLF/Campaign)? • Is this person willing and able to ask others to make significant gifts to the Foundation each year? • Are there new, high-profile donor relationships this person would help us bring into the Foundation? • Does this person have unique knowledge and skills that would greatly enhance “the work” of the Foundation (e.g., Background in finance, development, governance, campaigning, etc.) • Is this person worthy of a follow-up conversation to dig deeper into the role of Foundation Directors? Who should make that call?

	<ul style="list-style-type: none"> • When/how should we invite this person to attend an upcoming meeting or event where we can explore their interest and learn more about their talents in person.
<p>Step 4 – Have second, deeper level conversation with candidate about Foundation Board service.</p> <p><i>Conducted by key Foundation volunteer or senior staff member.</i></p>	<p>Questions for the Candidate:</p> <ul style="list-style-type: none"> • If you were asked to serve on the Foundation Board, would you be interested? Why? • Would you be able to make the time necessary to attend semi-annual meetings, periodic Board calls and various committee calls/meetings? • Are you willing to make significant stretch gifts to the Beta Foundation each year through the Beta Leadership Fund, which would be above and beyond any other gift commitments to Beta (local chapter campaigns, General Fraternity Campaigns, etc.)? • Are you willing to ask others to do the same with their giving – both members of your inner Beta circle or through prospect assignments given to you by the staff? • If you were invited to serve, where do you see your talents making the biggest impact on the Beta Foundation? Why? (e.g., finance, development strategies, governance, other?) • What concerns or questions do you have before I report back to my committee about our conversation?
<p>Step 5 – Make final recommendation on whether to invite the candidate to serve, hold his name for future opportunities, or remove him from the Board tracker.</p> <p><i>Conducted by Governance and Nominating Committee with input and endorsement from Foundation Chairman, Executive Director and senior Foundation staff.</i></p>	<p>Questions for the Committee:</p> <ul style="list-style-type: none"> • Is this person a good candidate or a GREAT candidate? Why? • How will adding this person to our Foundation Board greatly enhance the board’s dynamics, the current needs of the Foundation, and/or the future of the Men of Principle initiative? • Are there any unspoken reservations we should discuss about this candidate at this point? • If he is a GREAT candidate that we should invite to join the Foundation Board, who is the best person to extend the invitation in order to maximize our chance of getting a “Yes” from him? • Revisit candidate’s overall giving capacity and willingness to make stretch gifts to the Foundation?
<p>Step 6 – Ask the person to serve on the Foundation Board and confirm next steps</p> <p><i>Invitation to serve conducted by key volunteer, and depending on the situation a follow-up conversation with the new board member may need to occur with a Foundation staff member (using this onboarding call agenda as a guide.)</i></p>	<p>Questions for the Committee:</p> <ul style="list-style-type: none"> • Assuming he says “yes”... <ul style="list-style-type: none"> ○ What upcoming meeting or call of the Trustees is the most logical time to confirm this appointment? ○ When would be the first opportunity for him to participate as a new Foundation Director? <p>Questions for the Candidate:</p> <ul style="list-style-type: none"> • We’d be honored to add you to the leadership Beta Theta Pi as a Director on the Foundation Board. Are you willing to serve, brother? • The first opportunity for you to engage as a new director is.... • Can you clarify your contact information, preferred method of communication, biographical information, etc.? • Is there anything else we can do at this point to help ensure a smooth onboarding as a Foundation Director?

Governance and Nominating Committee

Interview Guide

Personalized for each individual situation/candidate after resume review

- Introductions
 - Thank you for interest and willingness to discuss position(s)
 - I expect this call be about 1 hour
 - Explain GANC's role and process

- We have been entrusted by the Foundation to identify and vet potential volunteers.
- We speak with potential volunteers to determine their interests in serving and learn more about their talents, skills and experience. We try to find the right volunteer for the right position.
- All conversations with GANC are strictly confidential. I will only share conservation with other members of GANC.
- We speak with current and former Foundation Trustees and Foundation volunteers, donors and staff to determine who will be the best leaders for our organization.
- As such, we are committed to our work remaining confidential. We only share information with other members of the Governance and Nominating Committee.
- It is also important to know that GANC recommends members to the Foundation Board of Trustees for Board and volunteer positions but the Board, in the end, makes the final decision and appointment.

- Discuss the importance of volunteers
 - Pi Beta Phi is a volunteer-based organization
 - Though we have a strong staff, volunteers are the heart of the Foundation
 - We need volunteers who are committed to serving the Foundation in a variety of roles, including but not limited to the Board, strategic committees and program committees

- Ask candidate to provide an overview of Pi Phi, volunteer and professional experience
 - Of your previous Pi Phi experience, which role has been the most rewarding and why?
 - What role(s) have been the most challenging and why?
 - Which Foundation role do you think most aligns with your interest?
 - Ask candidate to provide an overview of any professional or other volunteer experience
 - Of your current and previous professional experience, which role has been the most rewarding and why?
 - Which volunteer experience do you think most aligns with your interest?
 - Remember to ask about day to day activities.
 - Try to drill down on the candidate's core competencies (special skills/ unique experience)
 - Why is it important to you to be a Foundation donor and volunteer

- Ask candidate to describe current volunteer and professional time commitments
 - How many hours week/month are you current volunteering and/or working
 - Is your availability subject to change in the next few months/year
 - How many hours week/month are you able and willing to give to a new volunteer opportunity
 - Most appointments are multi-year, does this cause you any concern
 - Are you able to take calls during the business day (this may depend on the position you are filling and not necessarily a needed attribute)
 - Are you able to travel for volunteer work (this may depend on the position you are filling and not necessarily a needed attribute)
 - Is candidate's family/work supportive of volunteering for Pi Phi/the Foundation
 - Is the candidate's availability subject to change in the next few months/year

Behavioral questions (some may vary depending on if there is a specific vacancy that needs to be filled):

Leadership

Let's talk about a major leadership accomplishment in your career.

- What challenge required your leadership skills?
- What action did you take as a leader?
- What was the result or outcome? (Be specific- dates, names, quantifiable results)
- What did you learn from this situation?
- How have you applied what you learned from the situation?

Donor Development

Let's talk about a major donor that you cultivated.

- What challenges did you encounter with cultivating the donor?
- What actions did you take as a developer to overcome the challenges?
- What was the result or outcome? (Be specific – dates, names, quantifiable results)
- What did you learn from this donor development situation?
- How have you applied what you learned from the situation?

Strategic Thinking

Let's talk about an initiative or event that required strategic thinking within your career.

- What challenge required you to think strategically?
- What action did you take or plan did you make utilizing your strategic thinking skills?
- What was the result or outcome? (Be specific- dates, names, quantifiable results)
- What did you learn from this required strategic thinking situation?
- How have you applied what you learned from the situation?

Note: Other questions could include finance, investments, public relations, marketing, communications, strategic planning, grantmaking, non-profit management.

- Concluding the call
 - Ask the candidate their level of comfort utilizing conference calls and working online
 - Remind candidate to update volunteer profile on e-Sisters, if not already done
 - Who the candidate can call to discuss position in more detail, **if appropriate (please check with volunteers first to make sure it is okay to pass along their contact information; remind volunteer/staff their conversation is confidential)**
 - GANC members who currently hold or have held position in the past
 - Supervising Trustee or staff (if committee)
 - Current volunteer
 - GANC's next steps (may vary if this is a vacancy or regular appointment)

Foundation Governance and Nominating Committee (GANC)

Mid-Year Committee Volunteer Assessment Interview Process – conducted by Committee Chair or Supervising Trustee

Goal:

- Ensure every Foundation committee volunteer is assessed for their current role including fit, experience and leadership potential.

Process:

- Send an email to all the volunteers on the committee(s) you are supervising about the mid-year check-in process. Include available dates/times or a doodle poll to determine best availability.
- Complete volunteer interviews and submit these forms to GANC Chair by January 15. If you are unable to conduct the interviews let GANC Chair know by December 20, so the work can be reassigned to another Trustee.

Volunteer Name _____ Date: _____

Committee _____

Do you enjoy the work? _____

How is the time commitment? _____

Thoughts on what is working? _____

Is the committee size right? _____

Do you have the right tools to complete your work? _____

Do you feel supported by your committee chair, Foundation staff or other committee members? _____

What is not working or could be improved? _____

What have I not asked you that you'd like to share? _____

Strategic Committees: Is this a role you would like to stay in? _____

Program Committees: Do you see any reason why you wouldn't be able to complete your three-year commitment? _____

Are there other roles you have an interest in (these can be positions or just areas of the Foundation in general). If so, what skills or experiences have you had that we should know about that would set you up for success? _____

Who would you recommend to become a volunteer for the Foundation? _____

Committee Chair Comments:

Do you feel the volunteer has adequately fulfilled their role on the committee within the committee charter expectations?_____

Would you recommend this committee member for another Foundation position or committee?_____

Is there anything else you would like to share about this individual volunteer?_____

Beta Theta Pi Staff Success Planning for Department Leaders:

Role: Chief Foundation Officer	Candidate:	Notes:
Ready now (Interim/Emergency)	1. First Last	Beaucoup experience; been in role previously
	2. First Last	Beaucoup experience; been in role previously
	3. First Last	Not sure of availability, but worth a call if needed. Again, lots of experience and been in role previously.
Ready within 5 years	1. First Last	Very impressive first two years with Beta. Strong candidate. Very organized, good communicator.
	2. First Last	B-School is in his plan, would need convincing
Ready in 5+ years	1. First Last	Impressive Beta staffer. Genuine personality. Organized. Hard worker
	2.	
Top external candidate(s)	1. First Last	Familiar with Beta Foundation and has 30+ years of development experience.
	2.	

Role:

Name:

What are the top three to five objectives and/or challenges outlined in the strategic plan that fall under the position's core responsibilities?

(1)

(2)

(3)

(4)

(5)

What are the key competencies (e.g., skills—core leadership and management, strategic thinking, board oversight, staff management, agility skills, etc.)

a.

b.

c.

d.

What expertise and experience (e.g., fundraising, financial, building new facilities, etc.)

a.

b.

c.

d.

Required leadership style (e.g., high control or participatory?).

a.

b.

c.

d.

Leadership traits not desired (e.g., poor relationship building, poor board management, etc. These are common derailers in nonprofit organizations).

a.

b.

c.

d.

Emergency Back-Fill Plan

Candidate

Readiness
