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Attracting New Board Members

Governance

Sat, April 20, 2:45 pm, Lancaster



Your facilitators

Krista Narfason

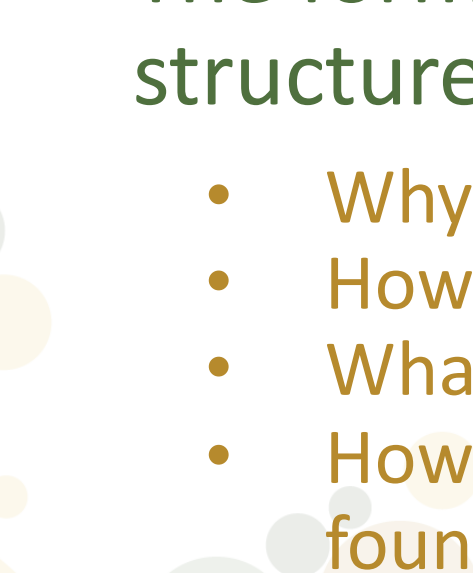
Administrative Coordinator
Westshore Community Foundation

Tristin Tergesen

Chair, HR & Board Development Committee
Westshore Community Foundation



Our approach

- The fundamentals: cellphones and washrooms.
 - The goal: create a *fun, safe and engaging* space.
 - The format: share knowledge and experience using a structure of:
 - Why is this important?
 - How do you do it?
 - What is the outcome?
 - How can I apply this learning with my community foundation?
- 



Our philosophy

- *You* are the expert of your community and your community foundation.
- Please share your *thoughts, knowledge, and experiences* so that we can all learn from each other.





How does your foundation recruit new board members?



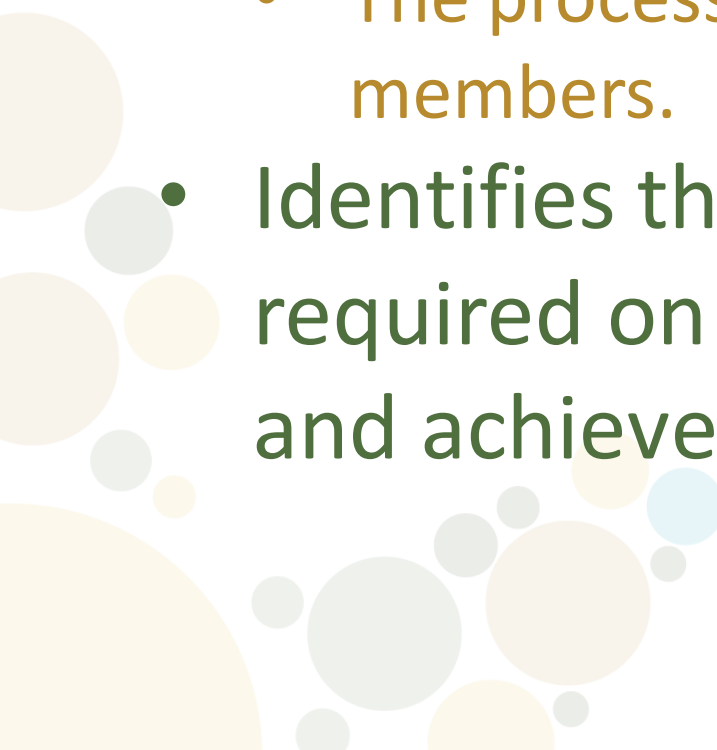
Tristin Tergesen

Westshore Community Foundation



Definition: Board recruitment

- Defines the process the foundation follows when **recruiting** and **replacing board members**.
 - The process to identify, recruit, and appoint new board members.
- Identifies the **skills AND connections** to community required on the board to effectively complete the work and achieve the foundation's mission.





Why is board recruitment important?

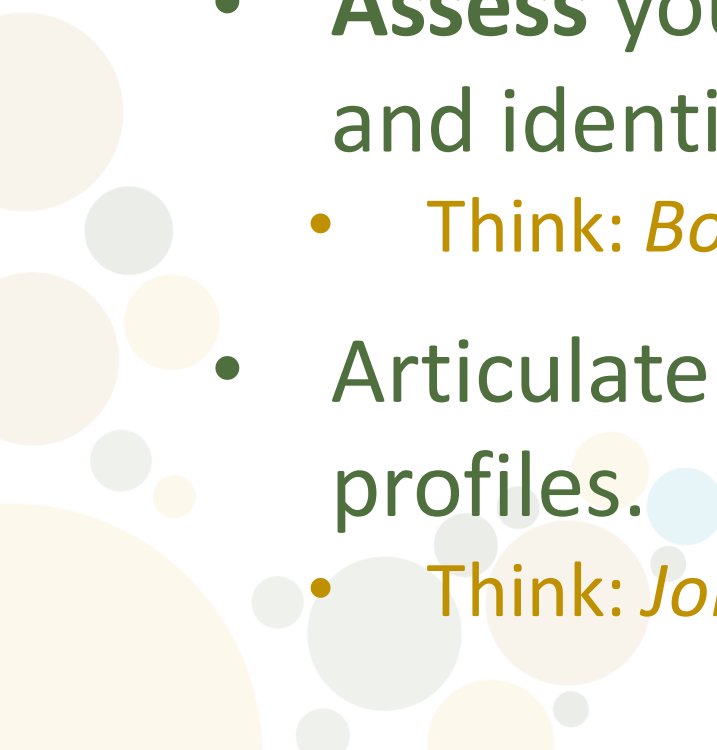
- Your board must have the **capacity** (skills and ability) as well as the **community perspective** to effectively provide **oversight AND leadership** to your foundation.
- A board requires turnover to:
 - Welcome new ideas, avoid stagnancy,
 - improve representation,
 - increase diversity and inclusivity,
 - avoid volunteer burnout.





How to recruit new board members?

- Engage in **regular** (i.e., annual) conversations as a full board on the organization's recruitment needs.
- **Assess** your current board's skills and competencies and identify **gaps** that must be addressed.
 - Think: *Board Matrix – what will this person bring?*
- Articulate those attributes in board/director profiles.
 - Think: *Job Description – what will this person do?*





How to recruit new board members?

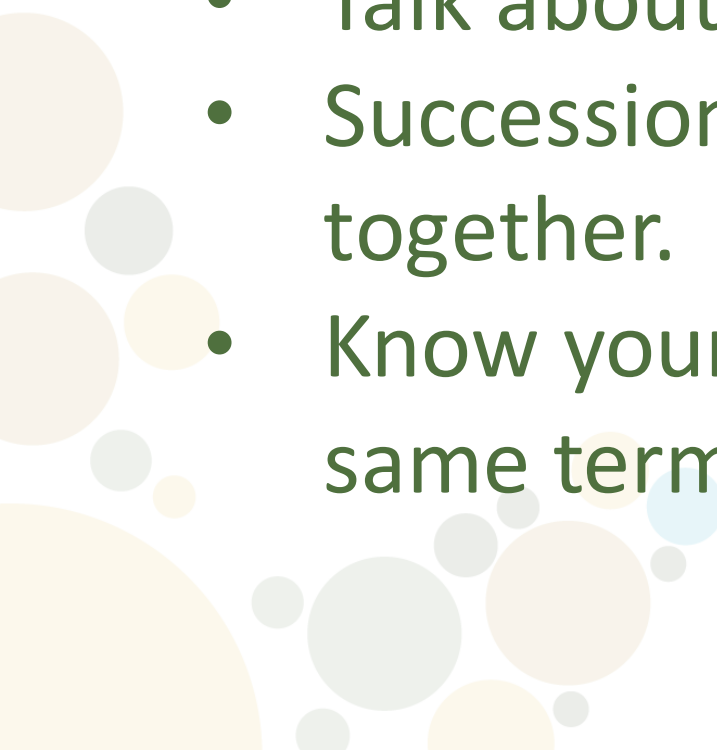
- **ASK** community to join your board.
 - Newspapers, newsletters, social media, and more.
- Hold **conversations** (interviews) with interested persons.
 - Get to know them and their expectations.
 - Share insight into the foundation and the role.
 - Provide clear expectations of time commitment (monthly board and/or committee meetings, yearly meetings (grants, scholarships, strategic planning) and how long the term is.





Best practices

- Recruit for skills as well as community representation.
- Talk about board recruitment **NOW** and regularly.
- Succession planning and recruitment should work together.
- Know your by-laws. Not all Foundations have the same term lengths for directors.





The outcome of board recruitment

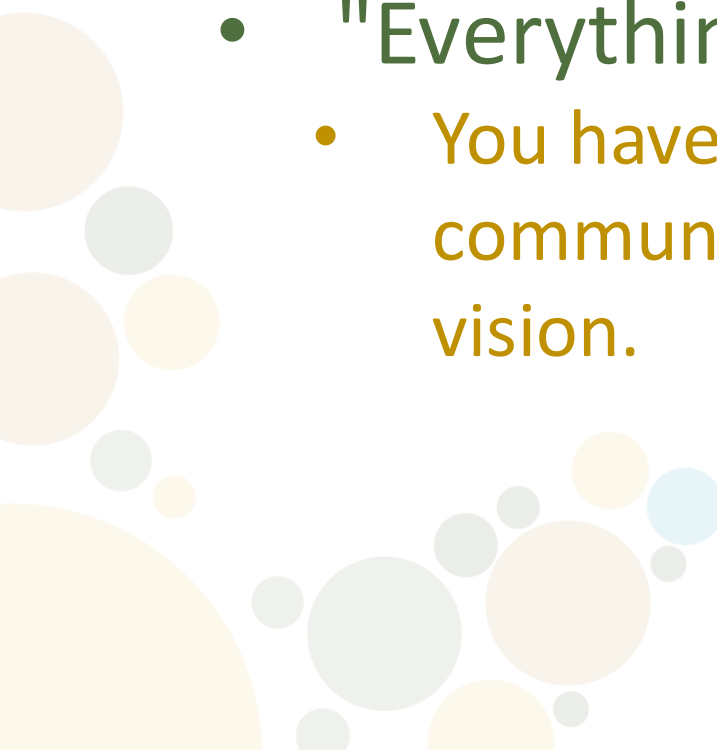
- A strong healthy board that is continually growing and evolving to achieve the Foundation's mandate.
- Consistent and predictable board succession with increased equity and inclusivity.





The outcome of board recruitment

- Diversity of skills and perspectives on the board.
 - Supports accountability in decision-making and builds trust throughout your community.
- "Everything is getting done."
 - You have enough people, with the right mix of skills and community perspective to support the foundation's mission and vision.





Discussion questions

What is a more important attribute for consideration:

Skills or Community Representation? Why?

Instructions:

Designate someone to report back

3 minutes of table discussion



Discussion questions

What information could be shared and gained by hosting a conversation (interview) with a potential board member?

Why is this valuable?

Instructions:

Designate someone to report back
6 minutes of table discussion



Discussion questions

Exploring YOUR challenges

What is your greatest challenge with respect to attracting new board members to your foundation?

Instructions:

Designate someone to report back
10 minutes of table discussion



Shared reflections

What's one key takeaway or "AHA" that you want to remember?

What are you curious about now?

Individual reflection

What tools & ideas can you take back to your community foundation board?



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We invite you and your community foundation to leverage this email advertisement reference document to assist with the sustainability, growth and impact of your work. A big thank-you to Westshore Community Foundation for the template.

Attracting new board members – Email advertisement sample



Call for Directors!



Build a lasting legacy and make a difference in your community, consider becoming a [CF name and position]

Please email your resume and your expression of interest to [INSERT COMMUNITY FOUNDATION AND CONTACT EMAIL]

Closing date [INSERT DATE]

For more information, or if you have any questions please contact [CONTACT NAME, PHONE NUMBER or EMAIL] or visit our website at [insert website url]

The [CF name/ abbreviation] encourages all members of our community to consider this opportunity. We support diversity and equal opportunity participation to achieve a balanced representation of our community.

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Your First Board Committee

Governance

Sun, April 21, 10:30 am, Lancaster



Your facilitators

Brent Retzlaff

Manager, People & Culture and Governance
The Winnipeg Foundation

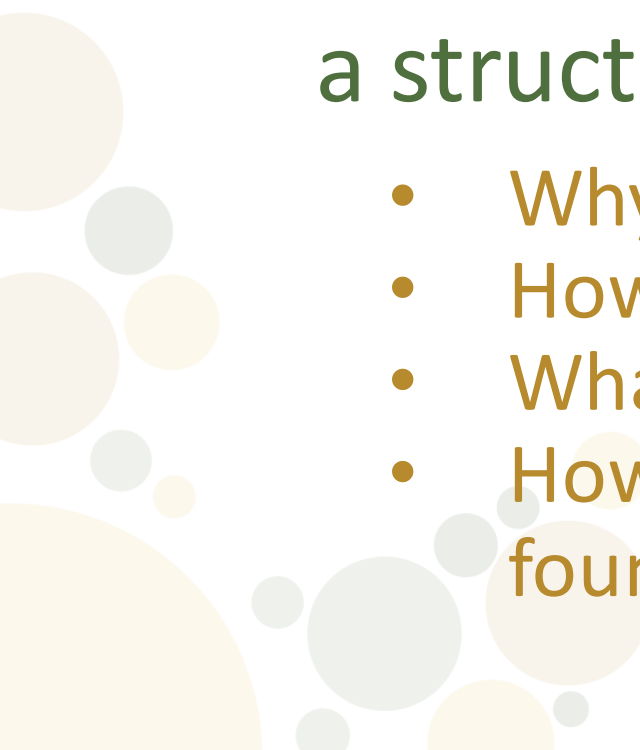
Lenore Laverty

Director
Morden Area Foundation



Our approach

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**What interests you about
establishing a committee?**

**What committee are you
considering establishing?**

Instructions:

Individually reflect and write a response

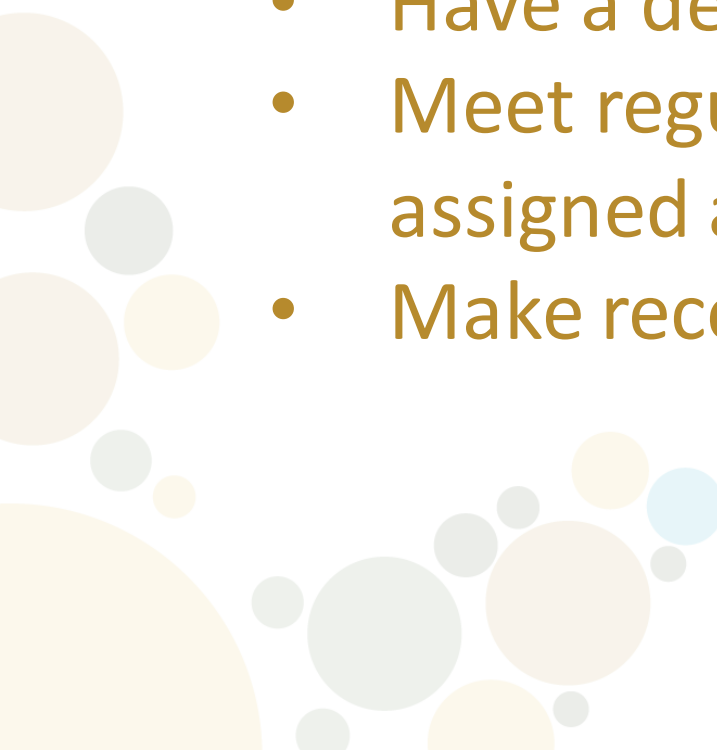
Share with the person next to you



Lenore Laverty
Director
Morden Area Foundation



Definition: Board committee

- A subgroup of individuals selected to focus on **specific tasks or areas of responsibility.**
 - Have a designated chair.
 - Meet regularly to discuss issues relevant to their assigned area.
 - Make recommendations to the full board for action.
- 

Why are board committees important?

- Allow for a more **focused look** at specific issues; promoting **transparency** and **accountability** by ensuring decisions are made thoughtfully and with due diligence.
- Provide space for individuals with specific **expertise** to contribute and delve deeper into complex issues.
- Committee members provide **diverse backgrounds, perspectives, and skills** which enriches discussions and promotes innovative thinking.
- By dividing tasks and responsibilities among committees, work of the board is more **efficient** and **effective**.



How to build your first board committee

1. Determine required skills and expertise

- What skills, expertise, and experience is required?
- Who on the board holds these skills and abilities?
- Who in the community holds these skills and abilities?





How to build your first board committee

2. Identify the area of focus

Common first board committees include:

- Governance/Nominating
- Audit/Finance
- Grant Making






How to build your first board committee

3. Draft Terms of Reference (TOR)

Develop clear and concise TOR; provides a framework for committee operations and helps align expectations with committee members and the board. It should outline:

- purpose,
 - responsibilities,
 - composition,
 - meeting frequency, and
 - reporting structure.
- 



How to build your first board committee

4. Recruit committee members

- Invite board members and community members.
- Communicate expectations, responsibilities, and time commitments to ensure commitment and engagement.

5. Appoint committee chair

- Facilitate meetings, ensure adherence to the TOR, foster collaboration among committee members, and report committee activities to the full board.





How to build your first board committee

6. Establish Meeting Schedule and Procedures

Set meeting schedule, establish procedures for agenda-setting, meeting conduct, decision-making, and documentation. Provide relevant materials as needed.

7. Monitor and Evaluate Committee Performance

Assess effectiveness of committee in fulfilling its responsibilities and achieving its objectives. Solicit feedback from committee members.



How to build your first board committee

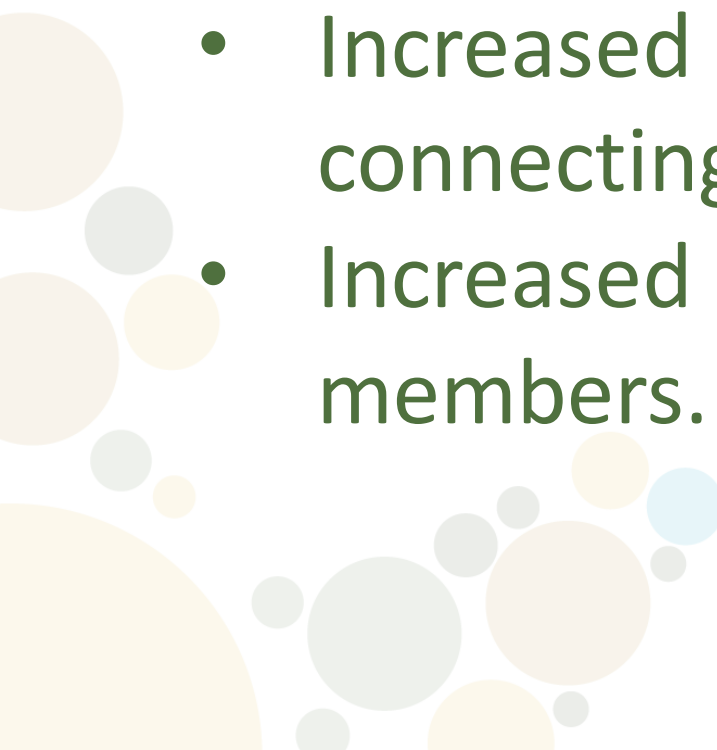
8. Integrate Committee Work with Board Activities

- Ensure effective communication and coordination between committees and the full board.
- Committee chairs provide regular updates and recommendations to the board.
 - Board provides guidance and support to committees as needed.



The outcomes of board committees

- Enhanced **engagement** and **participation** by board members and community members.
- Increased **productivity** of board.
- Increased **confidence** of board members in connecting and engaging with community.
- Increased **interest from prospective** board members.





Discussion question

How can your board and committee communicate?

Instructions:

Designate someone to report back

6 minutes of table discussion



Discussion question

As a board, what authority are you granting a newly established [finance, governing, granting] committee?

Instructions:

Designate someone to report back

6 minutes of table discussion



Discussion question

Exploring YOUR challenges

What is your greatest challenge with respect to establishing your first board committee?

Instructions:

Designate someone to report back
10 minutes of table discussion



Shared reflections

What's one key takeaway or "AHA" that you want to remember?

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Corporate Governance and Personnel Committee Mandate

PURPOSE:

The Corporate Governance and Personnel Committee is appointed by the Board of Directors to consider matters related to governance policies and practices including Board evaluation. The Committee shall ensure that principles of Diversity, Equity, Inclusion, and Belonging are woven into all its decisions and that the full Board is provided with appropriate training and development opportunities to do the same. It also provides oversight for Personnel related matters including reports related to People and Culture Initiatives.

1. Reviews the general by-law (#1) which regulates the business and affairs of (Your Community Foundation) including the roles of its standing committees and recommend changes as required;
2. Undertakes any evaluations that might be helpful to strengthen the governance structure;
3. Recommends appointments to the Board and its committees;
4. Oversee and provides input for organizational human resources plan and associated policies
5. Support The Foundation's commitment to developing an environment focused on diversity, equity, inclusion, and belonging
6. Conducts the annual performance appraisal of the CEO. The CEO's performance appraisal is conducted by the Chair of the Board of Directors following consultation with the full Board. The Chair Elect or Past Chair will often participate in the meeting.

The Personnel Committee has the authority to conduct any investigation appropriate to fulfilling its responsibilities and may retain, at the Foundation's expense, special consultant support or expertise that it deems necessary in the performance of its duties.

SPECIFIC RESPONSIBILITIES:

1. Reviews the provisions of the general by-law (#1) including the mandates of Standing Committees from time to time in order to assure that appropriate best practices are reflected for the governance of (Your Community Foundation);
2. Utilizes a Diversity, Equity, Inclusion and Belonging lens in the review of new governance policies (including a Board Diversity Policy), as well as changes to existing governance policies, and makes recommendation to the Board of Directors;

3. Recommends candidates for appointment to the Board of Directors to the Appointing Board, as defined in (Your Community Foundation) Act, with a lens to ensuring that board composition and board succession result in a diverse mix of experience, skills, and backgrounds are in place.
4. Considers opportunities to make appointments to Board Committees or Advisory Groups and recommends any such appointments to the Board;
5. Ensure that a strong onboarding program for new Directors and other volunteers on Board Committees is in place, ensuring that all appointees are able to contribute their experience and expertise to the Board;
6. Identify areas for future Board education in diversity, equity, inclusion, and belonging;
7. Presents to the Board any suggested processes related to Board evaluation, considering diversity, equity, inclusion, and belonging and with Board concurrence, leads such processes;
8. Reviews the organization's human resources plan outlining the human resources strategy and organizational design (Organization Chart and Headcount)
9. Reviews and provides input on human resources policies, programs, and practices related to recruitment, training, development, compensation, career planning, performance management, succession planning, and retention of employees;
10. Reviews The Foundation's Pension Plan, as required, and makes recommendations to the Board as appropriate.
11. Reviews the detailed proposal of the CEO with respect to economic adjustments to the salary grid which are implemented on January 1st of each year;
12. Reviews the performance of the CEO and make recommendations to the Board with respect to any matter related to the contract of the CEO;
13. Conduct Racial Equity Impact Analysis
14. Considers strategic operational risks that face The Foundation as well as the response of the CEO and reports conclusions annually to the Board.

COMPOSITION, PROCEDURES, AND ORGANIZATION

The bylaw of (Your Community Foundation) provides provisions with respect to the composition, procedures and organization of the Committee. The attached Appendix is included for the information/ease of reference for some of these matters. The Appendix may be updated, with material from the Bylaw, from time to time, without the need for a resolution from the Committee or the Board.

Approval

- Last reviewed by Committee: November 16, 2023
- Last amended by the Committee: November 16, 2023
- Approved by the Board on: December 15, 2023

Appendix

Each Standing Committee shall have a chair and a vice-chair appointed annually by the Board. It shall be the responsibility of the chair to preside over the meetings of the Standing Committee and it shall be the responsibility of the vice-chair to act in absence of the chair.

MEMBERSHIP The membership of committees shall be established in the Board's discretion (taking into account relevant factors including but not limited to the skills and experience needed on the committee, and diversity of committee members, including diversity of: culture, race, religion, age, gender identity, sexual orientation, family status, disability status) provided that the following conditions are satisfied:

- the majority of the members of each of the Standing Committees and Ad Hoc Committees are Directors; and
- the chair of the Standing Committees, Ad Hoc Committees, Sub Committees and any other type of committee shall be a Director.
-

REMUNERATION AND REMOVAL Committee members shall receive no remuneration and may be removed by a majority vote of the Board.

PLACE OF MEETING Committee meetings may be held in person at any place in or outside Manitoba as each committee may from time to time determine or may be held virtually by means of telephone, electronic or other communication facilities.

NOTICE OF MEETING Committee meetings shall be called by the chair of the committee.

- Not less than forty-eight (48) hours' prior written notice of a meeting of a committee must be provided to the committee members if the written notice is provided by electronic transmission. If the written notice is provided by regular mail, then five (5) business days' prior written notice of a committee meeting must be provided to the committee members. The written notice of the meeting must indicate the date, time and place for such meeting.
- A meeting of a committee may be held at any time or place and without formal notice if all the committee members are present or if those committee members that are absent consent in writing to the meeting being held in their absence. No errors or omissions arising through inadvertence in giving notice for a meeting shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting.

SCHEDULING The committees shall meet as often as is required for them to carry out their duties, with the meetings being spaced throughout the year at such times as are reasonably close to when business planning and functionality would need to be handled.

REMOTE PARTICIPATION Committee members may participate in a committee meeting by means of telephone, electronic or other communication facilities as will permit all persons participating in the meeting to communicate and hear each other simultaneously. All committee members participating in the meeting by such means shall be deemed to be present at the meeting.

VIRTUAL MEETINGS Committee meetings may be held virtually by means of telephone, electronic or other communication facilities as will permit all persons participating in the meeting to communicate and hear each other simultaneously. All committee members participating in the meeting by such means shall be deemed to be present at the meeting.

QUORUM The presence of a majority of the members of the committee who are entitled to vote shall constitute a quorum. If ex-officio members are present, they are counted in the calculation of members who are entitled to vote. However, if an ex-officio member is not present, they are not counted in the calculation of members who are entitled to vote. The following additional requirement to constitute a quorum applies, depending on the type of committee:

Standing Committees: There must be at least three (3) Directors present.

- Ad Hoc Committees and Sub Committees: The number of Directors who are required to be present shall be specified in their Terms of Reference.
- Any observers or guests at committee meetings, including Board members not assigned to a committee and not serving in an ex-officio capacity, are not considered with respect to quorum.

VOTING

Questions arising at any committee meeting, at which quorum is present, shall be decided by a majority of votes of the committee members. Ex-officio members shall have the right to vote. The presiding person at a committee meeting shall not have an additional casting vote in the event of a tie.

Unless otherwise prescribed by the Board, all committee members including members who are not Directors, may vote on motions or resolutions with respect to recommendations and reports to the Board. Any observers or guests at committee meetings, including Board members not assigned to a committee and not serving in an ex-officio capacity, do not have a vote, and do not have the power to move or second motions.

Voting at committee meetings may take place in person, by means of telephone, electronic or other communication facilities. Voting may take place by ballot, show of hands, telephone or electronic voting, permitting reverse voting (ie. asking for nays and abstentions). The declaration of the presiding person that a question is carried or defeated shall be conclusive.

MINUTES

The Minutes of all committee meetings shall be submitted at the next committee meeting for approval by a majority of the members present. Once approved, the Minutes shall be signed by the chair of the committee. The Minutes of all committee meetings, even when they have not yet been approved, shall be included on the Board agenda, at the first opportunity, so that all Directors are made aware of committee deliberations.

WRITTEN RESOLUTION IN LIEU OF MEETING

A resolution in writing signed by all of the committee members is as valid as if it had been passed at a committee meeting. Such resolution may be signed in counterparts by each committee member and transmitted electronically.

We invite you and your community foundation to leverage this reference document to assist with the sustainability, growth, and impact of your work. A big thank-you to The Winnipeg Foundation who is the resource contributor.

Community Impact Committee Mandate

PURPOSE:

The Community Impact Committee is appointed by the Board of Directors to assist in fulfilling its oversight responsibilities. The primary responsibility of the Committee is to provide oversight for The Foundation's grant making programs. The Committee is also responsible for ensuring strong support of the local charitable sector through the commissioning of research that examines the health of the sector as well as any other initiatives that support The Foundation in exercising its leadership role.

The Committee is expected to ensure that a Diversity, Equity, Inclusion, and Belonging lens is applied in all of its work.

SPECIFIC RESPONSIBILITIES:

The duties and responsibilities of the Committee shall be as follows:

1. Provide final approval of all discretionary grants within the parameters in the Signing Authority Policy and within an annual budget approved by the Board and assuring that there is a balance in grant distribution that appropriately reflects the broad mandate of (Your Community Foundation) and identified community needs;
2. Provide oversight for leadership initiatives identified in the Strategic Plan;
3. Review grant making policies, ensuring that all policies incorporate diversity, equity, inclusion and belonging principles and make recommendation to the Board;
4. Review reports that portray the charitable sector landscape of Manitoba relative to the rest of Canada and make the Board aware of important observations that may impact the work of (Your Community Foundation);
5. Commission independent research that it believes will benefit the voluntary sector or The Foundation specifically;
6. Recommend strategies to the Board that advance the mandate of The Foundation including positions on matters of public policy that impact the charitable sector;
7. Provide oversight for the Agency Funds Program;
8. Provide a report to the Board on an annual basis analyzing the grant making trends and commenting on issues of current interest;

9. To ensure a copy of the minutes of meetings of the Committee are shared with the Board of Directors at the first opportunity following a meeting of the Committee; and
10. To carry out such matters as may be assigned to the Committee from time to time by the Board.

COMPOSITION, PROCEDURES, AND ORGANIZATION

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Approval

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- Last amended by the Committee:
- Approved by the Board on:

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MEMBERSHIP

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Finance and Audit Committee Mandate

PURPOSE:

The Finance and Audit Committee is appointed by the Board of Directors to assist in fulfilling its oversight responsibilities. The Finance and Audit Committee's primary responsibilities are to:

1. Identify and monitor the management of the principle risks that could impact the financial reporting of the Foundation.
2. Monitor the integrity of the Foundation's financial reporting process and system of internal controls regarding financial reporting and accounting compliance.
3. Monitor the independence and performance of the Foundation's external auditors. Provide an avenue of communication among the external auditors, management and the Board of Directors.
4. In addition to any special reporting that may fall under its mandate, the Finance and Audit Committee is required to file a report with the Board summarizing its activities throughout the year.

The Finance and Audit Committee has the authority to conduct any investigation appropriate to fulfilling its responsibilities, and it has direct access to the external auditors as well as anyone else in the organization. The Finance and Audit Committee has the ability to retain, at the Foundation's expense, special legal, accounting, or other consultants or experts it deems necessary in the performance of its duties.

SPECIFIC RESPONSIBILITIES:

1. Review and reassess the adequacy of this Mandate from time to time and submit the Mandate to the Board of Directors for approval through the Board Governance Committee.
2. Reviews overall revenue and expenditure trends and projections as well as related CEO reports for the purpose of advising the Board on the long-term sustainability of the Foundation's business model and comparative situation relative to other community foundations.
3. Reviews quarterly financial statements raising questions as appropriate with respect to operating costs and revenues and referring questions as necessary to:

- a. The Board Governance and Personnel Committee with respect to personnel related costs;
 - b. The Investment Committee with respect to investment related costs; and
 - c. The Strategic Initiatives Committee with respect to costs for Endow Manitoba.
 - d. The Board with respect to costs related to other strategic projects.
4. Review the annual operating budget recommended by the CEO and makes comments or recommendations as appropriate to the Board, while respecting the roles and mandates assigned to other Standing Committees of the Board.
 5. Review the Foundation's audited financial statements and related documents prior to filing or distribution. Review should include discussion with management of significant issues regarding accounting policies, practices, and significant management estimates and judgments.
 6. Annually, in consultation with management and external auditors, consider the integrity of the Foundation's financial reporting processes and controls. Discuss significant financial risk exposures and the steps management has taken to monitor, control and report such exposures. Review significant findings prepared by the external auditors together with management's responses.
 7. Review the effectiveness of the overall process for identifying the principle risks affecting financial reporting and provide the Committee's views to the Board of Directors.
 8. The external auditors are ultimately accountable to the Finance and Audit Committee and the Board of Directors. The Finance and Audit Committee shall review the independence and performance of the auditors and annually recommend to the Board of Directors the appointment of the external auditors or approve a change of auditors when circumstances warrant.
 9. Approve the fees and other significant compensation to be paid to the external auditors.
 10. On an annual basis, the Committee should review and discuss with the external auditors any significant relationships they have with the Foundation that could impair the auditors' independence.
 11. Review the external auditors' audit plan - discuss and approve audit scope, reliance on management and general audit approach.
 12. Prior to releasing the year-end financial statements, discuss the results of the audit with the external auditors. Discuss all matters required to be communicated to Finance and Audit Committees in accordance with the standards established by Chartered Professional Accountants Canada.
 13. Consider the external auditors' judgments about the quality and appropriateness of the Foundation's accounting principles as applied in the Foundation's financial reporting.
 14. Annually assess the effectiveness of the Committee against its Mandate and report the results of the assessment to the Board.
 15. Perform any other activities consistent with this Mandate, The Foundation's by-laws, or any governing law, as the Committee of the Board deems necessary or appropriate.

16. Ensure that minutes of meetings are maintained and periodically report to the Directors on significant results of the foregoing activities.
17. Conduct an audit engagement review on an annual basis and a comprehensive review of the auditors every five years or as the Committee deems necessary.
18. Monitor the Foundation's cyber security posture and related controls.
19. Review periodically updates on IT related activities and projects.
20. Review Cash Position in relation to future obligations twice a year.

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- Last reviewed by Committee:
- Last amended by the Committee:
- Approved by the Board on: December 15, 2023

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Committee members may participate in a committee meeting by means of telephone, electronic or other communication facilities as will permit all persons participating in the meeting to communicate and hear each other simultaneously. All committee members participating in the meeting by such means shall be deemed to be present at the meeting.

VIRTUAL MEETINGS

Committee meetings may be held virtually by means of telephone, electronic or other communication facilities as will permit all persons participating in the meeting to communicate and hear each other simultaneously. All committee members participating in the meeting by such means shall be deemed to be present at the meeting.

QUORUM

The presence of a majority of the members of the committee who are entitled to vote shall constitute a quorum. If ex-officio members are present, they are counted in the calculation of members who are entitled to vote. However, if an ex-officio member is not present, they are not counted in the calculation of members who are entitled to vote. The following additional requirement to constitute a quorum applies, depending on the type of committee:

- Standing Committees: There must be at least three (3) Directors present.
- Ad Hoc Committees and Sub Committees: The number of Directors who are required to be present shall be specified in their Terms of Reference.
- Any observers or guests at committee meetings, including Board members not assigned to a committee and not serving in an ex-officio capacity, are not considered with respect to quorum.

VOTING

Questions arising at any committee meeting, at which quorum is present, shall be decided by a majority of votes of the committee members. Ex-officio members shall have the right to vote. The presiding person at a committee meeting shall not have an additional casting vote in the event of a tie.

Unless otherwise prescribed by the Board, all committee members including members who are not Directors, may vote on motions or resolutions with respect to recommendations and reports to the Board. Any observers or guests at committee meetings, including Board members not assigned to a committee and not serving in an ex-officio capacity, do not have a vote, and do not have the power to move or second motions.

Voting at committee meetings may take place in person, by means of telephone, electronic or other communication facilities. Voting may take place by ballot, show of hands, telephone or electronic voting, permitting reverse voting (ie. asking for nays and abstentions). The declaration of the presiding person that a question is carried or defeated shall be conclusive.

MINUTES

The Minutes of all committee meetings shall be submitted at the next committee meeting for approval by a majority of the members present. Once approved, the Minutes shall be signed by the chair of the committee. The Minutes of all committee meetings, even when they have not yet been approved, shall be included on the Board agenda, at the first opportunity, so that all Directors are made aware of committee deliberations.

WRITTEN RESOLUTION IN LIEU OF MEETING

A resolution in writing signed by all of the committee members is as valid as if it had been passed at a committee meeting. Such resolution may be signed in counterparts by each committee member and transmitted electronically.



We invite you and your community foundation to leverage this reference document to assist with the sustainability, growth, and impact of your work. A big thank-you to The Winnipeg Foundation who is the resource contributor.

Your first board committee - An overview

A board committee is a subgroup of individuals selected to focus on specific tasks or areas of responsibility. All committees must ensure that a Diversity, Equity, Inclusion and Belonging lens is applied to their work. Committees can be permanent, short-lived/ad-hoc, depending on their purpose. Each committee should have a chair and a secretary to take minutes.

Key roles of a Board committee

- The committee must choose a designated chair
- Meet regularly
- Reports back to the board with recommendations
- Can be made up of volunteer community members, board members, and staff members of your community foundation

Why are they important?

- Allows a more focused look at specific issues
- Provides a space for individuals with expertise to delve deeper into complex issues
- Shares the vast representation of the community with diverse backgrounds, perspectives, which promotes innovative thinking
- Dividing tasks and responsibilities among committees, allows the board to be more efficient and effective

1st Step: The board identifies the area of focus

- Governance/Nominating
- Audit/Finance
- Grant Making
- Fund Development, etc

2nd Step: The board determines the required skills and expertise

Committee members should be selected on the skills, their knowledge and expertise and their ability to research and learn an area of focus that they are unfamiliar with.

- Who on the board holds these skills and abilities? Is there someone in the community that holds these skills and abilities?

3rd Step: Draft Terms of Reference (TOR)

- Develop a clear and concise TOR
- The TOR should outline; Purpose, Responsibilities and role of each member, Composition, Meeting frequency, and Reporting structure.

4th Step: Recruit committee members

- Invite board members and community members.
- Share expectations, responsibilities, and time commitments

5th Step: Appoint committee chair

- Facilitate meetings
- Ensures adherence to the TOR
- Encourages collaboration
- Reports to the full board on the committee's activities

6th Step: Establish meeting schedule and procedures

- Set meeting schedule
- Establish procedure for agenda setting
- Meeting conduct
- Decision-making and documentation
- Provide relevant materials

7th Step: Monitor and evaluate committee performance

- Assess effectiveness of committee in fulfilling its responsibilities and achieving its objectives
- Solicit feedback from committee members

8th Step: Integrate committee work with board activities

- Ensure effective communication and coordination between committees and the full board
- Committee chairs provide regular updates and recommendations to the board
 - Board provides guidance and support to committees as needed

The outcomes of board committees

- Enhanced engagement and participation
- Increased productivity of the board
- Increased confidence of board members in connecting and engaging with community
- Increased interest from prospective board members