

BERIT M. LAKEY



**THE
BOARD BUILDING
CYCLE**

NINE STEPS TO FINDING, RECRUITING,
AND ENGAGING NONPROFIT BOARD MEMBERS

SECOND EDITION

BoardSource®

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BoardSource envisions a world where every social sector organization has the leadership it needs to fulfill its mission and advance the public good. Our mission is to inspire and support excellence in nonprofit governance and board and staff leadership.

Established in 1988, BoardSource's work is grounded in the fundamental belief that boards are critical to organizational success. With decades of hands-on experience working with and supporting nonprofit boards, BoardSource is the recognized leader in nonprofit governance and leadership, and a go-to resource for nonprofit board and executive leaders. BoardSource supports a broad and diverse cross-section of social sector organizations with

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- research and benchmarking of board composition, practices, and performance
- membership and board support programs
- customized diagnostics and performance assessment tools
- a comprehensive library of topic papers, publications, and downloadable infographics, tools, templates and more
- live and virtual education and training
- governance consultants who work directly with nonprofit leaders to design specialized solutions to meet an organization's needs
- a biennial conference that brings together approximately 800 board leaders for two days of learning and sharing

A note to our global readers:

The need for effective board leadership and governance knows no geographic boundaries, and BoardSource is committed to strong social sector board leadership and governance around the globe. While BoardSource uses United States laws and policies as the legal framework for our resources and recommendations, most of our resources do not focus on legal matters but rather on good governance practices, making them relevant to organizations working outside of the United States. We do suggest, however, that you refer to applicable laws in your country regarding financial reporting and other legal and transparency issues.

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Preface

The concepts presented in this book have been developed through my many years of experience as a board consultant, board member, and chief executive of nonprofit organizations as well as by other experts in the field, including other BoardSource consultants. These ideas have been field tested with scores of organizations from differing mission areas, both large and small. Examples of how different organizations have responded to the challenges involved in building strong boards are provided throughout the book. Some come from specific organizations while others are composites based on what has been learned from a variety of boards.

This book was first published in 2000 and was co-authored by Sandra R. Hughes, Berit M. Lakey, and Marla J. Bobowick. It built on the work of Judith Grummon Nelson, who in 1993 wrote *Six Keys to Recruiting, Orienting, and Involving Nonprofit Board Members* (BoardSource). Since then, thousands of boards have used the tools in these publications to help guide them through the board building process. I am grateful for the foundation built in 1993, but also for all that I have learned from Sandra and Marla who continue to share their experience and wisdom with me and with boards around the country. Like me, they are heartened by finding that boards of nonprofit organizations are now increasingly seeking to discover how to become more strategic assets to their organizations. I would also like to acknowledge the contributions of Outi Flynn, who has proved to be a valuable resource for me during my work on this edition of the book and whenever I needed information about some obscure governance issue. And to my editors, Claire Perella, who gently kicked me into action and Janis Johnston, who graciously and knowledgeably took over when Claire moved on to new challenges elsewhere: Thanks for your ability to simplify and clarify!