Board Profile Worksheet

(From **Governance**, by Newell Flather, Mary Phillips and Jean Whitney, Family Foundation Library Series, Council on Foundations. To order this publication, call 888/239-5221, Order #816.)

This tool helps identify some desired characteristics and current gaps on your board at a particular stage in your nonprofit's life. Whether this tool is reviewed by a single individual or at a nominating committee meeting, mark the grid for each characteristic that is filled currently by one or more board members. After that, you can more easily identify gaps that you wish to be filled. Please note that each number represents the name of a current board member. Each letter represents the name of a prospective board member. Each board member may represent several attributes, qualities, and skills.

Categories to Consider if Relevant:	Curre	Current Board Members (20)				Prospective Board Members (20 20)				
	1	2	3	4	А	В	С	D		
Personal Information										
Gender										
Male										
Female										
Age										
Under 35										
From 35 – 50										
From 51 – 65										
Over 65										
Race/Ethnicity										
White/Caucasian										
Black/African American										
Asian/Pacific Islander										
Hispanic/Latino										
American Indian										
Other										
Other Attributes (disability, sexual orientation, or other characteristics important to your organization)										
Years in Philanthropy										
Under 2 years										
From 2 – 5 years										
From 6 – 10 years										
10+ years										

Categories to Consider if Relevant:

Current Board Members (20)

Prospective Board Members (20____ - 20___)

1 2 3 4 В С Α D **Personal Information (continued)** Geographic Location/Focus (depending on mission) Local Regional National International Financial History/Position Salaried Self-Employed Philanthropic Reputation Prospective Major Donor Personal Skills / Strengths Strategic Thinker Problem Solver Visionary Asks Good Questions Open-Minded Passionate About Philanthropy Good Speaker/Presenter Strong Facilitation Skills **Cultivates Relationships** Works Well in Groups Time Management Conflict Resolution Other (specify) **Organizational Skills / Strengths Board Development Board-Staff Relations** Collaboration Community Convener **Discretionary Grants**

Categories to Consider if Relevant:

Current Board Members (20___)

Prospective Board Members (20___ - 20___)

	1	2	3	4	А	В	С	D
Organizational Skills / Strengths (cont.)								
Evaluation								
Family Dynamics								
Grantee-Grantor Relations								
Grants Management								
Public Policy								
Strategic Planning								
Technical Assistance to Non-profits								
Other (specify)								
Career Experience								
Development/Fundraising								
Entrepreneur								
Financial-Accounting								
Financial-Investments								
For-Profit Executive								
For-Profit Program Staff								
Foundation Management/Administration								
Foundation Governance								
Foundation Program/Grantmaking								
Legal-Attorney								
Legal-Legislative								
Marketing/Public Relations								
Media/Journalism								
Membership Recruitment & Retention								
Non-Profit Executive								
Non-Profit Program Staff								
Organizational Development								
Technology								
Other (specify)								

Categories to Consider if Relevant:	(20)				(20 20)				
	1	2	3	4	Α	В	С	D	
Service with Other Non-Profits									
Board Member									
Committee Member									
Consultant									
Funder/Fundraising									
Grantee									
Other (specify)									

Current Board Members

Prospective Board Members

Personal Characteristics to Consider

Ability to:

Listen, analyze, think clearly and creatively, work well with people individually and in a group.

Willingness to:

Prepare for and attend board and committee meetings, ask questions, take responsibility and follow through on a given assignment, contribute personal and financial resources in a generous way according to circumstances, open doors in the community, evaluate oneself.

Develop certain skills if they do not already possess them, such as to:

Cultivate and solicit funds, cultivate and recruit board members and other volunteers, read and understand financial statements, learn more about the substantive program areas of your nonprofit.

To possess:

Honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, community-building skills, personal integrity, a developed sense of values, concern for your nonprofit's development, a sense of humor.

Other characteristics that may be important to your board:

People who will work; well-known people who may lend only their names; people who are "on the way up" in our community, but not already overcommitted; well-positioned community leaders who will contribute "time, talent, and treasure," or to put it another way, "work, wealth, and wisdom;" leaders who can and will "give and get."

Active, involved, and mature young leaders, such as alumni/ae from national leadership training programs.

Upper-level and middle-level managers of corporations. (If you want a particular corporation represented on your board, you might ask its CEO for a recommendation from top management).

You may also wish to consider the active spouses, sons, and daughters of well-established leaders in the community, if you cannot recruit the leaders themselves.