

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: Current Board Members (20__) Prospective Board Members (20__ - 20__)

	1	2	3	4	A	B	C	D
Personal Information								
<i>Gender</i>								
Male								
Female								
<i>Age</i>								
Under 35								
From 35 – 50								
From 51 – 65								
Over 65								
<i>Race/Ethnicity</i>								
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)								
<i>Years in Philanthropy</i>								
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	A	B	C	D
Service with Other Non-Profits								
Board Member								
Committee Member								
Consultant								
Funder/Fundraising								
Grantee								
Other (specify)								

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.