

From: "Steve Berliner" <forcreeks@earthlink.net>
Subject: **NCUWC Board Member recruitment survey/ your help please**
Date: March 2, 2010 10:06:11 PM PST
To: forcreeks@earthlink.net
Reply-To: forcreeks@earthlink.net
 1 Attachment, 144 KB

Dear neighboring Watershed Council Executives,

Following up on my phone call or message to you Mon. or Tue., attached is the North Clackamas Urban Watersheds Council - Communications Committee survey seeking your input on how we should go about expanding our Board Membership, establishing guidelines for Membership, and maintaining a vibrant Membership at our near capacity. This is a critical next phase of our Council formation; we have been operating with our initial "founding" Board and Officers since our formation last summer. Our Council now has a solid foundation on which to build, and increased Membership is our next "formative" step.

The survey is in the form of a MS-Office Word document; so you can type in as much as you would like to, include additional attachments you think might guide us, or mail info to us at our address on the survey. Okay, Matt at JCWC can "walk" any materials a few doors down to our in-basket.

Our March monthly meeting is on the 17th, and I will present as many of your results and comments as I have in at that time. If you don't find the Word doc. convenient, please let me know and I'll make other arrangements to survey your information. There are some online survey tools, and there's always the old-fashioned phone interview!

On behalf of our current Board, Officers Eric and Susan Shawn and Marshall Johnson (co-Chairs), Pat Russell (Gen'l Secretary), and myself (Treasurer), we genuinely appreciate any time you can take to provide guidance on Council Board Membership recruitment.

Sincerely,
Steve Berliner
NCUWC Communications Committee
forcreeks@earthlink.net



[Survey of Wa...doc \(144 KB\)](#)



Columbia Slough Watershed Council

7040 NE 47th Avenue

Portland, OR 97218-1212

Voice: (503) 281-1132 Fax: (503) 281-5187

www.columbiaslough.org

Board Member Job Description

Responsibilities: The Columbia Slough Watershed Council is a 501c-3 non-profit organization. All Council Members are considered the Board of Directors. The board as a whole has the responsibility for governing the entire organization. The board is responsible for determining agency policy in the following areas: **Human Resources, Planning, Finance, Development, Community Relations and Operations.** The Council's Administrative Committee is responsible for supervising the executive director and the day-to-day operations of the Council.

Board members share responsibilities in these key areas:

Human Resources

1. Board membership, which includes recruiting and orienting new board members, training, evaluating and recognizing existing board members and providing board members with opportunities to grow and develop as leaders.
2. Selecting and supporting the Executive Director, including reviewing performance regularly and providing on-going assistance as requested by the Executive Director.
3. Personnel policies, which include setting policy regarding salaries, benefits and grievance procedures.
4. Volunteer involvement, which includes setting policy regarding how the organization treats, recognizes and celebrates its volunteers.

Planning

1. Set and review the organization's mission and goals on an annual basis.
2. Plan for the organization's future, on a long-term and short-term basis.
3. Decide and plan which projects and programs the organization will provide.
4. Evaluate the organization's programs and operations on a regular basis.

Finance

1. Ensure financial accountability of the organization.
2. Oversee an ongoing process of budget development, approval and review.
3. Manage and maintain properties and investments the organization possesses.

Development

1. Ensure adequate resources to achieve the organization's mission and implement the organization's programs and projects.
2. Participate in fundraising activities based on the individual's skills and background.

Community Relations

1. Ensure that the organization's programs and services appropriately address community/constituents needs.
2. Promote the organization to the general public, including serving as an emissary of the organization to the community.
3. Promote cooperative action with other organizations, including activities and occasions when the organization should take part in coalitions, joint fundraising, etc.

Operations

1. Ensure that the organization's administrative systems are adequate and appropriate.
2. Ensure that the board's operations are adequate and appropriate.
3. Ensure that the organizational and legal structure are adequate and appropriate.
4. Ensure that the organization and its board members meet all applicable legal requirements.

Requirements for Board Service

- A demonstrated interest in the organization's mission and goals.
- Specific experience and/or knowledge in at least one area: Human Resources, Planning, Finance, Development, Community Relations, or Operations.
- Representative of a key aspect or segment of the population of the community.
- A willingness to expand knowledge or board responsibilities through orientation and ongoing training.
- A willingness to represent the organization to the community.
- Six to ten hours per month, distributed approximately as follows:
 - 3-4 hours Board meetings (preparation and attendance)
 - 2-3 hours Committee meetings (preparation and attendance)
 - 1-3 hours Special requests
- A willingness to participate in board fundraising activities and make a financial contribution to the organization to the best of one's ability.



Our mission:
**To foster action to protect, enhance, restore and revitalize
the Slough and its watershed.**

APPLICATION TO SERVE AS A COUNCIL BOARD MEMBER

Thank you for your interest in serving as a Council Board Member. The Columbia Slough Watershed Council (CSWC or Council) operates as a watershed-wide organization with a diverse interest base. We seek and appreciate diversity. Decisions of the Council are made by voting and consensus. The Council is incorporated as a 501(c)(3) non-profit organization. Council members serve as the board of directors of the corporation.

Please return this application to Jane Van Dyke at jane.vandyke@columbiaslough.org or you can mail it to:

Columbia Slough Watershed Council
7040 NE 47th Ave
Portland, OR 97218

Name: _____ **Date:** _____

Phone: _____ **Email:** _____

Address: _____

According to the list of bylaws, you can choose to be a representative of one of the following nine categories. Please circle which position you are applying for:

- | | | | | |
|---------------|----------------------------------|-----------------|------------|-----------|
| Neighborhoods | Business | Environmental | Government | Residents |
| At-Large | Education, Academic & Scientific | Tribal-Cultural | Recreation | |

- 1) Provide a brief description of yourself (attach additional sheets as necessary):

- 2) Tell us about your skills, areas of interest, and how your personal knowledge and skill base will support the Columbia Slough Watershed Council and Board of Directors.

- 3) Describe how you plan to coordinate and/or communicate with people, agencies, and organizations regarding Columbia Slough Watershed Council issues and decisions. *(For example, if you would like to represent Environmental, are you currently involved in clubs or informal gatherings of people with similar interests?)*

- 4) Please list public / private organizations of which you are a member. Do you currently have other board member / advisory group obligations? With which boards or groups? Please describe any potential conflict of interest with being a member of the Columbia Slough Watershed Council Board of Directors?

- 5) What vision do you see for the Columbia Slough watershed?

NCUWC Survey of Watershed Council Executives
How to recruit a dedicated, effective Board Membership for our Council

Please answer as many as you can, and return to Steve Berliner at forcreeks@earthlink.net
Our founding Board really appreciates and values your input.

- 1) How many Board Members do you like to have serving on the Council? 12-15
- 2) How did you determine (or your advice) which stakeholder groups should have Board representation? All that are active in the area and agree to be active on the Council...we use broad categories-government, business, neighborhoods, residents, etc.
- 3) Do you prefer to have specific proportions or numbers of Member positions by stakeholder categories? Explain. Yes, historically had a set number for each and our current bylaws continue that arrangement
- 4) Did your Council formalize a process for recruiting Board Members; is it a written policy or program; and did your Council initially have a specific time frame to complete Board recruitment?
No formal recruiting process, applications are on website
- 5) Do you currently maintain, or initially start with a Membership Committee? Please describe.
no
- 6) If you have a Membership Committee, how often do they meet?
- 7) Do you have Board term limits, and what are they? Three year terms, but an unlimited number of terms
- 8) When a Member's term expires, or becomes vacant, do you have an outreach procedure/effort to fill it, and do you seek a new Member of the same stakeholder category (business, landowner, school representative, govt., etc.)? when someone leaves, we try to have that same organization identify a potential new member....not so easy when it is an individual like resident
- 9) Do you have a priority to recruit from orgs/business/people that have demonstrated an interest in providing good watershed stewardship vs. only stakeholder self-interest? no
- 10) Do you use an Application form that prospective Board Members must submit to the Council for acceptance? Would you be willing for NCUWC to view your Application form? (email to: Susan Shawn at; susan_shawn@foncp.org or Steve at the above email address. Yes, submitted to Executive Committee for recommendation to full Council for approval

11) Do you have Board Member duties / guidelines / expectations you provide to prospects before they submit an application? (see below) usually shared in conversation with prospective member

We would appreciate any prepared materials described above, or which could help us advance this phase of our Council development. Email as above, or postal mail to NCUWC, 1900 SE Milport Rd., Ste. C. Milwaukie, OR 97222

Johnson Creek Watershed Council

1900 SE Milport Rd, Suite B • Milwaukie, OR 97222
ph: (503) 652-7477 • fx: (503) 652-7188
info@jcwcc.org • www.jcwcc.org

Board Member Recruitment 2009

Desired Skills and Attributes:

1. Financial skills / accounting;
2. Representative from agricultural / nursery interests in the watershed;
3. Business / corporate background & connections within business community;
4. Representative with environmental consultant / engineering background;
5. Fundraising experience and expertise;
6. Marketing / Public Relations;
7. Commitment and ability to engage a broad constituency within the watershed to ensure that the Council represents the diversity, ethnicity, educational and economic status of the communities within the watershed.

Board member requirements for service, roles and responsibilities:

1. Understanding of, passion for and commitment to the organization's mission, bylaws, policies, and programs, as well as their roles and responsibilities as board members.
2. Familiarity with the Strategic Plan and Watershed Action Plan.
3. Participation in annual board orientation / training.
4. Preparation, attendance, and active participation in at least eight of the 11 board meetings annually, as well as the annual strategic planning retreat.
5. Active participation in Watershed Wide Event and Annual Meeting.
6. Active outreach and communication of Council's mission, goals, and objectives to the community at large.
7. Recruitment of members, volunteers, and participants for committees and events as needed.
8. Ability and willingness to work with staff in collaborative, communicative manner.
9. Willingness to participate actively as part of a fundraising team, and to contribute financially to the Council to the best of one's abilities.
10. Active participation on at least one Board committee is encouraged.

Approximate time commitment:

Six to ten hours per month distributed approximately as follows:

1. 3-4 hours monthly board meetings (preparation and attendance)
2. 2-3 hours monthly committee meetings or annual events (preparation and attendance)
3. 1-3 hours special requests

Responsibilities

The board as a whole is responsible for governing and setting policy for the Johnson Creek Watershed Council. In particular, the board is responsible for creating, revising and ensuring compliance with Council policies in the areas of human resources, finance, fundraising, strategic planning, community relations, board and volunteer development and operations.

Board members share responsibilities in these key areas:

Strategic Planning

1. Establish and review the organization's mission and goals on an annual basis;
2. Plan for the organization's short- and long-term health;
3. Provide guidance on developing the organization's programs and projects;
4. Evaluate the organization's programs and operations on a regular basis and ensure that they are consistent with the Strategic Plan.

Fundraising

1. Review the resource needs of the organization and ensure sufficient resources to achieve the organization's mission and implement the organization's programs and projects;
2. Participate actively in fundraising activities and events;
3. Introduce friends and colleagues to the Council;
4. Contribute financially to the organization, according to personal means.

Financial Management and Operations

1. Review the Council's financial policies and procedures periodically to ensure they are current, provide accountability for the organization, and are being implemented.
2. Oversee an ongoing process of budget development, approval and review.
3. Provide guidance for regular financial reviews and annual audit.
4. Ensure that the board's operations are adequate and appropriate;
5. Ensure that the organizational and legal structure is adequate and appropriate;
6. Ensure that the organization and its board members meet all applicable legal requirements.

Leadership/Human Resources

1. Recruit new board members with skills and attributes that enhance the existing board and further the organization's mission, goals and objectives;
2. Select and support the Executive Director, including regular performance reviews and on-going assistance as requested.
3. Set personnel policies, including salary, benefits, and grievance procedures;
4. Recruit and involve volunteers.

Watershed Community Relations

1. Ensure that the organization's programs and services appropriately address watershed community needs;
2. Promote the organization to the general public;
3. Promote cooperative action with other organizations, consistent with the Council's mission, goals, and objectives.

NCUWC Survey of Watershed Council Executives
How to recruit a dedicated, effective Board Membership for our Council

Please answer as many as you can, and return to Steve Berliner at forcreeks@earthlink.net
Our founding Board really appreciates and values your input.

1) How many Board Members do you like to have serving on the Council?

Ideally between seven and fifteen. Fewer than seven and you're likely to lack diversity of opinion and not have enough people to share the load to get things done (crucial in a start-up board, which is more operational than a mature board, which is more advisory). More than fifteen and it's unwieldy and some of your board members may lack focus (and not know each other very well).

2) How did you determine (or your advice) which stakeholder groups should have Board representation?

Every year, the board reviews its composition (the skills, attributes and affiliations of its current members), and performs a gap analysis (critical skills we're missing, critical stakeholders we're missing). One critical skill includes someone with financial savvy / accounting background to serve as board treasurer. We are trying to diversify the racial and ethnic composition of our board, as well as increase our board representation from more rural upper watershed.

3) Do you prefer to have specific proportions or numbers of Member positions by stakeholder categories? Explain.

No. I like the greater flexibility in not having specific numbers of member positions by stakeholder categories. It is difficult to recruit board members. Although you don't want to accept just a "warm body" for a board position, I would advise you to be open to those who are willing to serve.

4) Did your Council formalize a process for recruiting Board Members; is it a written policy or program; and did your Council initially have a specific time frame to complete Board recruitment?

Yes, we have a formal board recruitment process, which includes 1) a preliminary board discussion at a monthly board meeting (generate a list of desired qualities for new board members, identify potential candidates), 2) formation of a recruitment committee (interview potential board members, review letters of interest), 3) formal board approval of board candidates, 4) board orientation (Executive Director meets with new board members to review the bylaws, major policies, staffing structure etc.)

We have a formal job description that we provide to all board candidates so they are aware of their role and responsibilities (be sure to list fundraising as a board responsibility), including the expected time commitment.

5) Do you currently maintain, or initially start with a Membership Committee? Please describe.

We have a recruitment committee, which forms in February or March every year and disbands after board recruitment is complete in May. Usually the recruitment committee consists of the Executive Director, Board Chair, and one or two other board members. It's important that there is board participation in the recruitment committee rather than leaving it solely to the Executive Director. Remember that the board of directors are the ED's bosses. You don't want to put your ED in the position of being the primary person who recruits his / her own bosses (though you want your ED involved in board recruitment - - he needs to be able to work with the board).

6) If you have a Membership Committee, how often do they meet?

Depends on how many candidates we are trying to recruit. We interview all candidates in a face-to-face meeting.

7) Do you have Board term limits, and what are they?

Yes, board members can serve for four terms of two years each.

8) When a Member's term expires, or becomes vacant, do you have an outreach procedure/effort to fill it, and do you seek a new Member of the same stakeholder category (business, landowner, school representative, govt., etc.)?

We do have jurisdictional representatives who are appointed to the board by their respective jurisdiction (JCWC board has power to confirm the jurisdictional appointment). When those slots become vacant, we make an effort to replace them.

9) Do you have a priority to recruit from orgs/business/people that have demonstrated an interest in providing good watershed stewardship vs. only stakeholder self-interest?

Yes, we definitely recruit from orgs / businesses / people who are interested in good watershed stewardship.

10) Do you use an Application form that prospective Board Members must submit to the Council for acceptance? Would you be willing for NCUWC to view your Application form? (email to: Susan Shawn at; susan_shawn@foncp.org or Steve at the above email address.

No application form, but we do ask for letters of interest detailing a candidate's skills and reason for wanting to serve on the board.

11) Do you have Board Member duties / guidelines / expectations you provide to prospects before they submit an application? (see below)

We would appreciate any prepared materials described above, or which could help us advance this phase of our Council development. Email as above, or postal mail to NCUWC, 1900 SE Milport Rd., Ste. C. Milwaukie, OR 97222