



**Philanthropy  
Fund**

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# How to be an Effective Nonprofit Board Member



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# Joining a Nonprofit Board of Directors

## Introduction

Perhaps you have just joined the board of directors of a nonprofit organization, and are wondering how to best contribute to the organization's success as a new board member. Or maybe you have been serving on a board for a while and are feeling dissatisfied with the progress you and your colleagues are making in leading the organization. How can you ensure you are being an effective board member?

In our earlier publication entitled "Joining a Nonprofit Board of Directors," we discussed many of the key questions you should consider leading up to a decision to join a nonprofit board of directors. These questions include addressing your motivations for joining a board, understanding the responsibilities of a nonprofit board member, finding the right nonprofit board opportunity, and asking the right questions before you say "yes" to joining a board.

This publication picks up where our earlier publication leaves off. In this publication, we address seven key questions related to the role of an effective nonprofit board member:

- 1. What are the basic responsibilities of an effective nonprofit board member?**
- 2. How can I effectively transition onto the board as a new board member?**
- 3. How can I be an effective champion for the nonprofit organization?**
- 4. How can I exercise fiscal responsibility as a board member?**
- 5. How can I fulfill my legal responsibilities as a board member?**
- 6. How can I effectively support the nonprofit CEO and staff?**
- 7. How can I assess when it is time for me to complete my service as a board member?**

While these questions and accompanying answers are targeted to a first-time board member, they can also be useful and valuable for individuals who are assessing their previous or current board service, or contemplating how to have a greater impact as they prepare to serve on their next nonprofit board of directors.

## 1. What are the basic responsibilities of an effective nonprofit board member?

“Though management is responsible for managing organizations on a day-to-day basis, boards of directors assume a central role in governance as their primary duty is to promote the long-term interests of the organization.”

**Epstein and McFarlan**  
Joining a Nonprofit Board:  
What You Need to Know

According to a publication by BoardSource, a national nonprofit focused exclusively on supporting nonprofit boards of directors, there are ten basic responsibilities of nonprofit boards. In most cases, the board normally assigns specific activities to committees which oversee each area. However, an effective board member will do well to keep each of these responsibilities in mind throughout his/her term of board service:

1. **Determine the organization’s mission and purposes** – It is the board’s responsibility to create and review a statement of mission and purpose that articulates the organization’s goals, means, and primary constituents served.
2. **Select the chief executive** – Boards must reach consensus on the chief executive responsibilities and undertake a careful search to find the most qualified individual for the position.
3. **Provide proper financial oversight** – The board must assist in developing the annual budget and ensuring the proper financial controls are in place.
4. **Ensure adequate resources** – One of the board’s foremost responsibilities is to provide adequate resources for the organization to fulfill its mission.
5. **Ensure legal and ethical integrity and maintain accountability** – The board is ultimately responsible for ensuring adherence to legal standards and ethical norms.
6. **Ensure effective organizational planning** – Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan’s goals.

7. **Recruit and orient new board members and assess board performance** – All boards have a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate their own performance.
8. **Enhance the organization’s public standing** – The board should clearly articulate the organization’s mission, accomplishments, and goals to the public and garner support from the community.
9. **Determine, monitor and strengthen the organization’s programs and services** – The board’s responsibility is to determine which programs are consistent with the organization’s mission and to monitor their effectiveness.
10. **Support the chief executive and assess his or her performance** – The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization.<sup>1</sup>

In addition to these functional responsibilities, there are other fundamental responsibilities or attributes of effective board members which may seem obvious but are truly essential to the functioning of a high performing board. These responsibilities include attending board meetings and arriving on time, being prepared for meetings, staying focused during board meetings (i.e., not using cell phones during meetings), staying through the end of board meetings, and following through on commitments made. While one might wish these latter responsibilities need not be described, the reality is that individuals often forget these fundamental responsibilities, undermining their ability to provide effective board leadership to the organization.

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<sup>1</sup> Richard T. Ingram, *Ten Basic Responsibilities of Nonprofit Boards, Second Edition*. (BoardSource 2009).

## 2. How can I effectively transition onto the board as a new board member?

“The biggest obstacles to being an effective board member are learning how to quickly understand the organization and asking the right questions to spur on and support the management team.”

**Angela Seaworth**, Director  
Rice University Center for Philanthropy  
and Nonprofit Leadership

When you are joining a board of directors as a new board member, it is essential that you enter into the new board service situation with the right attitude, especially if you are a first-time board member.

Epstein and McFarlan recount an illustrative Harvard Business School case study in which Harold, a brand new trustee of a college, is attending his first board meeting at which a decision will be made to select the new college president. Harold has had limited experience with the college since his graduation ten years prior, and during the meeting is repeatedly discouraged from speaking by the previous co-chair of the board. While this intervention and prevention may seem untoward, the authors note that when Harold joined, “He did not know what he did not know. Had he jumped into the conversation demonstrating no awareness of the administrative complexities of the college on the basis of his ten-year old experience as a student, he would have looked shallow.”<sup>2</sup> The authors emphasize how important it is for a new board member to get off on the right foot rather than be perceived as incompetent because of one’s first few comments to the board.

On the other hand, some experts argue that new board members need to be courageous from day one. Jan Masaoka, Chief Executive Officer of the California Association of Nonprofits, suggests a counterpoint: “As venture capitalist board members know, it’s important for new ‘ignorant’ board members to speak up – they often call attention to things that nobody has questioned out of fear of being shushed.” Regardless, it is important to be mindful of your own experience and be aware of the board dynamics as you enter your first board meeting.

<sup>2</sup> Epstein, Marc J. and F. Warren McFarlan. *Joining a Nonprofit Board: What You Need to Know*. “Chapter 8: You as a Trustee.” John Wiley & Sons, Inc. San Francisco. 2011, pp. 165 – 174.

New board members should also be careful not to abuse their powers as board members by asking for special privileges (e.g. free admission and premium seating for arts organizations) that may not be part of the board member agreement. In addition, new board members (and ongoing board members) should be careful not to micromanage the organization by going around the organization’s CEO to another staff member, or over-engaging in the day-to-day operations of the organization.

On the flip side of this management dynamic, board members also need to remember to keep an appropriate and professional relationship with the CEO. The reason for this is that one of the key responsibilities of the board is to evaluate the CEO. Board members need to be careful lest any personal relationships cloud their ability to be objective in evaluating the CEO’s performance. These examples point to the importance of learning about the organization and the dynamics of the board of directors, informing board members how to participate not only with humility, but also a willingness to speak up when necessary.

One last characteristic of an effective new board member is to be someone who brings expertise and passion to bear in the boardroom. Kay Sprinkel Grace, author of *The Ultimate Board Members Book*, describes how “there’s a slide to mediocrity and an observable lowering of expectations and performance”<sup>3</sup> when individuals join nonprofit boards. She gives examples of how individuals who regularly make million-dollar decisions end up arguing over spending \$2,500 to replace an ancient computer at the nonprofit organization. Many nonprofit leaders observe that for whatever reason, board members often leave their good decision-making and strategic perspectives outside the door of the boardroom.

<sup>3</sup> Grace, Kay Sprinkel. *The Ultimate Board Member’s Book*. Medfield: Emerson & Church, Publishers. 2014. pp. 55 – 56.

### 3. How can I be an effective champion for the nonprofit organization?

“At BoardSource, we have spent more than 25 years helping organizations and boards strengthen and improve the way that they provide leadership and governance to their organization. We support boards as they work to recruit more strategically, reflect critically on their performance, and think deeply about the work of the organization. All of these things are critically important when it comes to the success of your board, but the all-too-often overlooked reality is that some of the most important work that board members do happens outside the board room.”

**Anne Wallestad**, President & CEO  
BoardSource

In order to be an effective champion for a nonprofit organization that you serve, the most important step is to make sure you understand the organization’s mission. Jason Wingard, Managing Director and Chief Learning Officer at Goldman Sachs notes that “it sounds basic but new directors often fail to do their due diligence to assess the organization’s value proposition and understand the operational dynamics so that they can be an effective advisor and ambassador.” Wingard recommends board members know the organization’s services and what it offers, learn what the community needs, understand how the organization satisfies those needs, and be familiar with what other organizations are doing to serve the population.

In addition to reading as much as possible about the organization, take advantage of opportunities to get to know the organization by experiencing or observing its programs and being an active and engaged participant whenever appropriate. It is important to be able to clearly articulate the mission of the organization to others, including personal networks, and speak knowledgeably about the nonprofit’s work in order to grow the organization’s brand.

The next step is to help raise money for the organization and build its reputation and reach within the community. Nonprofit organizations need to raise money to pay for the work they do in service of their mission. Effective board members play an important role in this necessary activity. In an article in the Wall Street Journal entitled “Before You Join That Board...,” the author emphasizes this point saying: “You have to be comfortable raising

money, whether it means handing over all your contacts, personally calling or writing letters for end-of-year requests, or serving as chairman of a gala.”<sup>4</sup>

Your first responsibility in helping your organization raise funds is to give. Financial giving by board members is important for a number of reasons. According to BoardSource, board members’ personal contributions to their organizations are a critically important signal to potential donors and the public. Personal contributions indicate that the board takes its fiduciary responsibility seriously. Additionally, financial giving demonstrates that the board is made up of individuals who are personally committed to the mission and vision of the organization. By setting a personal example of giving, board members are able to be more effective fundraisers and ambassadors for their organization.<sup>5</sup> Another consideration is that many foundations will only contribute to organizations in which every board member is a financial contributor.

In addition to giving financially, there are several important roles related to fundraising that you should consider playing, including asker, cultivator, or steward. Whereas the asker is, quite obviously, the one who does the asking, the cultivator is someone who introduces potential donors to the organization and helps connect them with opportunities to give. Stewards play a key role in maintaining and developing the relationship with donors and help keep them connected to the organization. Effective board members will play at least one of these essential roles in acting as a champion for the organization.

<sup>4</sup> Banjo, Shelly. “Before You Join That Board... It may be an honor. And it may be a pain.” The Wall Street Journal, 28 Nov. 2011.  
<http://online.wsj.com/articles/SB10001424052970203716204577018071821606512>.

<sup>5</sup> BoardSource. “Board Members and Personal Contributions.”  
<http://ow.ly/FuS2o>.



#### 4. How can I exercise fiscal responsibility as a board member?

“There may be no governance responsibility more important than responsibility for the financial integrity and accountability of a nonprofit organization. In its role as representative of the organization’s publics – its clients, donors, volunteers, and society at large – the board must ensure that the organization uses its funds efficiently, as donors have designated, and in pursuit of the organization’s goals.”

**Jan Masaoka**  
Best of the Board Cafe

According to BoardSource, there are three areas effective board members should pay attention to related to financial management:

1. **Policies** – Every board should have organized financial policies, written in language everyone understands.
2. **Budget** – All nonprofit boards must see and approve the annual budget.
3. **Financial reports** – The board should understand the various financial statements that nonprofits use, and then clarify what reports it wants and when.<sup>6</sup>

An effective board member, in partnership with the rest of the board, should ensure the organization has the following financial practices in place:

- Keeps accurate and up-to-date financial records
- Prepares and follows an annual budget
- Prepares accurate and timely financial statements
- Manages assets effectively
- Follows established investment policies
- Complies with federal, state, and local regulations and applicable reporting requirements
- Conducts an annual external financial audit
- Conducts audits or prepares reports required by the government or other funders
- Has internal controls in place for staff and board members who deal with finances to ensure segregation of duties
- Manages risk effectively through the purchase of insurance policies and the establishment of conflict-of-interest policies<sup>7</sup>

The intricacies of budgets, audits, investments and reporting can be overwhelming to someone without a strong financial background. If a board member does not have a financial background, he or she can still be effective by asking good questions about the financials or asking for clarification on the reasoning behind certain financial decisions. If a board member does bring financial expertise, he or she may consider joining the board’s finance committee. Keep in mind, however, that nonprofit finance is quite different from for-profit finance.

Seaworth notes that “a lot of smart people join a nonprofit board without understanding nonprofit finance. Board members need to understand nonprofit revenue streams, especially fundraising, to be able to translate their financial skills into the nonprofit sector.” A few of these essential differences as well as ways to translate for-profit finance skills to the nonprofit arena are highlighted in the articles listed in the recommended resources section at the end of this publication.

<sup>6</sup> BoardSource. *The Nonprofit Board Answer Book: A Practical Guide for Board Members and Chief Executives*. Third Edition. Jossey-Bass. 2012. San Francisco. pp. 12 – 15.

<sup>7</sup> Ibid.

## 5. How can I fulfill my legal responsibilities as a board member?

“There are two main things an effective nonprofit director needs to do from a legal perspective: 1) prudently oversee the activities of the organization, and 2) avoid conflicts of interest that are harmful to the organization.”

**Jeffrey Tenenbaum**, Esquire  
Partner and Chair of the Nonprofit  
Practice at the Venable law firm

According to BoardSource, there are three legal duties that board members owe to the nonprofit organizations they serve:

- 1. The duty of care** – This refers to board members’ responsibility to participate actively in making decisions on behalf of the organization and to exercise their best judgment while doing so.
- 2. The duty of loyalty** – When acting on behalf of the organization in a decision-making capacity, board members must set aside their own personal and professional interests. The organization’s needs come first.
- 3. The duty of obedience** – Board members bear the legal responsibility of ensuring that the organization remains true to its mission and purpose by its compliance with all applicable federal and state laws.<sup>8</sup>

It is important to fulfill each of these fiduciary responsibilities for as Tenenbaum warns, “failure to do so in a material way and that causes harm to the organization may result in you being held personally liable for that harm.” He adds, however, that it is not particularly difficult to fulfill these duties if you are a prudent overseer of the organization’s activities and avoid conflicts of interest. We will discuss each of these in turn.

### **Prudently overseeing the activities of the organization**

Exercising due diligence in overseeing the organization’s activities means being passionate and engaged in the organization, but “does not require that you become a micro-manager,” says Tenenbaum. He suggests that prudent board oversight involves reading board materials in advance; attending all board meetings; asking questions and raising red flags when appropriate; not accepting everything at face value; doing your homework before voting on particular issues; and, if problems arise, raising those with the appropriate people in a timely manner.

### **Avoiding conflicts of interest**

Avoiding conflicts of interest that may be harmful to the organization is a second important way to fulfill your fiduciary duties as an effective board member. A straightforward example of a conflict of interest is a financial situation in which a nonprofit board member owns a company with products or services and wants to profit from the nonprofit’s use of the company’s business. This may not always be a problem if the nonprofit has a solid conflict of interest policy in place and a good process by which disinterested board members evaluate and determine what business relationships are appropriate. If a board member wants to provide goods or services to the nonprofit at less than the market rate, this type of transaction should still be reviewed by a disinterested third party to determine what is in the best interest of the organization.

A less straightforward example of a potential conflict of interest involves non-financial transactions. This might be a situation in which a board member serves on multiple nonprofit boards in the same issue area, or for nonprofits that compete for grants, donor dollars, sponsors, or advertisers. In these cases, a board member may be privy to confidential information about or opportunities for one nonprofit, and share that information with another nonprofit. Effective nonprofit board members must be cognizant of these types of conflicts of interest. In some cases, Tenenbaum has advised that a board member quit a board seat to eliminate this conflict of interest and protect the nonprofit organization.

Overall, it is essential that you be well educated regarding your responsibilities and the board’s legal and fiduciary responsibilities, and act in a prudent and conflict-of-interest-free manner.

<sup>8</sup> BoardSource. *The Nonprofit Board Answer Book: A Practical Guide for Board Members and Chief Executives*. Third Edition. Jossey-Bass. 2012. San Francisco. p. 6.

## 6. How can I effectively support the nonprofit CEO and staff?

“As a board member, you can make the [executive director] role a happier one by doing your job in fundraising and board recruitment, respecting boundaries in decision-making, appreciating the work of the CEO and his staff, and by governing, not micro-managing.”<sup>9</sup>

**Kay Sprinkel Grace**  
The Ultimate Board Member’s Book

One of the challenges board members face is being appropriately supportive of the nonprofit CEO and staff. A national study of nearly 2,000 nonprofit executive directors in 2006 found that lackluster board performance was a significant contributor to executive director burnout and attrition. In fact, less than one in three executives agreed strongly that their board challenged them to be more effective in their jobs.<sup>10</sup>

A 2011 update to this study found that a majority of nonprofit executives reported their boards only participated well in a handful of key areas and that their boards had the lowest levels of participation in fundraising (aside from giving) including asking, cultivating and stewarding donors.<sup>11</sup> It is worth noting that fundraising is primarily a responsibility performed by individual board members rather than the collective board. Thus, as a board member, one significant way you can support the nonprofit CEO is to do your job as detailed earlier in this publication regarding fundraising.

Another way to effectively support the nonprofit CEO and staff is to be clear on where your responsibilities as a board member begin and end. One expert describes the relationship between the board and the staff of a nonprofit as an unusual dance team where each of the partners has to learn how to lead and when to follow so as not to step on each other’s toes.

The following tables<sup>12</sup> compare some of the responsibilities of board members versus staff members:

### Board Responsibilities

- Select new board members
- Select executive director
- Review and provide input on fundraising strategy and support staff efforts to raise funds
- Provide for financial and program accountability and approve budget
- Promote the organization and its programs

### Staff Responsibilities

- Advise on names and qualifications of potential board members
- Organize services provided by organization. Employ, direct, train, and supervise staff
- Draft fundraising strategy and manage implementation of those strategies including engaging board members where they can be most helpful
- Prepare budget, financial, and program reports
- Represent the organization professionally in the community

Overall, you can effectively support a nonprofit as a board member by being clear about the talents you can and want to bring to the organization, and making sure that those talents are the ones the staff needs you to use in serving the organization at that time.

<sup>9</sup> Grace, Kay Sprinkel. *The Ultimate Board Member’s Book*. Medfield: Emerson & Church, Publishers. 2014. p. 86.

<sup>10</sup> Bell, Jeanne, Richard Moyers and Timothy Wolfred. “Daring to Lead 2006: A National Study of Nonprofit Executive Leadership.” CompassPoint Nonprofit Services and the Eugene and Agnes E. Meyer Foundation. 2006.

<sup>11</sup> Moyers, Rick. “Daring to Lead 2011: A National Study of Nonprofit Executive Leadership. Brief 3: The Board Paradox.” CompassPoint Nonprofit Services and the Eugene and Agnes E. Meyer Foundation. 2011.

<sup>12</sup> Adapted from Center for Nonprofit Leadership’s Board Leadership Institute materials. Module VI: Board/CEO Relationship.

## 7. How can I assess when it is time for me to complete my service as a board member?

“Remember that there is a time to join the board of a worthwhile organization that accomplishes good things – and a time to go...when you have done your best, acknowledge that it may be time to pursue other volunteer endeavors.”

**Richard Ingram**  
Ten Basic Responsibilities of  
Nonprofit Boards, BoardSource

Over time, your interest and ability to continue serving on the board of directors and/or as a volunteer for an organization in general will change. In some cases, you may find yourself increasingly engaged and energized by your involvement. In other cases, you may find your passion for service flagging, or that the needs of the organization are no longer best met through the skills you bring to the board. In these situations, you need to ask yourself if your contribution to the organization has been fulfilled and if it is time to move on. Of course, there are also situations where your term of service is non-renewable and expires and you have no choice but to leave the board.

Grace describes several of the less positive situations and/or reasons why you may decide to leave a board of directors prior to the end of your term of service:

1. Management has failed to respond to the board's standard for financial performance, thereby jeopardizing the organization's fiscal stability.
2. The organization's vision, mission, or values have shifted or have failed to materialize as you expected.
3. Other leaders on the board have either succumbed to mediocrity, ambition, or abuse of power, undermining your desire to be part of an effective organization.
4. Your time, circumstances, health, or other conditions prevent you from fulfilling the role you agreed to perform.
5. The organization is no longer your top priority, among your top three priorities, or one in which you feel your expertise can be used effectively.<sup>13</sup>

<sup>13</sup> Grace, Kay Sprinkel. *The Ultimate Board Member's Book*. Medfield: Emerson & Church, Publishers. 2014. p. 107.

Regardless of your reason for leaving the board of directors, it is important to try to leave in an orderly and planned fashion. In the best cases, when you are leaving for positive reasons, the nonprofit will likely want to keep you involved in some way by asking you to serve on an advisory committee or special task force. For planned board departures, the last one or two years of your board service may prove to be the most rewarding of your career as a board member. Masaoka emphasizes, “Whatever your reason, resign right. Tell the board chair first, then the executive director, then the whole board. If you will be attending one more meeting, bring cookies or another gesture of goodwill. They will be listening carefully to your ‘last words,’ so make the most of the moment to contribute to the organization and its cause – just as you did when you first joined the board.”<sup>14</sup>

<sup>14</sup> Masaoka, Jan. “Golden Rule of Board Resignations.” <http://blueavocado.org/content/golden-rule-board-resignations>

## Conclusion

“Nobody outside a board can ever fully understand its complexities and its involvements with its executive and staff. Inherent in its nature are several seeming contradictions; delicate balances must constantly be achieved if it is to succeed. Boards might seem unworkable, if it were not for the fact that they are at work everywhere.”

**Cyril Houle** in *Governing Boards: Their Nature and Nurture*

Nonprofit organizations need and deserve the very best governance from their boards of directors. Board members will be at their best if they are passionate about the mission, well educated about the roles and responsibilities of effective board members, and committed to excellence and humility in all that they do on behalf of the organization. It is important to ensure that there is a strong ongoing fit between the skills and resources you have to offer and what the nonprofit organization needs from you as a board member. Lastly, as Grace expressed, “as a board member, it’s your mandate not only to lead and govern, but to ensure that others do as well.”<sup>15</sup>

This publication has been designed to help you contemplate how to be an effective board member of a nonprofit organization. A list of recommended resources for each of the seven questions is included at the end of this publication to help you explore each of these issues more deeply. For more information on this topic or additional assistance with philanthropic topics, please contact your Goldman Sachs Private Wealth Advisor.

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<sup>15</sup> Grace, Kay Sprinkel. *The Ultimate Board Member’s Book*. Medfield: Emerson & Church. 2014. p. 56.

## Recommended Resources

### 1. What are the basic responsibilities of an effective nonprofit board member?

- Blue Avocado. Board Café Column. <http://blueavocado.org/search/node/board%20cafe>
- BoardSource, *Ten Basic Responsibilities of Nonprofit Boards. Second Edition.* 2009.
- BoardSource. “Board Member Job Descriptions.” <http://www.bridgespan.org/getdoc/7e1712ce-47c6-4a87-b094-df089c3a7bef/Board-Member-Job-Descriptions.aspx>.
- Epstein, Marc J. and F. Warren McFarlan. *Joining a Nonprofit Board: What You Need to Know.* “Chapter 6: Board Structure and Role.” John Wiley & Sons, Inc. San Francisco. 2011, pp. 111 – 140.
- The Bridgespan Group. “Becoming a More Effective Nonprofit Board.” <http://www.bridgespan.org/getattachment/e7db147a-ee6c-45bf-ad91-abbb61dbd105/Becoming-a-More-Effective-Nonprofit-Board.aspx>

### 2. How can I effectively transition onto the board as a new board member?

- BoardSource’s Board Recruitment Center: Resources & tools to help you find, select, and begin your new board service. <https://www.boardsource.org/eweb/DynamicPage.aspx?webcode=Serve-On-A-Board>
- Epstein, Marc J. and F. Warren McFarlan. *Joining a Nonprofit Board: What You Need to Know.* “Chapter 8: You as a Trustee.” John Wiley & Sons, Inc. San Francisco. 2011, pp. 165 – 174.
- Grace, Kay Sprinkel. *The Ultimate Board Member’s Book. Chapter 7: Honoring Your Position.* Medfield: Emerson & Church, Publishers. 2014. pp. 25 – 26.
- Grace, Kay Sprinkel. *The Ultimate Board Member’s Book. Chapter 16: Collective Wisdom, Individual Initiative.* Medfield: Emerson & Church, Publishers. 2014. pp. 47 – 48.
- Moyers, Rick. “Want to Avoid a Bad Board Experience? Consider Saying No.” <http://exceptionalboards.com/2013/08/20/want-to-avoid-a-bad-board-experience-consider-saying-no/>

### 3. How can I be an effective champion for the nonprofit organization?

- Banjo, Shelly. “Before You Join That Board...It may be an honor. And it may be a pain.” *The Wall Street Journal*, 28 Nov. 2011. <http://online.wsj.com/articles/SB10001424052970203716204577018071821606512>.
- BoardSource. “Board Members and Personal Contributions.” <http://ow.ly/FuS2o>
- Grace, Kay Sprinkel. *The Ultimate Board Member’s Book. Chapter 29: Your Role in Raising Funds.* Medfield: Emerson & Church, Publishers. 2014. pp. 77 – 78.
- Stern, Gary J. “Champions With a Cause: The Nonprofit Board Member’s Role in Marketing.” 2011, First Nonprofit Foundation. <http://sectorsource.ca/resource/file/champions-cause-nonprofit-board-member%E2%80%99s-role-marketing>
- Zimmerman Lehman. *Boards That Love Fundraising. A How-To Guide for Your Board.* 2007. <http://www.zimmerman-lehman.com/specificresponsibilities.htm>.

### 4. How can I exercise fiscal responsibility as a board member?

- Berger, Steven, CPA. [Understanding Nonprofit Financial Statements.](#) *Third Edition.* BoardSource. 2008.
- BoardSource. *The Nonprofit Board Answer Book: A Practical Guide for Board Members and Chief Executives.* Third Edition. Jossey-Bass. 2012. San Francisco. pp. 12 – 15.
- Masaoka, Jan. *Best of the Board Café. Chapter 10: Boards and Finance.* Fieldstone Alliance. 2003 and 2009. pp. 219 – 244.
- Miller, Clara. “The Looking-Glass World of Nonprofit Money: Managing in For-Profits’ Shadow Universe.” *The Nonprofit Quarterly.* Volume 12, Issue 1, Spring 2005.
- Miller, Clara and Melinda Tuan, Gail Fine, Nan Stone. “CFO Fitness Quiz: Are You Tough Enough for the Caring Sector?” The Bridgespan Group. <http://www.bridgespan.org/getattachment/356e4f7a-b2dd-4638-88d4-81e4ae90b150/CFO-Fitness-Quiz.aspx>.

## 5. How can I fulfill my legal responsibilities as a board member?

- BoardSource. *Board Fundamentals: Understanding Roles in Nonprofit Governance. Second Edition.* "Chapter 2. Governance: The Work of the Board." 2010. BoardSource. pp. 7 – 12.
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