

Recruitment Recommendations for Board Development Committee

April 18, 2022

**Board Profiles - Current Gaps:**

Board Members	Susan	Jane	Rich	Matthew	Tabitha	Kessina	Margaret	Dean	Rian	Richard	Lisa	Yvonne	Mark	Dar	Irma	John	Mary Lou
<b>Skills and Knowledge</b>																	
Strategic planning / thinking		X		X		X						X	X		X	X	X
Business operations		X							X		X						
Fundraising, esp. major gifts																	
Finance											X	X					
Human resources / org dev		X													X	X	
Columbia River Basin				X		X			X		X	X	X		X		X
Climate change	X	X				X						X					
DEI		X		X		X			X						X		
Environmental justice	X			X		X			X			X			X		X
Education	X																
<b>Connections, Influence, &amp; Representation</b>																	
Federal agencies		X										X	X		X	X	X
Tribal government						X						X			X	X	X
State government		X				X	X		X		X	X			X		X
Local government		X		X			X								X		
Port / maritime industry							X				X						
Nonprofit / community				X											X		
Real estate industry																	
Financial / investment sector																	
Business / corporate / industry																	
Research institutions		X		X								X					
Funders																	
Major donors																	
Education	X																
<b>Capacity/Commitment</b>																	
Leadership prospect		X		X											X	X	
Time / ability to participate		X		X		X			X			X	X		X	X	
<b>Demographics</b>																	
Geographic - WA				X		X			X			X					X
Geographic - OR		X					X				X	X	X				X
BIPOC Leadership						X											
Gender Identity						X					F						
Disability (visible & invisible)				X													
Youth Leadership																	

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- Skill and Knowledge:
  - Fundraising, Major Gifts – no skills & knowledge in that area
  - Business Operations – Two ID'd strength in that area, one is already on the Executive Committee, the other is a new board member who hasn't attended a meeting and did not indicate they had time to participate.
  - Finance – Two ID'd strength in that area, one is already on the Executive Committee, the other is a new board member who hasn't attended a meeting yet and did not indicate they had the time to participate.
  - Education – One with strength in that area.
- Connections, Influence, and Representation:
  - All the below areas had no current members identifying with these connections:
    - Real Estate Industry
    - Financial/Investment Sector
    - Business/Corporate/Industry
    - Funders – Note: We do have board members who represent funders – OWEB, WA ECY, EPA, but none that identified as representing funders.
    - Major Donors
  - Other areas of representation that may require additional focus:
    - Local Government – One of the four board members who indicated this area of connection/influence/representation works currently in local government.
    - Tribal Government – None of the members who indicated this area of connection/influence/representation are members of regional tribal governments
- Capacity Commitment:
  - The following members ID'd that they had the Time/Ability to Participate:
    - Jane, Matt, Kessina, Rian, Yvonne, Mark, Irma, John, Susan
  - Of those with time to participate the following members are not already on a committee:
    - Matt, Mark, John
- Demographics:
  - Only one member identified as representing BIPOC leadership

### **Board Recruitment Process:**

1. **Develop criteria.** Identify the skills, knowledge, background, networks, and demographics Estuary Partnership's board needs to be effective. Periodically review the list of desired skills, knowledge, connections, and demographics to ensure it continues to meet our needs. Compare "who we need" with who we have on the current board. Identify gaps to fill as we recruit new leaders (*use Board Profile Grid*).
2. **Identify prospects.** Identify the people and organizations to contact as part of the recruiting process. For all prospective leaders, get email addresses and phone numbers. As part of this process, try to understand what each prospect could bring to the board. For agency seats:

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- Review agency role - in particular, the funding agency participation on the board is critical and requires high level leadership. Funding agencies that identify an alternate board leader will formally name that individual to that role.
  - Current / “outgoing” reps may suggest potential candidates, to be vetted by the Board Development Committee
3. **Narrow the list.** From the list of possible board members, narrow to the strongest core group (six to nine individuals) and prioritize. Board Development Committee leads this step, in consultation with the full board, to vet prospects with the board before contacting those prospects. Make plans for immediate follow-up with this core group of prospects.
  4. **Assign contacts.** Assign an individual currently on the board to contact each prospect. Give each contact person the appropriate recruiting materials (see #5, below).
  5. **Contact top prospects.** With each top prospect, set up a conversation that includes a board member and the Executive Director. Focus discussion on Estuary Partnership mission, vision, and current work, as well as what is expected of board members. If appropriate, discuss opportunities for involvement on committees as an alternative to board service, and the identification of other possible prospects. Provide:
    - An overview of Estuary Partnership’s purpose, major programs, annual report etc.
    - Strategic Direction and DEI 3-Year Strategy
    - Board Job Description, listing board responsibilities, expectations, meetings, committee assignments, tenure, and time commitment
    - A list of current board members and key volunteers
    - Summary of financial information (e.g., snapshot of budget, funding sources)
  6. **Invite mutual learning.** If prospective board members are interested, invite them to get to know you by taking a tour with staff, seeing your programs in action, talking with your staff, and / or attending a board meeting to see how your group makes decisions and delegates responsibilities.
  7. **Follow Estuary Partnership process.** Once it becomes clear that the prospective board member is interested, and the feeling is mutual, the Board Development Committee reviews and recommends the slate, and the full board approves it and appoints the new directors.

### **Current Process and Recommendation for Completing this Current Year’s Recruitment:**

1. The Board Profile Grid is complete, and gaps are outlined above.
2. **Identify Prospects:**
  - a. A few potential prospects for you to consider –
    - i. (Prospect Recommended by Staff) For Education – Dr. Joseph Hattrick, the Superintendent of the Rainier School District.
    - ii. (Prospect Recommended by Staff) For Real Estate – Jamaal Brown, from Colliers, Commercial Real Estate Broker. Would represent real estate, BIPOC leadership.
    - iii. (Prospect Recommended by Matt Jones) Jim Middaugh, the Executive Director of the Multnomah County Drainage District. Not sure if special districts would

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fall into the categories. Jim spearheaded Salmon Safe certification for the City of Portland Parks. He was recently in Mayor Wheeler's office as the chief communications person but was recruited to work at MCDD. Additionally, he has been doing a lot of significant DEI related work at MCDD with formal plans and outcomes. Info is below:

Jim Middaugh  
Executive Director  
971 393-3969  
jmiddaugh@mcdd.org

- iv. (Prospect Recommended by Matt Jones) Matt McNair. He was very recently the President at the OHSU foundation, so he has a very strong philanthropic background. He is also an avid Salmonid angler, so he cares about the fish. He recently left his job to start a non-profit that I am involved in that revolves around trust building between communities of color and police (along with common sense police reform). He is very well connected to the super high-level donor community locally and somewhat nationally. If you want to talk to him, you can tell him I sent you. He's one of those people that gets stuff done because he knows so many people that he can just pick up the phone and call.

Matt McNair  
402-450-8540  
mattwmcnair@gmail.com

- b. Other prospects?
- i. Fund raising experience:
  - ii. Finance experience:
  - iii. Tribal Government
  - iv. Local Government (both sides of the river):
  - v. Real Estate:
  - vi. Financial/Investment Sector:
  - vii. Business/Corporate/Industry:
  - viii. Funders:
  - ix. Major Donors:
  - x. Education:
  - xi. BIPOC leadership:
  - xii. Youth Leadership

- 3. **Narrow the list** – Do this at our Board meeting in May
- 4. **Assign contacts** – Do at May Board meeting.
- 5. **Contact top prospects** – May/June.
- 6. **Invite mutual learning** – May/June/July
- 7. **Follow Estuary Partnership process.** Develop final slate in August for approval by Executive Committee and then full Board in September.