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INTRODUCTION
In the interest of preparing a comprehensive approach to Board recruitment and successful integration of new Board members, the Dwelling Place Board Governance Sub-Committee has prepared the Recruitment and Retention Plan for ongoing use by its members. The system shall be followed for every search, ensuring consistency and fairness in Board placements, while positioning each new member for meaningful contribution to the overall strategic plan.

SECTION 1: TALENT RECRUITMENT STRATEGY
Aligning board recruitment and development activities with the mission and goals of the strategic plan is essential to enhance new member engagement and contributions. The Board Governance Sub-Committee reviews the mission, vision, goals and strategies, and then determines any new skills, knowledge, community contacts and other attributes future board members will need to advance the mission and strategic plan.

DWELLING PLACE BOARD BRAND
Brand Statement: Everyone Deserves a Dwelling Place
Where... growth, safety, creativity, enrichment, affordability, relationships, familiarity, contributions are supported

Continuing the growth of affordable, quality housing, neighborhood revitalization and community engagement for low-income residents of West Michigan through diligent, attentive and informed participation – we connect and understand Dwelling Place residents and staff.

Benefits of Dwelling Place housing: location, cost, diversity, inclusion
Board member motivations: provide safe, dignified housing so people in the community can improve many aspects of their lives
Resident perceptions of Dwelling Place: great low-income housing, but long waiting lists and few opportunities for “the missing middle”
Contributor perceptions: what Dwelling Place does, it does well
Desired perceptions: a full, broad understanding of the cumulative impact Dwelling Place has across West Michigan

POSITION AND ROLE DISCOVERY
Job Description – Appendix 1

Skill Gap Analysis
Determine the board composition needed to ensure it is adequately structured to achieve the mission and goals of the strategic plan. Factor in the upcoming leadership needs of each committee as well.

Board Matrix – Appendix 2

STEPS OF AN EFFECTIVE RECRUITING PROCESS
Roles within the Governance Sub-Committee
Dwelling Place Governance Sub-Committee members are responsible for designing and implementing a board member recruiting process.

- Drive the process
- Assess board needs in relation to goals
- Inventory current Board composition
- Pre-screen list for outreach – circulate fully with board
- Recruit potential new members
- Interview potential new members
- Recommendation to full Board

The Dwelling Place Board Recruitment Packet

- Bylaws
- Annual Report Highlights
- Financial Statements
- Current BOD List
- BOD job description
- Strategic Plan
- Meeting Minutes
- Current collateral information, including website

SECTION 2: COMMUNITY OUTREACH STRATEGIES
Dwelling Place will utilize Board member networks to connect with candidates that fit recruitment priorities. Once the committee has identified prospects, it will develop a recruiting and interview plan with deadlines and assign tasks to board members and Dwelling Place leadership as appropriate.

SPECIFIC, DIVERSITY-FOCUSED MARKETS

Matrix of Current Community Partners – Appendix 3

Identify Future Talent Pipeline
Identify local organizations to maintain contact with for recruitment of specific expertise and/or demographics. Conduct outreach: review the list of staff members and board members of the organizations; review on LinkedIn and social media to find common connections and offer opportunities for their members to get involved in the community.

Networking
Ongoing opportunities/events to engage staff, board, and residents together to aid in identifying future talent, and expose them to the networks of residents and staff; personal outreach, relationship building.

Pre-Screening Techniques
Members of the Governance sub-committee will review the list of potential candidates with the full board in order to explore any experiences, background, or potential conflicts that may exist.

SECTION 3: SELECTING NEW MEMBERS – STRATEGIC INTERVIEW PROCESS
INTERVIEW AND SELECTION GUIDELINES

Share the Selection Process with Candidate
The board chair or governance committee chair should reach out as soon as possible to a board candidate, introduce her or himself, thank the candidate for his/her interest in the board, explain the interview and selection process, and establish a timeframe for the whole process, including:

- How many weeks the interview process is expected to take
- When the board anticipates the candidate election decision will be made
- When we anticipate the new board member’s service would begin
During this initial conversation or email exchange, to avoid delays and potential disengagement, we will schedule a tour and the interviews.

**Dwelling Place tours, Board meeting observation, and Interviews**

Every potential board member should feel a connection to the leader and have the chance to ask him/her questions about Dwelling Place, its mission, goals and vision. The leader should have an opportunity to share feedback and insights about each candidate with the governance committee.

Consider combining this meeting with a tour which would include: reviewing Dwelling Place’s history (including recent successes and hurdles), mission, programs, while touring the main office; visiting one or two residences, getting a sense of the population and culture.

**The Interview**

Each serious candidate will have an opportunity to meet with a combination of the following:

- CEO
- Board Chair
- Governance Sub-Committee Representative
- Other Board members
- Chair of the committee the candidate would likely serve on if applicable

Every board member should have the candidate’s application, resume, bio, and any other available background information before the interviews.

**Suggested interview questions:**

- Why are you interested in serving on a non-profit volunteer board?
- Have you served on other boards before? If so, what are a few aspects of your board service that were notably positive or negative for you?
- Why does this particular board appeal to you?
- What skills, networks, experiences, and other assets will you bring to this board?
- Are there areas of board participation for which you would desire additional training or development, such as financial statement analysis or technology access?
- How will this organization benefit from your participation on the board?
- Can you meet the requirements stated in our Board Member Agreement?
- In particular, how much time do you anticipate being able to devote to board service?
- Do you have any initial preference in terms of committee participation?
- What questions do you have about this board, our expectations for board members, or anything else regarding becoming a member of this board?

**Placement Decision**

Once a candidate completes the interview steps, the governance committee will typically prepare a recommendation for the full board about whether to elect the candidate to the board. We recommend the following steps:

- Discuss: The governance committee meets as soon as possible after all interviews are complete to discuss each candidate in depth, including the CEO in the discussions to the extent possible and desired.

- Recommend: The governance committee decides whether to present its recommendation(s) for the candidate to the full board or not. The committee should release its recommendation(s) at
least one week prior to a board meeting to allow board members time to review and ask questions.

Notify: Immediately after the vote, let each candidate know the decision as follows:

Candidates elected to the board:
The Board Chair contacts the elected candidate to officially ask him/her to join the board, offering congratulations and welcome. Provide key dates—upcoming board meetings, an upcoming retreat, significant Dwelling Place events, etc. Explain the onboarding process.

Candidates not elected to the board:
The Board strives to complete appropriate vetting early in the process to avoid this outcome. However, should this scenario surface, consider the candidate for other opportunities with the board (for example, could the person join a board committee?). The Board Chair or Governance Committee Chair will contact the individual, thank him/her for interest in the board and, if appropriate, ask if they can maintain contact in the event of future board openings.

SECTION 4: ONBOARDING NEW MEMBERS – TRAINING, DEVELOPMENT, INTEGRATION

TRAINING PRIORITIES
1. Orientation Plan – Appendix 4
   - Introductions and time for socializing: Take time to introduce those around the table and provide name cards so new members can quickly learn names. Each current board member can share his/her own length of board service and personal story (interest in affordable housing, professional interests, etc.), including how he/she came to serve on the board.
   - Overview of the mission, vision, and goals of Dwelling Place. The CEO should highlight the organization’s history, programs, and success; residences and resident impact; and key stakeholders.
   - Responsibilities of board members and committees: Clearly state the board’s policy on attendance at meetings, whether attending by phone/video is permitted or discouraged, and requirements for board member committee participation.
   - Long-term strategic goals, organizational priorities: Include background information on recent key board decisions and those on the horizon.
   - Finances and fundraising: Be explicit about the overall financial situation of Dwelling Place and fundraising expectations, including whether board members are required to either contribute or fundraise a specified amount of money, or expectations for each board member to give at a personally meaningful level.
   - Cultural aspects of the board: Discuss logistics for meetings (e.g., attire, whether food is provided), behavioral norms, and expected responsiveness to email communication.
   - Development needs: Discuss any areas that the new member would like to develop, such as financial statement analysis, technology access, or others.

EQUITY ASSESSMENT – Appendix 5
Working with the new board member, conduct an assessment of needs, based on the Board of Directors skills matrix, identifying what the new board member will need in order to fully participate; Leads to educational opportunities, skill enrichment.

RETREAT ACTIVITIES
A board retreat can help everyone get to know one another and start on the same page. The retreat can focus on team building and communication styles to establish good working relationships.
If the entire board is able to gather together, it presents an opportunity to reflect on board dynamics, review roles and responsibilities, and consider how successful current processes are and if any changes need to be made.

Consider a new member inclusion-building activity where the group can share their perspectives on what’s working well, what they’ve learned along the way, and what changes they anticipate or desire for the future.

MENTORSHIP PROGRAM
There is high value in pairing a board member liaison with a new member to provide additional context to discussions. This also provides a forum for development of knowledge in areas that the new board member might desire. The new board member should feel comfortable asking questions during the meeting, but also suggest that they identify when they may need additional information, background details, or context.

Reference Appendix 6 for the full New Board Member Mentorship Program guidelines.

SECTION 5: RECRUITMENT PLAN MAINTENANCE

Monitoring and evaluating the effectiveness of the recruitment, selection and development strategies is important to meaningful integration of new board members. The Plan is built to increase the number of potential board members available for consideration, ensure that the most appropriate candidates are invited to the positions, and those selected are given the tools they need to fully participate in meeting the needs of Dwelling Place. Continuous monitoring and data collecting by the Governance Committee will provide necessary information as to whether the strategies are meeting the organization’s needs.

As in the previous steps, this process will involve ongoing assessment of the number of candidates available, well suited, and effectively prepared as follows:

- **Quarterly**: New board member/governance committee check-ins to monitor development plan progress
- **Quarterly**: Governance Committee keeps recruitment plan review as a standing meeting agenda item, ensuring that commitments for networking, outreach, and development are on track
- **Annually**: BOD Recruitment Plan Progress Report to the CEO and Board Chair from Governance Committee
- **Ongoing**: Consider expanding the recruitment effort broader in the community as capacity and budget allows.

The Governance Sub-committee will make annual revisions to the plan as needed per the CEO and Board Chair review and recommendations.
DESIRABLE QUALIFICATIONS
1. Demonstrated commitment to Dwelling Place’s mission – “To improve the lives of people by creating quality affordable housing, providing essential support services and serving as a catalyst for neighborhood revitalization.”
2. Broad knowledge in one or more of the following areas:
   a. Real estate and corporate law
   b. Real estate finance
   c. Property management
   d. Building design and construction
   e. Affordable housing development, financing and management
   f. Physical and behavioral health care systems
   g. Nonprofit management or accounting
   h. Human resources
   i. Fundraising
   j. Marketing and branding
   k. Technology
   l. Community engagement
   m. Familiarity and/or experience with neighborhoods/communities served by Dwelling Place
   n. Other areas that help to promote the mission of Dwelling Place
3. Availability and willingness to actively participate in Board events and activities

In addition to the desirable qualifications identified above, Dwelling Place will prioritize recruitment of new board members with unique and diverse connections to the community that can expand support and awareness of Dwelling Place in the community.

COLLECTIVE RESPONSIBILITIES
1. Trusteeship for the mission, vision, and values of Dwelling Place
2. Fiduciary responsibility for the organization
3. An ongoing process for selecting, supporting, and evaluating the Chief Executive Officer
4. An ongoing process for strategic planning, monitoring, and evaluating the organizations’ programs and services
5. A policy framework that guides the organization
6. Creating and maintaining positive linkages with the community
7. Commitment to fund development efforts and financial stewardship for the organization
8. An inclusive and diverse Board membership

INDIVIDUAL RESPONSIBILITIES
1. Ensure that the mission, vision, and values of Dwelling Place are carried forth
2. Develop an awareness and understanding of issues and challenges related to the mission of Dwelling Place
3. Maintain the confidentiality of the organization
4. Govern through diligent, attentive, and informed participation
5. Attend scheduled meetings
6. Provide financial support of Dwelling Place each year and participate in fundraising activities
7. Match their personal and professional talents to a standing or ad hoc committee of the Board, and contributed willingly to the business of that committee
8. Create and maintain an environment of mutual respect and courtesy to one another
9. Support the role of the Chief Executive Officer with DP staff and the public
10. Avoid speaking on behalf of Dwelling Place in a public setting, or to the media, unless authorized by the Board
11. Conduct themselves in a manner that reflects the mission and values of Dwelling Place
Using this Matrix Analysis tab, a board may be able to identify existing capabilities as well as areas where board development or additional qualifications are needed. It imports data inputed in Tab 1 ("Matrix") and ultimately relates that information to determine recruitment priorities for the board.

**Directions:** Rate the level of importance for each skill and experience and demographic area as it pertains to your board. Then, see how that compares to your current board representation. Finally, determine recruitment priorities based on this comparison. Ratings to be used for level of importance and priority are a scale of High(3) to Low/Not Applicable (1).

### Skills & Experience

<table>
<thead>
<tr>
<th>Current Level of Importance</th>
<th>Current Board Representation</th>
<th>Recruitment Priority</th>
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<tbody>
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<td>Belief in/Support of Mission</td>
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<td>Board Experience</td>
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<td>CEO of a Mid/Large Size Org.</td>
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<td>Community Affiliation/Access to Leaders</td>
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<tr>
<td>Fundraising/Planned Giving</td>
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<tr>
<td>Physical and Behavioral Health Care Industry</td>
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<tr>
<td>Leadership Experience</td>
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<tr>
<td>Real Estate and Corporate Law</td>
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<td>Design/Construction</td>
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<tr>
<td>Higher Education/Training</td>
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<td>Property Management</td>
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<td>Marketing/Branding</td>
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<td>Real Estate Development/Finance</td>
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### Demographic Background

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<tr>
<td>Custom 2</td>
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**Note:** This spreadsheet is locked. To edit this spreadsheet, go to the Unprotect sheet option and enter the password "deloitte".

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The tool is designed to help boards assess the level of experience each director has in various skill areas, as well as the overall composition of the board as it relates to diversity.

**Directions:** In the Skills/Experience Section, rate each board director using a scale of High (3) to Low/Not Applicable (1) to reflect the level of experience possessed in a particular area. In the Demographic Background Section, enter the qualifications as it relates to each director. Once completed, continue to Tab 2 (“Matrix Analysis”).

### Board of Directors

<table>
<thead>
<tr>
<th>Term Expiration Date</th>
<th>Renee Williams</th>
<th>Francine Gaston</th>
<th>Juan Daniel Castro</th>
<th>Kyle Irwin</th>
<th>Tommie Wallace</th>
<th>Annamarie Buller</th>
<th>Larry Titley</th>
<th>David Byers</th>
<th>Richard Stevens</th>
<th>Marvin Thomas</th>
<th>Thomas Carpenter</th>
<th>Rich Kogelschatz</th>
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</table>

### Skills & Experience

- Belief in/Support of Mission
- Board Experience
- CEO of a Mid/Large Size Org.
- Community Affiliation/Access to Leaders
- Fundraising/Planned Giving
- Physical and Behavioral Health Care Industry
- Leadership Experience
- Real Estate and Corporate Law
- Design/Construction
- Higher Education/Training
- Property Management
- Marketing/Branding
- Real Estate Development/Finance
- Human Resources

### Demographic Background

- Gender
  - Male
  - Female
- Age
  - 25-40
  - 41-55
  - 56-70
  - Over 70
- Ethnicity
  - African American/Black
  - Asian, Hawaiian, or Pacific Islander
  - White/Caucasian
  - Hispanic/Latino
  - American Indian
  - Other
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<th>Recruiting Priority</th>
<th>Organization</th>
<th>Person(s) of Contact</th>
<th>Contact Information</th>
<th>Dwelling Place Contact</th>
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<td>Personal connections with CEOs and other business leaders</td>
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<td>Area Chambers of Commerce</td>
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<td>Connections with real estate participants</td>
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<td>Greater Grand Rapids chapter of NAACP</td>
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<td>Asian Americans</td>
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</tbody>
</table>
1. Dwelling Place mission, vision, and history
   a. Strategic Plan
   b. Current board member and key staff list
   c. Organizational Chart
   d. Board member and CEO job description and expectations
   e. Mentorship Program Description
   f. Current financial reports, audited financial statements and 990 tax return
   g. Previous 12 months of board meeting minutes
   h. Articles of Incorporation, Bylaws and Certificate of Incorporation
   i. IRS 501c3 Determination Letter of tax exempt status
   j. Board Governance Policies
   k. Sexual Harassment Policy
   l. Conflict of Interest policy and questionnaire
   m. Reimbursement policy
   n. Diversity, Equity and Inclusion Plan (when available)
   o. Whistleblower policy
   p. Annual report
   q. List of committees, their charters.descriptions, and membership (Attendance
      at one or more meetings or meeting with the chair of each standing
      committee within first year of board tenure is strongly encouraged.)
   r. Corporate Entity Chart
   s. NeighborWorks orientation materials
      i. 12 Principles of Governance that Power Exceptional Boards\(^1\)
   t. Calendar of meetings for the year
   u. Recent publicity
   v. Corporate video, website orientation and other collateral materials
   w. Property Orientation Guide
3. Committee Orientation
   a. Standing Committees
      i. Executive
      ii. Finance
      iii. Marketing & Development
      iv. Real Estate Development (RED) & Asset Management
      v. Resident Engagement
   b. Other Committees
      i. Appeals
      ii. Diversity, Equity, & Inclusion
      iii. Governance
      iv. Human Resources
4. Board Member Liability
   a. Board member liability limitations under Michigan law
   b. Indemnification by Dwelling Place
   c. Directors’ and Officers’ insurance

\(^1\) BoardSource – Building Effective Nonprofit Boards, www.boardsource.org
5. Property Tours
   a. Main Office
   b. Property tours
6. Assignment of and Introduction to Board Mentor
7. Create Education Plan aligned with new Board Member needs
8. Breakfast, lunch, or dinner with CEO, Mentor, and Chairpersons for the Board and Governance Sub-Committee (other Board members are also welcome to attend)
DWELLING PLACE
BOARD MEMBER EQUITY CHECKLIST
Board Approved 10.02.2019

Dwelling Place of Grand Rapids Nonprofit Housing Corporation has defined equity as, “the fair treatment, access, and opportunity for all people, while at the same time striving to identify and eliminate barriers that prevent full participation. Improving equity involves increasing justice and fairness within procedures, processes, and distribution of resources. Addressing equity issues requires an understanding of the root causes of outcome disparities within our society.”

As a component of Board Governance, one manifestation of this policy can be found in efforts to provide all board members with the supports, resources and technical assistance needed to fully participate in board governance. In some cases, barriers to full participation may require adaptation in the board’s organizational protocol for meetings. The checklist below for member completion, is not intended to be comprehensive. Rather, the checklist is intended to serve as a starting point, creating opportunities for new and long-time board members to identify means through which the Board can increase the level of engagement and participation from every one of its members.

Please complete the checklist at your earliest convenience and submit your response directly to the Board Chairperson or the CEO for consideration.

1. What are your preferred means of communication?
   a. Email
   b. Phone
   c. Text
   d. Regular mail
   e. Other ______________________________

2. What time(s) of day do you prefer to be contacted?
   a. 8:00-11:00 AM
   b. 11:00 AM – 2:00 PM
   c. 2:00-5:00 PM

3. Are there any barriers to your full participation that could prevent you from fully participating in board functions?
   a. No  ___
   b. Yes  ___
      If yes, please provide a description of the accommodations requested.
      ____________________________________________________________
      ____________________________________________________________
      ____________________________________________________________
4. Would it be helpful to have any specific mentoring/training in a specific area related to your board role that you would like Dwelling Place assistance with in order to fully participate in board functions?
   a. No __
   b. Yes ___
      If yes, please describe the area and type of assistance you would like.

5. Will you require any special support or assistance to defray costs associated with child care, lost wages or transportation in order to fully participate in board functions?
   a. No __
   b. Yes ___
      If yes, please describe your need.

6. Do you have any physical accessibility needs that might require Dwelling Place accommodations to allow for your full participation in board functions?
   No __
   Yes ___
   If yes, please describe your need.

Signature  ___________________________   Date  ________________
NEW BOARD MEMBER MENTORSHIP PROGRAM

Board Approved 08.02.2017
Amended 04.03.2019

This program provides guidance, support and a board connection for all new board members during their first year of board service by assigning seasoned board members to act as mentors. More specifically, the program focuses on:

- How to fully integrate the new board member by understanding board logistics, and
- Helping the new board member to understand how they can contribute to the board based on their leadership competencies.

The program seeks to accomplish these objectives by seeking to:

- More fully engage a new board member to feel comfortable and welcomed through a one-on-one board member connection.
- Helping the new board member to fully understand Dwelling Place’s strategic priorities and direction, and how best to contribute to future organizational initiatives.
- Facilitating the new board member’s acclimation by learning from another board member’s perspective about board culture, board meetings format, board structure and how things get done at board/committee level, and how best to contribute to board discussions.
- Providing an overview of the board membership, board roles and responsibilities, and expectations for board member meeting preparation and attendance.
- Facilitating and encouraging active board member engagement and contributions for a successful first-year experience.
- Offering recommendations for improvements in the mentoring program.

The Mentoring process will last approximately one year. It will begin soon after appointment to the board. The Board member and their protégé can determine if they would like to continue their mentoring relationship past the one-year time frame. Once a new board member is appointed, the Chairperson and CEO will identify prospective board members to serve as a mentor during the new board member’s first year. Prior to the new appointee’s first board meeting the Chair and CEO will conduct a half-day orientation session with new board member(s) which may cover topics such as but not limited to:

- Dwelling Place origins, history, and Conflict of Interest Policy
- Organizational Structure
- Strategic Priorities
- Board responsibilities
- Board member travel and expenses reimbursed
- How the board operates
- Consent agenda
- Key board decisions

Each mentor will receive the following:

- Welcome letter from the Chairperson
- The New Board Member Mentorship document
- Hard and digital copy of the New Board Member Orientation Packet
Successful mentoring attributes include but are not limited to:

- A demonstrated interest in helping the new board member to develop and empower them to make a meaningful contribution.
- A willingness to provide specific feedback as well as technical/operational expertise.
- A willingness to share knowledge and insights about their experience and what they have learned through board leadership.
- Skills as a good listener, observer and a problem solver
- Approachability and accessibility throughout the mentoring process.
- Willingness to connect with other mentoring board leaders to share ideas on the most effective mentoring techniques?

Mentors are expected to:

- Send “Congratulations” e-mail and include “What to Expect Before Your First Board Meeting” document with that email.
- Include link information from the Dwelling Place website, specifically noting volunteer opportunities, strategic priorities, various committees and the general learning framework.
- Incorporate some personal messaging that says something about what it was like for the mentor as a new board member –What did the mentor expect? How did the mentor learn what to do?
- Utilize the “sample” welcoming email or create their own version of this email to send to the new board member.

Prior to first board meeting mentors should:

- Contact the new board member to provide an overview of the board culture, board roles, committees, and some advice on how to ensure compliance with the Board policies.
- Help the new board member prepare for the meeting.
- Explain that the board chairperson will be in touch regarding committee appointments and will cover the work of the committees.

At the first board meeting mentors should:

- Make introductions to other board members and the Executive Committee if they have not already been introduced.
- Sit next to mentee to facilitate questions.
- Encourage feedback on board meeting evaluation forms.
- Throughout meeting, check with the new board member about their understanding of specific issues.

Following first board meeting the mentor should:

- Follow up on the meeting and answer any questions.
- Discuss committee role and expectations and how meetings are arranged.
- Highlight the need to review board action items from meeting.
- Provide feedback as to the board process and address any questions or comments from the new board member from the board discussion.
- Ask what was most interesting about the meeting?
- Ask them where they could see themselves contributing to an initiative, committee, or to other board work?

Following second meeting the mentor should:

- Follow up on the meeting and answer any questions.
• Ask what was most interesting about the meeting? Ask them where they could see themselves contributing to an initiative, committee, or to other board work?
• Ask for feedback on the mentoring experience thus far and how it might be improved.
• Complete a mentoring program evaluation form if available.

During the mentee’s first year experience, he/she should keep notes about improvements that could be made to improve the mentoring experience. It may also be helpful during the course of the year for the mentor and mentee to have monthly one-on-one conversations before or after board meetings to discuss their impressions.

New Board members/Mentees are expected to:
• Review all materials prior to meetings
• Stay abreast of Board related communications
• Follow-up in a timely manner
• Fully leverage the mentor relationship
• Ask questions
• Keep notes about adaptations that could be incorporated into the mentoring program to improve the program.

The Dwelling Place Mentoring program will serve as an integral element to enhance a new board member’s productivity, engagement and effectiveness. Thank you for your interest/willingness to serve in this very important role!
Sample E-Mail to New Mentor:

Date

Dear ____________,

Congratulations! Thanks so much for agreeing to be a mentor for one of our new board members.

The purpose of our mentoring program is to assist new board members by creating one to one linkages between the new member and a more seasoned board member to provide enhanced opportunities to successfully develop as a board member.

As part of this mentoring process over the next several months, we encourage you to assist the new board member to understand board logistics as well as how he or she can contribute to the board based on their leadership competencies.

Some examples of ways to maximize this opportunity for the new member include:

- Sending them a congratulatory note prior to their first or second Board meeting.
- Setting up a time to chat prior to their first several board meetings.
- Encouraging them to visit and explore the Dwelling Place web site and the board portal.
- Sharing your experience as a new board member.
- Explaining to them what they can anticipate at their first board meeting.
- Asking if they have any questions for you.

On behalf of the Dwelling Place Board, I thank you for your willingness to serve as mentor. Your gifts of time, access and board expertise will greatly benefit new board members and help build a better board. Thank you for making this investment in the board’s future!

Sincerely,

Dwelling Place Board Chairperson

Mentee/Protégé Information:

Name: ____________ Title: ____________ Institution: ____________

Email: ____________

Phone: ____________
Sample E-Mail to Mentee/Protégé:

Date

Dear __________,

Congratulations! On behalf of the entire Dwelling Place Board, we’re excited to welcome you as a board member.

The purpose of our mentoring program is to establish key board relationships that will provide you the opportunity to successfully develop as a board member; aid you in your professional and personal development; and enable Dwelling Place to fully develop and build our capacity.

As a way to introduce you to the board process over the next several months, it is my intent to share with you what to expect during your first board meeting, what resources will help you acclimate to the board, and ways to help you discover how you can best contribute to the board based on your leadership interests and skill sets.

Over the next several months, I would like to schedule three or four 30-minute calls or meetings to get to know you better. Here are some proposed dates/times:

In the meantime, I encourage you to review the Board Orientation Manual in some detail and visit the Dwelling Place website and board portal.

And of course, should you have any questions before our first call or meeting, don’t hesitate to reach out! Again, congratulations and look forward to talking with you soon!

Sincerely,

Mentor

Signature

Mentor Contact information: