

NET IMPACT

**BOARD FELLOWS
RESOURCE GUIDE**

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GUIDE PURPOSE

Net Impact encourages and supports its chapters to use their business skills to create positive change in the nonprofit sector. Through our experience working with chapters, we have created this document to serve as a guiding framework for running a Board Fellows program in your chapter. Here you will find an outline for getting started, templates, and timelines.

Feel free to distribute this guide freely to Net Impact members who might benefit from this information. If you have any questions, comments, or best practices you would like to share, please don't hesitate to contact us at service@netimpact.org. We hope this guide will help you to achieve your goals.

“Board Fellows was a really great experience for me. The project I was working on was a finance project and it was a great chance to apply what I was learning, to make the connection between the theoretical and practical. I also got the chance to meet and network with some really interesting people.”

Jason Lee, Board Fellow, University of Maryland

INTRODUCTION TO BOARD FELLOWS

What is Board Fellows?

The Board Fellows program places Net Impact members on nonprofit boards for short-term fellowships (typically one year). Board Fellows are active participants on nonprofit boards, attending board sessions and getting involved with committees and relevant projects under the mentorship of a current board member. In addition to regular board responsibilities, many Board Fellows also work on strategic projects which are determined in conversation with the Executive Director and Board Mentor.

Why should my chapter get involved?

Board Fellows offers a hands-on way to turn Net Impact ideals into action. Involvement in the Board Fellows program provides members with tangible nonprofit management and board governance experience, while concurrently bringing valuable business skills to the nonprofit sector.

Benefits of Board Service:

- Exposure to nonprofit management—especially valuable to those who want to shift into the nonprofit sector at some point in their career
- An opportunity to build your network with other successful, ambitious, mission-driven individuals
- Experience that will increase the likelihood of eventually serving on a corporate board
- Understanding of how nonprofits function
- Learning and development due to working with board members from a vast array of backgrounds and perspectives (i.e. business and leadership skills, project management expertise, communication techniques, etc.)
- Recognition of volunteer service on campus or at work and within the community
- Access to experienced mentors

What is Net Impact's role in Board Fellows?

Net Impact provides resources and links to educational materials, marketing collateral, connections with other Board Fellows leaders as well as nonprofits, and industry experts who are interested in working with Net Impact.

How can I get started?

- Read the information in this guide
- Identify/elect a Board Fellows leadership team
- Review the resources listed at the end of this guide and on our website
- Contact Net Impact Central so we can keep you up to date with Board Fellows information and events (for example, conference calls regarding board service topics, updated resources, etc.)
- Join Net Impact conference calls and the Google Group to network with other Board Fellows leaders

GETTING STARTED

Determine the purpose for starting your program

It's important to think about *why* you're starting a Board Fellows Program as this will help direct your goals, mission and outreach.

Common reasons for starting a Board Fellows Program include:

- To further professional education (for students and professionals alike)
- To serve the community using business skills
- To support local nonprofit organizations
- To inspire continued, long-term professional service
- To provide a valuable way for business professionals to donate their time that utilizes their unique skill sets
- To offer a program that is currently not available in your school or community

Develop a mission statement

Many Board Fellows programs find it helpful to have a mission statement to guide their efforts and goals.

Examples from current programs:

STANFORD BOARD FELLOWS

Our mission is to prepare Stanford MBAs for responsible community leadership by providing quality apprenticeships with the Bay Area's nonprofit boards.

HARVARD BUSINESS SCHOOL BOARD FELLOWS

Our mission is two-fold: (1) provide Harvard MBAs with valuable community leadership development through placement as non-voting members on nonprofit boards and (2) provide MBA talent to advance critical projects for nonprofit organizations.

Form a leadership team

Like any successful project, getting started begins with a passionate team that can manage and implement the program. A team should be chosen to lead Board Fellows and take responsibility for its implementation. This team should delegate responsibility depending on the scope and nature of the program.

Create an outline of the expectations of the team, including how much time they will need to commit. Clarifying expectations and responsibilities up front will help ensure the best experience for the leadership team and the best outcome for the program.

GETTING STARTED

Key roles/responsibilities to be divided amongst the leadership team:

- External relationships—Recruit nonprofit organizations to the program; develop relationships with universities, foundations and other local organizations; maintain external relationships.
- Internal relationships—Recruit Net Impact members for the Board Fellows program; recruit general public into program (and into Net Impact); act as main point of contact for Fellows.
- Matching (could be addressed by a committee or full leadership team)—Pair nonprofits with Fellows; interview fellow candidates.
- Training—Develop training materials and program; partner with industry expert to create training seminar.
- Marketing/Communications—Promote the Board Fellows program as well as its events. Responsible for creating/dispersing marketing materials (i.e. flyers, newsletter content, etc).
- Knowledge capture—Maintain all contact information for the program (for both the Board Fellows and the nonprofits). This is important for maintaining program continuity.

Determine program structure and identify advisors

During the start-up phase, you will need to decide who will be involved in maintaining and growing your program. For professionals, this responsibility will likely rest on a team of 2-3 people. For students, the program can be run by students, school staff, or a combination of the two. It is valuable to identify faculty or administration who can serve as a sounding board during the development stage (and beyond) for your program.

GRADUATE SCHOOL CHAPTERS

Through years of involvement with Board Fellows programs, we feel that the best-case scenario for program structure is to have a school staff person and/or faculty involved with the leadership team. We realize this is not always possible, especially when first starting a Board Fellows program, however we bring it up as a long-term goal to consider.

Benefits to staff involvement include:

- Sustaining strong relationships with nonprofit partners
- A consistent, long-term and safe location to house important program information
- Better understanding of nonprofits' long term needs
- Avoiding the challenge of inconsistency with a frequently changing student population
- Leveraging networks and expertise of staff and faculty

At the very least, finding faculty/administration who are familiar with the nonprofit sector and can serve as an informal advisor is greatly beneficial.

Tip for student chapters: To help ensure smooth program continuity, it can be helpful to include both first and second year students on the leadership team (assuming that the first year students are willing to stay involved during their second year). Having this overlap helps to avoid the need to “start from scratch” each year.

PROFESSIONAL CHAPTERS

Look for advisors in your community who are well connected to the nonprofit sector. They will likely have advice on nonprofits to approach and the best ways to do so.

Contact Net Impact Central with questions and requests for contact information of other Net Impact members who have been involved in Board Fellows start-ups.

GETTING STARTED

Determine timeline

For graduate chapters, this timeline works best if the leadership team commits during the end of their first year to start a program. The program can then be run during their second year. For professional chapters, this timeline could start during any month and proceed from that point in time.

Month	Task
June	<ul style="list-style-type: none"> • Review the Board Fellows Resource Guide
July-August	<ul style="list-style-type: none"> • Contact Net Impact Central for additional resources, contacts, and support • Coordinate timeline and outreach/recruitment with chapter leaders • Reach out to nonprofits (could be continual)
September	<ul style="list-style-type: none"> • Recruit students/Net Impact professional members to be Board Fellows • Hold information session for Board Fellows • Check in with Net Impact Central • Accept applications • Match Board Fellows to nonprofits
October	<ul style="list-style-type: none"> • Hold kick-off event • Check in with Board Fellows and nonprofits within first two weeks of placement to ensure smooth start
November-April	<ul style="list-style-type: none"> • Check in bi-monthly with Board Fellows and nonprofits
May	<ul style="list-style-type: none"> • Wrap-up event • Evaluate and refine program • Survey nonprofit partners • Conduct leadership transition • Report back to Net Impact Central

PARTICIPANT RECRUITMENT

Nonprofit recruitment

Creating and maintaining healthy relationships with nonprofits in the community is one of the most important aspects of launching and managing Board Fellows. Begin this step early in the program planning process.

A great way to find eligible nonprofits in your community is to reach out to colleagues, friends and professors. Attend nonprofit networking events if possible. You might also partner with programs that already exist in your community (such as volunteer centers or pro bono consulting clubs such as a Net Impact Service Corps Program) to build on existing relationships with area nonprofits.

Utilize your alumni network. Finding alumni who currently sit on nonprofit boards is a great way to identify potential organizations to work with. This option provides a great way to get alumni involved, while also providing a potential mentor. If you're a student, meet with someone in alumni relations to brainstorm nonprofits to reach out to.

Helpful websites for finding board openings in your area:

- www.idealists.org. Click on "Volunteer opportunities", use "board" as the keyword and fill in your location information.
- www.bridgestar.org/MyCareerCenter/JobSearch. Indicate "board" in the "position type" and fill in your location information.
- www.volunteermatch.org. Simply search your location with the key word "board".

For an example of using your chapter's newsletter to find nonprofit participants, see Appendix 1. For an example of an email that can be sent to potential nonprofit participants, see Appendix 2.

Characteristics to look for in nonprofit partnerships that will help ensure a positive Board Fellows experience:

- A variety of missions to cater to a broader Net Impact audience (i.e. theatre, education, environmental, etc)
- Organizations of various sizes
- Organizations with a genuine interest in the Board Fellows program
- Organizations with an established and committed Board
- Staff who support the program
- Regularly scheduled board meetings
- A willingness to mentor and work with students and/or professionals

After initial contact with the nonprofit, here are answers to basic questions they might ask (refer to Appendix 3 for a fact sheet that can be shared with interested nonprofit partners):

Why do nonprofits participate in Board Fellows?

- To receive innovative thoughts and ideas from bright MBAs/professionals
- To engage volunteers in their organization's work
- To support the professional development of emerging and established business leaders who are interested in the nonprofit sector or community involvement
- To provide an opportunity to reach new networks through your Fellow
- To cultivate potential new board members

PARTICIPANT RECRUITMENT

What types of organizations are eligible to apply to Board Fellows?

- Nonprofit (501(c)3) status
- An operating history of at least one year
- An annual budget of at least \$350,000
- A minimum of 3 full-time staff members
- Have a board member willing to serve as a mentor

What is a Board Mentor and what are the expectations of this position?

- Each organization interested in applying to Board Fellows must designate a Board Mentor
- Board Mentors must be able to devote 2-5 hours per month to work related to their Board Fellow
- A Board Mentor should be chosen to work with the Fellow as the person at the nonprofit who will work most closely with the Fellow and provide him/her with necessary information and support. It is important for the nonprofit to understand that this mentor is key to managing the interaction and relationship between the Fellow and the nonprofit.
- When assigning who will be the mentor, a person who is committed to actually *mentoring* the Fellow should be chosen versus just anyone on the board. Refer to Appendix 4 for an example of a checklist for Board Fellows Mentors.

Refer to Appendix 5 for an example of a nonprofit participant application.

“The Board Fellows program is a wonderful initiative. We’re getting high quality help and giving valuable governance experience to a future leader. Our Board Fellow has been a fantastic asset – he is energetic, sharp and focused. His background and interests fit perfectly with our mission and the work he’s doing for us is really paying off. It’s a true win-win. “

Nonprofit participant

PARTICIPANT RECRUITMENT

Board Fellows recruitment

Net Impact members are generally very excited about participating in Board Fellows. The program gives them the opportunity to give back to their community while gaining valuable nonprofit and board governance experience at the same time.

Benefits to Board Fellows

- Exciting opportunity to give back to the community using business skills
- Gain board governance experience
- Work with experienced professionals
- Develop strong ties to your community and learn more about its challenges

“A Board Fellows Program is an excellent development opportunity; both personally and professionally. My Program allowed me to gain experience and skills that will be useful not only for future nonprofit board service, but as I grow my career as well. Additionally, the caliber of individuals associated with the program were top notch and made for excellent additions to my network.”

Michael Ross, Fisher Board Fellow, Ohio State University

What responsibilities do Board Fellows have?

- Attend all board meetings (unless a valid reason is presented well in advance)
- Work with the Executive Director and Board Mentor to identify an appropriate project (note that it should be clear that this is merely a PROJECT, and should not be looked at like an internship or longer term commitment)
- Complete the project within six months (or a mutually decided upon time-frame)
- Present project and relevant research/analysis to Board of Directors
- Be proactive in ensuring a positive experience with the organization
- Sincere interest in the mission of the organization

Commitment and communication expectations

- Board Fellows must commit 10-15 hours per month for the duration of the fellowship
- Maintain an open dialogue with Board Fellows leaders to ensure that the project progresses as planned and obstacles/challenges are addressed promptly
- Establish regular communication with the nonprofit and Board Fellows leaders regarding changes to your schedule that might effect your program obligations

PARTICIPANT RECRUITMENT

In the end, Fellow acceptance or rejection is at the chapter and Board Fellow leaders' discretion. To make your decision, use the following criteria as a guideline:

Key Board Fellows qualifications

- Ability to commit to the Board Fellows time requirement
- Specific business skills and experience
- Time and effort put into the application
- An openness to learning
- Demonstrated interest in working with/learning from/serving a local nonprofit organization
- Appreciation of/sensitivity to challenges of board governance

For an example of a Board Fellow application, refer to Appendix 6.

“One of the critical things is capturing people’s attention early. That’s the time people are getting their bearings and figuring out what clubs they want to join.”

Kate Olson, Board Fellows Leader, Georgetown University

BOARD FELLOWS PLACEMENTS AND PROJECTS

Sample placements

- The Forgotten Children
- Center for Inspired Teaching
- Union Settlement Association
- Organization for Autism Research
- African Immigrant and Refugee Foundation
- Daniel Phoenix Singh Dance Company
- Arlingtonians for a Clean Environment
- Communities United Against Violence

Sample projects

Membership organization benchmarking

- Conducted research on similar organizations in the space
- Determined best practices in the field
- Recommended changes in program design to increase likelihood of success
- Shared benchmarking study with all organizations in the field

Board evaluation

- Designed and conducted evaluation of current board
- Assessed needs for board development
- Recommended and designed plan for board development and recruitment

Analyze fundraising efforts and donor sources

- Looked at the organization's financials to determine what the largest sources of funding are—were those sources being fully utilized?
- Identified areas of fundraising that received the “biggest bang for the buck”
- Assessed if the organization was missing funding opportunities
- Gained understanding of whether or not donors felt satisfied by their contribution

Marketing/Communications Benchmarking

- Looked to other organizations with similar missions to compare and contrast marketing vehicles utilized
- Interviewed key stakeholders to best understand what messages should be conveyed about the organization
- Analyzed core audience to ensure main messaging was clear and concise
- Built strategy on research conducted

Development of a young symphony goers' group

- Conducted research on activities of target demographic
- Worked with marketing committee on board to develop marketing materials
- Provided analysis of attendance, feedback and recommendations for future programs

Refer to Appendix 7 for examples of several project summaries.

“Board Fellows made me realize how much I enjoy nonprofit consulting and has made me think of it as a possible career path.”

Lisa Frantzen, Board Fellow, NYC Professional Chapter

BOARD FELLOWS PLACEMENTS AND PROJECTS

Conducting successful projects

One of the keys to having a positive experience for both the Fellow and the nonprofit is strong project management skills.

Tips for conducting well-managed/successful Board Fellows projects:

- Determine the scope of the project early on and make sure that all parties are comfortable with it (refer to Appendix 8 for a project scoping template)
- Outline the project with as much detail as possible
- Make sure the Fellow feels 100% committed to the project before furthering the experience
- The leadership team should check in with the Fellow every couple months to make sure the project is on track (divide the participants so that each leader is responsible for tracking a group of individuals)
- Incorporate a final presentation of the project to the board or executive director at the completion of the program to help ensure commitment to the final results
- Make sure that the mentor at the organization is engaged and involved
- Use a Google document (or another collaborative program) to show what types of projects Fellows are working on and what professional backgrounds they come from—this can be useful for participants to collaborate with others working on similar projects as well as draw on others' areas of expertise

OUTREACH

Involvement is critical for running a successful Board Fellows program, therefore, it's important to get the word out! Here are several ways to get the message to your chapter.

Events

- Take advantage of Net Impact events at your school or in your area to tell your chapter about this new and exciting program
- Include program information during the announcements
- Provide a ½ page flyer briefly describing the program. Include these at the check-in table or scattered throughout the seating area for the event (refer to Appendix 9 for an example)
- Ask someone with board service experience to speak at an event for a few minutes to generate excitement and address questions regarding board service

Net Impact chapter websites (if applicable)

- Post information regarding the program in the “headlines” or “announcements” section of the site
- Include all event information on the site’s calendar
- Include important program documents on the site such as the applications for Fellows and nonprofits
- Post board service success stories when available
- Refer to Appendix 10 for a couple screen shots of current Board Fellows Program pages

Newsletters

- If your chapter utilizes newsletters as a form of communication, include Board Fellows information (how to get involved, events, success stories, etc)
- Refer to Appendix 11 for newsletter content that you can cater to your local chapter’s needs

Facebook/Twitter/LinkedIn/Social impact websites

- Utilize Facebook to enhance your creativity (incorporate pictures, stories, comments, etc)
- Engage your members with short and sweet messages through Twitter
- Post Board Fellows announcements via LinkedIn
- Post Board Fellows announcements, events and applications on social impact websites such as Idealist.org, Nextbillion.net and JustMeans.com
- Post accomplishments, updates and pictures to Twitter
- Follow your nonprofit partners on Twitter—repost their accomplishments and tweets

MATCHING AND KICK-OFF

Matching

Matching the Fellow with the nonprofit is a key responsibility of the leadership team. It is important to have a transparent and efficient process. Here are some guidelines for how to match and place Board Fellows.

Matching Process Guidelines:

Ask accepted Board Fellows to make a list of nonprofits in their order of preference. Given these preferences and the needs of the nonprofits, match accordingly.

After identifying pairs, clear the Board Fellow with the nonprofit. The nonprofit should have the final say. Sometimes nonprofits like to interview candidates; sometimes they have phone conversations, but there should be a final review by the organization.

Next, assuming that the nonprofit is pleased with the match, verify the Board Fellow's willingness to serve on the board of the organization you've assigned them. Finally, send an introductory email to the Board Fellow and the nonprofit contact.

At the point when both parties (the Board Fellow and the nonprofit) have agreed to participate, each pair should complete a memorandum of understanding (MOU) to clearly state the relationship and expectations (refer to Appendix 12 for an example).

Kick-off

Once the matching is complete, schedule a kick-off event for all the local Board Fellows and nonprofit participants. Try to recruit someone who has previously served on a nonprofit board to speak about their experience and answer questions that participants might have. Local faculty who teach about nonprofit governance are also good targets to recruit for speakers at your kick-off event.

The goals of the event should be:

- Introduce Board Fellows to their nonprofits
- Generate excitement and enthusiasm about the Board Fellows program
- Set program expectations
- Get dates on participants' calendars for future Board Fellows events/functions (create a hard copy list for people to take home with them)
- Start to build your Board Fellows community

Use your kick-off event to also share important information regarding tools and resources for board service (refer to the Net Impact website for additional resources). Potential topics to address include:

- The role of the nonprofits board of directors
- How committees function
- How to develop a positive mentoring relationship

Refer to the resources section at the end of this guide to provide links to additional.

"We had a three hour orientation and training on a Sunday. There were two speakers, both of whom were able to give a high level overview of what it means to serve on a nonprofit board. ... I'm trying to make Board Fellows more of a community so they can use each other as a reference. At least once a quarter we like to get everyone together to talk about their experiences."

Kate Olson, Board Fellows Leader, Georgetown University

PROGRAM SUSTAINABILITY

While transitions can be challenging for maintaining momentum and strength, there are several ways to ensure a successful and sustainable program. Having certain tools in place, as well as preparing for transitions in advance, will help to maintain your program's strength and existence.

Knowledge capture

Online spreadsheets and documents

Perhaps the most effective way to ensure that all your files are in the same place and easily updateable is to use a web based program such as Google docs. You can keep track of your progress on key goals and projects here as well as a list of contacts and relevant stakeholders. These documents can become a history of your chapter's Board Fellows program and will help you to transition leadership at a later date. If you commit to maintaining such documents, the next leadership team can pick up right where you left off, essential for continuity of the program.

Net Impact Best Practices

Institutionalizing the lessons learned is a great way to build capacity within the Net Impact network. If you think the knowledge you have gained from your experience with Board Fellows could help another chapter, please contact us at service@netimpact.org and we will set up a time to discuss your experience.

Create a unique program email address

Register a unique email address that can be used throughout the program's life. This will help to avoid losing connections between your nonprofit partners and the ever-transitioning leadership team. Be sure to transfer the email account to the new team when transitions occur.

Leadership transitions

After investing significant time and effort into Board Fellows, you'll want to pass the reins to someone equally as committed and capable to continue your efforts. Having already defined the position, its responsibilities, and created a way to capture knowledge, leadership transition can be fairly simple. If your chapter is large enough to have multiple candidates, we advise that you hold an election to find the most capable team to carry on the tradition.

Once the new leadership has been identified, make sure the following stakeholders are notified of the change:

- Nonprofit participants
- Current Board Fellows in your program
- School/administration (if applicable)
- Net Impact chapter leaders

BOARD FELLOWS RESOURCES

Net Impact Resources

Nonprofit Best Practices

<http://www.netimpact.org/associations/4342/files/Nonprofit%20Best%20Practices.doc>

A compilation of resources, created by Net Impact and the Draper Richards Foundation, highlighting tools related to issues of accountability, transparency and general business

Nonprofit Capacity Building Workshop Series

<http://www.netimpact.org/displaycommon.cfm?an=1&subarticlenbr=1683>

Recorded presentations and resources on nonprofit consulting, strategic clarity, marketing, fundraising, and social enterprise

Fundraising for Nonprofits

<http://www.netimpact.org/associations/4342/files/Fundraising%20for%20a%20Nonprofit.ppt>

A brief overview with resources to help you understand the fundraising landscape

Other Resources

What We Really Need: Eight reforms to make nonprofits more accountable and effective

http://www.compasspoint.org/assets/15_ssirregulations6.pdf

CompassPoint

Why Boards Don't Govern

http://www.compasspoint.org/assets/69_whyboardsdontgovernqfj200.pdf

CompassPoint

Ten Basic Responsibilities for Nonprofit Boards

<http://www.boardsource.org/Knowledge.asp?ID=3.368>

BoardSource

Complete Toolkit for Boards

<http://www.managementhelp.org/boards/boards.htm>

Authenticity Consulting, LLC

To Audit or Not to Audit Committee

<http://www.guidestar.org/DisplayArticle.do?articleId=746>

Guidestar

Board Fellows Program Manual

<http://www.netimpact.org/associations/4342/files/Board%20Fellows%20Manual%20.pdf>

Allwin Initiative for Corporate Citizenship at Dartmouth University, a compilation of best practices and program structures from several schools with functioning Board Fellows Programs.

APPENDICES

*All sections of the Appendix are available to download for use from our website:
www.netimpact.org/boardfellows (refer to the resources section, program materials)

Appendix 1. Outreach to nonprofits

Boston Professional Chapter, April 2010 newsletter

Board Fellows - Calling All Nonprofits!

Local nonprofit organizations have gained valuable assistance from Net Impact Boston's Board Fellows program. Benefits include:

- Bringing new perspectives into their organization
- Receiving high-quality assistance on projects requiring business skills
- Supporting the professional development of emerging nonprofit leaders
- Engaging volunteers in their organization's work
- Cultivating potential new board members

We invite your organization to apply. For more information, please contact the Program Directors, at boardfellows@netimpactboston.org.

If you are interested in volunteering to work on the board of a nonprofit organization, we invite you to apply. Please fill out the application at: http://netimpactboston.files.wordpress.com/2009/06/nib-board-fellows_volunteer-application.pdf.

Appendix 2. Email outreach to potential nonprofit participants.
Amend sections highlighted to reflect your chapter's information.

To Whom It May Concern:

I am reaching out to you on behalf of **Net Impact Boston (NIB)**, the local professional chapter of Net Impact, a nonprofit organization dedicated to using business to make a difference in the world. Spanning six continents, the Net Impact network includes over 260 chapters in cities throughout the world and a central office in San Francisco. **NIB represents almost three hundred professionals in Boston** and offers a wide portfolio of programs and initiatives to educate, equip, and inspire our members to achieve a positive impact in our community.

As part of our 2010 objectives, we are preparing to launch a Board Fellows program for the **Boston** area. The Board Fellows program places Net Impact members on nonprofit boards (as non-voting members) for one-year fellowships. Board Fellows will be active participants on their nonprofit boards, getting involved with committees and relevant projects. The program brings valuable business skills to nonprofits and allows nonprofits to cultivate potential new board members, while exposing Net Impact members to nonprofit management and governance in practice. Net Impact has found that organizations participate in Board Fellows to:

- Bring new perspectives into their organization
- Receive high-quality assistance on projects requiring business skills
- Support the professional development of emerging nonprofit leaders
- Engage volunteers in their organization's work
- Cultivate potential new board members

The Net Impact **Boston** Board Fellows Program will begin in the coming months and we would like to extend this invitation to your organization to participate. If this opportunity is of interest to **NAME OF NONPROFIT**, I would welcome the opportunity to speak with you directly in the coming weeks. In the interim, please visit www.netimpact.org or www.netimpactboston.org to learn more about our organization, mission and other activities.

Thank you for your attention to this message and I look forward to connecting with you soon regarding this exciting new program.

Best regards,

NAME
Board Fellows Program Manager
Net Impact Boston

Net Impact Board Fellows: Nonprofit FAQs

What are the benefits of hosting a Board Fellow?

Nonprofit Boards benefit from the enthusiasm and fresh perspective of talented business leaders that receive training in nonprofit capacity building and support from Net Impact. The Board Fellow's input during meetings as well as the completion of their strategic project will help strengthen the nonprofit. Nonprofits have access to our Nonprofit Capacity Building training resources. Nonprofits also benefit from knowing that they are contributing to the development of future community leaders.

What responsibilities do nonprofit partners have?

Nonprofit partners' responsibilities are to:

- Develop a strategic project
- Establish a mentor/primary contact for the Board Fellow
- Conduct a formal introduction to the organization/Board
- Keep the Board Fellow up-to-date on organizational developments and provide information necessary to completion of the Board Fellow's project

How can we create a successful relationship with our Board Fellow?

Communication is key to the success of the relationship. Establishment of clear goals, expectations, and timelines, coupled with a consistent communication schedule, will ensure a rewarding experience for both the nonprofit and Fellow. A member of the Board should serve as the Fellow's mentor and point of contact with the organization. Additionally, the most successful relationships integrate the Fellow into Board committees and regular Board operations. The Board Fellow should be treated as if s/he were a full Board member and invited to all events to which a Board member would be invited.

Does hosting a Board Fellow cost money?

No, there is no cost associated with this program.

What makes for a successful Board Fellows experience?

Organizations that have successful Board Fellows experiences have:

- Boards that meet in person
- Eagerness to hear new perspectives, either in full Board meetings or in committee meetings
- Desire to dig into a strategic project that helps the Board, utilizing the skills of Board Fellows

What accounts for less than ideal Board Fellows experiences?

Organizations that are not ready to host a Board Fellow are often those that:

- Do not have in-person Board meetings regularly
- Are run by volunteers
- Are in significant transition, and do not have Board or staff resources available to utilize Board Fellows

Who is the primary contact for the Board Fellows?

Often, the primary contact is a staff member. We highly recommend having one Board sponsor who can provide additional insight into a Board member's role, and into the goals of the strategic project. Staff members can often provide some of the resources and guidance to Board Fellows outside of normal Board meeting times.

Checklist for Board Fellows Mentors

Adapted from an example provided by Kellogg School of Management, Northwestern University.

- Introduce your Fellow to the board**
 - Send out his/her resume, explaining his/her role
 - Allow the Board Fellow to say a few words at the first board meeting attended

- Get the Fellow “on board”**
 - Add him/her to any listservs, email or mailing lists that provide the board and/or relevant committees with information (e.g. a newsletter, pre-meeting emails)

- Determine a project**
 - Should benefit organization and build on Board Fellow’s skills and interests
 - Being an active member of a committee could be the best project!

- Clarify Fellow’s board participation**
 - Be clear about how the Board Fellow can participate on board – does he/she sit at board table? Talk at meetings? Sit in on Executive sessions? Establish these guidelines ahead of time

Appendix 5. Board Fellows nonprofit application

Board Fellows Nonprofit Application

Thank you for your interest in the Board Fellows Program!

Nonprofit organizations interested in applying to the Board Fellows program should fill out this application form completely. (Fields marked with an asterisk (*) are required.)

First Name *	Last Name *	Email *

Company/Organization name *	Organization URL (if applicable)

Address *	City *	State/Province	Country *

Which of the following categories most aptly describes the work your organization does? *
(please check one)

<input type="checkbox"/>	Arts	<input type="checkbox"/>	Human Rights
<input type="checkbox"/>	Civic Organization	<input type="checkbox"/>	International Development
<input type="checkbox"/>	Economic Development	<input type="checkbox"/>	Mental Health/Disabilities
<input type="checkbox"/>	Education	<input type="checkbox"/>	Nonprofit Support
<input type="checkbox"/>	Environment	<input type="checkbox"/>	Women/Girls Services / Programs
<input type="checkbox"/>	Health Care	<input type="checkbox"/>	Youth Services/ Programs
<input type="checkbox"/>	Housing/Homelessness	<input type="checkbox"/>	Other (specify):

Please describe the mission and programs of your organization (under 300 words) *

Does your nonprofit have 501c(3) status? _____

How many years has your organization been in operation? * _____

What is your organization's budget? * _____

How many full-time employees work at your organization? * _____

ABOUT THE PROJECT

Please describe your proposed Board Fellows project, as specifically as possible. You may include the overall goals of the project, the different phases of the project, how your board will benefit from this project, and what the expected final deliverables of this project would be.

Board Fellows Project Description (300 words max): *

What category would you put this project in? *

	Board Development/Governance		Managerial Accounting
	Business Planning/Strategy		Marketing
	Earned Income Strategies		Membership Development
	Finance		Operations
	Fundraising Strategy		Organization Development
	Grant Writing		Performance Measurement
	Human Resources		Program Evaluation
			Other (specify):

Does your organization have a board member who can serve as a mentor for the Board Fellow, requiring roughly 6 hours per month (including board meetings)? _____

Please provide the contact information for the board mentor.

Board Mentor First Name *	Board Mentor Last Name *	Role or committee on board*

Email *	Phone *

How many Board Fellows would you be interested in hosting? * _____

What date would you like the Board Fellow to join your organization?* _____

Please specify the contact information for the nonprofit project coordinator (the staff person at your organization who will work on the project a minimum of 15 hours a month).

Nonprofit Contact First Name *	Nonprofit Contact Last Name *	Title at organization*

Email *	Phone *

When and where are your Board meetings held? *

Please email this completed application to the leader/s of Board Fellows program.

Thank you for applying!

Appendix 6. Board Fellows volunteer application

Board Fellows Volunteer Application

Thank you for your interest in the Board Fellows Program!

Please complete and submit this form to your chapter's Board Fellows leader/s. Fields marked with an asterisk (*) are required.

In addition to this form, please attach a resume with your submission.

Name *	Net Impact Chapter Affiliation*
<input type="text"/>	<input type="text"/>

Email *	Phone *
<input type="text"/>	<input type="text"/>

Please indicate the city (or closest metro area), state and country in which you would like to volunteer.

City/closest metro area *	State/Province	Country *
<input type="text"/>	<input type="text"/>	<input type="text"/>

Are you able to perform the necessary responsibilities and commit at least 10 hours per month for the 12-month (full year) duration of the placement to Board Fellows?

Yes, I am able to commit the required time and energy to Board Fellows!
 No.

Please list other activities in which you are involved with and their time commitment. Also list any times during which you will be unavailable to work on Board Fellows:

Activity	Time commitment (hrs/week, dates unavailable)
<input type="text"/>	<input type="text"/>

Do you foresee any career changes that will limit your ability to participate? Yes No

Net Impact Membership Type * (you must be a paid member of Net Impact to participate)

____ Student ____ Professional

For Professional Members:

Occupation/Job title

Company/Organization name

--	--

For Student Members:

Type of graduate program you are enrolled in

College/University you are currently attending

Ex: MBA, MA, MS, PhD	
----------------------	--

Year of graduation (yyyy): _____

Why do you want to be a Board Fellow? What do you hope to gain from the experience?

--

What special skills and abilities do you hope to contribute to the nonprofit board and to the Board Fellows program (i.e. strategic planning, marketing strategy, financial analysis, etc)?

--

If applicable, please give a brief description of any previous/current volunteer or Board experience (including organization, position, and dates of involvement):

--

What types of projects most interest you? Please indicate your highest preference with a 1, your second choice with a 2, and so on. Place an x by any area that you will not accept a placement in.

<input type="checkbox"/>	Board Development/Governance	<input type="checkbox"/>	Managerial Accounting
<input type="checkbox"/>	Business Planning/Strategy	<input type="checkbox"/>	Marketing
<input type="checkbox"/>	Earned Income Strategies	<input type="checkbox"/>	Membership Development
<input type="checkbox"/>	Finance	<input type="checkbox"/>	Operations
<input type="checkbox"/>	Fundraising Strategy	<input type="checkbox"/>	Organization Development
<input type="checkbox"/>	Grant Writing	<input type="checkbox"/>	Performance Measurement
<input type="checkbox"/>	Human Resources	<input type="checkbox"/>	Program Evaluation
<input type="checkbox"/>		<input type="checkbox"/>	Other (specify):

What fields most interest you? Please indicate your highest preference with a 1, your second choice with a 2, and so on. Place an x by any area that you will not accept a placement in.
*We will make every effort to match you with an organization whose mission is of interest to you.

<input type="checkbox"/>	Arts	<input type="checkbox"/>	Human Rights
<input type="checkbox"/>	Civic Organization	<input type="checkbox"/>	International Development
<input type="checkbox"/>	Economic Development	<input type="checkbox"/>	Mental Health/Disabilities
<input type="checkbox"/>	Education	<input type="checkbox"/>	Nonprofit Support
<input type="checkbox"/>	Environment	<input type="checkbox"/>	Women/Girls Services / Programs
<input type="checkbox"/>	Health Care	<input type="checkbox"/>	Youth Services/ Programs
<input type="checkbox"/>	Housing/Homelessness	<input type="checkbox"/>	Other (specify):

What size of organization would you like to work with? Please mark an X by your choice.

- Small (<\$1MM, 10- employees)
 Medium (\$1-\$5MM, 10-100 employees)
 Large (\$5MM+, 100+ employees)

How important is this factor? Please mark an X by your choice.

- Very important Somewhat important Not important

Is there any other information we should know to help match you with an appropriate organization and/or project?

Is there a particular nonprofit organization that you are interested in? If so, please provide name and contact information. Net Impact will work on recruiting them to the program.

Please send your completed application to the leaders of Board Fellows at your chapter.

Thank you for applying to the Board Fellows program!

BOARD FELLOW PROJECT SUMMARIES

These project summaries come from actual experiences, however in the interest of confidentiality, the names of the organizations and individuals have been changed.

Organization: New York Community Program (NYCP)
Board Liaison: Susan Johnson, Board President, NYCP
Board Fellow: Cynthia Walters, MBA, new NYCP Board Member

Date & Version: 3 February, 2010; version 3

NET IMPACT BOARD FELLOW PROJECT: SUMMARY

Project #1: Board Development

Recommendations for Board Development

Description: Overview and analysis of current board recruitment process, and board members' responsibilities and expectations; evaluation of available options for further board involvement and alternate sources of funding, incorporating board feedback and respecting organizational history and culture

Strategy: Find new options for developing the potential of NYCP's board of directors and address current economic stresses, while remaining aligned with NYCP's long-term Innovation and mission

Summary: *Project temporarily suspended due to resource constraints.*

However, the following developments have taken place:

- (1) Documentation on board effectiveness and best practices for future board members is now "shared" on Google Docs;
- (2) NYCP's Board Members who have reached their term limits have expressed their desire to identify suitable replacements;
- (3) Board Members Tom Hsu and Nathan Miller have been engaged to assist with ongoing marketing and strategy projects, respectively.

Next Steps: *At the October 2009 Board Meeting, the Board resolved to engage a third party, preferably on a pro bono basis, to work with NYCP's current and future board members on board effectiveness and long-term strategy.*

This type of training is likely to be held as a one-day offsite during the spring of 2010, with Bob Wilson, certified Organization and Relationship Systems Coaching consultant.

Project #2: Connecting Leaders Program Partnership Development
Partnership Development and Best Practices

Description: Establish guidelines and best practices for community outreach, partnership building, and program development

Strategy: Develop partnerships with existing non-profit organizations with similar and/or complementary missions, in order to collaborate effectively on programs, while maximizing resources and leveraging shared networks

Summary: Three parties would like to pursue partnerships with NYCP:
(1) Carol Herrington, working with leaders of Southern Africa;
(2) Priya Kapur, professional bellydancer and businesswoman, interested in pursuing a program to benefit Middle Eastern women escaping domestic violence;
(3) Ian's Vision, a non-profit working with Israeli and Palestinian youth in conflict transformation, would like to establish a program to formally connect its recent Innovation Program graduates with social justice internships before returning home, to further their commitment to peace work

Best Practices: When researching potential partnerships for NYCP, several "best practice" themes were evident:
(1) Prior to engaging other non-profit organizations, it is naturally imperative to thoroughly research candidates and verify a specific alignment of missions between NYCP and its potential partner; however, mere alignment of missions is not sufficient. Chemistry between the organizations, and a clear objective for the partnership needs to be determined;
(2) When working with other non-profits, NYCP's mission and services need to be clearly communicated;
(3) Due to NYCP's limited history in receiving grants for the Connecting Leaders Program, it would be best for NYCP to partner with a strong, reputable organization more experienced with such fundraising efforts;

(4) Documentation of candidates for partnerships (i.e., on the Google Document for tracking communications with other organizations) is important, for future reference;

(5) Given the current economic instability, patience, and consistent communication and planning are necessary when designing future CLP partnerships.

Next Steps:

(1) Africa: Carol Herrington expressed her preference for NYCP to inform her of their available services, so that when a specific training need arises, she will know how NYCP can partner with her to train future leaders of Southern Africa.

(2) Priya Kapur: Suhaila is flexible in regard to how she would offer her services; her main objective is to positively impact the lives of women and help them heal through dance. We have explored a few potential international partnerships, but so far, none have responded. Will continue to pursue.

(3) Ian's Vision: The staff is currently reorganizing and resources are tight, but this year's Innovation Program fellows may need assistance with J-1 visas if they secure internships with local non-profits. J-1 visa services may be a good "first step" introduction to working with NYCP, and the best option for NYCP at this time. The potential for partnership still exists – the main benefit, so far, is the established connection and Ian's Vision's awareness of NYCP's services.

Project #3: Assist with Fundraising and Marketing

Marketing Activities and Action Plan

Description: Summary of Board Fellow involvement in marketing efforts, such as building NYCP awareness in the community by leveraging social media networks and other tools or forums

Strategy: Increase the visibility of NYCP within the local and international community through online social networks, and via participation in local events related to NYCP's work, providing additional credibility and transparency to the outside world, including potential grant-making organizations and participants

Summary: (1) Created Twitter account (@NYCPfellow) to disseminate marketing messages on behalf of NYCP, and engage philanthropic and international communities in NYCP's activities through regular newsfeed updates;

(2) Created Facebook page to replace Facebook group;

(3) Teamed up with new volunteer and fellow MBA, Alex Davidson, to revise short and medium term strategy and conduct market research, including customer survey and new attorney liaisons.

Next Steps:

(1) Complete migration of Facebook group to Facebook page;

(2) Based on feedback from attorney survey, NYCP's website could continue to be enhanced; e.g., to include additional documentation that showcases NYCP's social justice mission and expertise, and to modernize its overall "look and feel";

(3) Continue to market NYCP's J-1 visa services by building market presence among immigration attorneys through NYCP's Santa Clara chapter AILA connection and others, as well as offering attorneys the ability to list themselves in a database accessible to NYCP participants;

(4) After CLP partnerships have been further developed, NYCP may pursue fundraising for specific projects, and/or assist its partner organization with the application process; due to NYCP's limited resources and minimal history in receiving grants, the latter option is suggested.

Appendix 8. Project scoping template

Provided by Stanford Board Fellows, Stanford Graduate School of Business

[NON-PROFIT ORGANIZATION NAME]

TEAM

Board Fellow:

Host Organization Mentor:

Host Organization Executive Director:

PROJECT GOALS

[Click here and type objective]

WORKING HYPOTHESIS / ASSUMPTIONS

1. *[Click here and type details]*

2. *[Click here and type details]*

PROJECT DELIVERABLES

1. *[Click here and type details]*

2. *[Click here and type details]*

3. *[Click here and type details]*

HOST ORGANIZATION RESPONSIBILITIES

[List tasks as well as information required, key contact person to provide it.]

BOARD FELLOWS RESPONSIBILITIES

[Describe key responsibilities to be completed prior to delivery of final recommendations.]

Appendix 9. Board Fellows information flyer

Board Fellows: Get on board!

Think you need a briefcase and a 3 page resume to sit on a board? Think again! Nonprofits are looking for fresh perspectives on their strategies and challenges.

About Board Fellows

Board Fellows places Net Impact members on nonprofit boards as a non-voting, but participating member. The program brings valuable business skills to nonprofits, while exposing Fellows to nonprofit management and governance in practice.

Net Impact members participate in Board Fellows to:

- Gain tangible nonprofit management and board governance experience
- Put Net Impact ideals into action
- Work with experienced professionals
- Develop strong ties to their community
- Gain experience and exposure in a new (often sought after) industry

Nonprofits participate in Board Fellows to:

- Bring new perspectives into their organization
- Receive quality assistance on projects requiring business skills
- Support the professional development of emerging leaders
- Engage volunteers in their organization's work

Get Involved

To learn more about Board Fellows check out www.netimpact.org/boardfellows.

To get involved, contact to your local Board Fellows leader at **INSERT EMAIL ADDRESS**.

Appendix 10. A1. Board Fellows webpage screen shot – San Francisco Professional Chapter

Home About Us Resources Calendar Service Corps Board Fellows Collaborate

NET IMPACT SAN FRANCISCO
San Francisco Bay Area professionals using the power of business to create a more socially and environmentally sustainable world

Board Fellows

Gain experience in nonprofit governance while giving back to your community. Join Board Fellows today!

Announcements:
We are pleased to one new Board Fellow position! Applications are due March 3rd. [Click here to learn more and apply.](#)

About Board Fellows
Board Fellows places Net Impact members on nonprofit boards for one-year fellowships as non-voting board members. The program brings valuable business skills to nonprofits, while exposing Net Impact members to nonprofit management and governance in practice. In addition to regular board responsibilities, many fellows also work on strategic projects, which are determined in conversation with the Executive Director and Board Mentor.

Benefits of becoming a Board Fellow:

- Engage with a nonprofit on a strategic level
- Gain experience in nonprofit management and governance through first hand experience
- Develop deeper knowledge of specific social issues related to the work of the nonprofit
- Give back to your community!

Benefits for Non-Profits:

- Bring new perspectives and expertise on your board
- Receive high-quality assistance on projects requiring business skills
- Support the professional development of emerging nonprofit leaders
- Engage volunteers in their organization's work

Requirements for Board Fellows

- Be a Net Impact member
- Attend all board meetings
- Work with the Executive Director and Board member to identify an appropriate project within a month of formalizing the Board Fellows agreement
- Commit at least 10 hours per month working on board project for one full year
- Be proactive in ensuring a positive experience with the organization
- Be willing to connect and share your experience with other Board Fellows

PAGES

- ▶ About Us
- ▶ Board Fellows
- ▶ About Board Fellows
- ▶ Apply!
- ▶ Toolkit
- ▶ Calendar
- ▶ Collaborate
- ▶ Resources
- ▶ Service Corps
- ▶ 2009 Projects
- ▶ 2010 Projects
- ▶ About Service Corps
- ▶ Nonprofits
- ▶ Team Blog (Coming Soon!)

GET INVOLVED

- ▶ Collaboration Site
- ▶ JOIN Net Impact
- ▶ NI-SF on Facebook
- ▶ NI-SF on LinkedIn

UPCOMING EVENTS

Today

- ▶ OnePercent SF Launch Party
- ▶ Conversations with Eco-Innovators: Indigenous Peoples and Conservation
- ▶ Climate One Presents: Drill, Baby, Spill
- ▶ Farm Film Night Kick-Off featuring Dirt! The Movie

Tomorrow

Appendix 10. A2. Board Fellows webpage screen shot – Georgia Tech MBA Chapter

The screenshot shows a web browser window displaying the Georgia Tech MBA Net Impact Board Fellows page. The browser's address bar shows the URL: http://mba.gatech.edu/clubs/net_impact/Board_fellows.html. The page has a navigation menu on the left with links for Home, Officers, IMPACT Speakers, Board Fellows, Pro Bono Consulting, and Links. The main content area is titled "Board Fellows" and includes sections for "Why the Georgia Tech Net Impact Club supports this program", "Program Mission Statement", "Program Benefits", "MBA Students", "Non Profits", "College of Management", "Program Overview / Requirements", and "Expectations for Non Profit Organizations".

Georgia Tech MBA Net Impact

Home »
Officers »
IMPACT Speakers »
Board Fellows »
Pro Bono Consulting »
Links »

Board Fellows

Why the Georgia Tech Net Impact Club supports this program

Service to the community is important to the College of Management's MBA students. This is evident through the support that students give to the various philanthropy events conducted during the academic year. Therefore, in an effort to allow students to engage in meaningful support of the community and utilize the skills they have honed during their study here in the College of Management, the Net Impact Club is proudly supports the Board Fellows Program.

Program Mission Statement

To prepare current Georgia Tech MBA students to be effective civic leaders by serving as non-voting members on Atlanta-area non-profit boards. In this role, the students will develop awareness of board roles and functions by providing business skills, new insights, and innovative perspectives to the boards on which they serve.

Program Benefits

This program will benefit three constituencies, MBA students, local non profits, and the College of Management. Specific benefits for each constituency are listed below:

MBA Students

- Real world application of skills learned in business school
- Preparation for future role as board member through first hand learning
- Networking with community leaders

Non Profits

- Access to new & innovative ideas from Board Fellow
- Valuable exposure of non profit operations to future business leaders
- New network for non profit through Board Fellow

College of Management

- Exposure of College and MBA Program to the local community
- New networking opportunities with members of non profit boards through student and program interaction

Program Overview / Requirements

Georgia Tech Board Fellows will serve local non profit boards for one academic year utilizing their business skills to make meaningful contributions to the organization which they are serving. They will actively be engaged in meetings, committee meetings (if appropriate), projects, and other events to actively contribute to as well as learn from the Board on which they serve. Specific expectations for both the non profit and board fellow are listed below:

Expectations for Non Profit Organizations

1. Select a member of the Board or the Executive Director to serve as the student's

Appendix 11. Board Fellows newsletter content

Board Fellows: Get on board!

Think you need a briefcase and a 3 page resume to sit on a board? Think again! Nonprofits are looking for fresh perspectives to lead and guide their organization.

About Board Fellows

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Net Impact members participate in Board Fellows to:

- Gain tangible nonprofit management and board governance experience
- Put Net Impact ideals into action
- Work with experienced professionals
- Develop strong ties to their community
- Gain experience and exposure in a new (often sought after) industry

Nonprofits participate in Board Fellows to:

- Bring new perspectives into their organization
- Receive quality assistance on projects requiring business skills
- Support the professional development of emerging leaders
- Engage volunteers in their organization's work

Get Involved

To learn more about Board Fellows check out www.netimpact.org/boardfellows.

To get involved, please complete this application (**INSERT APPLICATION**) and submit to (**INSERT BOARD FELLOWS LEADER'S EMAIL ADDRESS**) by (**INSERT DATE**). Matching will occur the week of (**INSERT DATE**) and placements will be announced by (**INSERT DATE**).

MEMORANDUM OF UNDERSTANDING (MOU)
between
NONPROFIT ORGANIZATION NAME and NET IMPACT BOARD FELLOW

I. PURPOSE:

The purpose of this MOU is to formally establish a framework for cooperation between the Net Impact Board Fellow **insert Board Fellow name** and **insert nonprofit organization here**. This MOU is not binding in any way and shall not be construed as a legal contract. Rather, it is designed with the intent of setting expectations regarding participation in the Board Fellows program. Please complete, sign and email as an attachment to (Chapter Leaders Email Here) by **insert date here**.

II. NET IMPACT EXPECTATIONS:

1. Time Commitment

- The Board Fellow is expected to devote a minimum of 10 hours per month to project-related work, including time spent in Board Meetings and in committee meetings (when applicable)
- The Board Fellow is expected to attend all board meetings as well as any committee meetings, when applicable
- The Board Fellow program will last for one calendar year and may be extended or shortened upon agreement of both parties

2. Project Reporting

The Board Fellow is expected to complete Sections III and IV of this MOU by describing the terms of his/her volunteer partnership and by providing his/her contact information. Included in Section III should be:

- A description of the project and its expected deliverables
- A description of the host organization's responsibilities
- The anticipated timeframe of the project, including monthly milestones/objectives.

III. TERMS OF PARTNERSHIP

Below is an overview of the project. For more detailed information about specific tasks and roles and responsibilities, see the Milestones worksheet.

1. Project description and goals

insert here

2. Expected project deliverables:

insert here

3. Host organization responsibilities (list tasks as well as information required, key contact person to provide it.)

insert here

4. Timeframe (check-in dates, date for deliverables, any other relevant dates,...)

insert here

5. Expenses (In the event of any expenses related to the project, the Board Fellow will seek approval from the nonprofit before making any purchases)
insert here

IV. CONTACT INFORMATION

1. Nonprofit
Executive Director: insert here
Phone: insert here
E-mail: insert here
Non-profit Board Representative: insert here
Phone: insert here
E-mail: insert here
2. Board Fellow
Phone: insert here
E-mail: insert here

V. COMMENCEMENT/EXPIRATION DATE:

This MOU is executed as of the date of last signature and is effective for a year after that date, at which point it will expire unless extended.

VI. SIGNATURES:

We, the undersigned, confirm that we are ready, willing and able to participate in the Board Fellows program. We have read and agreed to the above terms.

Date:

Insert name here
Executive Director

Date:

Insert name here
Nonprofit Board representative

Date:

Insert name here
Board Fellow