



Building the Board of Your Dreams

Lesson 1: The Board You Have is the Board You Build

Welcome to the course that we've entitled Building the Board of Your Dreams. Not the board in your dreams, not the board of your nightmares. The board of your dreams. So who's this course for? This course is for Executive Directors, Board Chairs, for folks on Governance and Recruitment committees, or all of you together. Please feel free to watch this course together.

Why is this topic so important? So, I think one of the most common complaints that I get from non-profit leaders, I have a terrible board. They're a bunch of do-nothings. You know, they never show up, in fact there's one board member who's on the board, I don't even remember what she looks like.

So when I hear this, I am reminded of a famous old movie called, Moonstruck. And there's a scene where Nicholas Cage confesses his true love for Cher. But she's on the verge of marrying Nicholas Cage's brother. So, she slaps him not once, but twice for good measure and she says, snap out of it. And that's what I'm gonna say to all of you today, during all of these videos.

You've got to snap out of it. Why? Well, what do you think, did this board just sort of fall out of the sky like E.T.? My mantra here is, the board you have, is the board you built. So this series is about building your board with intention. That's it, that's what it's about. And what's interesting, the reason I'm doing this is because, the most common question I get, Joan, how do I find board members?

And I wanna say, could you be just a little bit more specific please? Right? So this is exactly what we're going to do in this course, is we're going to be intentional, and we're gonna get specific. You don't have to add a lot of board members to change the nature, tone, and tenor of your board.

I consider it sort of the exercise that's calling, tipping your board. Adding a few new voices, new faces, folks with new competencies, skills, expertise and perspective, that can shift your board in a pretty big way. So what we're gonna do in this course, there's a number of videos as part of this course.





The first thing we're gonna do is just a quick assessment of the board you have. I think it actually might make you feel a little better. Then, we're gonna talk about what does your organization need. Next up, after that we'll talk about why diversity is important and what I mean when I talk about diversity. I have a rather diverse definition.

Next, we'll take you through a recipe for what I call sort of fishing for new board members, and finding different kinds of ponds. After that, I'm going to take you through a case study. A client I worked with, and how that recipe resulted in a successful effort to bring on some terrific new board members.

Now, you already know that I'm a pretty optimistic person at heart, so I wanna make sure that it doesn't feel too Pollyanna. So I'm going to include what I consider, some big, fat, red flags when it comes to board recruitment. I would be remiss to talk about board recruitment and not offer you my point of view, read rant about term limits. And then there are a few final words of advice.

So that's the whole thing. We're gonna build the board of your dreams. I'm going to help you think about board building as an intentional, ongoing process that you as a staff and a board leader own together. Remember, you're sitting on this twin engine jet, each engine has to have the right people in it.

It has to be fully functioning. And in order to do that, you can't just say, I need board members. You need to figure out which board members and then, go fishing for them. And then bring them into the house and let them share the joy and privilege that comes with service. I look forward to seeing you in the next video.

Lesson 2: An Exercise – the Rule of Thirds

Welcome back to our series called building the board of your dreams. So we begin with an exercise, an exercise I believe you're gonna find helpful and it's a relatively quick, painless exercise. I also think that it's going to make you feel a little bit better about your board because it helps you to identify the strongest folks on your board and the weakest folks on your board. And I think you're gonna find that your board is stronger than you believe it is. Why? Because troublesome board members take up a lot of emotional bandwidth. That's jargon for they suck the life out of you. So this is an exercise that you can do as a board leader or an executive director. And what I



like about doing this is if you do them separately and then you come together and see where you fall out on it.

The other thing that's great about this exercise which is called the rule of thirds, and some of you may be familiar with this, is it helps you to manage your expectations. So you're a board chair, you're an executive director, you're totally type A, you're totally about saving the world, nothing gets by you. And you can be really impatient with board members who are volunteers with other day jobs. In fact you can forget that they have other day jobs. This is not to let them off the hook at all. I was a board member, I had a day job, and I did the very best I could as a volunteer. But you have to remember that these folks are volunteers and you have to be really careful about thinking that all of them should be of the highest possible caliber and performance, because that's just not the way the world works.

The rule of thirds begins with a basic premise that in fact most boards, if you are lucky ... No, strike that. If you have built your board with intention most boards would get a grade of about a B. Not an A, not an A minus, about a B. And I'm gonna show you what a B board looks like in terms of the rules of thirds. So behind me on the whiteboard you should be able to see an A, a B, and a C. So what I want you to do is I want you to think about your board in terms of A's, B's, and C's. So to make my math easier I am going to assume that I have a board of 18. Can you see that? Yeah, board of 18. All right, so a B, a grade B board has six of these, six of these, and six of these. Well what do I mean by these?

So an A board member is what we would call an initiator. We might also call them a rockstar. These are board members you can count on. Not just if you ask them will they do something, but they're gonna step up and say, "Why don't I? Can I help you? Why don't we?" A B level board grants, let's call them grants requests. I don't initiate if I'm a B board, if I'm in this category. But if you ask me to do something a pretty good bet I will. And then C we could call them low performers if you like. Let me get out of the way here. You could call them low performers if you like, but I think the catch phrase that really does the trick here is dead weight. That's that board member you can't remember what she looks like because she hasn't shown up and the board member who checks his or her email constantly, has nothing to contribute, never grants requests. When you email her you get crickets.

Okay, that my friends is a great B board. Okay? Do you feel better already? You were thinking to yourself, "Well a B level board would have a lot more request granters, a lot more rockstars." Now if you have a whole posse full of dead weight board members then maybe I didn't make you feel so much better.

Now the question that you want to pose to yourself is this, I've got initiators, request granters, and I've got dead weight. What's very interesting is it is often the dead weight that eats up a lot of your emotional bandwidth, isn't it? Maybe they're dead weight, maybe they're toxic. Maybe that's dead weight, right? They're useless or less than useless. So you often feel like you have more in this category of dead weight or worse than you do in this category. But I bet that if you and your board share or you and your executive director take a look at this rule of thirds you might be pleasantly surprised.

So here's the next step of the exercise, and it begins with a quiz. Now if you were gonna focus and invest in any particular board member in the board member category, where would you put your greatest degree of investment? Maybe, maybe it's your rockstars. Think to yourself, "Well I got to retain them, right? I have to appreciate the ever loving hoo ha out of them." I'm gonna tell you that this is the category you need to focus on. And if you got it right good for you. But there's actually another piece to this puzzle, because there are two different kinds of B's. There is ... You know what, I'll do it down here. There is a B plus and there's a B minus. This is a really important part of this exercise.

So the next piece of the exercise if you've got to take your group of 18, decide how many you have in each. Maybe you're lucky and you have a B level board, maybe you're luckier and you have like seven people here and seven people here and only a handful of dead weight. And you get to decide with your copilot what dead weight looks like.

Okay, so next step of the exercise is to divide your B's in your B pluses and your B minuses. Okay, now let me ask you a question. If your choice is A, B plus, B minus, or C, which group are you gonna invest in? Yes, that's correct. Your B pluses. Why? Because you want to tip. You want to do some tipping. So here's how the tipping works, is I take a couple of B pluses, and let's say I have three of those and three of these, right? Can you see that? Yeah you can. Okay. So I have three of these and three of those. So I take these three people and I invest in them. And you know

what I do? I put them on a special taskforce, I ask them to do something that feels really super important to creating a thriving non-profit. And then they do it because they are request granters, and they're responsible and they're there for the right reasons. Guess what happens to those B pluses if you're really lucky, if they do their jobs and you appreciate them to no end? You move a couple over to A. So you wind up with more rockstars.

There's one other thing that happens. Is there are fewer B's. And the B minuses end up having to really something or get off the pot. Because all of a sudden they start to feel a little like, "Oh, wow, look what just happened to those folks. And do I really, hmm, am I really pulling my weight? And I end up going either this way or I end up upgrading to a B plus." And the more dead weight, the more the people in the C category feel like they are dead weight the much more likely they are to self select off. They'll start coming to fewer board meetings or they'll say, "You know ..." They'll feel this change and they'll say, "You know, work's getting awfully busy, I just don't think I have time for the board." Or they'll say, "The board is really evolving in a way that doesn't really connect with what I think I'm bringing." And you're sitting there going, "What things you're bringing? Really?"

So I often talk about the fact that if you do things right dead weight ... People say to me, "How do I get rid of dead weight on my board?" This is a pretty good strategy. This is a pretty good strategy. There are other strategies too but this is a pretty good strategy. And this exercise is really useful for the copilots of the non-profit to a twin-engine jet to do together to try to get an overall feel of what you're working with in terms of commitment and delivery.

So that's the rule of thirds. But obviously there's a lot more to board building than just this. So in the next video we are going to look at the board of your dreams. What are the competencies, the skills, the attributes that you should be looking for as you build the ideal board? We'll see you in the next video.

Lesson 3: Who Should Be on the Board "Bus"?

So welcome back to our course on building the board of your dreams. This is the third video, the third video in this series. First, we actually talked about why it matters, who this video is for. It's for you. Then, in our second video, we talked about this simple exercise called the rule of thirds, which I bet many of you have heard

about, but a good way to take a look at what types of folks you have on your board, in terms of their strength, their ability to deliver and perform, how they approach the work, as a board member.

Now, in this video, this is video number three, we're going to talk about who should be on the ideal board, remembering that their really ... ideal board is a relative term. Get that right. So we're going to begin with actually the most important piece of the puzzle.

It's not a skill. It's not an expertise. It's not a professional experience. Anybody want to guess? Did anybody ever watch Blue's Clues with their kids, when they were little? I'm starting to feel like Steve. Anyway, anyone want to guess the single most important thing you need in a board member? Yes, passion.

Now, when I talk about passion, I'm talking about passion for the mission of your organization, passion for the mission of your organization, not somebody who says, "I am passionate about board service." Not enough.

So, I need somebody who has a personal connection to the mission, so if it's the Juvenile Diabetes Research Foundation, someone whose family, a loved one, a dear friend, college roommate, who has lived with T1D. Personal connection. That is a key component of passion.

Fierce sense of commitment. When you interview this person, you have to really feel it. When they talk about your organization, not about board service in general, or their other volunteer activities, to your organization, and maybe it's from a personal connection, maybe it's just a deep social justice thing that focuses them on your organization.

Then, last thing is that you actually need to feel it in an interview. It needs to be palpable, because if this person does not have passion for the mission of your organization, they will not be the effective ambassador that you need them to be, nor will they be people who will be able to open doors, inviting people to know more and do more for your organization. This is the secret ingredient, the not-so-secret ingredient, that does that.

Okay. Now we want to talk more specifically about ... So, in the course of assessing, doing outreach, you've got to feel their hunger, their sense of urgency, the

fierce passion that they have for your organization. You can't blow it off and say, "You know what? They'll get involved with the organization, and they'll really start to feel it." Mm-mm (negative). Not good enough. It's not good enough.

If you invite a board prospect to come to your offices, to meet some of the staff, or to see the client work in action, or to be part of a dinner feeding the homeless, and they are not available to do that, that's a pretty big clue, boys and girls, okay? You're looking for passion, and make sure that your process susses that out for you.

Now, there's a lot of different ways to slice the pie, in terms of what we might call skills, professional expertise, so for the purposes of this video, I'm going to bunch together what I would call competencies and expertise, because it covers a range of things, and I'll explain this in just a second. Then, we're going to look at attributes.

I'm going to rattle these off to you. I'm not going to write them on the board, because it's a fairly long list, but either as you're reading this or quite soon, there will be a downloadable list of what I call these top 10. Now, remember, these are my top 10, based on lots of client experience, yes, for sure, based on serving on a board, and based on being an executive director, but it's not gospel.

You may decide that there are a couple of other things that feel important, that I haven't put on the list, and that's totally fine. I don't want to hear, "Oh, well we didn't think that was very important, because you didn't put it on the list." Build your own list, and use my list as a good, solid guide. I have my list here. So, I am not going to write them all down, but I want to explain the difference between a competency and expertise.

Let's pretend my name is Mary Smith, and I am an attorney. That's an expertise. I have professional expertise in the law. On the other hand, you might say, "I have fundraising. I'm a fundraiser. I haven't done it professionally," but maybe that would be considered more of a competency. Maybe Mary Smith didn't get paid to be a fundraiser, but she's done some fundraising, so that gives her that competency. So, maybe the distinction works for you, maybe it doesn't totally work, but I put the two of them together.



So here's what I've got on my top 10 list, plus a bonus number 11. So let me go through them. Again, the list will be attached as a downloadable template, but here we go. Legal. Now, it's not that helpful if the attorney you recruit has dealt with mergers and acquisitions if you don't plan to merge or acquire. You might want someone who has legal experience that is related to your organization's work.

Finance. I have seen many times people recruit people with finance background, but not budgeting, or CPA, so make sure that the finance person you recruit has experience that can serve the audit and finance committee well.

Human resources, super important. Like, super important, especially with smaller nonprofits, because you're not going to be able to hire a human resources person until you're quite large, and even when you get what you think to be quite large, you'll only be able to hire somebody who will be able to administrate HR. You want someone that can help you in a gnarly situation, or help you suss out a "I'm thinking between one of these two people, and they're senior leaders, and I could really use your advice."

Public relations and marketing, because you probably don't have a communications director. Fundraising is a core competency you need on your board. You need somebody who can be a spark plug. Digital marketing and technology. This is so absent from so many boards, and this might actually be a way for you to get some age diversity too.

Strategy. There are so many people who work for strategic planning firms, young, hungry associates that may actually have a passion for your mission. A funder, someone who has been a funder, or has served on a grants committee, be really, super useful.

And the last two are very, very important, and these are not in priority order, board experience. That's a competency, right? "I have served on a board before. I know. I have been on this rodeo before," and this last one, sector expertise. If I'm in the world of dealing with homelessness, wouldn't it be really helpful to have someone, maybe an academic, who has studies the root causes of homelessness, that can help and integrate with marketing efforts, and programs, and things like that? And it also can add some real gravitas as well.

I'm going to ride through attributes. Attributes, okay? So I want you to think of your board as a dinner party, where you all have to solve a problem together, okay? Who do you want at your dinner party? What kinds of people would problem solve together, in a nice way, where you didn't end up with a food fight?

Okay, you'd need collaborative, respectful of varying points of view. I call this the "No eye rolling" attribute. When you're on a board, someone will inevitably say something that is like off the grid, but they mean well. They're passionate about the organization. They just went off the grid. No eye rolling.

Leadership potential. I'll rant later in this course about term limits, but you need to identify people who will stand for leadership roles. I want somebody who's optimistic. At my dinner party, I don't want a whole bunch of Debbie Downers. I want a team player. I want somebody whose ego is in check.

I want somebody who's strategic, and that doesn't mean that they are a strategic planner by trade. What it means is they're smart, and they ask good questions, smart, tough, challenging questions, at the right altitude. "Why did you choose that and not that? I'd like to know more," as opposed to approving a budget of a couple million bucks, and someone saying, "So, you're still doing direct mail, right? So what's the cost of a first class stamp these days?"

You need someone who is enthusiastic about being an ambassador, who will actually say, "Sure, I'd love to work that room at that fundraiser. I love meeting people." Right? That's a good thing. Doesn't have to be an extrovert. Just has to be somebody who's comfortable and enthusiastic about the work, enough to talk to people about it.

Are they responsive? If you send out an email, about something great that happened in the organization, is this the kind of person that will respond, and say, "That is awesome"? A strong work ethic, so if they sit on a committee, are they one of these people that are actually going to roll up their sleeves and do the work, or are they going to see that there is somebody who really is quite a leader, and they're just going to let that person do all the work? So, you want somebody with a strong work ethic, and it will not surprise you that the bonus attribute, number 11, is a sense of humor. I talk about the thing that separates good leaders from great leaders. It's joy,



the joy that people take in having the privilege of doing this work. Joy and humor go hand in hand.

Lesson 4: Why Diversity Matters

So welcome back. This is video four in the course you're watching called Building The Board of Your Dreams, not the board in your dreams. In our last video, we talked about the nonnegotiable on the ideal board, passion, a thirst for the mission of your organization. We also talked about the skills and attributes and competencies that you might be looking for on your ideal board. Be sure to look for the downloadable one sheet that outlines my top 10 in those categories, and remember, it's a good list. You may add or subtract as your organization sees fit.

I want to talk for just a couple of minutes about why diversity matters, and I'll get to my funny, little drawing here in a second. I want to say from the get go here that it is not about being politically correct. I have seen so many board recruitment committees say, "Well, we have to have young people on our board, we have to have people of color on our board, or we have to have blah, blah, blah." They don't always talk about the why in the have to. Sometimes the have to can feel a little shallow. It doesn't get to the root of the why. I want to offer some of my thoughts about the why because I believe it might help as you begin the process of really starting to tip your board in the direction of a solid engine and need for thriving.

I think it's about three things. I think it's about the power of different perspectives, I think it's about the power of varying spheres of influence, and I think it's about the power your board has when it reflects the communities you serve. So different perspectives, spheres of influence, and somehow reflecting the communities you serve. That's why I think it's important. Let me give you an example. I worked with a client. The board was high functioning, really great, terrific people, pretty good fundraisers. It was a legal organization, legal advocacy organization. Board members almost all lawyers, way disproportionately men, almost all straight, almost all white. In addition to that, many of them knew one another. They worked together. This one was the brother-in-law of that one. This one used to work with that one. Now remember again the three things I said about why diversity matters, differing perspectives, different spheres of influence, and reflecting the communities you serve.



Let's talk first about spheres of influence, even though that was my second point because it goes with my drawing. Right here we have a board that is not diverse. How do we know? Well, there's at least one way we know. It's about their spheres of influence. Who do they know? Who are they connected to that could be invited to know more and do more about your organization? Well, these folks actually all have pretty much the same sphere of influence because they used to work together, and then these folks have even some of those spheres of influence because they belong to the same tennis club or something. These people know one another for some other reason. Maybe there's one person who brings a sphere of influence that's different from the rest. If you're creating an army of the engaged, how many people does this board reach? Okay, hold that thought.

Now, I want you to imagine that you actually recruit a board that has differing spheres of influence. I have a sphere of influence, and I'm connected to Mary, but Mary really swims in a completely different pond from me. Then there's Ted, there's Manuel, there's Maria, baba, baba. Maybe there's a connection here and maybe there's a connection here. Right? Now, I want you to look at the spheres of influence. They're different. There's more of them. What's interesting is how that fans out. These folks all fan out to more people they know. These people fan out to more people they know, but that they do not. That's how you build an army of engaged folks because you build a board of differing kinds of people, each of whom have a different sphere of influence.

Now, let's talk about perspective. We talk about age, we talk about race, we talk about sexual orientation, we talk about gender. You don't add those folks, or you don't have 40% women or 50% women because the statistic feels better. You do it because you're a microcosm. If you want more women to come to your events or more women to be a part of your organization because women, generally we're not educated in the same way to be really ... The philanthropy is a different beast to women than men. Maybe we want to grow the organization to have more women. Wouldn't you want more women on your board? Don't women offer a different perspective? Yes, they do. The same is true of race and sexual orientation. I may not be a woman of color, but as a lesbian, I bring to the table a perspective of what does it feel like to be discriminated against. That's useful. Maybe particularly useful for the mission of your organization, depending. I may be many things, but I certainly have experienced being marginalized. That's a useful perspective to have around your board table.



The same is true with age, gender, race. This not about filling buckets. It's about adding perspective. Again, think about the most interesting dinner party. Oh, wow, I did not know that. That's not the experience I had in life. That's so interesting. I hadn't really thought about it that way. Isn't that the best dinner party? Oh, I hadn't really thought about it that way. Different perspectives enrich any decision you make. That's the bottom line about diversity.

The last thing I want to say is that in terms of perspectives, the only other point I want to make here is how do you represent and reflect the people you serve? That's really important for the credibility of your organization and the engine. How does the board reflect the communities it serves? If it largely serves communities of color, and you have no people of color on your board, what does that say about your organization's commitment to people of color? But then you think to yourself, okay, what if I serve very low income women and children, single moms with kids? What do you do about that? I mean, I can't put a single mom who barely has a roof over her head, and does thanks to our shelter, on my board. No. You fish in different ponds.

For example, Marea Chaveco, who works for me, she's a fabulous professional, great at her job, and has a life experience that most people would not know, that she was raised by a single mom and experienced all that comes with being at the lower end of the socioeconomic spectrum, including food stamps. She'd be kind of a fabulous board member for an organization who's focus was on women, single moms, and kids. That's what I'm talking about here.

The last thing I want to show you before we move on to our next video, I'd call it a three-legged stool, but it's actually a pyramid. It should really be a stool but I don't know how to draw a stool. You have expertise, right? I'm a lawyer. By attribute is that I'm collaborative. What's my perspective? By the way, I'm not a lawyer. I'm just making this up. I am a lesbian. I'm not making that up. This perspective, this attribute, and my law degree or my nonprofit experience makes me collectively a great board member. That's what you're looking for, and that's why diversity matters. That's my shtick about diversity. It's not about being politically correct. It's about perspective, it's about spheres of influence, and often it's about representing the communities you serve. Next up, a recipe.



Lesson 5: A Recipe for Board Building - Part 1

We are now deep into the course called Building the Board of Your Dreams. This is video number five. Just as a recap, we began by talking about why board building needs to be a strategic and intentional initiative on the part of the organization. You can't just simply say, "I need new board members," and grab them, just so you can put bodies in seats. Just doesn't work that way, and trust me, your twin engine jet will not fly well. We talked about a quick exercise you can do called the rule of thirds, that'll help you quickly gauge the strengths and the weaknesses of your board. Then we dug a little bit deeper and started to look at the skills, competencies, and attributes of the ideal board. We talked about why diversity matters. That was our last video, video number four.

But now it's time to get even more specific, and the way that I want to do that is I want to use a case study. So this video and the one that follows will take you through actual work that I did with a small non-profit in the South Bronx. That's probably the best way for me to take you through the recipe, so this is recipe part one.

First and foremost, I know that some organizations have recruitment and nominating committees. That works, but if you were really feeling like it's time to really evolve the board ... Maybe there's been some kind of a significant shift ... she says as she shifts the camera. Maybe there's been a transition, I don't know, but you need to really be intentional about it. I think key is ... Oh, come on, really? There we go. Board/staff working group. Call it a task force, if you will, but to me this ... super, super, super important. If you don't have staff ... But I'm telling you that if you are the only staff person, as an executive director, you need to be a part of this process. Critical.

Now, you can say to me, "Hey, Joan, board membership, and who gets on the board, is actually a board job." It's one of those responsibilities that I refer to as porous. There's board responsibilities, there's staff responsibilities, and then there's ones that kind of weave across. The copilots need to behave like copilots when building the board, so I like a task force. I like a task force that is charged with, let's say, over the next four months, because it is not a short task. The object of the game is not to do this quick, the object of the game is to do this right. Over the next four



months we are going to bring on three, four, five, two new board members, depends on the size of your board. But you're looking to make a substantive change in how your board operates, its perspectives, then it has to be enough people to make that change happen. So we have a board/staff working group.

Our organization is called Chances for Children. It's in the South Bronx. It has a budget of about \$400,000. It was founded by two women who are therapists. Their secret sauce is recognizing that parents whose lives are challenged in some way, whether they were previously incarcerated, they suffer from mental illness, they live paycheck to paycheck, maybe their kids are hungry, that they aren't the best parents they can be when there is that much stress. So Chances for Children works in a therapeutic way with parents and their kids to essentially teach parents good parenting skills in tough situations. You need know nothing more than that. The only other thing you should know is at the time that I was introduced to them they had just gotten their own 501(c)(3), having been part of a larger organization that served as its fiscal sponsor.

I was approached by the founders. They had already put together a board of about four or five, six people, I think, maybe a little bit more, mostly people they knew. They wanted to grow the board, to do the kinds of things I've been talking about: diverse experiences, diverse expertise, diverse skills, diverse perspectives. Smart. So we took on the task, and we put together a team of people. I have some notes here, because they're actually from memos that I wrote, that I want to make sure that you know. First we talked about what is it the organization wants to do in a couple of years, and how might new board members help in that, and might that in fact inform what kinds of folks you want on your board? Well, they wanted to double in size. The need was far greater than their ability to provide it, so they wanted to double in size from \$400,000 in size to an \$800,000 budget, serving more families. They also wanted to diversify their revenue; 85% of their money came from foundations. Okay, that's important background.

That's the board working group. We want this group to be enthusiastic, determined, and you need to know that when you sign up for this job you're going to be put to work. You're going to make calls, you're going to send emails, you are going to do outreach to either directly to board prospects, or to the one step removed, the lead that leads you to a prospect. So when you sign up for this, make sure that the expectations are set quite clearly. Everyone will have homework after

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every single meeting, and I would think about this as about a four month project where you meet every month, maybe five months even. Because remember, this is another important thing, this is a marathon and not a sprint. You're building the foundation for long-term board development, not just, "How quickly can we get a lawyer on the board?" It's got to be more strategic.

Let me tell you a little bit about the current board, because we said you'd need to assess your board. What have you got? We had one man, all the rest female. We had two people of color, in an organization that served almost exclusively people of color. We had a number of academics, no fundraising experience whatsoever. We had some marketing background, we had a couple of people with leadership potential, and we had somebody with sector expertise, very engaged in early childhood experience work. Then we also had a clinician. That's what we had, okay? But there's clearly people that are missing. There're people that are missing. So in our first meeting, after assessing what we had, we talked about what we needed.

These are the things that the working group came up with. Remember I said you ... This is what I call identifying the gaps. This is a board/staff working group. Then it is, assess what you have on your board, identify the gaps, right? Assess what you have, identify the gaps. I want to be just really clear, you want to identify the gaps in the context of where you want or need the organization to go. They want to double in size, they want to serve more people, they've got to get more revenue diversity, and they have no one who knows a blessed thing about fundraising. And the board is almost exclusively women, and a lot of people who are therapists or clinicians. Which makes perfect sense, the founders were therapists and clinicians.

Let's talk about what they determined, what they determined were their needs, and in the next video we'll take it from there. In terms of attributes, they were very clear. They wanted wealth, or what I like to call wealth-adjacency, manageable egos, diplomacy, someone who recognizes board service as a privilege, someone who wrote well. This is very much a working board, by the way. Some kind of personal connection to the work. We talked about that, right? We also talked about needing fundraising ... What did they determine that they needed? Where they wanted to go was double the organization size, and diversify their revenue. Did you hear me say they had any kind of strategy? None. None, so they needed strategy. They needed strategy, they needed fundraising. They needed ... What else did they

need? They needed more men. Usually it's the other way around. They needed more men. They weren't big enough to be that concerned about human resources.

But we targeted these things. We targeted wealth and wealth-adjacency, someone who could fundraise, someone who had strategic planning experience, also somebody ... Oh, the other thing that they were looking for is someone how had served on a board before, because none of these people had ever served on a non-profit board before. So that's what they were looking for. How do you connect all of those things? Someone who's wealth-adjacent or wealthy, who has some connection and might have some connection to the mission of the organization. Then you start to weave those needs together with what ponds you might fish in to find them. In the next video, I'm going to tell you how we creatively identified ponds to fish in to lead us to new board members. See you in the next video.

Lesson 6: A Recipe for Board Building - Part 2

Welcome back. This is video number six in our course called "Building the Board of Your Dreams." This is really the second part, picking up where we left off in video number five, of our case study, that I think will offer you a really good recipe for how to approach building, rebuilding, tipping your board in the direction you need it to go with real intention.

In video number five, we talked about creating a board staff working group, that this was a marathon, not a sprint. We needed like four or five months. We needed these people to understand that they were actually going to be doing work in between meetings. Homework assignments. We need it to be board and staff, because while it is a board function to build itself, the executive director, maybe the development director, are key people who have leads and prospects, and the organization has to have a board that works for everybody, so I'm a big fan of this. You assess what you've got, what you need to meet your goals, and you identify gaps.

We talked about our little organization, a \$400,000 budget, no paid staff, in the South Bronx, Chances for Children, all about supporting good parenting skills when the parents are having very, very tough times. They had just become their own 501(c)3, founded by two therapists, who built a board of about seven ... I think about



seven, and were looking to grow it to about 12, and they knew that they were missing some important things on the board.

Most of the people who were on the board were known to the founders. Pretty simple. Pretty standard fare for a brand new organization. They got a grant, from a community foundation ... Excuse me, from a family foundation, to bring me in, to help them over the course of four or five months, to really strategically help them intentionally evolve their board, and they were fantastic.

So, we talked in the last video about what they had. We talked about what they needed to meet their long-term goals. Two things that they could talk about was that they were a \$400,000 organization, they thought they needed to double and size, and they were highly, 85% of their money came from foundations, so revenue diversity was really important.

But then we began to tease out other gaps that they needed to fill, in order to be the kind of board this organization needed and deserved. So, we came up with these priorities. Now, when you establish these priorities, don't expect that you're actually going to find people for each of these right away. Again, marathon not sprint, building a pipeline of prospects, a database of people who can be tapped into, so that your board recruitment process can become ongoing.

So they established, together with me ... There we go. They wanted either someone who was wealthy or someone who was wealth-adjacent, they wanted some strategy, because they had no strategy to get to "Double your size." They wanted someone with fundraising experience, someone with public relations experience. They needed more women. They only had one man on their board, the rest women, an unusual problem for nonprofits, and they wanted more folks representing the community. They felt that was super important, and I agreed with them on that. I'm trying to remember if there was anything else.

These were their sort of six priorities, and remember, they don't have to be separate and distinct. As I like to say, if you can get somebody who was wealthy, who had strategic planning experience ... Oh, we also wanted prior board experience. We wanted prior board experience. I don't know where my red marker went. Here it is. Prior board experience. There we go. None of these people had ever been on a board before. Does any of this sound familiar to any of you? Just saying.





Oh, what I was saying is you don't have to find seven unique individuals. The more buckets you can hit with a single person, the more you score, and that's what we talked about. So, how did you fish? "How'd you fish, Joan?"

Okay. Who are people that are going to care about the mission of this organization? We're talking about the South Bronx, but we're just a stone's throw from Manhattan. Manhattan is a veritable treasure trove of shrinks. What about a wealthy shrink, who deals with kids and families? So we started to think about that.

Funders. We also said, "Okay, who would have access to money? Do we want to talk to some of the foundations that support us, and ask if they have any suggestions?" It actually shows that you're intentionally building your board. It's a great thing to ask a funder, if they have ideas.

The healthcare community. You might find, what about a ... Okay, let's try this. What about a doctor, a pediatrician, who works at a hospital in The Bronx, who has prior board service? So we started to look at healthcare, hospitals in the South Bronx, like Montefiore, Bronx-Lebanon.

Then, we said, "Okay, we want people who care about the community, who represent the community we serve, so maybe we should start thinking about community officials, or maybe an elected, maybe somebody well known who lives in The Bronx, who could give the organization a little bit of cachet."

And then we talked about what about minority-owned businesses? That might be an interesting way to tackle ... What if you wanted a public relations person on your board, and it would be swell if the person cared about issues related to socioeconomic diversity or racial diversity? What about a minority-owned public relations firm? And in terms of public relations, maybe you don't need a press person. Maybe a journalist would know people. So we started to think about, "Okay, what does that mean by public relations?"

And then, lastly, we focused on online resources that might be useful. Taproot. Taproot is an amazing organization, that has resources to people who are looking for board service, who might be retired, so Taproot was amazing. LinkedIn for Good. LinkedIn has a very specific place for folks who are kind of do-gooders, or looking to do good, right there on LinkedIn. And then we found another organization called





Catchafire. Catchafire matches volunteers at varying levels. Some are lower level than these folks needed, but maybe not.

And then we started to think about this, strategy. My goodness, there's so many management consulting firms in New York. Do they have affinity groups? Could we look at McKinsey's affinity group for Hispanic associates? Yes, we could.

So, this is how we began, online resources, minority-owned businesses, affinity groups at larger companies, people in this community. We actually put somebody on the task of making a list of all the famous people who were born or who lived in the South Bronx, and we had a really fun meeting one time, talking about who was going to reach out to Jennifer Lopez. We didn't reach out to her, nor did we secure her for board service, but it was actually a fun conversation, over dinner at one of our meetings.

But we put all these working group people on the task of contacting ... "You know somebody at Montefiore?" "Yeah, I do. I know Donna Futterman," right? You're going to go do that list. You're going to research the online resources. "Hey, I work at blah blah, but my next door neighbor works at McKinsey, and I think they have an affinity group." This is how it works. "I'm going to go talk to the Tillman Foundation. They funded to have Joan come. Maybe they actually know somebody who might be a good board member."

This is how it works. This creative brainstorm is the most important part of board recruitment, and it is the thing people do the least of, because it takes time. They think, "Oh, do you know anyone who would like to be on our board?" As opposed to an hour-and-a-half with ordering in sandwiches, or if it's the evening, you know like kicking around ideas. That's how it works.

How did it work? Well, let me tell you. They brought on someone who had event planning background, a woman of some means. She organized one of their first fundraisers at the Harvard Club. We were actually looking at a woman, but we really needed a man. We were looking at a particular woman, then all of a sudden, one of the task force members remembered that her husband used to be a major gifts officer for the NAACP. Bingo.





We did a lot of homework with strategic planning firms, and we found a young associate who was deeply committed to issues of children and families, based on his own life experience, and he was a strategic planner.

And, lastly, a model/celebrity, who also was deeply committed to the organization came up, met with people, saw the site, was totally into it. It became a bit of her cause, and she was able to help them get visibility they would not otherwise have gotten.

That happened over the course of about four months, and the bench now has some folks sitting on it, because they have done this homework, and there is now a vast spreadsheet of other people they could talk to.

So that's how it works. In the next video, I'm going to just spend a few minutes talking about materials that the task force used, that helped them quite a lot, that I think will help you as you think about your intentional board building. So see you in the next video.

Lesson 7: Fishing Gear – Important Outreach Materials

So I'm glad you're still with me. We are in video number seven in our course called, "Building the Board of Your Dreams."

We started way back at the very beginning about why it was important to approach board building with intentionality, why that was important. We have an exercise on how to gauge the strengths and weaknesses of your board in a pretty quick, easy way. We then dug in a little bit deeper about the skills, attributes, expertise, and perspectives that you want on the ideal board. And we talked a little bit about the power of diversity.

Then we moved into recipe time. What's the process look like that you can engage in with intentionality, where you can, in fact, recruit some good new board members who fit the needs you have. And we've been using a case study of a small organization in the South Bronx called Chances for Children, \$400,000 organization, that works to help stabilize families by working with parents to be better parents when they are under a tremendous amount of stress from a variety of different kinds of sources.





So, I told you the story about how we went about it in the process and the board and staff working group, assessing what they had, what they would need to meet their long-term goals, identifying gaps, the important part that I called the brainstorm, which is thinking about all the different ponds you could fish in, and then I told you about the success we had in bringing on new board members as a result of this piece right here. Actually, as the result of the organic process we created.

I want to spend just a few minutes talking about gear. "What say you, Joan? Gear?" Yes, gear. So, here's the deal about gear. If you go fishing, you need gear. And so for me, there were four things I think would be important for you to create and prepare and think about as a working group, certainly before you begin the process of reaching out to prospects or leads.

So, item number one. Can I move my little camera this way? Keep my fingers crossed. There we go. Can you see that? Good. Number one is a one sheet. Actually, I'm going to call it a one sheet plus. One sheet plus. You have a conversation, you follow it up. Or, "Hey, I know you really care about the South Bronx. I don't know if you know about this organization. Would you be interested in having a cup of coffee? I'm on the board. I love this organization. I'd love to tell you more about it. I've attached a one sheet."

The plus would be a story. A plus could be a video. It could be a link to something. It could be a link to press you got. Anything that could be very quickly digested and sent as a quick follow-up. "Hey, thanks for our call today. Here's a couple pieces of information I think you would find helpful."

Number two. I wouldn't pull this one out at the first time you are meeting somebody, but somebody's going to ask you, "What are the obligations of board service at Chances for Children?" Now, I'm not suggesting that you hand them a job description, but you have to be sanguine about what the job description is and what the responsibilities that come with it are. Here, you're going to jazz them up about the organization, right? Here, you're going to say, "If you have the joy and privilege like I do of serving on this board, here are the obligations." And please don't hide the fundraising obligation. Don't make it cryptic. Don't leave it out. If there is a fundraising obligation and you do not say it up front, you will have no one to blame but yourselves when you have a board member that says, "Nobody ever told me I



had to fundraise. Nobody ever told me I had to think about people I could invite to events." So please, be specific.

This one is really important and a lot of people don't do this. It's what I call the meet and greet script. Because you've got to give this taskforce the tools they need to be good at their jobs. So I recently created one for another client and the object of the game of this is to draw the prospect closer in, to impress the prospect by the caliber of existing board members ... "I'm trying to figure out what would it be like to be part of this group." To engage in a conversation that digs at the most important thing I spoke about in an earlier video. Does this person have fire in her belly about the mission of this organization? And then to determine the prospect's interest in moving forward.

And so it gives a very easy sense about setting, how to contend with it, the opening should be led by appreciation for wanting to learn more. We want to learn more about you, tell you more about the organization, determine if there's a good fit, right? Nice, easy conversation. And then you might want to say, "You know, I heard you had an initial conversation with so-and-so. And I'm interested, what did you learn about our organization and what excited you about it? Did you give some thought to how you might contribute as a board member? And I'm sure that you have questions. I want to make sure that you get the chance to ask them."

You want to draw out all of the things you're looking for. Do they have prior board experience? Have they volunteered before? What kind of experience did they have? Was that exciting for them? "When you were first approached by so-and-so, my colleague on the board, had you been considering non-profit board service? Tell us what you think you bring to the board, besides what I can potentially see on your resume." And then talk about fundraising. You'd really be foolish not to.

If you don't have experience, that's not a deal-breaker. Many of us do not have fundraising experience, but we are interested in understanding your willingness. That's key. And then, of course, the prospect may ask you questions. Budget size, staff size, some other questions about who else is on the board, that sort of thing. So that's a kind of a sheet that will give talking points to this group as they begin to fan out and talk to the affinity group at a strategic planning firm or to a minority-owned public relations firm or wherever pond you are fishing in.

The last thing is a clear interview process. And there's a couple of quick things I want to say about this. Interview process is probably a subject for another piece of content in the lab, but I want to say a couple things here. One, the ED does not get to decide. The ED is involved in the decision-making, but the process doesn't start with the executive director. I have seen organizations where it starts at the executive director and if the person passes muster, then that person goes on to the board recruitment committee. That's not how it should roll.

Does an ED have veto power? You need to discuss that. My thought is not formal veto power, but if I'm the executive director and I have a real issue, I better make my case really well.

Who's involved in the process? Here's the other thing that's really, really important as you think about an interview process. Please do not let your hunger for bodies to put in seats lead you to make promises to board members before they've been through the process. I have seen that happen and as the process unfolded, there were all kinds of flags on the field about this prospect. And let's say this prospect was currently a rather significant donor. If promises were already made and there are flags on the field, what do you do?

So make sure your process is such that no promises are made. No commitments are made by anyone. And the last thing I want to say and then we're going to go on to the next video is don't take forever. I do not like recruitment processes where there is a class of board members that come in once a year. People don't wait. If they want to really get involved with something, they want to move. And they certainly want to be communicated with. So, communicate with them often, don't make commitments, make sure the ED is in at the right point. These are three very, very important components of a board interview process.

So, now we've taken Chances with Children and we actually have made a real difference. They're much more thriving. Maybe not thriving, but they're a heck of a lot less messy than they were before.

In our next video, just because I am sort of a Pollyanna, I felt it was important to say, let's talk about some flags you might find on the field with regard to board recruitment. I'll see you in the next video.

Lesson 8: 5 Big Fat Red Flags in Board Recruitment

Welcome back. Coming down the home stretch here in our course called building the board of your dreams. I hope you have been planning some good actionable advice and suggestions about how to think about board recruitment in a targeted, intentional way. The whole purpose of this series from why we do this to assessing your board to identifying the ideal attributes and skills and expertise and perspectives of an ideal board, identifying your gaps, the case study recipe, all of this is to combat this. "I just need board members, can you help me?" Or, "My board, it's useless." As if you had no responsibility for it. This whole course has been really designed to get you to sort of snap out of it. Remember that building this board is the board and staff's responsibility, particularly those copilots. And the board you have is the board you build.

So yes, I am a bit of a cockeyed optimist, but I want to point out five things that could get in your way. Five big fat red flags on the field. Ready? Let's do it. Here's number one. I bet you'll be able to guess some of them. Please, if you want a thriving non-profit do not put your founder on your board. Do not put the beloved board, the beloved CEO or Executive Director who's been there for 20 years on the board because you're desperately afraid that so many relationships will go with her. Please don't do that. The power in the room, regardless of how good a board you recruit, how well you retain them, the power in the room will sit right there. And you will take the risk of setting up your new Executive Director to fail. Mark my words, I'm not kidding, this is serious business. Boards bend over backwards to create roles for founders and beloved Executive Directors that give them authority. Please don't do that.

Number two, number two. This is a flag. I call it buying a seat. This is someone who gives your organization more money than anyone else and you ask that person to be on your board simply because they give more money than anyone else. Certainly it illustrates some kind of commitment to the organization for sure, but do they bring the skills, the perspectives, the attributes, or is their ego a manageable size? All of those other things have to be taken into account before you allow someone to buy a seat. Sometimes corporations or banks will say, "We are going to fund this capital campaign, and because of that we would like a seat on your



board." That happens and it's okay. It would be great if you had some say over who that person might be.

My friend Phillipa works for Investors Bank. They underwrote the building that the Montclair, New Jersey Film Festival is housed in. Awesome. Phillipa was asked to join that board. It's essentially a seat. But you could ask for no better board member than Phillipa who has proven to be a good fundraiser, and she also happens to be a chief risk officer, so she knows the right questions to ask.

All right, number three, number three. All right, some of you are gonna say, "I'd give my eye teeth to have a celebrity on my board. Why would that be a problem." Kind of the same reason of this. What are they there in the service of? There are some celebrities you would actually give your eye teeth to have on your board. I happen to know Judith Light who's in *Transparent* and is an actress of real depth and integrity, and she has been on numerous LGBT boards and HIV aids boards, and you wouldn't know she was a celebrity based on her participation. It has to be the right celebrity for the right reasons.

Clients. Here's the red flag, it's not necessarily no you can't do any of these things, you have to do them for the right reasons and so do they. So in the case of a client the only way a client in a direct service non-profit organization works on your board, if you are absolutely clear as a bell and completely confident that that client is not coming as what I call a congressional representative for all the clients at your organization, but rather is bringing that perspective to ensure that your organization is built to last, which may in fact occasionally be at odds with what the clients would like or need. So beware of clients. I'm not suggesting in any of these situations that you say, "It's a non-starter," in any of these categories. What I'm saying is that you have to be really careful. I think this actually is a non-starter. A founder on your board is a non-starter. You should avoid it at all costs. The other ones it totally depends and you have to be mighty careful about explaining the obligations and the responsibilities and making sure they can deliver.

The last thing is not a person. The other big red flag that will actually trip you up in effective board recruitment is if your organization does not have term limits. I know what a big discussion this is with a lot of people, but here's the deal. The people who think that term limits are a problem believe that the people who are on the board offer invaluable institutional knowledge. They also are skeptics. They don't





believe that anyone else will step into leadership roles. Or they're skeptics about the kind of process I just outlined for you. It's hard to get board members. Why would we want to term off somebody who's actually really good?

The people who are against term limits sometimes just kind of like the power of running the place for long periods of time. These are not good reasons to fight term limits. So if you want to build a board that is a solid engine in that twin engine jet you have to have term limits. You've got to have them. It is the only, the only strategy that actually forces you, that forces you to build a leadership pipeline. Our Treasurer is leaving the board. Maybe it gives you an opportunity to recruit a younger person, a person who is a CPA at a digital marketing firm. If you see the term limit as an opportunity and you are strategic about your priorities of what you want on your board, everyone who goes is a new seat you can add one of those new priorities to. You just have to be optimistic you can fill the seats. And if you do what I'm suggesting here by taking an intentional approach to the whole process you can be the Pollyanna that I am. You can because it works. Trust me when I say there are so many people out there that want to be of service, especially in this what feels to be a rather ugly world. All they need to be is asked.

I'm gonna finish up with one last video with some final thoughts, so I'll see you for just a few more minutes in our final video.

Lesson 9: 3 Keys to Board Member Retention

Okay. We are nearly done. This has been a course called "Building the Board of Your Dreams," and I was really committed to creating this course, because I believe, and I have good evidence of clients to support this, that people do not take sufficient enough responsibility for building their boards. There you go. There you have it.

So remember back to the Thriving Nonprofit Workshop, which by the way, is here in The Lab, under, I think, masterclasses. I talked about building a village. I talked about getting the right people on the bus. I wasn't just talking about the staff bus, the volunteer bus. I was definitely talking about the board bus, and I believe very strongly that you have the board you build.

One of the best pieces of advice I was ever given as an executive director was very early on. Another executive director who'd been on board for quite a long time,

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at her organization, said to me, "Get involved in board development and recruitment early on." Not to stack the board in my favor, but to make sure that that engine was strong. It was very good advice.

So, after you've taken this course, I am hoping that you will begin to take responsibility, have faith and some optimism that you can recruit the kinds of board members your organization wants, deserves, and needs.

So just to recap, we began by talking about this notion of intentionality. Then we moved on to a brief exercise that was called "The Rule of Thirds." It helped you to understand whether or not ... how many initiators and rock stars you have, how many request grantors you have, and how many people you have that qualify ... I think the technical term was "Dead weight"?

Then we went deeper. We said, "Okay, in the ideal board, what kind of skills, competencies, expertise, attributes, do you want around this table?" In the video that followed, I talked about three very important things, the value of different perspectives. Maybe that comes from life experience, et cetera, but different perspectives, the value of each person bringing a unique sphere of influence, so you can begin to build an army of engaged stakeholders, and we talked about the value of reflecting the communities you serve on your board. Those three things are the reasons that diversity is critical to board recruitment. A successful board is diverse because of those things.

We then went on to a case study, my friends at Chances for Children, in the South Bronx, and I used that organization as a way to outline a recipe that you can use with a task force, to begin to tip your board in the direction you believe that you need it to for the future strategy you have in place. I think you learned that the recipe was more of a marathon than a sprint, that it required a fair amount of work, and that it can be really successful.

We talked a little bit about materials that your task force would need to be effective in their outreach, and then, because I want to make sure I'm evenhanded, I talked about some of the big, fat red flags, that can be on the field, that can stand between you and effective board recruitment. So I talked about the fact that if I had my druthers, no founder would ever serve on any board of any organization that person founded. I would never have it happen. It causes more trouble than you can



imagine, and there are ways to engage your founder in important ways, that honor the legacy of their contribution, without shifting the power dynamics away from your executive director, and right back to the founder.

We talked about buying seat, which can work. A corporation might say, "We're underwriting this. We would like to have a person on our board." It can work, but only under the right circumstances.

We talked about celebrities. Many of you would just k'vel to have a celebrity, but it has to be under the right circumstances. Otherwise, it's just a name on a list, and you need to make sure that each and every board member is held to the same standards. Can be hard to do with a celebrity.

And then lastly, in the last video, I saved my rant for the end of that video, where I talked about what I consider to be one of the biggest things that stands in the way of the organization's ability to really drive the board to where it needs to go, and that is when a board is against term limits.

I am a huge proponent of term limits. I think it is the only way to essentially force a board to grapple with the issue of bringing new people on, building a leadership pipeline, adding diverse perspectives, all of those things. They only happen when there are term limits. An empty seat is not a loss, it's an opportunity, and great board members get that.

So where does that leave us? It leaves us with a few final pieces of advice. One, remember, board recruitment is not an initiative, something you do that has a finite start and finish. My case study was designed that way, but remember, what was Chances for Children left with at the end? A spreadsheet full of names. Hopefully, they have continued to cultivate and steward those names, and are continuing to add people as they go along.

Secondly, all this hard work will just go right down the drain, unless you intentionally create a real orientation. And an orientation should almost be like a mini-board meeting. It's not just a whole bunch of information in a binder. There should be some reminder of the power of the work. Please don't forget that. And it's not enough to say, "Oh, well we always sit our new board members next to board members who've been around the block a while." Not enough. It has to be real and



intentional. You need to make a really good impression on the people you have recruited. This could be, potentially, upcoming content in The Lab.

Last thing, I think people miss this all the time, leadership touchpoints. The executive director and the board chair cannot leave brand new board members to their own devices, or they shouldn't. I believe that an executive director should have, if they are able to, geographically, have coffee with a new board member, within the first month or so of their board service. They probably should get a call as soon as they are voted in. This is one of your newest, most important ambassadors. Treat them as such.

And in that coffee, or that Zoom, or that Skype call, if they're geographically diverse, ask them what they see as successful board service, because you have an obligation to them. They've made one to you. You have one to them, too, so ask them to talk to you about, "What does successful board service look like to you? What do you think you bring to the board, that you want to make sure that we really tap into?" And then deliver on both of those things.

And that can be the board chair. It can be the executive director. I strongly encourage executive ... I've heard about executive directors that have not touched base with their newest board members. I think that's a recipe for detachment. I think that's a recipe for turning a rock star into a request granter, so leaders, get in touch with, cultivate, and steward your board members. Think of them like you would your most significant donors, because you know what? They are, if you do it right, your most significant contributors.

I hope this course has been helpful. I can't wait to hear stories of how you've used it. The stories I hear in the village, from folks about how they've used some of these classes, has been super helpful to me, as I design content, as I think about these videos, so I look forward to hearing your feedback and the successes you've had in The Lab. Take care.

