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### Board Recruitment and Development for a Nonprofit Farmers' Market Organization

Tammy B. Bass

*Gardner-Webb University*

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# **Consultancy Project Executive Summary**

Organization:	Gardner-Webb University School of Education
Project Title:	BOARD RECRUITMENT AND DEVELOPMENT FOR A NONPROFIT FARMERS' MARKET ORGANIZATION
Candidate:	Tammy B. Bass
Consultancy Coach:	Dr. Jeffrey Hamilton, Ed.D.
Defense Date:	November 05, 2019
Authorized by:	Dr. Jeffrey Hamilton, Ed.D. Greg Traywick, County Extension Director

### **Amendment History**

<u>Version</u>	<u>Issue Date</u>	<u>Changes</u>
Version #1	September 9, 2019	Initial version.
Version #2	September 11, 2019	In-text citation additions from previous version

### **Approval**

This consultancy project was submitted by Tammy B. Bass under the direction of the persons listed below. It was submitted to Gardner-Webb University School of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

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Jeff Hamilton, Ed.D., Faculty Advisor  
Gardner-Webb University

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Date

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Greg Traywick, Site Advisor  
Cleveland County Extension Director

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Date

## **Acknowledgments**

First, I want to acknowledge the faithfulness of the Lord who led me to start this program and has seen me through to completion. Next, I would like to acknowledge my dad who planted within me a love of learning and a drive for educational attainment. He made sure his girls had every opportunity for a good education. Then, I could not have made it through these 3 years without my husband, Bob. He has done everything for me and held our household together so I could pursue this degree. My mom, my children, and so many other family members and friends have loved and supported me throughout this process. I am overwhelmingly grateful!!!

The project would not have been possible without the supervision of Greg Traywick, Cleveland County Cooperative Extension Director, and the collaborative relationships of Carol Maxwell, Foothills Farmers' Market Manager; Ron McCollum, Foothills Farmers' Market Outreach Coordinator; Annie Thompson, Administrative Support at Extension; and so many others associated with the Foothills Farmers' Market organization. I will always reflect on my time with these people and this organization as treasured memories.

## **Abstract**

BOARD RECRUITMENT AND DEVELOPMENT FOR A NONPROFIT FARMERS' MARKET ORGANIZATION. Bass, Tammy B., 2019: Consultancy Project, Gardner-Webb University.

Community nonprofit organizations operated by a Board of Directors rely heavily on the commitment and goodwill of volunteers. By 2017, Foothills Farmers' Market (FFM), a community nonprofit organization, had experienced rapid growth in sales, grant funding, and programs while experiencing highs and lows in volunteer Board leadership. The organization needed very committed volunteer Board members who would put in the time to run the small nonprofit business that was growing quickly. Board members were becoming less committed as the demands of the organization became greater, to the point that there often were not enough Directors present to meet quorum and vote on organizational business. This consultancy project involved developing a recruiting plan, clear expectations of Board service, a Board orientation session, and a Board notebook. After 2 years, these processes and resources began to change the commitment and involvement of the Board of Directors. Incoming Board members knew what they were committing to when they were voted onto the Board. An investment of time in recruiting and onboarding paid great dividends in the quality of service provided by new Board members.

*Keywords:* nonprofit, board recruitment, board development

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## **1 Introduction**

### **1.1 Project Purpose**

#### Background Information

Foothills Farmers' Market (FFM) is a grower-certified farmers' market located in Cleveland County, North Carolina. FFM operates as a 501(c)(3) organization and is governed by a Board of Directors (BOD). FFM was started in 2009 with Cleveland County Cooperative Extension organizing the effort.

The mission of FFM is to be a grower-certified market that provides community access to the freshest local foods available anywhere. They value family farms, endorse sustainable production practices and innovation, contribute to the health and prosperity of the local community, and support the creation of a local food economy (FFM Bylaws, 2017).

#### Challenges

By 2017, FFM had experienced rapid growth in sales, grant funding, and programs while experiencing highs and lows in volunteer Board leadership. The organization needed very committed volunteer Board members who would put in the time to run the small nonprofit business that was experiencing fantastic growth, yet Board members were becoming less committed as the demands of the organization became greater. This lack of engagement became especially apparent when there was not a quorum at Board meetings and no business could be conducted.

Since 2013, FFM experienced "ups and downs" in Board recruitment. At times, there were enough candidates for the Board to hold an election; other times, there were just enough candidates to present a slate of candidates who would fill the open seats; and at times, not all the seats were filled. Since 2015, Board meeting attendance had been irregular, and several Board members had resigned before completion of their term.

FFM's failure to institute a board recruitment and development plan had a noticeable impact on the organization's governance, community engagement, and long-range sustainability. As noted by Bascuas (2015), top organizations need a strong strategic orientation, a culture of self-assessment and accountability, and healthy attention to board recruitment and development (Bascuas, 2015). FFM needed to strengthen these organizational pillars for the good of existent operations as well as future endeavors.



## Purpose of the Consultancy Project

The purpose of the consultancy project was to develop a recruiting plan to be executed yearly, develop a document outlining clear expectations of Board service, develop and host an annual Board orientation session, and prepare a Board notebook for new Directors. The project involved a small amount of Board development to educate existing Board members on roles and responsibilities of Board service. The goal was to develop recruiting processes that would attract and retain quality Board members who would commit time and effort to the long-term sustainability of the organization.

### **1.2 Associated Documents**

Documents are located in the Appendix.

1. FFM Board Interest Form (used like an application for the Board to consider candidates. Google forms was used to collect these responses.)
2. FFM Board Information and Expectations (given to candidates to share FFM information and explain the responsibilities and expectations of Board service).
3. DEOL Consultancy Defense PowerPoint Presentation.

### **1.3 Project Plan Maintenance**

The project was initiated in April 2017 with the backing of the 2017 FFM Board Chair, the FFM Manager, County Extension Director, and the BOD. Within a few months, the Board Chair resigned, and the consultant and Greg Traywick gave interim leadership to the FFM BOD. During the interim time, the consultant worked closely with the Extension Director and the Market Manager to continue developing recruiting processes as well as conduct Board development segments during the monthly Board meetings. Communication was handled through email and in-person conversations. Operations, communications, and planning took place on a daily basis in the office, but reports and decisions took place in monthly Board meetings.

## **2 Project Scope**

### **2.1 Outline of Partnering Organization's Objectives**

#### **2.1.1 Objectives**

Board Recruitment and Development for FFM Objective: Develop an action plan to recruit five vetted candidates for the FFM BOD each year.

FFM was eager to participate in the consultancy project because the BOD was not maintaining a full cohort of Directors, and the majority of the Board members were engaged at a very low level. The project involved developing processes for good Board recruitment, including Board education and expectations so candidates knew what they were committing to. The consultancy project was critical to strengthening the Board with a full cohort of committed Directors to insure governance sustainability. Throughout the process, the market operations remained strong due to an outstanding Market Manager.

#### **2.1.2 Success Criteria**

The success criteria for FFM were as follows:

1. A full cohort of Directors elected to serve on the Board.
2. Active, engaged Directors.
3. Directors who served their 3-year term (exception – life emergencies).

#### **2.1.3 Risks**

There was limited risk for FFM in doing the project. There was more risk in not doing the project, meaning the organization was having to rely on a few people to do everything since there was not a full cohort of Directors. People were burning out and resigning or choosing to have limited involvement. The consultancy project with a DEOL student was a way to address a pressing issue that no one had time to address.

### **2.2 Outline of Student's Objectives**

#### **2.2.1 Objectives**

The consultant's objectives were the same as FFM but in greater detail.

1. Develop an action plan to recruit five vetted candidates for the FFM BOD each year.
2. Create a BOD notebook for new Board members.
3. Along with a Board development committee, plan a 2-hour Board orientation workshop for new Board members.

4. Provide ongoing Board development segments at monthly Board meetings.
5. Work with a committee to develop a long-range plan for the BOD including a succession plan for officers, the sustainability of staff, and long-range goals for the Board.
6. Professional learning in the area of organizational leadership.
7. Increased knowledge of nonprofit management.

### **2.2.2 Success Criteria**

Success criteria for the consultant included the following:

1. Recruiting a full cohort of Directors to be voted onto the Board.
2. Creating a notebook for new Board members.
3. Developing a Board orientation session for onboarding new Directors.
4. Delivering Board development segments at monthly Board meetings.
5. Assisting in a long-range plan for FFM.
6. Completing degree requirements for the Ed.D. degree in organizational leadership.
7. Greater knowledge base of nonprofit structure and management.

### **2.2.3 Risks**

The major risk for the project progression and completion was a change in Board leadership. One of three leadership positions changed quickly (the Board chair), but the other two positions remained stable during the entirety of the project (Extension Director and Market Manager). Two leadership positions remaining stable kept the project on track. One other slight risk was not enough people agreeing to serve as Board Directors. The Board had more people decline to serve when given the expectations, but they kept asking a larger pool of candidates until those willing to make the necessary commitment for the good of the organization were found.

## **2.3 Definitive Scope Statement**

The scope of work for this consultancy project included work to improve processes for Board Director recruitment as well as onboarding. Board development and long-range planning were secondary and a smaller focus of the project.

### 3 Deliverables

#### 3.1 To Partnering Organization

Deliverables to FFM included the following:

1. Plan for recruiting potential Board members including a vetting process.
2. A template for new Board members' notebooks.
3. An agenda for a Board orientation workshop.
4. Monthly 10-minute segments of Board development at Board meetings.
5. A 3- to 5-year long-range plan for FFM.

Deliverable	Due	Estimated/Contracted	Appendix
Recruiting Plan	Fall 2017	Estimated	Yes
Template for Board Notebooks	Spring 2018	Estimated	Yes
Board Orientation agenda	Spring 2018	Estimated	Yes
Board Development segments	Ongoing	As time allowed in mtgs	No
Long-Range Plan	Fall 2018	Contracted – Next Stage	No

#### 3.2 From Student

The consultant provided the following services during the project:

1. Led FFM BOD through a SWOT analysis of the organization.
2. Delivered five Board development mini-sessions within a monthly Board meeting.
3. Administered two surveys: one analyzing Board expectations (March 2017) and one analyzing the orientation/onboarding session (June 2019).
4. Facilitated monthly Board meetings with the Extension Director and Market Manager during an interim time with no Board chair.

## **4 Project Approach**

### **4.1 Project Lifecycle Processes**

FFM BOD meets monthly (except December) to conduct business; hear reports; and discuss upcoming events, ideas, policies, and procedures. Through these monthly meetings as well as individual or small group meetings, the consultancy project progressed. The consultant worked most closely with the Extension Director and the FFM Manager to develop and communicate processes for recruiting. Reports were given at monthly Board meetings and approval given for specific action.

### **4.2 Project Management Processes**

Project management processes involved the consultant, the Extension Director, the Market Manager, and FFM BOD. Many discussions to brainstorm and discuss processes were done in the office or by email between the consultant, the Manager, and the Extension Director; however, all reports and decisions come before the BOD at monthly meetings.

The Board recruiting and development project was somewhat managed by the calendar year. Before 2019, Board members were elected in March and began serving immediately. With the 2019 bylaw changes, Board members will now be elected in November to begin service in January. The recruiting process takes approximately two months before the vote is scheduled to be taken.

### **4.3 Project Support Processes**

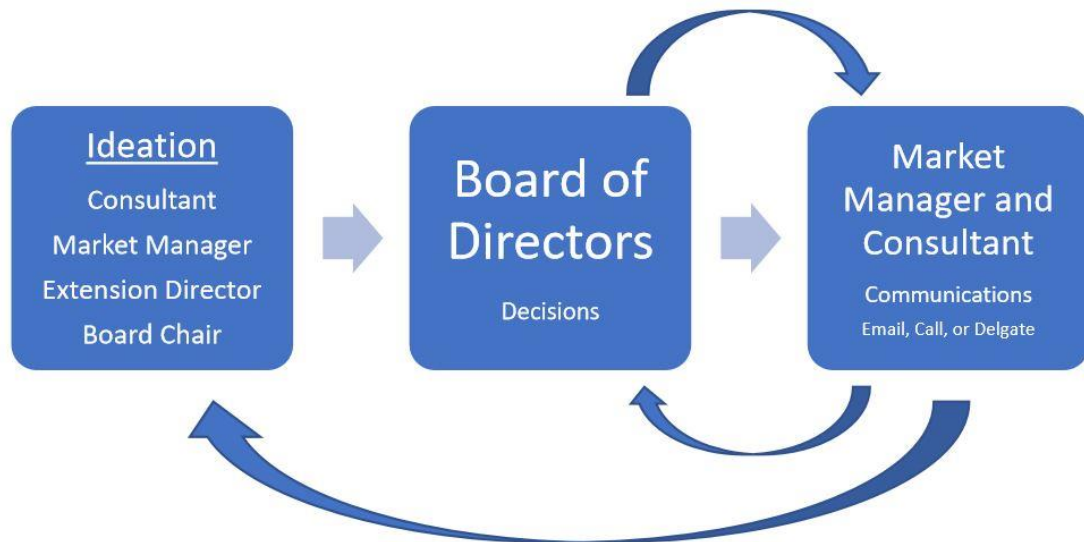
The consultancy project was initiated with a meeting with the Extension Director. He has supported FFM since its inception in 2009. This meeting was followed by a discussion with the Board Chair and then the Market Manager. Once all were in support of the project, it was presented and approved at the monthly Board meeting. The majority of the planning was supported by the Extension Director and the Market Manager in office conversations and through email. Once the execution phase of the project began, the Board was included in recruiting and onboarding processes.

### **4.4 Organization**

#### **4.4.1 Project Team**

The Project Team consisted of the consultant, FFM Manager, FFM Board Chair, Extension Director, and the FFM BOD. The Extension Director and the Market Manager work closely together, and it was easy to fit into an established working relationship that was supportive and interested in the project.

#### 4.4.2 Mapping Between FFM and Student



## 5 Communications Plan

Stakeholders	What Information is Needed	Why is the Information Needed	When will they get Information (yearly cycle)	How will they get the Information
Community Members/ FFM Shoppers	Interest Forms are available for those interested in FFM Board service	To allow interested citizens an opportunity to invest their service into FFM	Beginning 2019, July, August, and early September	FFM Newsletter, Social Media: Facebook, Instagram, and Twitter and at the Market
BOD	Who is chairing the Recruiting Committee? Who are potential candidates? The contact information of the candidate they are responsible to vet.	To fill Board seats with skilled and willing Directors who fit the needs of the organization	September and October	At Board meetings and through email
Vendors	When a vendor seat is coming open on the BOD	To nominate a vendor or offer to serve as a vendor representative on the Board	September	Vendor emails and Market Days
Extension Director	Who is serving on the Board and who the candidates are for upcoming Board service	Director houses and supports the organization. He is a strong connection to city and county government.	July through November	FFM Newsletter, FFM emails, the Market Manager, and Monthly Board meetings
Market Manager	The Manager handles all day-to-day operations and is the single person who knows most information. It is worth keeping the Manager informed of all information.	The Manager is the point person everyone looks to for anything about the Market. It is more efficient and professional if the Manager knows the information.	The Market Manager should be copied on emails about the Market. The Manager should be a part of conversations about recruiting and serving on the BOD.	Email, Personal conversations, committee meetings, and Monthly Board meetings.

## **6 Work Plan**

### **6.1 Work Breakdown Structure**

#### **2017**

March – Meeting with Extension Director, Market Manager, and Board Chair to discuss challenges in the organization and to confirm Project Proposal: Board Recruitment and Development.

March – A survey was administered to current Board members and analyzed for recruiting and onboarding gaps.

Summer and Fall – When time permitted at Board meetings, the DEOL student delivered a mini-session on a Board development topic: Mission/Vision, Roles and Responsibilities of Board Members, Committee Structure, Long-Range Planning (BoardSource, 2017).

October – Consultant facilitated the Board in conducting a SWOT analysis of the organization.

November – Initial brainstorming of potential Board candidates at the Board meeting; Board openings announced in the FFM Newsletter by Market Manager.

#### **2018**

February – Potential candidates were identified. Two documents were developed: an interest form and an information/expectation sheet. These two documents were emailed to anyone who agreed to consider Board service.

March – A full slate of candidates was presented at the FFM annual meeting for approval. A Board orientation session was scheduled, and Board notebooks were assembled by the consultant and the Market Manager. A dinner menu was planned.

April – The Board orientation session was held. Dinner was served. Notebooks were distributed.

Summer – Cooperative Extension reallocated some funding to support FFM in securing a strategic business plan consultant. A special committee was formed to interview candidates for the job. The consultant was chosen and contracted to work beginning in September. Extra funds were secured from two supporting nonprofits to cover the expense of the consultants.

Fall – Next Stage Consulting worked with FFM and community stakeholders to develop a strategic business plan. The DEOL consultant collected FFM stakeholders for Next Stage to interview. The DEOL consultant scheduled all sessions for Next Stage to work with the BOD. Related to Board recruitment, Next Stage recommended a change in the bylaws to move FFM from a membership-elected BOD to a self-perpetuating BOD, based upon the lack of a consistent quorum to conduct business.



## 2019

January-February – Names for potential Board members were compiled, interest and expectation forms were updated, and documents were sent out by email to those considering Board service. All candidates were contacted individually to assess their interest and ability to serve on the Board.

March – The FFM annual meeting was held, and a vote for Board members was taken. The vote was later invalidated because the bylaws had not been changed to reflect the new governance policies, rendering the organization out of compliance with its bylaws.

April – A special Board committee worked on updates to the articles of incorporation, the bylaws, and the policies and procedures manual.

May – A called meeting of the FFM membership was held, and the bylaws were amended. Changes in the articles of incorporation were filed with the State of North Carolina. A new vote was held at the May BOD meeting, and new Board members were elected.

June – An orientation session was held with the new Board members. At the monthly Board meeting, the consultant concluded her time with the organization by expressing appreciation for their collaboration on the project.

## 6.2 Resources

Resources needed for FFM consultancy project:

1. Office supplies and meeting space – Cooperative Extension houses FFM and supplied photocopying, paper, ink, chart paper, markers, internet, and meeting space for monthly Board meetings as well as small committee meetings.
2. FFM, through their budget, supplied monetary support for the Director's notebooks as well as the meal for the orientation session.
3. When the Board decided to hire outside support for a strategic business plan, Cooperative Extension, The Healthcare Foundation of Cleveland County, and The Catalyst for Healthy Eating and Active Living program contributed monetary support.
4. Human resources were critical. The Extension Director, FFM Manager, FFM Outreach Director, and Board members gave time and knowledge which were critical to the progress of the consultancy project.

## 7 Milestones

<b>Milestone</b>	<b>Title</b>	<b>Forecast Date</b>
1	Recruiting plan developed	September 2017
2	Recruiting began	February 2018
3	Full cohort of Board directors voted in	March 2018
4	First orientation/onboarding session held	April 2018
5	Next Stage Consulting hired for strategic business plan	September 2018
6	Annual recruiting began	January/February 2019
7	Vote for Board members was taken, then nullified due to compliance with bylaws	March 2019
8	Articles of incorporation, bylaws, and policies and procedures were updated	April 2019
9	Board voted to approve changes	May 2019
10	Full cohort of Board directors voted in	May 2019
11	Orientation/onboarding session was held	June 2019

## 8 Metrics and Results

Performance requirements for this project were to recruit a full cohort to fill the Board seats each year. Second, the seats should be filled with candidates who were educated on the expectations for Board service and were committed to high levels of engagement for the entirety of their 3-year term. The easiest metric to recognize was that full cohorts were voted onto the Board in 2018 and 2019.

Two informational surveys were obtained during the project. Once the project focus was determined, a survey of current Board members was taken to assess their knowledge and expectations when they agreed to serve.

The following insights were gleaned from the survey:

- 92% of people serve on the Board because they were personally asked to apply for a BOD seat.
- 70% indicated they did not feel informed about the workings of FFM when they began serving.
- 92% said they were not given a job description as a Board Director.
- A wide range of responses: Immediately to 2 years were stated as when people felt comfortable to contribute in meetings and being a part of “directing” the organization.
- 81% expected to do work outside the monthly Board meetings.
- 58% expected to do fundraising when they joined the FFM BOD.
- 72% understood they were responsible for the viability of FFM as a nonprofit.

The survey results gave the project team clear insight into what could be improved. Although more than 50% expected outside work and fundraising, well under 50% participated in those activities. Increased education helped dispel misconceptions about what was expected and helpful.

The other informational survey was collected at the end of the project. Newly onboarded Directors reflected that they were given clear expectations of Board service, they understood the workings of FFM, they felt comfortable contributing in the monthly meetings, they expected to serve on a working committee, and they understood the roles and responsibilities of Board members. Some Board members did not feel comfortable asking for money but would help with fundraising by working an event or a comparable activity.

Results of the project include the following:

- FFM information and Board member expectations are given to each interested person. All candidates are vetted for interest, ability, and commitment.
- Full cohorts in 2018 and 2019 for BOD positions.
- 2 years of orientation sessions for new Board members with Board notebooks.
- Officers elected in 2019, after a year without officers.

- New strategic business plan adopted in December 2018 after 4 months of work with Next Stage Consulting.
- Significant increase in Board member engagement.
- Board business is conducted more effectively with a full and engaged BOD.

## 9 Risks, Constraints, Assumptions

### 9.1 Risks

<b>Risk Description</b>	<b>Mitigation Plan (what to do to avoid or lessen the risk occurring)</b>	<b>Contingency Plan (what to do if the risk occurs)</b>	<b>Impact (what the impact will be to the project if the risk occurs)</b>	<b>Likelihood of occurrence (high, medium, low)</b>
Poor Recruiting: Board does not recruit, recruits but takes whoever they can get, or certain Board members recruit only who they want	1. Follow established recruiting guidelines 2. Have a new recruiting chair each year 3. Use recruiting rubric to fill needs of the Board	Ask Extension Director to oversee and support the recruiting committee	The Board would lack diversity and skills. The Board could become inward focused and become less effective	Low
Recruiting Failure: Board cannot get enough interested people to serve	1. Increase postings on social media 2. Appeal to Leadership Cleveland County or the Chamber for interested people	Ask Extension Director to appeal to partner organizations for potential candidates	If FFM repeatedly cannot get enough Board members they will have to give up nonprofit status and consider running FFM as a for-profit business	Low
FFM Board gives no attention to Board Development and Board service is not an engaging or satisfying experience	1. Add a Board Development session to the yearly retreat 2. Provide mini skills trainings at 1-2 monthly Board meetings each year 3. Increase the social fun at meetings	Hire a consultant to analyze your culture and propose ways to make Board service more engaging and satisfying	The impact would be poor meeting turnout, low personal engagement, begging people to serve, and no fun for anyone	Low
FFM Board gives no attention to the changing needs of the vendors, the customers, or the community	1. Market Manager and Board chair keeps in close contact with vendors and their needs	Extension Director works with city and county stakeholders	No attention to changing needs could signal the decline and potential closure of FFM	Low

	2. Yearly surveys of vendors and customers 3. Board chair is available for community input	to meet the needs of the community		
Board gives no attention to long-range planning	1. Board follows current long-range plan 2. At the end of the 5-year plan, another plan is developed	Extension Director and CPA meets with Board Chair and the Executive Committee to discuss the future	FFM lives under the tyranny of the urgent, always putting out fires and never planning for what is ahead	Low

## 9.2 Constraints

The project operated under no major constraints. The only slight constraint was the 4 months when all the Board's attention was focused on working with the Next Stage consultants; recruitment took a back seat. Once the strategic business plan was made, bylaw adjustments had to take place before new Board members could be voted onto the Board officially.

## 9.3 Assumptions

Assumptions made during this project include the following:

- FFM would continue to be a vital organization in the community.
- Three years of adding new cohorts of Board members (3-year commitment) will be needed to change the culture of Board service.
- Elected Board members will (a) show up for monthly meetings, (b) offer volunteer and monetary support to FFM, (c) be good ambassadors for FFM, and (d) stay on the BOD for their 3-year term.
- Board members will be willing to serve as officers of the organization. The officers will fulfill their 1-year term of service in their elected position.
- FFM BOD wants to develop into a stronger organization.
- FFM would continue to follow the recruiting guidelines and strategically recruit after the consultancy project concluded.
- FFM would continue to value the effort involved in strategic recruiting after Board engagement improved.

## 10 Financial Plan

The FFM consultancy project operated on a very small budget. The total out-of-pocket expenses for the FFM organization was under \$200 over 3 years. FFM was happy to absorb these costs.

YEAR	ACTIVITY	COST
2017	Information sent through emails and personal conversations for recruitment	Free of Charge Internet provided by Cooperative Extension
	10-minute Board Development segments provided by Consultant	Free of Charge to FFM – Catalyst Coordinator and Extension provided Chart Paper and other supplies
2018	New Board Member Orientation Meeting/Light Supper	\$50 – paid by FFM
	New Board Member notebooks	\$25 plus copies at Cooperative Extension
	Next Stage Consulting Service	Outside Funding
2019	New Board Member Orientation Meeting/Light Supper	\$70
	New Board Member notebooks	\$30 plus copies at Cooperative Extension

## 11 Quality Assurance Plan

The quality assurance plan that was used for this project was the Plan-Do-Study-Act (PDSA) Cycle. The PDSA cycle is credited to W. Edwards Deming but has evolved through many iterations since the time of Galileo (Moen & Norman, 2010).



This cycle is useful in projects such as the FFM consultancy project because of the simple process:

1. Plan your initiative or project.
2. Do or implement the project.
3. Study and analyze the outcomes.
4. Act by adjusting your project based on what you learned.

Repeat as many times as is useful.

The FFM consultancy project fits this model well because Board recruitment is a yearly activity which can be improved upon year by year. The FFM project began in 2017 with the decision to focus on Board recruitment. During 2017, background was gathered, analysis of the recruiting challenge was made, names of candidates were brainstormed, and social media posts announcing openings were posted. More extensive planning and the beginning of the PDSA cycle began in 2018.

	2018	2019
Plan and Do	<u>Plan and Do:</u> <ul style="list-style-type: none"> <li>Made list of suggested candidates from current Board, many were not interested.</li> <li>Most wanted to know what was involved, made an expectation sheet.</li> <li>Worked to recruit officers.</li> </ul>	<u>Plan and Do:</u> <ul style="list-style-type: none"> <li>Recruited for 8 months to get folks to consider being the Chair and Secretary</li> <li>Asked Current Board members for candidate suggestions and solicited on social media</li> <li>Revised Board expectations sheet and online application</li> <li>Vetted every candidate</li> </ul>



Study	<p><u>What Happened:</u></p> <ul style="list-style-type: none"> <li>• After seeing the expectations, many said “no.”</li> <li>• Got just enough people willing to serve as the number of people needed to fill the Board.</li> <li>• Board chair agreed to serve another year but resigned after 2 months</li> <li>• No one wanted to serve as officers. Greg Traywick and Tammy Bass filled in as “acting chairs.”</li> <li>• Although they had seen the expectations, some failed to follow through.</li> <li>• Three had life events that prevented fulfilling their service.</li> </ul>	<p><u>What Happened:</u></p> <ul style="list-style-type: none"> <li>• More people interested than needed to fill slots</li> <li>• Not every candidate was personally vetted</li> <li>• Made ballot for the Annual Meeting</li> <li>• Need to change Bylaws after working with Next Stage consulting, but no one took the lead.</li> <li>• Vote was taken at the FFM Annual Meeting. Candidates were not introduced. Not all members knew about the meeting.</li> <li>• The meeting and the vote went terribly.</li> <li>• Many felt the vote was not in keeping with the current bylaws, so the vote was nullified.</li> </ul>
Act	<p>Changes for Next Year:</p> <ul style="list-style-type: none"> <li>• Recruit officers from current Board members</li> <li>• Recruit new Board members (looking for officer skills and abilities)</li> </ul>	<p>Changes for Next Year:</p> <ul style="list-style-type: none"> <li>• Move recruiting up to September</li> <li>• Change Bylaws to self-perpetuating Board</li> <li>• Let Vendors nominate their representatives</li> <li>• Let Board vote on new members depending upon the current needs of the Board.</li> <li>• Have two-four people serve as the Recruitment Committee.</li> </ul>

In 2018, the cycle continued with more planning for recruitment; then, following the recruitment and onboarding processes, analysis of how the process went and what could be improved for the next recruiting cycle took place. Adjustments made for 2019 included minor adjustments to the information and expectation sheet, the Board becoming self-perpetuating, and a decision to try fall recruiting so new Board members can begin in January of the following year.

The expectation is for the PDSA cycle to continue. Fall 2019 will bring the first fall recruiting cohort. Once this happens, the recruiting committee will need to analyze how the process went and adjust timelines or other aspects of the project to increase effectiveness and efficiency. The PDSA cycle can continue to be a tool for quality board recruitment.

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## Appendix A

### FFM Board Interest Form 2019



### Foothills Farmers' Market Board of Directors interest form

Please complete and email this form to [info@foothillsfarmersmarket.com](mailto:info@foothillsfarmersmarket.com)

**FFM Board role:** *The Foothills Farmers' Market Board is responsible for the overall governance of the market, sets policy, manages the budget, provides staff oversight, raises funds for Market operations, and volunteers at select Market functions.*

#### **Contact**

Name: \_\_\_\_\_

Mailing address: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

#### **Employment**

Current employer: \_\_\_\_\_

Address: \_\_\_\_\_

Job title: \_\_\_\_\_

Why are you interested in joining the FFM Board? \_\_\_\_\_

**Please check any special skills that you can contribute to Foothills Farmers Market:**

- |   |   |
|---|---|
| <input type="checkbox"/> Legal expertise                              | <input type="checkbox"/> Grant writing                    |
| <input type="checkbox"/> Marketing                                    | <input type="checkbox"/> Newsletter                       |
| <input type="checkbox"/> Agriculture                                  | <input type="checkbox"/> Social media                     |
| <input type="checkbox"/> Fundraising                                  | <input type="checkbox"/> Graphic design                   |
| <input type="checkbox"/> Accounting/financial planning                | <input type="checkbox"/> Website design/maintenance       |
| <input type="checkbox"/> Event planning/management                    | <input type="checkbox"/> Food preparation and regulations |
| <input type="checkbox"/> Photography/videography                      | <input type="checkbox"/> Non-profit board experience      |
| <input type="checkbox"/> Strategic planning                           | <input type="checkbox"/> HR expertise                     |
| <input type="checkbox"/> Experience with farmers market organizations | <input type="checkbox"/> Other _____                      |
|   | _____   |
|   | _____   |

*The Foothills Farmers' Market board will review the nominations and select a slate of candidates to put before the organization's members at the annual meeting.*

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## Appendix B

### FFM Information and Expectations



#### Foothills Farmers Market Board Information and Expectations

##### Vision:

Foothills Farmers' Market is a grower-certified market that provides community access to the freshest, best quality foods available anywhere. We value family farms, endorse sustainable production practices and innovation, contribute to the health and prosperity of the local community and support the growth of a local food economy.

##### Goals:

- Create a viable retail market for locally-grown fruits, vegetables, ornamentals and value-added products;
- Create opportunities for small and mid-size family farms to engage profitably in production agriculture;
- Improve public health through increased availability and consumption of fresh fruits and vegetables;
- Reduce hunger and food insecurity in Cleveland County;
- Strengthen the social fabric of the community by building awareness and appreciation for local agriculture;
- Enhance tourism and retail trade in Shelby and Kings Mountain through spillover of market shoppers; and
- Foster entrepreneurial opportunities for small home-based business owners and youth.

##### What to expect if you serve on the FFM Board of Directors:

Monthly board meetings – currently scheduled on the 3<sup>rd</sup> Tuesday evening of the month at 6 pm, usually lasts 1 to 1.5 hours.

Email communications with board business that may require a response/vote.

Annual FFM Board retreat to make updates/long-range planning – lasts 3-5 hours and is held locally.

The Board is transitioning to working committees. Each Board member will serve on one committee that may require time outside the Board meetings to accomplish certain tasks.

Each Board member is expected to join the Market as a vendor, friend, or at a higher sustaining level. Currently an individual/family membership is \$30.

Board members are expected to participate in market fundraising efforts in addition to paying the membership fee. This can be done in many ways by planning events, working on fundraising projects, volunteering at events, etc.

Board members are expected to volunteer a few times throughout the season at the Market either with POP Club, a cooking demo, or other special events as extra help is needed.

The vendors hope they can expect you to be a frequent shopper at the market!

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Foothills Farmers' Market adds a wonderful sense of community to our county. We offer tasty food to help our citizens eat local and be healthy. FFM is looking for engaged board members to be part of an organization that makes a difference in the lives of many people – farmers, vendors, our community, and our own families!

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## Appendix C

### First Board of Directors Survey March 2017

1. How did you become a member of the FFM Board of Directors (BOD)?  
     \_\_\_\_ I was asked by someone to apply for Board membership  
     \_\_\_\_ I applied or sought out a position on the Board
2. Why were you interested in serving on the FFM BOD?  
     \_\_\_\_ I have a strong interest in Local/Healthy Food  
     \_\_\_\_ I have a strong interest in Uptown Shelby  
     \_\_\_\_ I have other reasons for wanting to serve. Please explain: \_\_\_\_\_
3. When you were elected to the FFM BOD did you feel informed about the workings of Foothills Farmers' Market before you began serving? \_\_\_\_\_
4. How long once you began serving did you feel ready to contribute and be a part of "directing" the organization? \_\_\_\_\_
5. Were you given a Board of Director's job description when you joined the BOD?  
     \_\_\_\_\_
6. Did you expect to do any work outside of monthly Board meetings when you joined the Board? \_\_\_\_\_ If yes, what else did you expect? \_\_\_\_\_
7. Did you expect to do any fundraising when you joined the FFM BOD?  
     \_\_\_\_\_
8. When you agreed to serve on the Board, did you understand that you are responsible for sustaining FFM as a viable non-profit organization? \_\_\_\_\_

### Board Orientation Evaluation June 2019

- 1) On a scale of 1-10, with 10 being very helpful, how helpful was the Board Orientation session?

What was the most helpful part of the Orientation session?

- 2) Do you feel ready for your first Board meeting? What would have helped you feel more ready?

- 3) What suggestions do you have (what to add, what to leave out, what to spend more time on) for the Board Orientation session next year?

## **Appendix D**

### **BOARD RECRUITING PLAN**

#### **Yearly Board Recruiting Process for Foothills Farmers' Market**

1. Throughout the year at the market, look for regular shoppers who buy into the mission of Foothills Farmers' Market and might make good Board members.
2. Ask regular shoppers to volunteer in some capacity to see if they might be good candidates for service on the Board.
3. Brainstorm names of candidates at the summer Board meetings.
4. In September begin asking people if they are interested in Board service. If they would like to know more, email them 2 documents: the interest form to fill out and submit and 2) the information and expectations document.
5. Have a recruiting committee from the Board of Directors look over all interest forms. Divide the names and have a Board member contact each serious candidate and talk to them personally about their interest, skills, and potential for time commitment to Board service. Depending upon the needs of the Board of Directors, the recruiting subcommittee should make a recommendation to the Board for a slate of new Board Members for the following year in October to be voted on in November.
6. Simultaneously, the recruiting committee should be talking to current Board members about serving in the four officer roles for the next calendar year. This recommendation should be presented at the October meeting to be voted on in November with new officers and new Board members taking their positions in January.
7. Before the first Board meeting of the new calendar year, the Orientation Onboarding session should be conducted for new Board members. This should be the responsibility of the outgoing President, the incoming President, and the Market manager.

## **Appendix E**

### **Board Orientation Agenda**

- Light Supper and Welcome
- Welcome
- Each person introduces themselves (2-3 minutes):
  - Background, Family, Employment
  - How long you have been associated with Foothills Farmers' Market
  - Why you wanted to serve on the FFM Board/What you hope to bring to the group
- Outgoing Chair gives an overview of the last year with Board and Market highlights
- Accountant or Treasurer goes over the monthly Financial reporting sheet (how to read it)
- Incoming Chair shares plans and priorities for the coming year. Chair explains committee needs and opportunities for incoming Board members.
- Market Manager explains opportunities for service at the Market and a brief overview of policies and procedures related to vendors.
- A Board member or leadership consultant shares a brief overview of Board roles and responsibilities.
- Questions

### **Items to be included in New Board Member's Notebooks**

1. List of Contact information for the Board of Directors
2. Copies of any newspaper articles or publicity in the last year
3. Foothills Farmers' Market Annual Report
4. FFM Annual Budget
5. FFM Committee Descriptions
6. Governance Section:
  - a. FFM Bylaws
  - b. FFM Policies and Procedures
7. Board Meetings Section:
  - a. Minutes of Board meetings from the past year
  - b. Any handouts or reports given at the past year's board meetings
8. Financials Section:
  - a. Previous year's final financial report
  - b. Any current FFM contracts
9. Strategic Planning Documents

Once updated, the Employee Handbook document can be added.

**Appendix F**

Project PowerPoint Presentation