



The foundation of philanthropy and social impact is strong, adaptable, informed leadership. Systems-level impact is started by brave, mission-aligned, experienced advisors who can guide the organization in a sustainable way. The Build Up Companies' values of being brave, ever-learning, relational, and excellent guide how we identify and recruit such leaders. We take the time to understand an organization, gauging the needs and areas for opportunity that exist so we can match it with appropriate Board composition to address those needs and build effective governance practices.

When identifying and recruiting Board members, we look for the following:

- ❖ **Value and Mission Congruence**
 - It is important that a Board member be able to connect with others in the organization and its values, mission congruence and institutional culture. This Board cohesion includes the individual's alignment with an organization's vision and mission as well as the organization's values. Value and mission congruence is rooted in establishing a Board that is guided by the organization's purpose with a level of diversity in thought to make room for innovative pursuits toward the organization's vision.
- ❖ **Community Representation**
 - There is no issue that can be properly addressed without meaningful inclusion of the community members who are directly impacted by said issue. We recognize this fact in our recruitment efforts and seek to empower marginalized and vulnerable communities to step into leadership positions. Any effort to do transformative work for the better should be informed by people with direct experience.
- ❖ **Expertise/Competency** Each Board has specific needs and areas of opportunity for new Board members to offer their unique guidance and support. We will assess the needs and priorities of an organization to understand how a potential Board member may be able to best support the organization in achieving sustainable impact, including identifying lived experience relevant to the organization's work and operations. We also explore the areas of expertise potential Board members have that connect with the complexity of the organization's structure and the issues it addresses.
- ❖ **Capacity** Board member engagement varies from organization to organization, informed by its work and operations. We recognize that a "working" Board may need more from its members than a governing Board, so we ensure alignment in a potential Board member's capacity and the Board's time commitment expectations.

With these critical aspects of Board membership evaluation at the forefront of our recruitment, we will identify Board members to help support and advance your organization's vision and mission.