



Market Board Operating Guidelines

Welcome to your Market Board Volunteer Leadership position. We are pleased to provide you with March of Dimes Market Board Guidelines to support you in this important leadership position. The purpose of the Market Board Guidelines is to clarify roles and responsibilities and provide volunteer leaders and staff partners with guidance and tools for achieving excellent performance in support of March of Dimes mission.

March of Dimes volunteers are the engine behind every market's fight for the health of all moms and babies. The Market Board Guidelines are intended for use by the Market Board Chair and Committee Chairs, Executive Director of Market Development and senior staff partners as appropriate. The volunteer and staff partnership at every level is a guiding principle that recognizes the unique roles volunteers and staff play in achieving March of Dimes mission.

Market Board Standards of Excellence provide the framework which defines and drives every board's pathway to success. With support from your national, regional and market staff and volunteer partners, we are confident that every market can achieve these standards. Together, we can accomplish great things. We already have, and we have you, our volunteer leaders, to thank.

Again, welcome to your volunteer leadership position. Thank you for all you do every day to help the March of Dimes deliver the healthiest beginnings so that every generation has the brightest tomorrow.

Steve Farbstein, Chair
March of Dimes National Volunteer Leadership Council

Megan Walker,
March of Dimes Chief Volunteer Officer
Vice-President, Community Engagement and Mobilization



Market Board Operating Guidelines

MARKET BOARD VISION

The Market Board is a highly experienced, diverse and dedicated group of volunteer leaders responsible for ensuring March of Dimes revenue growth and mission impact. Each board is comprised of high-value community leaders dedicated to working strategically and thoughtfully to achieve March of Dimes mission. Members are representative of the communities served and bring a variety of skills, knowledge and influence. They are the face of the March of Dimes in their local communities, engaging and inspiring others to play an active role in achieving our mission.

MARKET BOARD PURPOSE

Market Boards provide volunteer leadership to each market and play a vital role in executing fundraising, leadership and advocacy. The board is guided by the Market Board Standards of Excellence. In partnership with the Regional Vice President and Executive Director of Market Development and senior staff, boards are responsible for developing, executing and tracking the market's strategic business plan. The members work collaboratively with other market-based stakeholders to meet the movement, growth, impact and performance goals identified in the business plan.

OVERVIEW OF MARKET BOARD MEMBER RESPONSIBILITIES

LEAD: Members are asked to **provide leadership** to the market's strategic planning process to meet the defined financial, mission and community mobilization goals. The Market Board works in concert with the national strategic plan and vision to establish a market strategic business plan. Members are asked to take on a leadership role to execute the plan as a responsibility of board service which is defined in the position description.

FUND: Secondly, Market Boards are responsible for meeting the **financial goals** of the market and work together to meet the goals defined in the market strategic business plan. Also, members are asked to support the March of Dimes **financially** in a way that works best for each member.

RECRUIT: The third responsibility of board service is to **actively network and recruit other leaders** to the March of Dimes. This is both an individual and a board responsibility which is highlighted and actively worked on throughout the year.

MARKET BOARD STANDARDS OF EXCELLENCE

Standards of Excellence is a comprehensive program that establishes benchmarks to measure Market Board effectiveness, provide tools and resources for continued improvement, and define recognition opportunities based on overall results and increased engagement. Market leaders are encouraged to work with their Regional Vice President and staff partners to conduct the Standards of Excellence Assessment Tool (using a 1-3 scale) to determine gaps and opportunities for improvement.

LEAD

Structure

- Key leadership roles are held by high-impact volunteers. **Position Descriptions for Chair of Nominating and Recruiting, Volunteer Engagement, Development and Major Gifts**
- Standing committees are established, led and staffed by high-impact volunteers and focused on critical priorities, including mission, recruitment, fundraising, and recognition.
- Committees have well-designed **charters**, including purpose, benchmarks and timelines.
- Market Boards are operating within **Market Board Operating Guidelines** including term limits and established **Give and Get** requirements.

Engagement and Recognition

- All Board Members complete **Individual Engagement Plans** on an annual basis and are reviewed quarterly in partnership with Executive Director, Chair and Volunteer Engagement.
- New members complete engagement plan following Onboarding process.
- All Board Members receive feedback/guidance based on engagement plan and actual participation.
- Collective engagement (roll up) of individual engagement plans of all members is shared with the Board.
- Board Members participate in **Advocacy Action Network** and action alerts on a timely basis.
- Market Boards recognize individual contributions.

Oversight - Market Strategic Business Plan

- Annual **Market Strategic Business Plan**, reflective of the National Strategic Plan, is developed by Market Board Chair, key board members and market lead staff partner.
- Plan is developed based on thorough Market SWOT analysis including past financial performance.
- Plan clearly identifies strategic priorities, goals and actions to deliver market financial goals.

- Actions necessary to attain each element of the plan delegated to the appropriate committee, Board Members and/or staff.
- Progress against plan (including Market Board scorecard) is reviewed using financial dashboard format (results vs. budget) at every Board meeting and in one-on-one meetings between Market Board Chair and market staff lead.

FUND

Market Board Responsibilities

- Meet annual financial goals of the Market.
- Lead financial monitoring by benchmarking projections against **budget/goals** in order to develop an action plan for areas projecting below budget.
- Three-year Market performance, including diversification of revenue and **benchmarking against select like-size markets** is reviewed quarterly.
- Diversification of revenue review includes monitoring progress with individual giving and Mission Investment Opportunities (NICU Family Support, Supportive Pregnancy Care) in addition to events. Defined goals for revenue streams are reflected in the **Market Strategic Business Plan** for a three-year period.

Individual Market Board Member Responsibilities

- Individual Market Board Member contributions (**Give and Get**) are reflected in Individual Engagement Plans and Market Board Scorecard.
- 75% of Market Board Members are on track for achieving Give and Get on an annual basis.
- An individual action plan is developed for those Market Board Members tracking below requirements in order to help them surpass their goal.

RECRUIT

- Timeline and clear process for recruitment are defined based on Market Needs Assessment and **Volunteer Leadership/Board Composition** exercise.
- Process includes identifying, cultivating and recruiting new Market Board Members, event leaders and Executive Leadership Team Members (ELT). Market Board uses the defined **Nominating and Recruiting Process** and develops a **3 year volunteer recruitment pipeline**.
- All new leaders, including Market Board Members, participate in March of Dimes' Onboarding program which includes a 30-, 60-, 90-day check in. **Onboarding in a Box** guides the process.
- Inactive Market Board Members are constructively managed off the Board on an annual basis.
- A plan to improve diversity in gender, race, ethnicity, industry, age and geography is incorporated into Market Board Strategic Plan and monitored throughout the recruitment process. **Best practices in diversifying the Board**.

MARKET BOARD MEMBERSHIP AND STRUCTURE

Elected Positions:

- Market Board Chair
- Market Board Members
- Nominating and Recruiting Committee Chair
- Volunteer Engagement Committee Chair

Appointed Positions:

- Maternal and Child Health Representative
- Advocacy and Government Affairs Representative

(See Market Board position descriptions for more information)

Board Member Term Limits: 3-year term, renewable once

Board Size: Major Markets 25-35 members

Mid Markets 12-20 members

Small Markets 7-10 members

Standing Committees

Nominating and Recruiting Committee

The Nominating and Recruiting Committee is responsible for year-round identification, cultivation and recruitment of volunteer leaders who are representative of the communities served. These leadership positions include Market Board and Event Leaders, and Executive Leadership Team (ELT) members. Having a formalized and transparent Nominating and Recruiting process in place sends the right signal to potential volunteer leaders and tends to increase the quality and commitment of the recruits. (See committee charter for details)

Volunteer Engagement Committee

The Volunteer Engagement Committee is responsible for providing timely Volunteer Orientation and Onboarding for new and veteran volunteers. Additionally, the committee works closely with the Market Board Chair, Nominating and Recruiting Chair, staff partner and other leaders to ensure that volunteers complete an Individual Engagement Plan, providing feedback and support throughout the year. The committee is also responsible for seeing that volunteer accomplishments are regularly celebrated and recognized, including individual volunteer, corporate and Market Board accomplishments. (see committee charter for details)

Other Committees to Consider (see committee charters for details)

- Individual Giving
- Community Mobilization
- Revenue

Market Board Meeting Recommendations

Meeting Schedule

The Market Board may meet on a monthly or bimonthly basis or as deemed appropriate by the Market Board Chair and staff partner. At a minimum, quarterly meetings should take place. Face-to-face meetings have proven to increase member engagement, networking and productivity. It is acceptable to conduct one quarterly meeting virtually if needed. A yearly schedule of meetings and locations should be created and distributed to all members.

Agenda and Time Allocation

The agenda is driven by the market strategic business plan and Standards of Excellence and is created by the Market Board Chair in collaboration with the staff partner. It is recommended that quarterly meetings be scheduled for 90 minutes to 2 hours with the agenda and supporting materials distributed in advance to allow for discussion. Meeting engagement “rule of thumb” is 80% discussion, 20% reporting.

Standing Committees will meet as needed between quarterly meetings. This is when the real work gets done. Each member is expected to commit to being on either a standing committee or an event committee through the Individual Engagement Plan process.

Meeting Location

Get creative! Market Board meetings and standing committee meetings provide excellent opportunities to meet in a variety of locations, hosted by member businesses and community partners. The more unique the location, the better the attendance.

Presiding

At all meetings of the Market Board, the Market Board Chair, or in his/her absence, his/her designee shall preside.

Quorum

At all meetings of the Market Board, two-thirds of the members shall be necessary and sufficient to constitute a quorum *if* voting is required for the transaction of business.

Vacancies

Any vacancy in the Market Board may be filled by the Nominating and Recruiting Process with a vote of a majority of the remaining members any time of the year. The new member or members to serve until the next election and qualification of their respective successors.

MARKET BOARD DEVELOPMENT

One of the key drivers of a Market Board's success is the commitment to a thorough and ongoing board development process. Identifying and recruiting other leaders is a responsibility of Market Board service and is led by the Nominating and Recruiting Chair. Creating a plan to build the volunteer pipeline often starts with an assessment of the current Market Volunteer Leadership composition to identify gaps and opportunities.

Conduct Annual Market Volunteer Leaders Composition Assessment

- Conduct an assessment of current Market Board Members and Volunteer Leaders. Use the composition assessment grid found in the Volunteer Learning Center.
- Assessing current leaders can include one-on-one conversations that take place as part of the Individual Engagement Plan.
- Develop a grid of Volunteer Leadership Needs, keeping in mind diversity and inclusion as well as corporate and community gaps identified in the composition assessment.
- These steps will provide you with a better view of the market's needs in a transparent and openly inclusive way.
- Create timeline and clear process for identifying, cultivating and recruiting new Market Board members, event leaders and Executive Leadership Team members.
- Inactive Board Members are constructively managed off on an annual basis
- A plan to improve gender, race, ethnicity, industry, age and geography is incorporated into Market Board Strategic Plan and monitored throughout the recruitment process.

Based on the results of the composition assessment, a defined Nominating and Recruiting Process guides the Market Board's year-round identification and recruitment efforts. Market Board members should become familiar with the process to ensure a smooth recruitment of qualified candidates.

Nominating and Recruiting Process

- Identify Prospective Candidate and Assess Candidate's Credentials
- Present Candidate's Credentials to Nominating and Recruiting Chair for Discussion
- Meet with Candidate/Conduct Recruitment Meeting
- Determine Next Steps and Market Board Action
- Notify Candidate and Plan for Orientation and Onboarding

Election to the Market Board requires a 2/3 vote of approval.

MARKET BOARD MEMBER ONBOARDING, ENGAGEMENT AND RECOGNITION

MEMBER ONBOARDING

Volunteers are the engine that fuels March of Dimes growth and future success. They can help to increase visibility and connect with the community at large. The recruitment of volunteers is an ongoing process; so the ability to engage and retain good volunteers, once recruited, is vital to the ultimate sustainability and success of the organization.

Strong volunteer relationships start with how an individual is welcomed and introduced to the March of Dimes. The Volunteer Engagement Committee is responsible for onboarding and engaging new Market Board members.

To this end the March of Dimes and the National Volunteer Leadership Council have listened and learned from the staff and volunteer base via the use of structured focus groups. The following resultant themes were identified and serve as guiding principles for onboarding process:

- Onboarding starts with the first contact during cultivation.** The initial volunteer cultivation or interaction sets the tone for the relationship - wherever it may lead.
- Connecting person-to-person is a critical success factor for engagement.** Meeting in person and not virtually, if at all possible, is most important in the first 30 days.
- Listening, not selling, should be the focus.**
- Onboarding should be foundational.** This means communication the mission, vision, values and expectations for the future for the March of Dimes.
- Working together is better.** No volunteer should be left to “self-onboard” -especially in the first 30 days - by solely looking at videos or resources alone.
- Immediately engaging the volunteer is critical.** Identification of at least two actions that the volunteer can take in the first 30 days will get them started off in the right direction.
- Scheduling the next meeting date and making them aware of future event dates will help to solidify the foundation of engagement and involvement.**

March of Dimes has many resources to assist with the Onboarding process including the **Volunteer Hub app** and the **Volunteer Learning Center**. Work with your staff partner to learn more about how to best put these resources to work in your market.

MEMBER ENGAGEMENT

Welcome to the March of Dimes. The most critical period for engaging a new Market Board member is within the first 30 days. The Volunteer Engagement Chair, working in concert with their staff partner and Market Board Chair, leads the engagement effort. The Onboarding resources include 30-60-90-day check-in questions that provide a way to see how the experience is going for the new member. In addition to conducting a formal onboarding and orientation, the Volunteer Engagement Chair helps new members complete their Individual Engagement Plans.

Market Board Member Individual Engagement Plans

Members are asked to complete an Individual Engagement Plan on an annual basis. The plan is completed through a discussion between the member and either the Market Board Chair or the Volunteer Engagement Chair supported by the Executive Director and senior staff.

The plans are reviewed and updated throughout the year. Ideally, the roll up of member commitments versus actual accomplishments is shared at Market Board meetings.

30-60-90 Day Check-ins with New Members

To make this process simple and straightforward, we have created sample questions that will help the volunteer or staff partner follow up with new members in a timely way. The questions can be modified to fit the situation. Most importantly, the responses provide a roadmap for action required. For example,

- What have we done to make you feel welcome?
- What has been the best experience so far?
- What challenges have you faced?
- What do you need to know more about?
- What can we do for you to make your role better or easier?

INDIVIDUAL MEMBER RECOGNITION

The Volunteer Engagement Chair and Market Board Chair are responsible for recognizing individual contributions at Market Board Meetings and in between. Staff partners can help to identify big and small accomplishments and amplify them in a variety of ways.

A new and easy way to recognize individual volunteers as well as market accomplishments is through the **Volunteer Hub app**. Highlight a top performer or contributor, recognized excellence and leadership. Market Board members are encouraged to utilize the Volunteer Hub to celebrate and share every kind of win and success story.

Market Board Strategic Business Planning

Annual Market Strategic Business Planning Process is led by the Market Board Chair and Executive Director of Market Development and senior staff. The plan includes three components:

- Gaps and Priorities identified through the Standards of Excellence assessment
- National Strategic Plan Key Drivers of Movement, Growth, Impact and Performance
- Individual Engagement Plans defining member commitments to meeting defined goals.

The plan will include delegation of actions to committees and individuals. Progress reviewed at every board meeting.

Attachments to Support Guidelines

- Market Board Member Position Descriptions
- Individual Engagement Plan Template
- Standing Committee Charters