

## Market Board Operating Guidelines

### 1. Market Board Purpose and Vision

#### A. Purpose

To work in partnership with staff as the catalyst for change at the market level to drive revenue and to support, take action on and ultimately advance March of Dimes strategic priorities.

#### B. Vision

The Market Board is the guiding light for March of Dimes volunteers in the market. The board accomplishes this by acting as a change catalyst to drive awareness, support, revenue, action and results, which advance the March of Dimes mission to address the nation's urgent maternal and infant health crisis.

#### C. Governance and Leadership

Governance is the responsibility of the March of Dimes Board of Trustees. Market Boards are responsible for leading the market's strategic planning to support the March of Dimes national strategic plan and vision.

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### 2. Structure

#### A. Summary

Market Boards support the work of the market through a well-defined structure of strong, integrated volunteer leaders, including a chair, chair-elect and chairs of three standing committees (Growth, Mission Impact and Movement) and members. The board works in partnership with the Executive Director and other senior staff to achieve the market goals.

#### B. Leadership Positions

(See position descriptions for complete details)

#### C. Chair, Market Board

Leads the market strategic business planning process and manages the operation of the board with support from the Executive Director and senior staff. The chair is the primary volunteer driver of market results.

#### D. Chair-Elect, Market Board

Plays a leadership role in supporting the board's work to build a continuous pipeline of volunteer leaders. Succeeds the Market Board Chair.

#### E. Chair, Growth Committee

Leads the market's financial analysis and revenue plan implementation. Members closely monitor fundraising progress and identify opportunities for growing revenue via events, corporate support and community impact.

**F. Chair, Mission Impact**

Leads a prioritization and action planning process that focuses on advancing maternal and infant health equity in their market. Partners with market staff and committee members to identify solutions that address community needs in the designated area, aligned with the National Framework of the Mom and Baby Action Network and National March of Dimes Strategic Plan.

**G. Chair, Movement Committee**

Leads the year-round activities related to building a continuous pipeline of strong volunteer leaders, activating and orienting volunteers, celebrating and recognizing individual and market success. The chair ensures that the board uses the latest marketing messages and tools to mobilize volunteers all year.

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### **3. Standing Committees**

(See committee charters for more details)

**A. Growth Committee**

Provides financial analysis and linkage to fundraising event committees, major and corporate giving, new business opportunities, donor stewardship and retention. Members work in partnership with the Impact and Movement Committees to ensure a continual pipeline of new donors, partners, and volunteer leaders are engaged in supporting the mission.

**B. Mission Impact Committee**

Keeps mission at the center of market activity and works collaboratively with Movement and Growth Committees to build partnerships, steward relationships and mobilize communities. Members are responsible for analyzing data and assessing community needs to identify and implement maternal and infant health solutions locally to meet national goals.

**C. Movement Committee**

Manages volunteer recruitment, engagement and mobilization, and awareness raising. Members have responsibility for inspiring and acquiring a pipeline of supporters through a number of meaningful engagement opportunities as well as recruiting volunteer leaders through a formalized process of nomination, orientation, onboarding and recognition.

**D. Board versus Committee Members**

While the standing committee chairs must be board members, volunteers may serve on any standing committee without being a member of the board. Therefore, committee members do not need to meet the board member requirements but can participate and contribute to the work of the committee.

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### **4. Membership**

**A. Board Member Term Limits:**

3-year term, renewable once

**B. Board Size:**

Depending on the size of the market, the recommendation is not to exceed 35 members. However, staff and volunteers leaders are encouraged to do a market analysis to determine the best size board to accomplish our strategic initiatives. Within the 35-member recommendation, the primary driver of board size should be the number of effective and active members it contains.

**C. Give and Get Financial Support**

All board members support March of Dimes financially through a defined give and get market target. A range of \$10,000 - \$25,000 is recommended depending on the market. Members can meet this requirement in many ways; market target is negotiated with volunteer and staff leadership.

**D. Personal Annual Gift**

In addition to the give and get financial support target, members are asked to make a personal gift annually; minimum of \$1,000 is recommended. This amount may be even greater depending on the market.

**E. Volunteer Policy Handbook**

Members are required to confirm they have received the Volunteer Policy Handbook. As a representative of the March of Dimes, all members agree to comply with all March of Dimes policies and procedures, including but not limited to standards of conduct, conflict of interest, and confidentiality, as March of Dimes may update from time to time. Handbook Includes standards of conduct and code of ethics.

**F. Conflict of Interest**

Members are required to sign a Conflict of Interest statement annually. The Movement Committee Chair is responsible for ensuring that members receive this form and sign at the beginning of each calendar year.

**G. Member Liability and Insurance**

Volunteers are covered under March of Dime's General Liability coverage if acting within the scope of their duties and are under March of Dimes direction.

**H. Photo Release**

Members are asked to sign a photo release allowing March of Dimes to use their image and/or story.

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## **5. Member Responsibilities**

See member position descriptions for complete details

**A. Revenue Growth**

- Identify and recruit corporate partners and develop new business relationships
- Support March of Dimes financially through a defined give and get market target. Members can meet this requirement in many ways; market target is negotiated with volunteer leadership
- Make a personal gift annually; minimum of \$1,000 is recommended

- Hold staff and each other accountable to meet market business plan objectives
- Use the Standards of Excellence to benchmark board performance and measure progress

#### **B. Mission Impact**

- Keep mission at the center of market activity and work collaboratively with fellow board members and staff to build partnerships, steward relationships and mobilize communities to address the urgent maternal and infant health crisis facing our country
- Support the mission by leading and/or serving on a market standing committee or sub committee

#### **C. Movement and Mobilization**

- Lead by example by inspiring others to take action in support of March of Dimes mission
  - Build a pipeline of supporters through a number of meaningful engagement opportunities
  - Recruit, welcome and engage other volunteer leaders through a formalized process of nomination, orientation, onboarding and recognition
  - Register for Advocacy Action Center/respond as requested with contacts and/or calls to action
  - Agree to board responsibilities through an Individual Engagement Plan
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## **6. Recruitment and Election of Board Members**

#### **A. Recruitment**

Year-round recruitment of board members and leaders is the responsibility of all board members.

#### **B. Nomination and Recruitment Process**

- Movement Committee oversees the nominating and recruiting process.
- Identify prospective candidate and assess candidate's credentials
- Present candidate's credentials to Nominating and Recruiting Chair or Movement Committee Chair for discussion
- Meet with candidate/conduct recruitment meeting
- Determine next steps and Market Board action
- Notify candidate and plan for orientation and onboarding

#### **C. Voting/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.

#### **D. Vacancies**

Any Market Board vacancy may be filled through the Nominating and Recruiting Process at any time of the year.

#### **E. Removal**

Members in violation of March of Dimes policies may be suspended or terminated. Written notice of, and rationale for, proposed termination shall be mailed to the board and individual concerned at least one week in advance. In addition, a board member may be asked to step down and removed from the board at the concurrence of the Board Chair and Executive

Director. Typically this occurs when a board member is not able to fulfill his/her duties such as board participation or give/get minimum.

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## 7. Market Board and Staff Accountability

### A. Market Business Planning & Goal Setting

Guided by the March of Dimes Strategic Plan, Market Boards are responsible for creating a Market Business Plan to support goals at the local level.

### B. Market Board Standards of Excellence

The Standards of Excellence (SOE) provide a way for boards to assess their overall health and fitness as a board to maximize March of Dimes impact at the local level. The SOE Assessment can identify gaps and opportunities, which can become goals in the market business plan.

### C. Transparency and Mutual Accountability

Boards and staff must work together and hold each other accountable for meeting the Market Business Plan goals created as a team. Monthly financial and other information is provided to board members through a password-protected section of the Volunteer Learning Center.

### D. Tracking Progress

Goals and progress should be reviewed at each quarterly board meeting with updates provided by the volunteer and staff leaders.

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## 8. Member Accountability

### A. Individual Engagement Plans

Members are asked to complete an Individual Engagement Plan annually. This is best completed with the Market Board Chair or the Movement Committee Chair. This promotes a healthy discussion about the member's commitment, network and plans to meet the give and get requirement.

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## 9. Meetings

### A. Schedule

At a minimum, the Market Board should meet quarterly. A yearly schedule of meetings and locations should be created and distributed to all members. Standing and ad hoc committee meetings can and should take place between quarterly board meetings.

### B. Agenda

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 the agenda and supporting materials be distributed to the board at least one week in advance.

### C. Consent Agenda

A consent agenda (Roberts Rules of Order calls it a consent calendar) allows the board to approve all these items together without discussion or individual motions. Depending upon the

organization, this can free up anywhere from a few minutes to a half hour for more substantial discussion.

**D. Location**

Face-to-face meetings have proven to increase member engagement, networking and productivity. Virtual meetings may be necessary via conference meeting technology such as Zoom.

**E. Attendance**

Members are expected to attend all quarterly board meeting, whether virtually or in person.

**F. Virtual versus In-person**

It is understood that all meetings will be conducted virtually in 2020 and as necessary into the future.

**G. Conduct of Board Business**

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 or presentation.

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## **10. Resources to Support Market Boards**

**A. Volunteer Learning Center**

<https://volunteer.marchofdimes.org> The Learning Center is a one-stop shop for Market Boards to access resources including position descriptions, committee charters, success standards and more.

**B. Quarterly Volunteer Leader Meetings**

March of Dimes national volunteer and staff leaders host quarterly virtual meetings for all volunteer leaders. Registration information is sent directly to all Market Board members listed in CRM.

**C. Monthly Financial Dashboards and Updates**

By the 15<sup>th</sup> of each month, financial updates will be available to board members in a password protected section of the Volunteer Learning Center. This includes a financial overview by March of Dimes Chief Financial Officer as well as a dashboard of all market financial information.

**D. National Volunteer Leadership Council**

The Council is comprised of seasoned volunteer leaders from across the country who lend their skills and experience to help markets succeed. Member expertise ranges from board development, to mission impact to advocacy and government affairs and much more. Executive Directors can work with the Chief Volunteer Officer to request assistance from an NVLC member.

**E. Volunteer Handbook**

Use this resource to better understand our organization and how volunteers play an integral role in our success.

**F. Volunteer Hub**

Join our virtual volunteer leadership community!

<https://volunteerhub.marchofdimes.org/member/>

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