

Chapter IV

The Board of Directors—a Vital Force

ESSENTIAL TO THE AGENCY'S OPERATION. More should be said regarding the board of directors than the passing mention in the previous chapter's discussion of the constitution and bylaws. As we said before, we shall not discuss the variation in administrative auspices which exist in private social agencies which are branches or under the authority of national agencies or of religious bodies and which have advisory boards with little real power. Neither can we go into detail on the administrative or advisory boards of public health or welfare agencies appointed by governmental authority. Yet the principles and practices which are discussed in this chapter may be of some value to these boards as well as to the boards of private agencies elected in accordance with the constitution and bylaws of the agency.

The board of directors, as we shall discuss it, is the legislative and judicial body of the social agency. More than that, however, it is the body responsible for continuous policy and for steady progress through the periods of changing executives, staffs, and conditions of life. The board of directors is the one essential of the standard private social agency. The agency may operate without an executive or staff through delegation of responsibility to volunteer workers, or without an executive through committees or through volunteer supervision of paid staff members; but it must have an active and responsible board of directors if it is long to continue.

FUNCTIONS OF THE BOARD. Much therefore depends on this body. It is entrusted by the agency's "electorate" with the responsibility of carrying on the legal life of the organization. The duties and uses of the board of directors are far more varied and more extensive than are usually stated in the terse language of the constitution.

(a) *Interpretation.* Thus the board has the duty of interpreting the needs and the service of the agency to the community through the community contacts of the individual board members. One

board member may be a member of the Rotary Club and have the opportunity of speaking to his fellows about the work of the agency at the club's weekly luncheon meeting. Another may bring up some phase of the organization's activities at a meeting of the vestry of his church. Yet another, at a dinner party in his own home, may talk to his guests about the excellent service which the agency is rendering.

(b) *Securing Financial Support.* Board members are further responsible for securing financial and moral support for their social agency. If the agency is a member of a community chest, the board members should work in the joint campaign or give other service to carry through the chest's financial and community service program. They may help, by letter or personal contact, in the collection of pledges on which payments are overdue.

If the agency is not a member of a community chest, the board will secure the leadership necessary for financial campaigns or other money-raising procedures, and its members will serve according to their abilities. No board worth the name will put the responsibility of money raising on the executive. The executive's work should be to carry out the financial policies and programs as agreed on by the board with his advice. The board members should be responsible for organizing or carrying through the money-raising endeavors, with appropriate staff help.

(c) *Volunteer Service.* Board members in many social agencies also give volunteer service in collaboration with the trained staff. Because of this duty, a well-conducted social agency should keep a card list of the abilities and interests of its board members and should call upon them for the various kinds of service for which they are specially adapted. One board member who is an advertising man may be asked to write a descriptive leaflet. A physician may help with a difficult case that entails medical problems. Many social agencies are so organized that all the board members serve on committees. It is well so to distribute the load of committee service that no board member serves on more than one standing committee. Board members may, of course, be drafted at any time for special committee service.

(d) *Representative of the Agency.* Board members may also help to enlist persons who are desired as new officers, board members, or committee members. A member of the board may serve as a representative of the organization in conferences with other social agencies, in the case conferences of the agency to discuss difficult human problems, on committees of a community council of social agencies,

or as official delegates to that council. Board members can often be useful in developing an effective relationship with public officials with whom they have special acquaintance and connections. Further, board members may render effective service as speakers and may represent the organization on public occasions.

(e) *Effective Activity in Board Meetings.* A primary responsibility of a board member is to share actively in the meetings of the board. To contribute his point of view fully and fairly, he must keep well informed on the work of the organization, either through his own initiative or through that of the executive. An alert executive will furnish to his board members pertinent material such as magazines, books, clippings, and invitations to attend meetings of educational value. The board member manifestly must be well informed and forward-looking so that he may aid in the progress of the social agency.

THE BOARD AS MAKER OF LAWS AND POLICIES. As members of a legislative and policy-making body, the trustees or directors are responsible for acting on the yearly budget of the organization, for determining the general service program of the agency, and for proper administration of its funds and property. In general, the board is responsible for all functions which are not otherwise delegated to committees or to the executive and the staff. A good executive or president will see that the amount of detailed responsibility which the board carries is increased as it acquires skill and willingness to handle problems of administration and service.

JOB OF THE BOARD MEMBER. An excellent summary of "The Job of the Board Member" is found in *So—You Serve on a Board*, prepared in February, 1946, by the Volunteer Placement Bureau of Pasadena, California:

Briefly, the basic requirements for the job of board membership are:

1. A sincere conviction that the agency performs a useful public service.
2. A concern with the agency's place in the over-all community program.
3. A sense of financial responsibility for the wise spending of donated funds.

These requirements so simply stated become a definite challenge when analyzed and expanded. The conscientious board member seeks to develop them within himself and through this development strengthens his contribution to the agency's service.

1. Maintaining a useful public service.

This calls for constant study of the field within which the agency functions, and an understanding of the professional, administrative, and

psychological problems involved. Such study invites a continuing appraisal of the accomplishment of the agency in the light of changing community needs and national trends.

Every board member recognizes that the quality of service rendered must rest primarily with the executive. His training, skill, personality, and selection of staff determine the usefulness of the work performed. The responsibility for securing an executive with these qualifications is shared by each board member. . . .

The working relationship of board members and staff is important. A clear understanding of the proper functions of each leads to a happy working together. The board is responsible for the broad plans and policies that govern the agency and delegates their execution to the executive unless properly assigned to a committee.

2. Concern with the agency's place in the community.

While a standing public relations committee is advisable for a sustained, integrated program, each board member is automatically involved in the relationship of the agency with the community. He is concerned with his agency as it is related to other agencies and as it is accepted and understood by the individuals in the community.

In the first instance, he is eager to exchange information about policies and methods with other agencies, to understand their programs, and to ascertain that his agency co-operates to the fullest extent with other organizations. In other words, he will avoid agency isolationism.

As a public interpreter, the board member represents his agency to the community, and his community to the staff and board of the agency. This representation calls for balance, not bias. Armed with accurate information, he seeks opportunities to explain to the public the problems and services of the agency, to correct false impression, and to bring to the staff and board criticisms that justify attention.

3. Financial responsibility.

A private agency is financed by donated funds, whether from the community chest, membership drives, or endowment. The wise and economical use of these funds is a serious charge. The agency budget, while prepared by a committee, should be considered and understood by the total board and any deviation made subject to board approval. While there will always be some members of the board with a clearer conception than others of financial figures, each member should recognize his responsibility and endeavor to have a clear picture of his agency's financial position.

It is the job of every board member to play some part in the raising of the funds for his agency. Only through such participation can he test the community support and appreciate the responsibility of expending the funds.

Some of these points we shall amplify in later paragraphs of this chapter.

MUTUAL RELATIONSHIP OF BOARD AND EXECUTIVE. Board members are of course responsible for selecting the executive and for making

sure, by observation of his work and consideration of his reports, that the policies of the organization are being carried out.

(a) *Clearinghouse for Ideas.* The executive should not, however, merely regard the board as the legislative and policy-making body of the organization and as a source of unpaid service in the agency's program. Instead, he should use the board as a clearinghouse and testing place for his ideas. The board can apply the acid test of reality to his rosy schemes too deeply tintured with the coloration of his professional training and interest. By this corrective of board action, the work of the organization, while maintaining its professional quality, can yet be held to common sense and practicality. If the executive cannot "sell" his board on the desirability of a given project, he can hardly expect to be able to persuade the community of its feasibility. The board may thus be considered as a form of safety valve which prevents a too violent or premature application of the executive's steamy ideas. Rather, through participative discussion of the executive's proposals, the board brings out the most thoroughgoing and well-rounded development of all the projects and policies of the organization.

(b) *Guide to the Executive.* The executive within his many duties includes service as a guide to the organization. In turn, the board is a guide to the executive. It helps him to direct activity along serviceable lines. It advises him, protects him, strengthens him, and backs him up when necessary. Manifestly an intelligent executive will appreciate the value of a group which will give consideration to the projects for the planning and execution of which he is employed. He will gracefully acquiesce in group decisions when they are made after full and fair discussion. He will know when to withdraw projects for later consideration. He will not consider it necessary for his success that every project he proposes shall be unanimously approved by the board. The very principle of group discussion and participation means that ideas, as originally proposed, will be altered in final adoption. The executive should welcome an opportunity for the application of the common sense and experience of his board to the propositions he makes and to the problems he presents.

By virtue of his professional experience and the full time and thought which he gives to the work of the organization, the executive should be a leader and inspirer of his board and an initiator of policies. Yet, on the other hand, he should welcome proposals and

suggestions from his board members and officers. A wise executive will know much about the interests and hobbies of his board members. He will try to call on them individually, discuss with them the work of the organization, and get their suggestions for its improvement. He will have in mind the prejudices and "blind spots" of board members and will attempt to inform them, in advance of board meetings, about subjects which require special interpretation. Yet he will not "play politics," endeavor to secure acquiescence in a proposal merely because he favors it, or try to "put over" a project which he fears may not survive free discussion.

(c) *Creator of Ideas.* An active and energetic executive will endeavor in his thinking to keep a jump or two ahead of his board. Yet he should be pleased if a board member also has done some thinking and suggests a project which he believes might help to advance the work of the agency.

"A board must not let the executive get the idea that the social agency is the property of the executive," warns C. Whit Pfeiffer, Executive Secretary of the Welfare Council of Metropolitan Los Angeles. "While he must have authority commensurate with responsibility, the final authority rests with his board."

Howard S. Braucher, President of the National Recreation Association, makes the important point that "the executive should be careful to abide by the spirit as well as by the letter of board legislation. Board members should adopt general principles but allow a certain amount of leeway in carrying out these principles."

(d) *Loyalty of Executive to Board Policies.* Although the executive is responsible for carrying out the policies of his organization, he must consider whether he can be loyal to those policies. If he finds this impossible, it is his duty to resign. Such drastic action should be taken only after he has presented his views to the board and has given it a chance to work out with him a mutually satisfactory modification of policy. Ordinarily a resignation under such circumstances is evidence of the executive's lack of ability as an interpreter and leader rather than of the stubbornness of the board. Generally the board collectively will have a better sense of community situations than does the executive. He had better heed their advice. Sometimes, however, the board and the executive are mutually incompatible. They just cannot get along together. This may be especially true in public agencies, where the board is elected or appointed by authority outside the agency. Then the executive will be happier and more

effective if he resigns and seeks other fields of usefulness. It is manifest, however, that on minor matters of policy he must carry out the wishes of the board even though they do not agree with his own ideas on the subject. An officer is obligated to execute the decisions of his legislature even though he does not entirely approve them.

If the executive disagrees with his board, he will not express his disagreement publicly so long as he is employed by the agency. Fights should be kept in the family. Even if he resigns, he should not couch his resignation for publication in such a way as to harm the services of the agency. If serious abuse exists, he may attack it publicly when he no longer is an employee of the agency. He should remember, however, that board members are usually fairly prominent citizens and that their words carry a good deal of weight. Before he starts a public controversy, he had better be sure that he can carry it through and can thereby benefit the human service of the agency.

(e) *Patience and Persistence Win—When Right.* Rather than resign, unless the situation is untenable or unsatisfactory, the executive should practice the virtue of patience and persistence. The idea spurned today may be adopted enthusiastically next month or next year. Right will prevail in the long run. Besides, the executive may have been wrong.

Generally he should be able to secure a reasonable degree of acquiescence to his projects by virtue of the depth of his knowledge, the cogency of his argument, and the forcefulness of his presentation. He should be expected to attend all meetings. He should be regarded as an equal with the board members in participation in discussion, and he should be respected for his personal capacity and for his professional competence. Yet, as a matter of wisdom, he should give ample opportunity for discussion and should enter it only when called upon or when he sees that a word from him is necessary to avert serious mistakes. The board does not want to be a rubber stamp, inked on the executive pad.

(f) *Executive neither Officer nor Board Member.* On the other hand, it is equally improper for the executive to be also the president of the organization and to conduct the meetings of the agency. Such a practice is a denial of the principles both of lay leadership and of disinterestedness which must be followed in social agencies.

Further, the executive should not be a member of the board, for the obvious reason that he should not be allowed to vote on policies that may affect his own salary or his own working conditions. If he is competent, he does not need a vote to secure acceptance of desir-

able measures. If he is not competent, his vote would merely add to the unhappy results of his inadequacy.

Social work does not follow the example of corporate business in which the salaried manager frequently is also the president or the chairman of the board. Control in social work is not based upon control of stock or upon the dominance of the motive of profit. Social agency controls flow from the principle of developing the largest possible participation of the lay members of the community in social work and of promoting their responsibility as a voluntarily serving group of individuals.

As a matter of good participative practice, discussion should be carried as far as is necessary to secure practically unanimous approval by the board of the action taken. A majority of one vote is not enough to decide most social agency questions. The executive's vote should not be decisive, and therefore it is not necessary or desirable. Although we have worked as executive with administrative boards for over thirty years, we cannot recollect a time when we wished we had had a vote; or when our vote, if cast, would have changed a decision.

RELATION OF BOARD TO STAFF. The board is responsible for the selection of the executive and for working with him in the management of the organization. It should determine, on the recommendation of the executive, the number of persons to be employed, the duties of each position on the staff, the qualifications of the persons to fill those positions, and the salaries to be paid.

(a) *No Interference in Management.* On the other hand, the board should not interfere in management. It should leave the executive free to employ and to discharge staff members within the limitations of his budget. The executive should expect that all orders are to be given by him and not by board members. He cannot control employment and direct his staff if he suffers interference from the board. He may consider it desirable to consult with the board regarding the persons whom he considers employing, for the sake of getting the benefit of the experience of board members and of having their advice regarding the discharge of an unsatisfactory worker. Indeed, in some agencies personnel committees have been established. They advise with the executive on personnel matters and make recommendations to the board in respect to the principles which are to be followed.

If the employees have formed a union, as in some communities, the personnel committee would work on the detail of union con-

tracts, in conference with the executive and the union representatives. The union contract, of course, would have to be approved by the board.

(b) *Share in Management by Staff.* Despite this necessity for concentrated responsibility, the board and the executive will find it worth while to give staff members a voice in the management of the organization. That procedure is only good participative technique. For example, a wise executive will discuss all policies with qualified members of his staff before he presents the proposals to the board, and he will secure the staff's agreement in general as to what those policies should be. He will thus be benefited by the thought and experience of his staff. Further, he will have its interested and active co-operation in the administration of those policies if they are adopted.

(c) *Attendance of Staff Members at Board Meetings.* Many boards and executives think it wise to have qualified staff members attend board meetings. These staff members may present and discuss matters with which they are especially conversant. They also will gain a knowledge of the factors involved in board decisions which particularly affect them. Some executives have their responsible assistants attend all meetings of the board of directors. This practice is good for the board, which thus becomes acquainted with the point of view of the staff members. The practice is good for the assistants, too. It gives them experience in the conduct of board meetings and a feeling of added self-respect because of the recognition which is given their work. It is also good for the executive, for his competence may be partially judged by the competence of his staff. No executive worth the name will feel that his prestige or importance is diminished if staff members are allowed to meet with the board. On the other hand, an able staff member is usually an evidence of a good executive. "By his fruits shall ye know him!"

MAKE-UP OF THE BOARD. The make-up of the board of directors is quite as important as are its responsibilities and functions. Although the constitution and bylaws usually prescribe the board's size and the mode of appointment, important considerations of policy enter into the election of its members.

(a) *Wealth not Necessary in Chest Agencies.* Many social agencies have thought it necessary to get some men and women of means on their boards in order to entice these people to contribute, yet, this scheme is not necessary when the agency is a member of a com-

munity chest. The chest, with the co-operation of the agencies, raises the money with which the agencies do their work. A person of wealth, therefore, should be chosen only if he will contribute something in the way of judgment, service, or prestige to the organization.

(b) *Congeniality.* In some social agencies it is thought desirable that the members of the board be socially agreeable and congenial one to another. This may be a wise precaution with some social agencies of the old-fashioned aristocratic type.

(c) *More Vital Board Qualifications.* Yet, in general, agencies which have serious work to do in the community will ordinarily employ other considerations. It is manifest that members of the board should have vision and social intelligence. Persons who are invited to serve on the board should be truly interested in the work of the agency. They should accept service before they are officially nominated or elected. They should be people who can work together without bickering. They should represent various viewpoints and wholesome differences of opinion. Open-mindedness is more important than agreement.

(d) *Diversity of Interest and Age.* Board members should represent various elements in the contributing or service constituency of the organization. A social agency which works among the foreign-born might well include members of the foreign groups it serves. An agency to which all elements in the community contribute should have on its board individuals who represent the points of view of those elements—political, religious, social and economic, racial and geographical. As suggested earlier, an agency which serves a fairly stable and competent group of clients, such as a social settlement, might include representatives of its service constituency. YWCA's often have on their boards representatives of the young industrial and business women whom the organization serves. An agency that is non-sectarian in service might have members of the principal religious groups of the community upon its board. Another organization which seeks to secure widespread help and co-operation from employees of industries in which organized labor is strong might include on the board representatives of labor unions as well as of other interests, such as management. Thus the interests of these groups can be considered in working out the policies of the organization, and the board members in turn can interpret those interests to the groups which they represent.

Boards should include diversity of age as well as of interest. Many boards have much too high an average age. Maturity is necessary. So, too, are youth and enterprise. The board should have the prestige and experience of those who have "arrived," but it should also have some "comers" who are on their way up in community life and may be trained to take increasing responsibility.

(e) *Suggestions of Experienced Executives.* A number of experienced executives have suggested qualifications for board members, as follows:

We try to keep our group co-ordinated in selecting board members, but not exclusively so. We always have some small representation of unpopular groups and holders of unpopular viewpoints to give a little jar and let in some fresh air now and then.

Certain board members should "understudy" for others who hold responsible positions of leadership on the board. A probable "line of ascent" is worked out for the position of president and for the chairmanships of important committees. The nominating committee charts the possibilities for three years ahead. A relation is maintained between the number of those who expect to give a great deal of time to committee work and that of those who cannot do this but can attend board meetings. Attention is paid to the representation of various outstanding groups in the community. Continuity of service in the nominating committee guards against any undue break in the line of reasoning.

Some interlocking among the members of boards in the same community helps to promote understanding and co-operation.

Co-ordinate as many as possible of the factors of community resources in terms of members having specific background and experience that bear in and focus upon the particular work of the agency.

Other qualifications for board membership which have been suggested by various authorities are: understanding of the problem of the organization; intelligence; power to influence public opinion; readiness to give time; desire for the work to advance; possession of the confidence of the community; ability to think of themselves as individuals rather than as representing particular groups; ability to give special service along specific lines of the organization's activities; strength in the community, both actual and potential; ability to give and take in discussion; co-operativeness within the board and in its attitude toward other social agencies; possession of an inquiring attitude on all questions; and willingness to learn the work of the agency.

SHOULD SOCIAL WORKERS SERVE ON RIVAL BOARDS? Although board members as far as possible should represent all those interests which

may strengthen the work of the agency, some question exists as to whether professional social workers should serve on the boards of agencies other than those which employ them. It is quite true that many leaders of social work have been active on the boards of agencies in the past. However, with the development of community chests and councils, it is probably wiser in general for the social work executive to make his influence felt through the committees of the community chest and council. There he can discuss social questions and promote standards of social work in collaboration with other social workers and with laymen.

Some disadvantages, for example, might appear if the community chest was short of funds for the development of new work. An executive might in behalf of his own agency argue valiantly for additional funds needed for his work, yet as a board member of another agency he might feel that if additional funds were granted to it his own might be less likely to secure additional funds. Thus he might quite sincerely oppose expansion of an agency of which he was a board member, while encouraging it in the case of an agency for the management of which he was responsible as an executive. Then, too, it is generally unwise to put one executive in a position of power over another of equal status in another agency.

It therefore seems a good plan for the average executive or social worker to confine his official relationships to the organization which employs him. As its representative he can make his influence felt through the co-operative activities in which it participates. This principle, of course, does not prohibit his serving as a member of the boards or committees of organizations which are not social agencies.

TASK OF THE NOMINATING COMMITTEE. The nominating committee, as has been suggested, plays an important part in the selection of the board of directors. The committee usually is appointed by the president or elected by the board. Sometimes nominating committees are elected at the annual meeting and serve throughout the year, studying possible board personnel and presenting nominations if vacancies occur during the year.

Whether for interim vacancies or for annual election, the committee should select for nomination those persons who not only will co-ordinate with others in the group but also will have something distinctive to contribute to the work of the society. If the committee does not serve as a year-round committee on board and committee personnel, it should begin its work two or three months before the

annual meeting. In that way it can make careful selection and secure acceptances of nomination from the best available candidates.

(a) *Discreet Aid from the Executive.* A valuable aid to the work of the nominating committee in suggesting board members may be found in the executive. He may find it desirable, as may the president, to attend the meetings of this committee and to aid in their consideration of candidates for the positions to be filled. The executive however, should, suggest the qualifications required for the various board members and officers and the considerations which are necessary for the creation of a well-rounded board, rather than insist upon or suggest too actively the nomination of specific individuals. A suspicion should never arise that he is hand-picking his own board of directors or his officers. His role should be to make suggestions to help the committee and to keep it from choosing people who are not qualified.

The executive, by virtue of his acquaintance with the community and with the problems of his organization, often has specific information about individuals which will be helpful, but he should offer it only as a suggestion. It is a good plan for him to submit to the nominating committee a list of the positions to be filled and suggested qualifications for those positions, together with the names of persons of known interest and ability (more numerous than the positions to be filled) from which the committee may select. The committee should understand that it is entirely free to select any other persons it may think desirable.

(b) *Suggestion from Board and Constituency.* In addition to its own ideas and those of the executive, the nominating committee may find it desirable to secure suggestions from the agency's board members or from all or part of the voting membership. This may be done by letter, mailed with a return postal card.

(c) *Rotation in Office.* From whatever source names are received, the nominating committee should have in mind the full implications of the principles of rotation in office which have already been discussed. Almost every social worker has at one time or another seen an ingrowing board that is unwilling to listen to suggestions, unmoved by changing conditions of community life, and uninfluenced by the modern techniques of social work or one that is made up of persons practically all of whom are children or grandchildren of former board members of the organization. These are boards of tradition rather than boards of directors. Many an organization has

deteriorated because of the perpetual service on its board of certain willing and more or less valuable individuals. As has been suggested, many boards are too old and conservative; younger and more creative members should be worked in, to help in adapting programs and methods to changing conditions of community life. New blood is vital for the effective continuance of board activities.

One of the chief sources to which a nominating committee should look for board members are the committees of the organization. These board members can be kept, as it were, in incubation until they are ready to hatch out for full-fledged service in the openings which develop on the board.

(d) *Further Ideas from Executives.* Here are further practical suggestions, made either by individual executives or by groups of them:

Considering that proven workers are mortal, continuous effort should go into the task of getting new blood. Understudies should be developed for important jobs such as the president or the chairman of the campaign or finance committee.

Set up or maintain on cards a prospect list drawn from a variety of sources. Each card should show the community interests and connections of the person named and his probable value in various kinds of activity—for example, committee work, campaign work, executive leadership, board membership, and the like.

The individualization of board members is particularly important. Information as to where each serves most effectively and in what direction each one serves at all is essential to the society's well-being. The data are worth going over frequently to see just how much strength the board possesses and in what directions it needs strengthening. Is a board member useful:

- (a) As an individual adviser?
- (b) As a board member at board meetings?
- (c) As the chairman of a committee?
- (d) In the working out of interrelationships with other agencies?
- (e) In his comprehension of the agency's work—what contacts with it?
- (f) In working out a piece of community development?
- (g) As an interpreter of the work?
- (h) As a money-raiser through the community chest?

By the use of the policies which have been outlined, in conjunction with a well-planned constitution and bylaws, the board of directors of a social agency may be made a primary factor in its effective service.

Boards of directors carry on their work largely through committee action. The principles and practice of committee management will therefore be discussed in the next chapter.

QUESTIONS

1. What examples can you give of board members who have helped with
 - (a) Interpretation?
 - (b) Securing financial support?
 - (c) Rendering other volunteer service?
 - (d) Representing the agency?
2. How do you think members may be induced to share actively in board meetings?
3. Give an illustration of the board's work as a maker of laws and policies.
4. What examples can you give of good and of bad relationship between board and executive?
5. Can you give an example of circumstances under which an executive should resign rather than carry out the policies of his board?
6. What results have occurred in your observation when the executive is a member of the board of his own agency? (We hope you cannot find any such horrible example.)
7. Can you cite any example of board interference with staff management? If so, what were the administrative results?
8. What example can you give of staff participation in management?
9. Study the board of some social agency, analyzing the functions performed by board members in and for that agency and the qualifications these persons possess for board membership.
10. What do you think would be an ideal make-up for the board of that agency?
11. Give examples of good and bad effects resulting from the presence of the executive on the board of some other agency.
12. Study the work of the nominating committee of some social agency. How does its procedure compare with that studied in this chapter?