

MORE THAN WORDS

A RESOURCE IN FOUR PARTS



PART THREE: GOVERNANCE CHALLENGES



TAKING GOVERNANCE SERIOUSLY

A DESCRIPTION OF THE
PROCESS THAT THE FMS BOARD
FOLLOWED IN ITS EFFORTS
TO DEVELOP A GOVERNING
BOARD PREPARED TO LEAD THE
FOUNDATION AS IT WORKS MORE
DELIBERATELY ON ISSUES OF
EQUITY.

MORE THAN WORDS

A DESCRIPTION OF THE FOUNDATION FOR THE MID SOUTH'S ORGANIZATIONAL
TRANSFORMATION EMPHASIZING RACIAL, SOCIAL, AND ECONOMIC EQUITY



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PREFACE

Beginning in 2003, the Ford Foundation made several significant investments in the Foundation for the Mid South (FMS), enabling the FMS board of directors and staff to reflect critically on how the organization needed to transform if its leadership wanted to effectively pursue its commitment to promote racial, social, and economic equity in the American Mid South. The Ford Foundation provided resources to support (1) an internal change process that engaged the entire FMS board and staff, and (2) the establishment and activities of the Mid South Commission to Build Philanthropy (the Commission).

The Foundation for the Mid South recognizes the importance of sharing the lessons we are learning from this organizational transformation process with the wider philanthropic community. In the aftermath of Hurricanes Katrina and Rita, our country has once again been challenged to recognize and acknowledge that inequality, persistent poverty, and racial disparities continue to undermine the health of our nation and deny the full dignity of all persons. While philanthropic organizations cannot resolve these challenges alone, they can use their voice, leadership role, financial resources, and credibility to make important progress on these fronts.

In addition to the report of the Commission, *Where Hope and History Rhyme: Reflections and Findings from the Mid South Commission to Build Philanthropy*, the Foundation for the Mid South agreed to prepare and disseminate four additional resources that philanthropic organizations interested in working on issues of equity could use to inform and guide their efforts. These resources and tools include the following:

- A look at **FMS's transformation** to support and invest in racial, social, and economic equity in the Mid South and the impact that the process is having on FMS's organizational and grantmaking strategies.
- Reflections on the **leadership challenges** that chief executive officers must negotiate as they work with both boards and staff throughout a transformation process.
- A description of the process that the FMS board followed in its efforts to **develop a governing board** prepared to lead the foundation as it works more deliberately on issues of equity.
- An assessment of how **documentation** can enhance the transformation process that includes the seven memoranda chronicling the work of the Mid South Commission to Build Philanthropy.

These four resources and the Commission's report are available in print or electronically at www.fndmidsouth.org. We welcome your feedback and questions, and hope that these materials prove helpful to our colleagues.

TAKING GOVERNANCE SERIOUSLY

The transformation process embraced by the FMS board and staff created opportunities for the organization’s leadership to take a step back, reflect on the foundation’s history and accomplishments, and listen to and learn from citizen-leaders who served with FMS directors as members of the Mid South Commission to Build Philanthropy (the Commission). Over three years, board members and staff transcended traditional patterns of communication, with staff reporting to board on activities and board members offering “thumbs up/thumbs down” votes at board meetings. In its place, board and staff shared personal stories of their experiences with race and racism, and board meetings became shared learning moments of inquiry, exploration, and strategic thinking.

At least twice during this process of learning and discovery, board members were challenged—and challenged themselves—to consider what types of leaders the organization needed at the director level as FMS began the next phase of its evolution. During a site visit to a public school in the Mississippi Delta, board and staff wrestled with how the foundation could work most strategically to ensure equitable and high quality public education for all children living in the three states. As board members recalled their personal experiences with desegregation and candidly reflected on their minimal current interaction with the public school system, a founding FMS director raised the question if the board needed an infusion of younger members who would bring different perspectives and experiences to the foundation’s deliberations.

The question of governance and who should lead FMS at the director level gained momentum in 2004 as FMS board members (with other leaders from the Commission) traveled to South Africa. During that trip, commissioners met with board and staff members of the Greater Rustenberg Community Foundation who spoke about the need to develop governance structures that are reflective of the communities being served. When identifying potential new members for the foundation’s board, for example, directors of the Rustenberg Foundation ask a series of questions that includes the following:

- How can this person increase the foundation’s understanding of the issues and communities supported by its grantmaking investments?
- In what ways do the skills and knowledge of the potential board member align with the challenges and opportunities facing the organization?
- What is the long-term leadership capacity of the candidate both within the foundation and the broader community?

In the Commission’s final report to the region, *Where Hope and History Rhyme: Reflections and Findings from the Mid South Commission to Build Philanthropy*, the commissioners called upon the region’s philanthropic organizations to diversify board and staff leadership and to develop “search processes and selection criteria that challenge board members to look beyond their rolodexes when identifying new leaders for board service.”

LIVING TRUE TO OUR WORD

To truly reflect our commitment to equity and to help integrate the experience into the culture of the institution, the entire FMS board participated as members of the Mid South Commission to Build Philanthropy. If FMS directors as members of the Commission were going to challenge the region’s philanthropic leadership to act differently, we recognized that FMS had to lead by example. We knew that words without action would ring hollow and were committed to ensuring that the Commission’s report be a catalyst for action, not just another report sitting on bookshelves gathering dust.

The opportunity to work on the issue of governance surfaced during our 2005 board meeting when the board adopted a new mission statement for FMS:

The Foundation for the Mid South invests in people and strategies that build philanthropy and promote racial, social, and economic equity in Arkansas, Louisiana, and Mississippi.

Reflecting on this statement, a director asked about its implications for the upcoming search to fill vacant board seats. A spirited conversation followed, and the board charged the Governance Committee with the work of designing and implementing a process that took seriously the Commission’s challenge to look beyond our rolodexes. The board, on the advice of the Governance Committee, made four key decisions at the outset of this work that reflected our deeply held commitments and values.

- 1 We agreed that the board—not the staff—had to “own” the process of identifying new members.**
- 2 We recognized the critical need to draw on the wisdom and experiences of non-FMS board members who shared our commitment to promoting equity and building philanthropy.**
- 3 We understood the need to “get our own house in order” before bringing new members to the board table.**
- 4 We agreed that the search process had to be completely open and transparent.**

1 THE WORK OF THE BOARD

At such a critical juncture in the foundation's history, board members recognized that we had to discuss openly and name for ourselves the perspectives, skills, and experiences that were needed around the board table if FMS was going to make significant headway in its efforts to promote equity and build philanthropy. While we encouraged and welcomed input from executive and program staff, FMS board members rejected the temptation to delegate responsibility for this key component of the transformation effort. To ensure board ownership, we charged the Governance Committee with lead responsibility for guiding the selection process and spent ample time at our regular meetings discussing the work and progress of the committee.¹

Informed in large measure by our experiences as members of the Mid South Commission to Build Philanthropy, as well as by an analysis of the board composition, the FMS directors agreed that the foundation's commitment to build equity and promote philanthropy would be significantly enhanced by new directors that include

- **African Americans of wealth** who could both help the organization's leadership understand how to more effectively raise money and make grantmaking investments to establish legitimacy and credibility with African American donors, as well as who would use their influence and social networks to increase the foundation's access to potential donors.
- **Younger and emerging leaders** who could bring a fresh perspective to FMS's work and who could—if necessary—challenge the foundation's long held assumptions and ways of working on issues ranging from public education to asset development targeting young families and children. As we sat around the board table and joked about the sea of salt-and-pepper hair, we recognized the opportunity to use the search as a mechanism for creating a pipeline of talented leaders who could educate their colleagues and peers about the power and potential of philanthropy to build stronger communities.
- **People who bring deep understanding of public policy issues and how change happens in the Mid South, particularly related to issues of asset development and community economic development.** Throughout the Commission process, the FMS directors repeatedly heard about the critical need for philanthropic organizations in the region to invest in people and strategies working to promote equitable public policies. As the search for new board members began, the directors took seriously the opportunity to enhance FMS's capacity to work strategically on public policy issues by identifying leaders from the region who had a long history working on these issues.

In addition to these qualities, the FMS board also articulated the strong desire to identify candidates who

- possess vision, a capacity to involve others in problem solving, and persistence;
- could bring a regional perspective to the foundation’s work and would not be “single issue” people;
- possess passion for, knowledge of, and commitment to the nonprofit sector;
- would be advocates for FMS, both within and outside the region;
- have demonstrated experience for bringing people and organizations together across racial, social, and economic fault lines to share resources and work collaboratively.

2 THE WISDOM OF ALLIES

The process of serving on the Mid South Commission to Build Philanthropy enriched the board’s collective imagination about the potential change that philanthropic organizations could facilitate in the region. This process also helped board members understand the need to listen to and learn from allies who care deeply about the organization and who were willing to challenge FMS to make necessary, difficult changes to realize its commitment to equity.

As the search for new directors began, the board agreed that a Board Development Taskforce (BDT), including both FMS directors and members of the Commission, should be established to give the FMS board courage and confidence to make potentially difficult decisions about who should lead the organization in the future. The members of the Commission who agreed to serve on the Board Development Taskforce included the following:

- L.C. Dorsey, Associate Director, Delta Research and Cultural Institute, Mississippi Valley State University²
- Pat Lile, President, Arkansas Community Foundation
- Ashley Shelton, Independent consultant and current Director of Policy Initiatives, Louisiana Disaster Recovery Foundation
- Moses Williams, President and CEO, Northeast Louisiana Delta Community Development Corporation

Jennifer Eplett Reilly, chair of the FMS Governance Committee, and Ted Kendall represented the FMS directors on the Board Development Taskforce.

The members of the FMS board asked BDT members to assist in the selection process by

- reviewing and vetting application materials submitted by leaders from throughout the region who wished to be considered for FMS board membership;
- developing a short list of candidates from the pool of applicants who possess the commitment, perspective, life experiences, and skills needed to lead FMS as it realizes its new mission statement;
- conducting reference check interviews on the short list of candidates;
- helping FMS develop a pipeline of candidates who should be cultivated by FMS executive staff and board members for future positions.

In addition to reviewing all application materials and conducting reference check interviews, the BDT participated in three conference calls and one two-day meeting to fulfill their duties.

3 GETTING OUR HOUSE IN ORDER

Before identifying new members to serve on the board, the FMS directors recognized the need for the Foundation for the Mid South to “get its house in order” and to make sure FMS was current on its governance policies and practices. To this end, the members of the Governance Committee

- reviewed and proposed modifications to the organization’s bylaws, including limiting the number of terms that board members can serve, establishing a minimum and maximum size for the board, stating clearly that no directors be compensated for their service to the board (with the exception of reimbursement for reasonable expenses incurred in the performance of duties), and strengthening language related to self-dealing, the limits of committees’ authority, and the work of the four committees;
- drafted a Board of Directors Code of Ethics;
- drafted a Policy on Conflicts of Interest;
- drafted a Conflict of Interest Policy Acknowledgment Form;
- drafted a Board of Directors Disclosure Statement;
- prepared a list of Performance Expectations of FMS Board Members;
- prepared a list of Core Duties and Responsibilities of FMS Board Members.

The FMS directors reviewed and approved all documents prepared by the Governance Committee.

In addition to these changes in policy and practice, the members of the Board Development Taskforce offered the following recommendations to improve the effectiveness of the FMS board:

- Hold four meetings annually (the Foundation board had traditionally met on three occasions annually).
- Initiate conversation about board composition and board recruitment at least five months before the slate of candidates is to be presented. The BDT members also recommended that the foundation's President maintain a file of potential board members throughout the year.
- Provide a comprehensive half-day (or day-long) orientation for all new board members, including background information on the foundation's history and administrative operations, grantmaking strategy, finances and investment practices, and governance responsibilities.
- Schedule an annual retreat providing opportunity for directors to bond, learn about strategic issues before the foundation, and assess the effectiveness of the foundation in realizing its strategic aims.
- Develop an annual assessment instrument to gauge the effectiveness of the board (both as individuals and as a collective body) in fulfilling the performance expectation of directors and in advancing the strategic goals of the foundation.
- Look for opportunities to use non-board members as members of advisory committees as a strategy for engaging more leaders in the work of the foundation and for gaining insights about potential board members.

The board adopted all of these recommendations and began integrating these practices in 2006.

4 A TRANSPARENT SELECTION PROCESS

The board's final decision to conduct a transparent search process required that the organization communicate in an open and clear manner to a wide audience of stakeholders. A **Call for Nominations** letter, including the selection criteria, performance expectations, and core duties and responsibilities for FMS board members, was sent to over 200 diverse leaders from the region. People nominated through this process received a letter succinctly describing

the application and decision making process, and were provided the telephone number of a consultant retained by FMS to guide the selection process.

Shortly after the board approved the “short list” of candidates, the selection process began. Candidates not selected for reference check interviews received a letter informing them of the board’s decision. Candidates selected to proceed in the process received a telephone call from the consultant informing them of the board’s decision and obtaining their permission to conduct reference check interviews. All reference check interviews were conducted with the highest standards of confidentiality.

Following the selection of new board members, each candidate who was not selected to serve on the board received both a declination letter and a telephone call directly from an FMS board member. Candidates selected to serve on the board were notified in a similar fashion. The press release announcing the board’s decision was sent to all people who received the **Call for Nominations** letter, FMS partners and grantees, regional and philanthropic media, and people identified by the newly selected directors.

Copies of many of the documents disseminated during the selection process appear in the appendix of this report, including the press release announcing the six leaders identified to serve on the FMS board.

The Foundation for the Mid South encourages philanthropic leaders interested in learning more about the FMS board selection process to contact FMS President Iyve L. Allen.

¹ The selection process used by FMS was greatly informed by the process developed and implemented by the Jessie Ball duPont Fund in 2004. For more information about the Fund’s process, contact the Fund’s President Dr. Sherry P. Magill.

² For personal reasons, L.C. Dorsey was unable to participate in the full BDT process.

APPENDIXES

**APPENDIX A:
BOARD MEMBER SEARCH ANNOUNCEMENT**

**APPENDIX B:
CALL FOR NOMINATIONS LETTER**

**APPENDIX C:
LETTER TO POTENTIAL CANDIDATES**

**APPENDIX D:
LETTER OF WELCOME TO NEW BOARD MEMBERS**

**APPENDIX E:
PRESS RELEASE
ANNOUNCING NEW BOARD MEMBERS**

LOOKING FOR LEADERS!

Foundation for the Mid South (FMS) Board of Directors

SELECTION CRITERIA FOR FMS BOARD MEMBERS

The members of the FMS Board of Directors are looking for the following:

- Diverse leaders who have a demonstrated track record of working to promote equity and create access and opportunities for all people in the Mid South
- Individuals of different backgrounds and experiences who embody the spirit of community philanthropy and who invest time, talent, and treasure to realize the aims of the Mid South Commission to Build Philanthropy
- Young people who have a demonstrated commitment to community building in the Mid South and who are interested in exploring the intersections of philanthropy, public policy, and equity
- Grassroots leaders working to promote sustainable economic and community development in rural and/or urban areas, who possess deep knowledge and understanding of asset-building strategies
- Individuals who understand the critical importance of and are committed to fundraising and resource development

Given the Foundation's mission and work, all candidates must

- live in the three-state region served by FMS;
- have a history of working across traditional boundaries of race, class, gender, geography, and perspective;
- be willing to devote up to eight days annually to the Foundation, including participation in and preparation for board and committee meetings and in the organization's resource development efforts.

Performance Expectations of FMS Board Members include

- participating in the Board orientation process;
- participating in up to four full-day board meetings annually;
- serving on at least one Board Committee as assigned by the chair of the FMS Board of Directors;
- abiding by the Foundation’s Conflict of Interest and Code of Ethics Statements;
- remaining knowledgeable about the Foundation’s diverse activities, commitments, and initiatives;
- making an annual contribution to the operating budget of the Foundation, according to each individual’s personal means;
- participating—as appropriate—in the resource development activities of the Foundation;
- representing the Foundation at various functions when necessary.

Core Duties and Responsibilities of FMS Board Members* include

- determining the organization’s vision and mission;
- establishing organizational and investment policies and practices to ensure that the Foundation fulfills the highest standards of the public trust;
- ensuring effective stewardship and management of the Foundation’s resources, including approval of and periodic review of the annual budget;
- charting with the President the short- and long-term strategies of the Foundation;
- making final funding decisions on grant proposals;
- assessing the effectiveness of the Foundation’s programs, fundraising activities, and institutional leadership;
- supporting, evaluating, and hiring/firing the President.

* The FMS Board uses a committee structure to accomplish many of the core duties and responsibilities described.

Note: Board members are not compensated for their service to the Foundation for the Mid South. However, board members may request reimbursement for appropriate expenses incurred in the administration and performance of the Foundation's business.

CALL FOR NOMINATIONS LETTER April 2005

Dear —:

Given your experience and commitment to the Mid South, we request your input as the Foundation for the Mid South (FMS) seeks new board members from Arkansas, Louisiana, and Mississippi who exhibit the values inherent in the foundation's recently adopted mission statement:

The Foundation for the Mid South invests in people and strategies that build philanthropy and promote racial, social, and economic equity in Arkansas, Louisiana, and Mississippi.

For the past two years, with support from the Ford Foundation, FMS board members have participated as active members on the Mid South Commission to Build Philanthropy. This experience increased our board's understanding of the critical role that philanthropy must play in our region if we are going to address the seemingly intractable challenges that leave far too many of our region's citizens—white, black, and Hispanic—in poverty and disconnected from opportunity.

As the chairs of the Board and the Board Development Taskforce, we seek your assistance in identifying candidates for the FMS board who can help the FMS realize the Vision for the New Mid South articulated by the Mid South Commission to Build Philanthropy. We have enclosed a copy of the Commission's report, *Where Hope and History Rhyme: Reflections and Findings from the Mid South Commission to Build Philanthropy*, and encourage you to pay particular attention to page nine (where you can find a description of the Vision for the New Mid South) and pages 33-43 (where you will find the action agenda developed by the commissioners). We hope you will review this document and use the enclosed form to nominate people you believe possess the passion, commitment, life experiences, and relationships necessary to be thoughtful and committed board members. Individuals may nominate themselves.

All nomination forms must be received no later than Monday, May 2, 2005, and should be sent to Beverly Wade Hogan's attention at the Foundation for the Mid South. We have enclosed a return address envelope with this letter.

To assist us with this process, the FMS board has established a six-person Board Development Taskforce, including four members of the Mid South Commission to Build Philanthropy who do not serve on the FMS board. Members of the Board Development Taskforce include the following:

- L.C. Dorsey, Associate Director, Delta Research and Cultural Institute, Mississippi Valley State University
- Ted Kendall, current FMS board member
- Pat Lile, President, Arkansas Community Foundation
- Jennifer Eplett Reilly, Chair, FMS Governance Committee
- Ashley Shelton, Independent Consultant
- Moses Williams, President and CEO, Northeast Louisiana Delta Community Development Corporation

The process is being guided by an outside consultant, Mark Constantine, who is familiar with the work of both FMS and the Mid South Commission to Build Philanthropy.

Please know that our nominations process is confidential. Should you decide to nominate candidates for the board positions, we will not reveal your name unless you give us permission to do so.

The Board Development Taskforce will assist the FMS board in identifying a short list of finalists for the board positions. The current members of the FMS board will make final decisions concerning the selection of new board members. We anticipate the public announcement of new board members will be made by August 2005. Should you have any questions about the nominations process, please phone Mark Constantine at (919) 489-5901.

On behalf of my fellow board members, we wish to thank you for your assistance in our search.

Sincerely,

Dr. Beverly Wade Hogan
Board of Directors
Foundation for the Mid South

Jennifer Eplett Reilly
Chair, Board Development Taskforce
Foundation for the Mid South

Cc: George Penick, President, Foundation for the Mid South

Enclosures

LETTER TO POTENTIAL CANDIDATES May 2005

Dear —:

We wish to inform you that your name has been submitted as a potential board member of the Foundation for the Mid South (FMS), a regional development foundation headquartered in Jackson, Mississippi. The Foundation for the Mid South invests in people and strategies that build philanthropy and promote racial, social, and economic equity in Arkansas, Louisiana, and Mississippi.

As you may know, FMS was established in 1989 and has received significant support from corporate, political, and philanthropic leadership in the three states, as well as from national philanthropic organizations. Since its inception, FMS has worked consistently to stimulate investments in and leadership on key issues facing the region, including economic development, children and families living in poverty, and public education.

During the past two years, with support from the Ford Foundation, FMS board members participated as active members of the Mid South Commission to Build Philanthropy. That experience reinforced our board's understanding of and commitment to the critical role that philanthropy must play in our region to address the deep and long-lasting challenges that leave far too many of our region's citizens in poverty and disconnected from opportunity. The experience also highlighted for us the critical importance of identifying the next generation of board leaders who possess the passion, commitment, life experiences, and relationships necessary to help FMS realize the Vision for the New Mid South articulated by the Mid South Commission to Build Philanthropy.

To assist us with our search for board members, we have established a six-person Board Development Taskforce, chaired by FMS board member Jennifer Eplett Reilly and guided by an outside consultant, Mark Constantine. Members of the Board Development Taskforce include the following:

- L.C. Dorsey, Associate Director, Delta Research and Cultural Institute, Mississippi Valley State University
- Ted Kendall, current FMS board member
- Pat Lile, President, Arkansas Community Foundation
- Jennifer Eplett Reilly, Chair, FMS Governance Committee
- Ashley Shelton, Independent Consultant
- Moses Williams, President and CEO, Northeast Louisiana Delta Community Development Corporation

The Board Development Taskforce will identify both a short list of finalists for the open board member positions and a pool of candidates for future FMS board positions. The Foundation for the Mid South's current Board of Directors will make final decisions concerning the selection of new board members. We anticipate the search process for new board members will conclude by late October 2005.

If you wish to be considered for a board position, we ask that you submit the following materials to be received at the Foundation's offices no later than Friday, June 3, 2005:

- A short cover letter that explains why you wish to be a board member and what prepares you professionally and personally for this important responsibility
 - A résumé
 - A list of references with address and phone number (not to exceed four people)
- (Note: We will not contact references until we have spoken directly with you and received authorization to do so.)

Please send your materials to the following address:

Beverly W. Hogan
Chair, Board of Directors
Foundation for the Mid South
134 East Amite Street
Jackson, MS 30201

To help you make your decision, we have enclosed a fact sheet describing the selection criteria, performance expectations, and core work of an FMS board member; the most recent FMS *Year in Review*; and a copy of the Commission report, *Where Hope and History Rhyme: Reflections and Findings from the Mid South Commission to Build Philanthropy*.

Should you have any questions about the board member position, please phone Mark Constantine at (919) 489-5901.

Sincerely,

Beverly W. Hogan
Chair, FMS Board of Directors

Jennifer Eplett Reilly
Chair, FMS Board Development Taskforce

Enclosures

cc: Board of Directors, Foundation for the Mid South
FMS Board Development Taskforce
George Penick, President, Foundation for the Mid South
Mark Constantine, Consultant

LETTER OF WELCOME TO NEW BOARD MEMBERS November 2005

Dear —:

We wish to congratulate you again on your selection as a member of the Board of Directors of the Foundation for the Mid South (FMS). We find working for FMS an extraordinary privilege, and we know that you and your colleagues will feel the same. Please know that we are excited about beginning this new chapter in the foundation's life, and we are most grateful that you are willing to bring your expertise, time, and commitment to help the organization realize its mission to promote racial, social, and economic equity and to build philanthropy in our region.

In mid-January, you will receive a copy of our director handbook, which includes a history of the Foundation for the Mid South, its governance structure and grantmaking policies, trustees policies, relevant legal information, the foundation's investment policies, and bios of current board members and staff. We are in the process now of establishing dates for our four board meetings in 2006. Your first meeting as a member of the board will be in February, and we will offer a half-day orientation to you and your colleagues on the day before the scheduled meeting. We will contact you with these dates as soon as we finalize them.

You can expect to hear from George Penick, president of the Foundation for the Mid South, within the next few weeks. Like the members of the FMS board, George and the foundation staff are delighted that you will be joining the organization.

Again, thank you for your willingness to serve the Foundation for the Mid South at this most important moment in our history. We look forward to exciting and fruitful years ahead.

Sincerely,

Beverly Wade Hogan
Chair, FMS Board of Directors

Jennifer Eplett Reilly
Chair, FMS Governance Committee



134 East Amite Street
Jackson, MS 39201
www.fndmidsouth.org

PRESS RELEASE
FOR IMMEDIATE RELEASE

Chris Crothers, Communications Director
601.863.0483
ccrothers@fndmidsouth.org

FOUNDATION FOR THE MID SOUTH NAMES NEW DIRECTORS

JACKSON, MISSISSIPPI (NOVEMBER 21, 2005) – The Board of Directors of the Foundation for the Mid South have selected six individuals to serve as new directors of the foundation.

The following have been selected as directors-elect to begin serving terms in February 2006:

- Senator Robert L. Jackson, Marks, Mississippi. Mr. Jackson has served as Chief Executive Officer of Quitman County Development Organization (QCDO) since 1987. During his tenure at QCDO, he established the nationally renowned Black Church and Community Economic Development Program and chartered the Quitman County Federal Credit Union. He currently serves as a Mississippi state senator (District 11) and has served as vice president of the board of directors of the National Federation of Community Development Credit Unions.
- Charles Victor McTeer, Greenville, Mississippi. A trial lawyer with extensive litigative experience, Mr. McTeer has practiced law in Mississippi since 1972. In 1995, he received the “Chief Justice Award” from the Chief Justice of the Mississippi Supreme Court recognizing his service to the legal profession and the people of the State of Mississippi. He is co-founder of the McTeer Foundation which provides financial assistance to students throughout Mississippi and served as a member of the Mid South Commission to Build Philanthropy.
- Nancy T. Montoya, New Orleans, Louisiana. Ms. Montoya serves as Regional Community Development Manager for the Federal Reserve Bank of Atlanta with responsibilities for southern Louisiana and Mississippi. From 1995 until 2001, she served as community outreach director for Hibernia National Bank and played an instrumental role in establishing the New Orleans Community Development Fund. Ms. Montoya has served as president of the Neighborhood Housing Services of New Orleans and was a founding member of the Greater New Orleans IDA Collaborative.

- Patrick C. Moore, Alexandria, Louisiana. Co-owner of the Moore Planning Group, Mr. Moore has lead the firm for more than twenty years on projects ranging from the facilitation of Community Quality of Life and Development Master Planning for cities and parishes, to design of state and city parks. Mr. Moore has served as guest lecturer to U.S. Senator Mary Landrieu’s SMART Growth Summit and Governor Blanco’s Economic Development Conference. Mr. Moore has recently been appointed as a member of the Central Louisiana City Board of Hibernia National Bank.
- Freddy Webb-Petett, Pine Bluff, Arkansas. Ms. Webb-Petett serves as Assistant Professor-Leadership at the University of Arkansas Clinton School of Public Service. From 1990 until 2004, she served in various leadership roles at the W.K. Kellogg Foundation, including director of the foundation’s International Leadership Program. Between 1998 and 2004, Ms. Webb-Petett served as coordinator of the Mid South Delta Initiative, a Kellogg Foundation-funded economic development initiative in 55 counties and parishes of Louisiana, Arkansas, and Mississippi.
- Brad Williams, Little Rock, Arkansas. Mr. Williams serves as Director of Special Projects for Munro & Company and Executive Director of the Munro Foundation. From 1992 until 2001, he served in various leadership roles, including executive director, at Leadership, Education, and Athletics in Partnership, a child and youth leadership development organization in New Haven, Connecticut. Mr. Williams serves on the board of directors of Arkansas Advocates for Children and Families and Campaign for Community Change.

“We are excited and inspired by the wealth of experience and wisdom these six impressive individuals will bring to the foundation,” said Beverly Wade Hogan, chair for the FMS board. “As we set out to implement the recommendations of the Mid South Commission to Build Philanthropy and to continue our efforts to promote equity in the Mid South, we are confident that these new board members will bring the necessary energy, commitment, and perspectives to our collective task.” FMS President George Penick echoed the sentiments of the board. “The new directors will be an invaluable resource to the organization and to the foundation’s staff as we work to create a more just and equitable region that serves all people.”

Selection of the directors-elect is the culmination of a twelve-month process that began with a careful analysis of good foundation governance and exemplary practices in board development. The search process was likewise deliberate, involving the formation of a board development taskforce that included two members of the FMS board and three members of the Mid South Commission to Build Philanthropy; a Call for Nominations process that invited nominations from over 200 leaders from within the three-state region and beyond; and a careful review and screening process.

—more—

“The members of the Mid South Commission to Build Philanthropy challenged FMS to develop and implement a transparent and inclusive search process for our new board members,” said Jennifer Eplett Reilly, chair of the FMS Governance Committee and Board Development Taskforce. “We took that charge seriously and are thrilled by the results.”

Established in 1989, the Foundation for the Mid South invests in people and strategies that build philanthropy and promote racial, social and economic equity in Arkansas, Louisiana, and Mississippi. Information on the Mid South Commission to Build Philanthropy and its report to the region, *Where Hope and History Rhyme: Reflections and Findings from the Mid South Commission to Build Philanthropy*, is available at the Foundation for the Mid South’s website at <www.fndmidsouth.org>.

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Mark Constantine
DOCUMENTER AND AUTHOR

Chris Crothers
DESIGNER AND EDITOR

DOWNLOAD THIS REPORT AT <www.fndmidsouth.org>
FOR PRINT COPIES, CONTACT CHRIS CROTHERS
601.863.0483 OR EMAIL ccrothers@fndmidsouth.org

FOUNDATION FOR THE MID SOUTH
PH 601.355.8167 FX 601.355.6499

WITH THANKS TO THE **FORD FOUNDATION**
FOR ITS GENEROUS SUPPORT



FOR MORE INFORMATION, CONTACT
IVYE L. ALLEN, *president*
FOUNDATION FOR THE MID SOUTH
601.355.8167
OR EMAIL iallen@fndmidsouth.org

AT SUCH A CRITICAL JUNCTURE IN THE FOUNDATION'S HISTORY, BOARD MEMBERS RECOGNIZED THAT WE HAD TO DISCUSS OPENLY AND NAME FOR OURSELVES THE PERSPECTIVES, SKILLS, AND EXPERIENCES THAT WERE NEEDED AROUND THE BOARD TABLE IF THE FOUNDATION FOR THE MID SOUTH WAS GOING TO MAKE SIGNIFICANT HEADWAY IN ITS EFFORTS TO PROMOTE EQUITY AND BUILD PHILANTHROPY.