



**Building a Strong Foundation:
Strategies for Managing & Maximizing
Your Nonprofit Board**

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ResourceAssociates

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Today's Speaker



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Strategic Planning

Focus on Board Development:

- The primary goal is increase the effectiveness, participation and number of Board members.
- Are all of your Board members engaged and providing funding, expertise, and/time and effort?
- Start your planning by developing questions and focus areas/groups relevant to your organization currently and one year in the future.

Strategic Planning

Financial:

- How is your overall income and expense and cash flow, and what has affected it's increase or decrease?
 - Local and national economy changes.
 - Donations and donor base going up or down.
 - Do you have grants expiring within the next year?
 - Programs that generate income: Is the participation up or down?

Strategic Planning

- Do you have a diversity of funding sources?
- Are you dependent on a few big grants, a handful of major donors, or one special event?
- Are Board members chairing your special events, and are there sufficient community members and other Board members working on these events?
- Has the net income or attendance of specific special events increased or decreased?
- Are all of your Board members actively providing donations?

Strategic Planning

Management and Accountability:

- Does your accounting staff understand GAP well enough that leads to accurate monthly financials and a good audit?
- Is there someone in your organization that is up-to-date on Human Resource laws and best practices for hiring, termination, conflict resolution, and training staff?
- Is your Personnel Policy up-to-date?
- Do you have any pending legal issues or is your organization serving a population that brings risk to your organization for a lawsuit?
- Do you have adequate liability insurance and Director's/ Officer's liability insurance?

Strategic Planning

Board Self-Assessment – as an Individual and as a Group:

- What was done well last year?
- What could use improvement?
- What needs to change next year?

Strategic Planning

Potential Areas to Examine and Discuss:

- Communication amongst board members and with staff.
- Board participation in obtaining direct donations or securing outside funds and at what levels.
- Success of special events and other fundraising that the Board was involved in.
- Work distributed well, too much on a handful of board members? Any signs of burn out? Anyone not regularly attending meetings and not helping at all?
- Did any Board members' paid job or other commitments change that would increase or decrease his/her level of time and funding commitment?
- Do any members want to step down from their positions?
- Did any members acquire new skills or training that could be beneficial to staff or Board members?
- How well did the board support and manage the Executive Director?
- Minor and/or major conflict within the Board members, and how does that affect motivation and productivity.

Strategic Planning

Compare what your needs are to your current Board members' strengths.

Where are the holes and gaps, and what areas need more support?

Strategic Planning

Develop a spreadsheet based on your analysis that pinpoints where your gaps are to guide your organization in who to seek as new Board members and what type of training is needed.

Current Board Members	Officers	Responsible for Major Donations	Special Events: Golf: Chair Plus 5	Partnership Development	Human Resources	Marketing and Outreach	Legal	CPA
Goal	4	15	6	10	2	4	1	2
A	Chair	X						
B	Vice President							
C		X		Very Active, Connected				
D			Assist					
E		X						
F		X	Assist					
G								
H			Assist					
J								



Recruiting

Matching your Needs To Potential Recruits –

Who do you need on your Board?

- CPA? Accounting staff or Board training, review of financials quarterly, recommendations for a CPA to perform an audit.....
- A Human Resources expert that would review your Policies & Procedures, train staff on hiring best practices...
- Insurance broker or agent that could review your policies for sufficiency, provide risk management information.....
- Do you have a marketing plan, relationships with all forms of local media, and great looking brochures at a reasonable price? Who would best fit your needs to provide guidance or in-kind services: Media employee, marketing executive, owner of a local advertising firm, employee or owner of a printing company, or a graphic artist?
- Donations: Do you need more board members who are highly connected and/or experienced in developing donors and asking for donations and sponsorships?

Recruiting Packet

- Attractive and Organized
- Cover letter
- General Organizational Information:
 - Fact Sheet on letterhead that includes:
 - Mission Statement
 - Description of your Programs and Services Description, including target populations
 - Positive effects of your programs on community.
 - Brochures about programs
 - News or magazine articles
 - Organizational Chart

Recruiting Packet

- **Financial Information:**

- Summary of funding sources – i.e. 30% fundraising events, 10% End of the Year mail Campaign, 20% Program Revenue, 20% Donations, 20% Grants
- Short summary of the above, including a breakdown of each special events' income and expenses.
- Most recent monthly financial statement and annual financial statement or audit.

Recruiting Packet

- **Board Information**

- General Roles and Responsibilities, including Board expectations (attendance, giving, participation).
- Brief Summary of Board Committees and Job Descriptions.
- List of the Board members with their business affiliation.

Recruiting Packet

- **Items you need from your potential Board member:**
 - His/her resume.
 - Develop an application/survey for that person to complete that includes:
 - Brief summary of their current/past paid experience.
 - Summary of their past/current Board and other volunteer work.
 - Summary of their skills, expertise and interests.
 - List of the Board Committees with a place to indicate their interest in serving, and the amount of time they could spend on each.
 - Include a question that asks if they are willing to donate funds, secured funds or in-kind services from others, and at what level.

Recruiting

Who should contact potential candidates?

- Recruiting or Board Development Committee
- Two Board Members
- Board Member and Executive Director.

People who are friendly, outgoing, sincere, and know your organization well enough that they can “sell” your organization to a potential candidate.

Recruiting Sources

- Current and past Board members.
- Administrative staff.
- Non-staff and non-board members who have served on special event coordinating committees.
- Key community partners.
- Local corporate cash and in-kind donors.
- Your key volunteers.
- Service Clubs.
- Local nonprofit assistance organizations, such as United Way.
- Individuals, large or small corporations and businesses that may have a personal interest in the population you serve or provide a different service to your target population.
- Local government officials and celebrities.
- People who benefit from your programs and services.

Recruiting

Suggested Process:

- Phone contact to introduce the idea of becoming a Board member and setting up a time to meet in person.
- Informational and Interview Meeting.
- Candidate complete and turn in application.
- Review of candidate's information by Board Development Committee or Executive Committee and make recommendation to full Board.
- Candidate attend a Board meeting, and at the end of the meeting the candidate indicates his/her continued interest, steps out and the Board votes on same.
- Candidate is welcomed and given Board meeting and committee meetings schedules, set up time for orientation, etc.
- "Cultivation" is a key word, and can take time.

Board Training

- Determine topics based on Board self-assessment and strategic planning.
 - Fundraising, marketing, communication, risk management, leadership, motivation.....
- All Board members should understand and have a good working knowledge of your organization's:
 - Monthly financial statements
 - Programs and Services
 - Organizational chart and basic staff jobs

Board Training

Who will provide the training?

1. Do you have a budget for training?
2. If not, what are your other resources?
 - Current and past Board members
 - Staff
 - Local professionals who will provide in-kind training.
 - Community partners
 - Other nonprofit organizations' leaders
 - On-line or hard copy books or articles that can be shared.

Roles and Responsibilities

- Minimum individual donation requirements
- Lend expertise and skills
- Give time and effort
- Networking and connections
- General oversight and stewardship.
- Hire, support and supervise the Executive Director/CEO
- Organizational leadership in conjunction with Executive Director
- Financial goals and stability
- Legal responsibilities
- Changes in by-laws
- Assist with fundraising
- Problem solving
- Big picture vision – sustainability, strategic planning
- Understand and avoid conflict of interest
- Board Affairs: Recruiting, officers/job descriptions, meeting coordination, minutes, documentation.

Board Policies and Procedures

- Convert the roles and responsibilities into policies and procedures.
- Board job descriptions.
- Organizational Chart.
- Summary of the articles of incorporation and by-laws.
- Required Board/nonprofit State and Federal filings.
- Board structure, meetings, voting and elections.
- What types of items require Board approval.
- Conflict of Interest.
- Calendar.
- Annually updated, reviewed and signed by board members.

Board Retention

Tips for Executive Directors, CEO's and Board Chairs on maintaining your Board's enthusiasm and engagement:

- Keep the Board members continually informed.
- Give them meaningful work to do, and take their suggestions and criticisms seriously.
- Don't just present the problems at meetings, but be sure to share great stories, participant quotes, successes and general positive outcomes.
- Let them know how their efforts have made a difference.
- Verbally thank individual board members often for specific actions, plus send customized thank you letters and/or emails, not only for donations, but for their participation.
- Hold an annual Board appreciation dinner.
- Board organize their own annual board retreat or social.
- Be a good example, and don't get involved in Board gossip or encourage conflict.

Summary:

1. Plan, analyze and determine your organizational and Board needs.
2. Recruit and train Board members to fit your needs.
3. Utilize their assets to further your mission and capacity.
4. Provide written roles and responsibilities, and policies and procedures for educational, management and accountability reasons.
5. Keep them motivated.

Need Help?

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