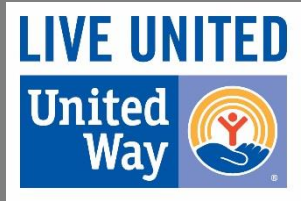
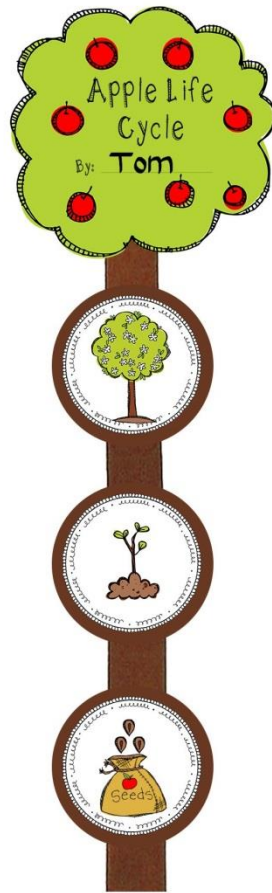


# Achieving Your Nonprofit Mission



*(Officially, the most boring title ever)*

# ORGANIZATIONAL LIFE CYCLES



dreaming

founding

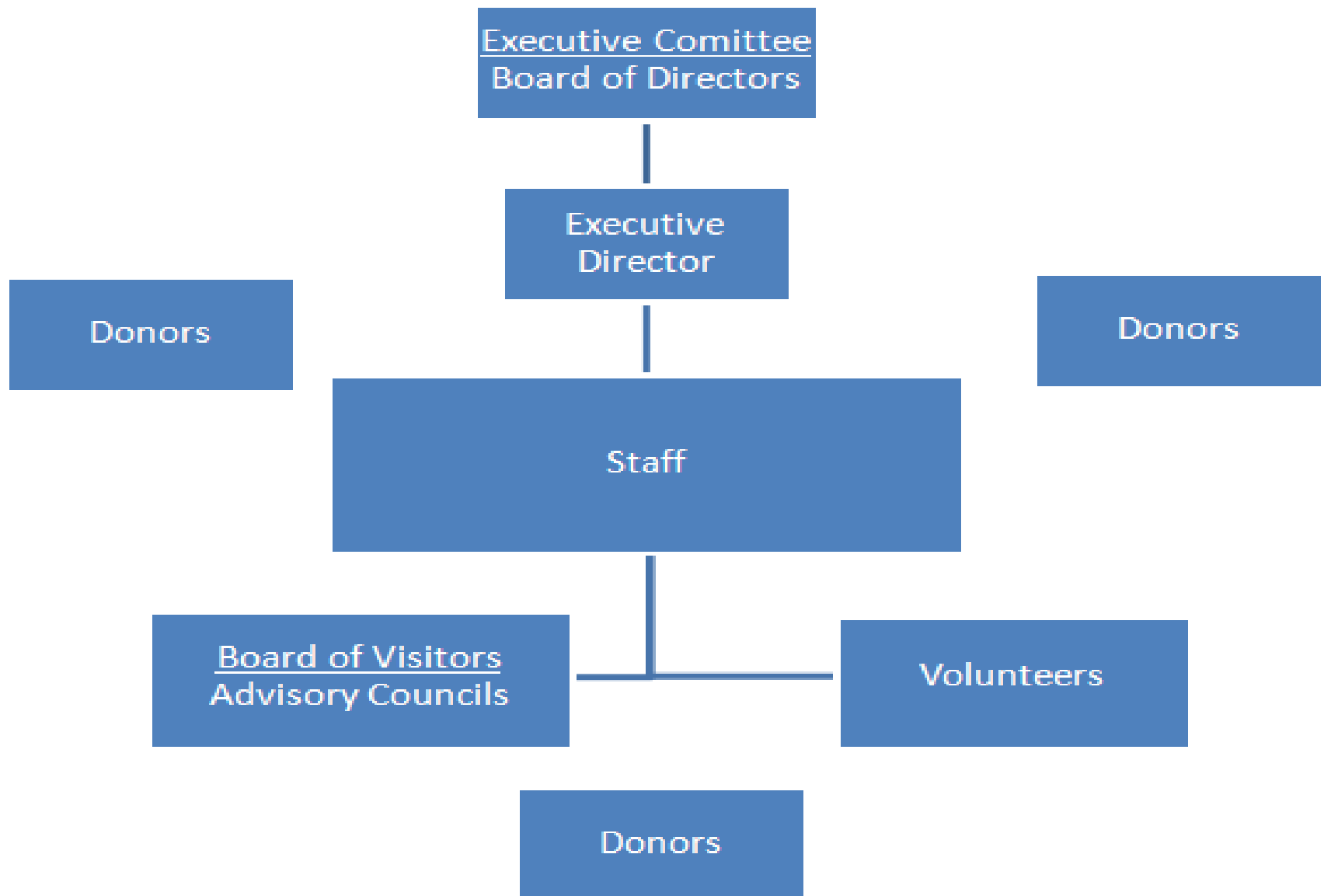
building

sustaining

renewing

dissolving

# Nonprofit Organization Structure



# WHO'S RESPONSIBLE?



# WHAT MAKES A GOOD BOARD MEMBER?

passion for cause

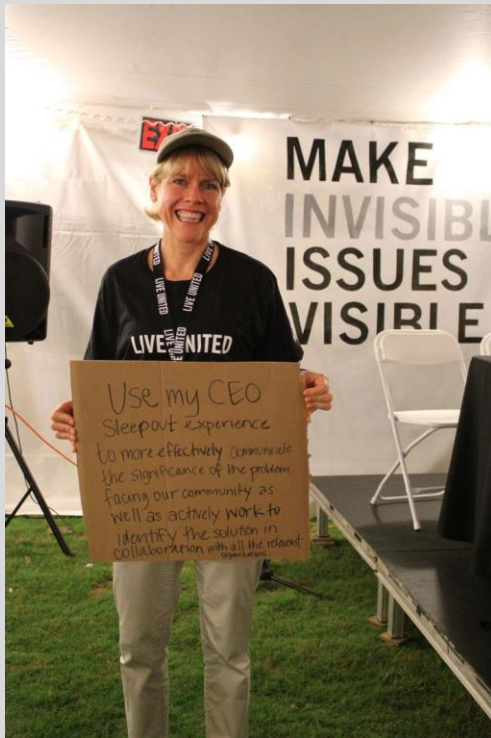
credibility

ability to give of time, expertise,  
& financial resources

strategic/analytical

strong interpersonal skills

respected in  
community/work place



# WHAT IS YOUR BOARD PROFILE?



# 2008 Literacy Council Board Profile

## Area of Expertise:

Business	4
Faith-based	1
Accounting/Financial	1
Banking	1
Community Volunteerism	
Consulting	2
Education	2
Engineering	
Entrepreneur	1
Fundraising	1

Government	1
Human Resources	2
Legal	3
Media	
Medical	1
Marketing/PR/Sales	5
Non-profit	1
Real Estate	1
Retired	1
Foundations	



**BOARD MEMBER  
PROFILE**

# 2008 Literacy Council Board Profile

## Demographics:

Age:	Under 40	3
	Over 40	25

Gender:	Male	17
	Female	11

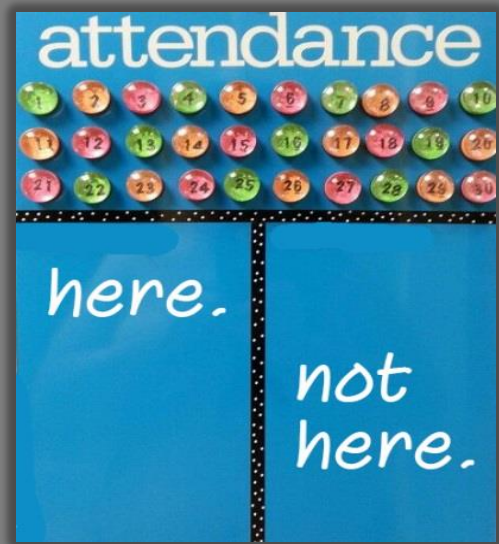
Race:	Caucasian	21
	African American	6
	Latino	1
	Other	0

## Geographic:

Blount County	1
Jefferson County	24
Shelby County	1
St. Clair County	1
Walker County	1







# Other Qualities to be Self-Assessed *by* Board Members:

Personal connection to mission

Participation in programs & events

Meeting attendance

Access to contributions or other resources (foundations/corporations)

Leadership

Willingness to work

Personal contribution

Company contribution

“Other” contribution

# Principles *of* Board Service

## Passion

(Like your cause! Act as its spokesperson.)

## Know board responsibilities

(What am I suppose to do?)

## Know the organization

(Know your mission)

## Avoid conflicts of interest

(Financial gain, Resume builders)

## Be objective

(Listen before making decisions.)

## Board involvement

(Meetings, Committees, Fund-raising, and Programs)



# Board of Directors Agreement

I am enthusiastic about promoting literacy in my community and agree to serve as a member of The Literacy Council Board of Directors. In doing so, I pledge to fulfill the responsibilities of board membership as listed below.

Provide the leadership and governance required to accomplish the goals of The Literacy Council.

Adhere to strict confidentiality about learners utilizing our services.

Will not engage in conduct that may create a conflict of interest for UWWA.

Attend Literacy Council Board meetings.

Serve on at least one committee of The Literacy Council Board of Directors.

Participate in Literacy Council programs, activities, and public awareness and fund-raising events.

Serve as an ambassador for literacy at my workplace and in other organizations of which I am a member.

Make a meaningful financial contribution to The Literacy Council within my comfort level. (100% participation of the Board of Directors is crucial to the submission of grant proposals.)

---

2008 Board Member

---

Date

What's your  
most important resource?

EXECUTIVE  
DIRECTOR!



"Our chief want is someone who will inspire us to be what we know we could be."

**-RALPH WALDO EMERSON**

public speaker

h.r. person

i.t. person

budget manager

visionary

administrator

p.r. person

manager of staff

grant writer

leader

team player

innovator

fundraiser

volunteer manager

# Board of Directors Responsibilities

## Strategic Direction – A Road Map for Success

Set priorities for long term success

Practical dreaming – how do you see the organization in five years?

Vision – dreaming

Mission – what you can do today?

Strategic plan – goals and objectives always followed but always changing

Communicate – don't let it sit on a shelf



*Please* TAKE  
RESPONSIBILITY  
— for the —  
**ENERGY**  
YOU BRING INTO  
[THIS SPACE]  
- DR. JILL BOLTE TAYLOR

# Board of Directors Responsibilities

## Prioritize Resources – You Can't Say YES to Everything

“ You have to decide what your highest priorities are and have the courage - pleasantly, smilingly, nonapologetically - to say 'no' to other things. And the way to do that is by having a bigger 'yes' burning inside. ”

— STEPHEN COVEY

Executive Director – protect and guide

Financial resources – must give of your own resources to solicit others

Public Image – your credibility and the organization's credibility are critical

# Board of Directors Responsibilities

## Operations – Managing without Micromanaging

I love being micromanaged!

Said no one ever.



someecards  
user card

Executive Director – Thou shall neither ignore nor smother

Financial – BOD or BOV?

Programs – Outcomes – Asking, “So what?”

Board structure

Officer/committee expectations

Board involvement/roles/membership

Board meetings



# Board Committees



- *Governance/  
Executive Committee*
- *Finance*
- *Development*
- *Advocacy*
- *Signature Event/  
Events*
- *Programs*

# Board of Directors Responsibilities Policies

## Bathroom Policy



If you need to go to the bathroom during **work time**, you need to put your number on the bathroom chart so I know where you are.

Only one boy or one girl may go at a time.

Establish by-laws

Know expectations

Is it a Board of Directors  
of Board of Visitors?

Be informed

Be involved

Be open-minded

Avoid conflict of interest

# Board of Directors Responsibilities



**What's your # 1  
Responsibility?**

**FUNDRAISING!**

# Do we provide a valuable service?

# What's so urgent about our mission?



"My mission in life is to not only survive, but to thrive; and to do so with some passion, some compassion, some humour, and some style."

—Maya Angelou



# Board of Director Responsibilities

## Why Fundraising!?



Gains much needed financial support

Puts a name/face with the organization

Makes others more aware of our mission

Makes others aware of the need

Makes others aware of the services available

Gives them a way to support your organization

Taps potential board members and/or volunteers

Supports your mission

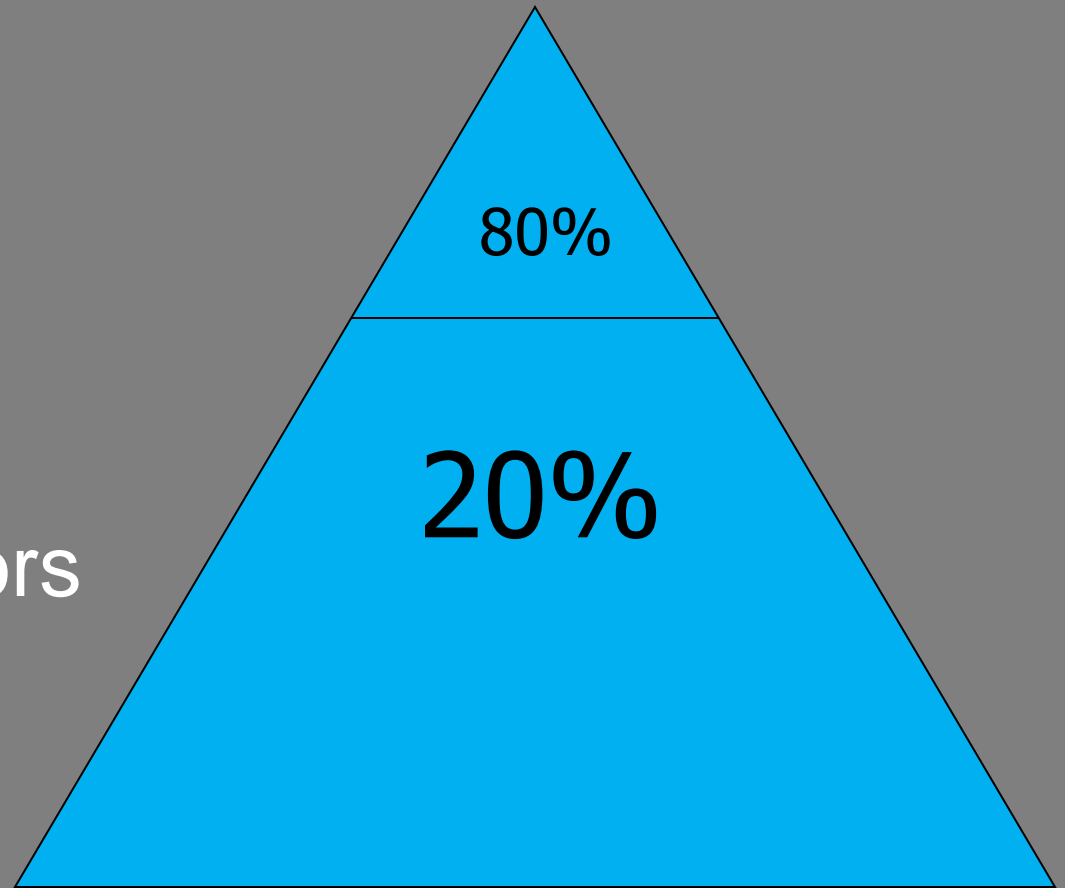
A red poster is pinned to a white brick wall with two silver binder clips at the top. The poster features the text "IF YOU DO NOT ASK, THE ANSWER WILL ALWAYS BE NO" in white, bold, sans-serif capital letters, centered on the page. The background of the poster is a solid, vibrant red.

**IF YOU DO NOT  
ASK,  
THE ANSWER  
WILL ALWAYS BE  
NO**

*Bethany*

# The Giving Triangle

**80%** *of gifts*  
come *from*  
**20%** *of your donors*



# Types of Gifts



## **Annual Fund**

Operational; Frequently given; Decision made quickly

## **Major Gift**

Endowment, buildings, equipment; 10 to 25 times an annual gift; Stop and think gifts

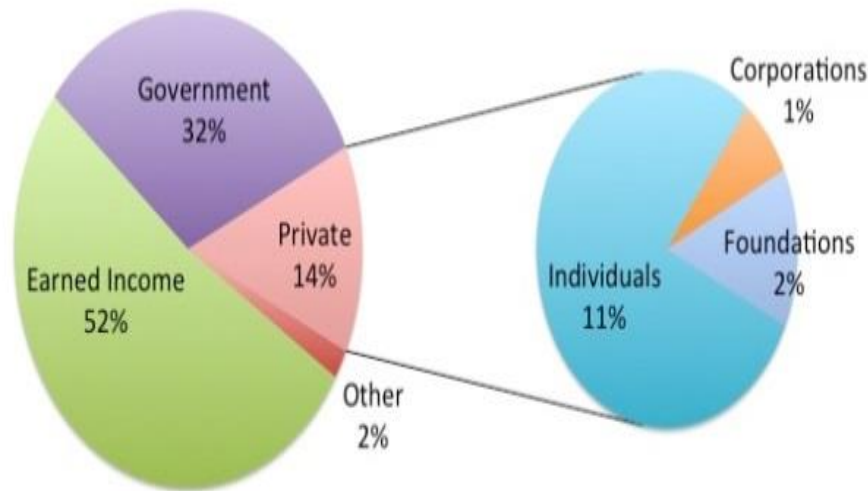
## **Ultimate Gift**

Primarily endowment; once in a life-time gift; 1,000 to 2,000 an annual gift; Long-term relationship; Planned gift



# Fundraising Sources

Sources of Nonprofit Sector Funding



Sources: Nonprofit Almanac 2011 and Giving USA 2011

**Events** – Signature event & recreate/recycle as needed, lots of work but return?

## Private Gifts

- \* Individuals
- \* Businesses
- \* Organizations
- \* Foundations

## Government Grants/ Appropriations

- \* Local – city, county, legislative
- \* State – agencies, departmental, legislative
- \* Federal – legislative, departmental, agencies

# Board Member Individual Self-Evaluation



Individual board members should take stock of their own performance as members of the Literacy Council of Board of Directors.

Serious review and candid responses might help you formulate decisions for continued service on this board or others, and help to formulate personal development plans for FY.

Rating: 1 represents the lowest level of satisfaction and 4 represents the highest level of satisfaction.

# Board Member Survey

4 – Very Satisfied      1 – Unsatisfied.

1. How many Literacy Council board meetings did you attend this year?
2. Were you satisfied with the board meetings? Please explain.
3. Were the meeting times/dates convenient for you? If not, please explain. What days/times are the LEAST convenient for you to meet?
4. Was the length of meetings appropriate?
5. What type of information/programs would you like to see/discuss more in board meetings?
6. What committee assignment(s) did you have this year? Did you participate on the committee? If so, did you enjoy your committee work?
7. What suggestions do you have for improvement to the committee?
8. What overall improvements do you suggest?



# Board Scenario #1



At our last board meeting, the E.D. introduced a new idea that was horrible, but he was so excited about it.

As a new board member, I was uncomfortable raising my objections. Also, I did not want to stifle his enthusiasm or embarrass him with numerous questions.

I have gained support for an alternative idea by talking to other board members after the meeting.

Problem is – the discussion has led to my discovery that others have a lack of confidence in the E.D. overall – not just a lack in confidence in this particular idea.

# Board Scenario #2



I serve on numerous boards.

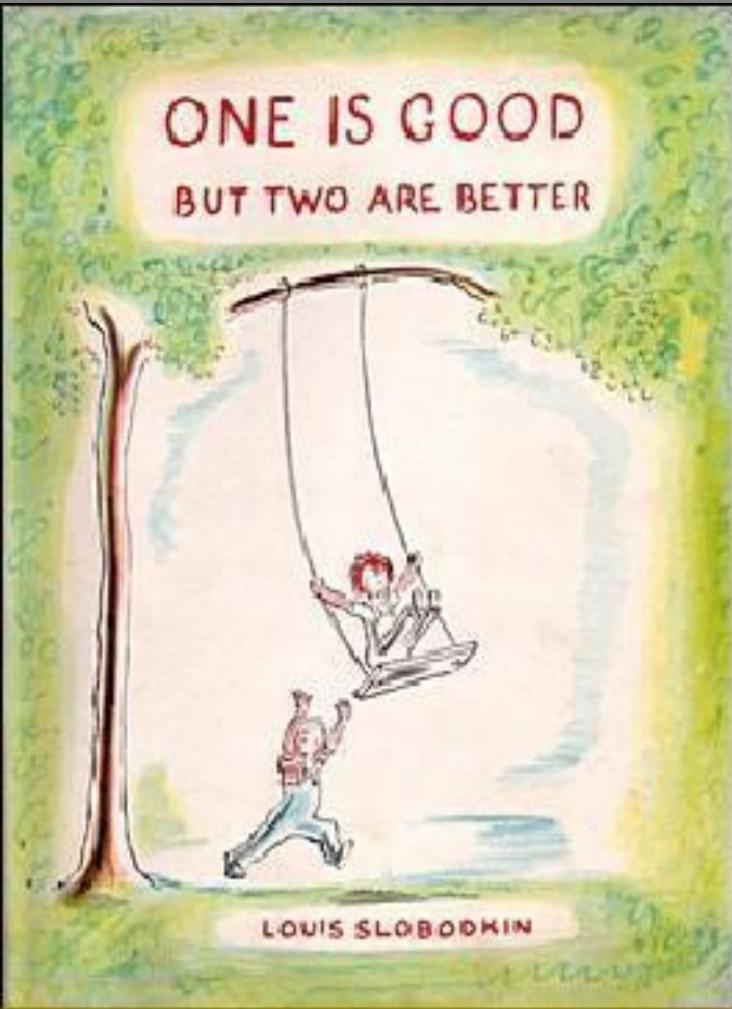
This new board I am on wants me to make a personal gift.

I have already gotten my company to make a gift to the organization.

If I made a gift to every board I was on, I would be broke. Plus, I paid to go to their special event last month.

Why should I make a personal gift too?

# Board Scenario #3



I am an officer for Worthy Cause Z and have just been asked to be board chairman of Even Worthier Cause U. However, the board chairman terms will overlap. I think I have the time to do both, and U is such a great opportunity and cause, I think I will go ahead and agree to serve as board chairman for U as well.

# Board Scenario #4



Organization R is having a huge fund-drive. Board members have been asked to raise \$20,000 per board member. I don't mind making contacts with colleagues but am uncomfortable asking some of my close friends to make gifts.

# Board Scenario #5



As the board chairman of organization T, I help with board membership recruitment. So I called a few friends and asked them to join the board. They all agreed, and one even said he needed to get more involved in the community in order to obtain membership in a prestigious professional organization.



# Board Scenario #6

I joined organization T's board of visitors. I am going to be on a committee, give money, and my expertise when available. However, I hope to have more of an impact than this and have several new projects, priorities and goals for the leadership to administer to better the organization.



# Board Scenario #7



List of things  
ain't nobody  
got time for...

1) That

[www.awackydo.com](http://www.awackydo.com)

My friend has asked me to serve on the board of directors for Worthy Cause W.

I do not really have time to serve on a board, but he said all the organization needs is a donation and my name.

I can handle that.

# Board Scenario #8



Organization X really needed a new display board.

The one they had did not represent Organization X well.

I saw a display board on sale at Office Depot.

So, I picked up a couple of display boards and will just get reimbursed for them.

Won't the organization be pleased?

# Board Scenario #9



We had a great event for Organization X this weekend.

We made a ton of cash.

So, I brought it home for safekeeping until I can get to the office next week.

# Board Scenario #10



- I am on the board of Organization X and have gotten to know several of the staff by working on their special events committee.
- It has made it fun, because we have become friends and see each other outside of the office.
- It has been interesting learning the dynamics of the office and getting the real scoop on the staff.

# Board Scenario #11



I am the new Executive Director of Organization X. There are some great board members involved but a few who do not show up for meetings or participate. Others have been on the board since it was founded and tend to be unwilling to look at new advances and ideas.

We have identified new members who will be an asset to the board but how do we encourage current disengaged members to resign?