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# Oregon Heritage Summit



## The Culture of Board Engagement



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At Solid Ground, we build the capacity and confidence of leaders  
to make a difference in their communities.

### Who We Are

Solid Ground Consulting is a strategy, planning, and leadership consulting firm based in Portland, Oregon, with experience and partnerships across the nation. We help leaders grow their confidence and capacity using traditional tools in innovative ways that are smart, strategic, and fun. The result of our work is increased organizational impact at all levels.

### What We Do

Our work includes a broad spectrum of strategies to grow and develop individuals, organizations, and sectors.

- Strategic Planning
- Sustainable Leadership
- Resource Development and Philanthropy
- Mission-Driven Communications
- Durable Collaborations



## Models of Nonprofit Boards



## Four Circles of Organizational Development



# Assessing the Intersections

## **Strategy & Leadership**

- Do our leaders' skills match our goals and strategies?
- Are our leadership structures adequate to what we want to achieve?
- Are our leaders able to access adequate resources to achieve our goals?
- Do we evaluate our work and talk about how to improve?

## **Strategy & Brand**

- Are our mission and vision clear to everyone in and outside the organization?
- Are our organization's goals, strategies and brand aligned in support of each other?
- Is our brand awareness and image strong enough to help us access the resources we need to achieve our goals?

## **Brand & Leadership**

- Do board and staff leaders adequately prioritize delivering on our brand promise, growing awareness and building a positive reputation?
- How does the community perceive the leaders of our organization?
- Do our leaders openly ask stakeholders for their perceptions about our organization and whether we are delivering on our promise?

## **Brand & Culture**

- Are the every-day values, behaviors and practices of our organization aligned with our brand promise? (Do we feel on the inside the way we look on the outside? Do we live our brand, not just market it?)

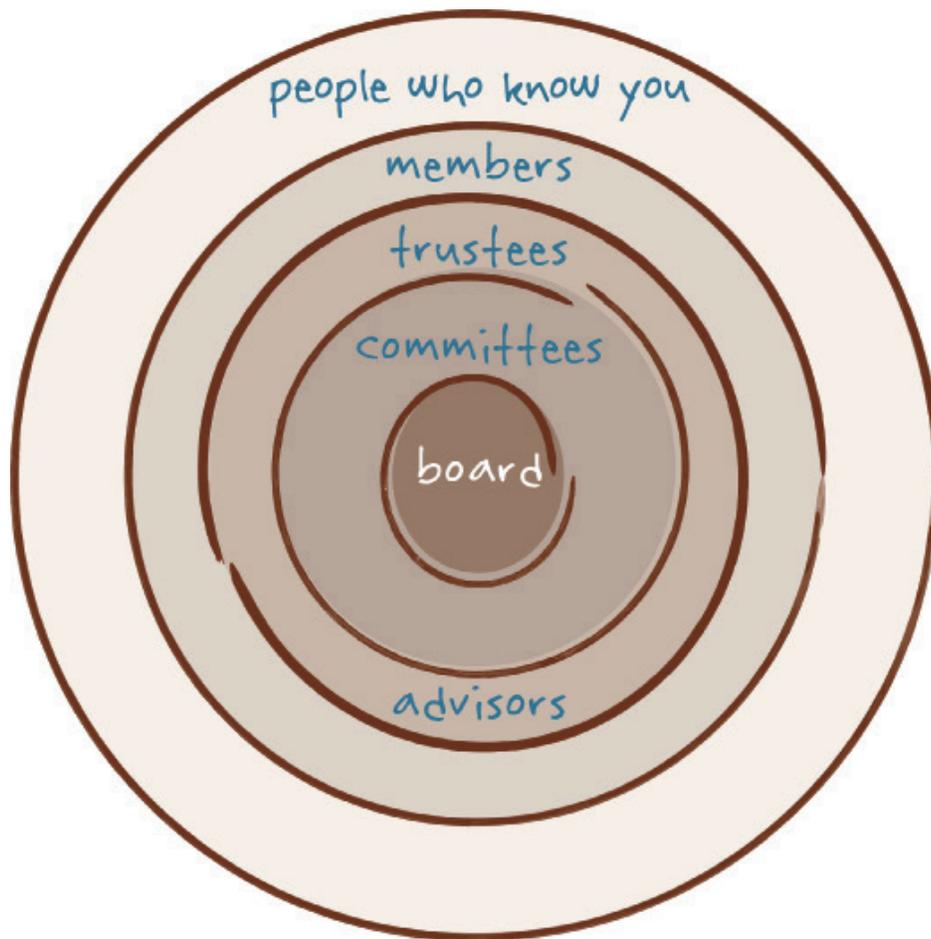
## **Leadership & Culture**

- Are our leaders connected to the people or communities we serve?
- Do our leaders model the values and ideals of the organization?
- Do our leaders facilitate open dialogue about our culture and how to improve it?
- Do people in our organization do what they say they are going to do?
- Do our leaders use mission-fit, vision and values as a primary screen for new staff hires and board recruitment?

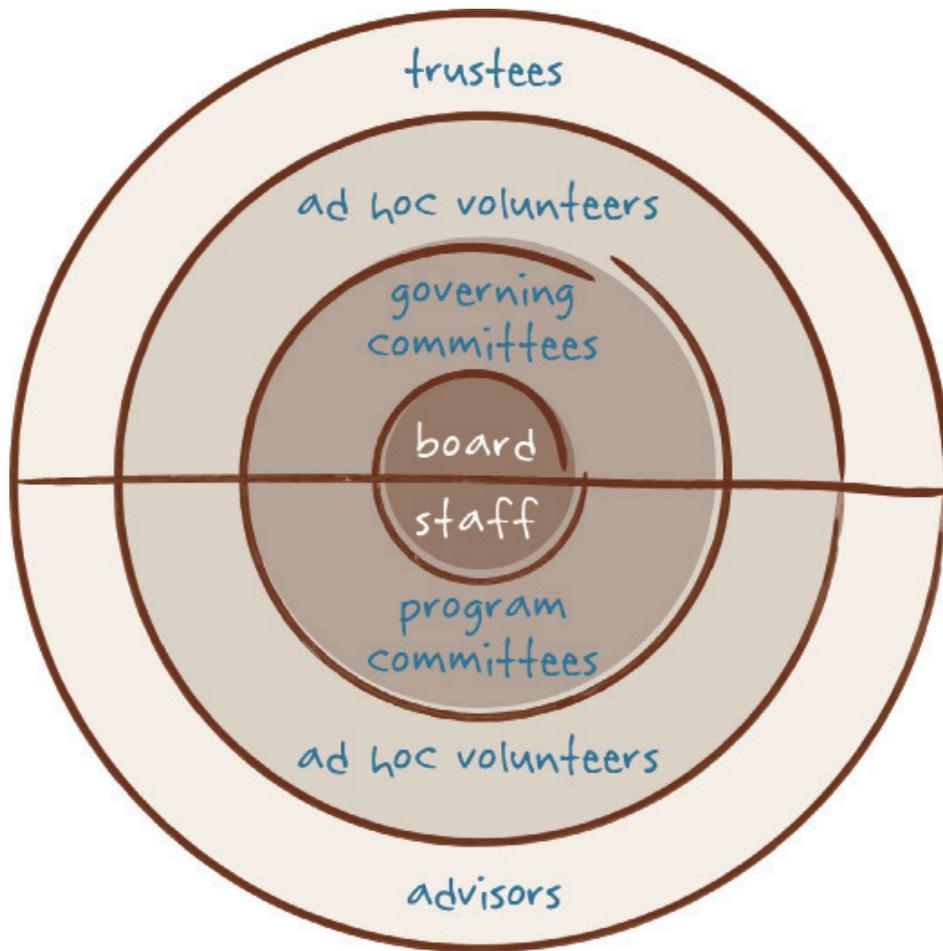
## **Culture & Strategy**

- Do the values, behaviors and incentives most present internally, provide effective support for our organizational goals and strategies?

# Building a Leadership Structure



# Shared Roles of Leadership



## Governance vs. Management

The job of the board of directors for a nonprofit organization is simple: **it is responsible for everything**. This includes both governance and management of the organization. Even if it delegates certain responsibilities to the staff or other professionals, it is responsible for ensuring that the resources of the organization are being effectively applied to meet its mission.

Many nonprofits have the luxury to hire staff to help fulfill parts of these responsibilities. Depending on the size of the staff, the board will delegate key functions that are best suited to the full-time attention provided by professionals. It will retain the functions that are reserved for its fundamental fiduciary responsibility, and for which it is best suited. These functions can be divided between the **governing functions** reserved for the board, and the **management functions** often delegated to staff.

The **governing** functions are those that provide the essential direction, resources and structure needed to meet specific needs in the community. These include:

- Strategic Direction – setting a direction for the organization that reflects community needs.
- Financial Accountability – managing financial resources that ensure honesty and cost-effectiveness.
- Leadership Development – developing the human resources that lead the organization today and in the future.
- Resource Development – developing financial resources that support program activities.

The **management** functions are those that provide the program activities and support to accomplish the goals of the organization. These usually include:

- Program Planning and Implementation – taking the strategic direction to the next level of detail and putting it into action.
- Administration – ensuring the effective management of the details behind programs.

For smaller organizations (with less than four paid staff), the board usually delegates only some of the management functions to staff. For larger organizations (with more than four staff members), the board usually delegates nearly all of the management functions. The board should never delegate the governing functions to staff as these represent its core responsibilities to its constituencies and to the general public.

## Overview of Board Duties

1. The board engages in strategic planning.
2. The board determines the organization's mission and purpose.
3. The board approves and monitors the organization's programs and services.
4. The board ensures effective financial management.
5. The board ensures sound risk management policies.
6. The board selects and orients new board members.
7. The board organizes itself so that it operates efficiently.
8. The board selects and supports the executive director and reviews his/her performance.
9. The board understands the relationship between board and staff.
10. The board raises money.
11. The board enhances the organization's public image.

# Board Duties and Staff Support

## Responsibility 1: The board engages in strategic planning

### Board Activities

- The board focuses on the long-range strategic issues confronting the organization. The board may choose to create a standing strategic planning committee as well as temporary task forces or ad hoc committees around specific strategic issues.
- The strategic planning committee works with the executive director, and often a consultant, to plan retreats.
- Each board member understands the organization's strategic plan or vision.
- Each board member participates in a periodic strategic planning retreat, with particular focus on the organization's vision, mission, goals, and objectives.
- The full board approves the final strategic plan, including financial projections for the period of the plan.

### Staff Activities

- The executive director schedules periodic strategic planning retreats.
- The executive director ensures that board members are familiar with the existing strategic plan. He/she also provides board members periodically with relevant information about the external environment in which the organization operates.
- The staff collects and formats all information needed for planning in an understandable, accurate manner.
- The staff writes all or most of the plan, starting from the board-approved mission and goals, and submits it to the Strategic Planning Committee for review.

# Board Duties and Staff Support

## Responsibility 2: The board determines the organization's mission and purpose

### Board Activities

- Each board member knows and understands the mission.
- The entire board reviews the mission in the context of strategic planning at least once every three years.
- Board members specify the information they will need for an adequate review of the mission and purpose.
- The entire board attends planning retreat(s); reads appropriate materials; participates in discussion.
- The board revises the mission if necessary. The mission should be clear, concise, and understood by board and staff.

### Staff Activities

- The executive director ensures that the organization's mission statement is provided to every board member when he/she is recruited and is explained thoroughly during new board member orientation and is included in the board manual.
- The executive director schedules planning and mission review at least once every three years.
- The staff gathers information needed to review the mission and purpose.
- The executive director ensures that revised mission is circulated to all.

# Board Duties and Staff Support

## Responsibility 3: The board approves and monitors the organization's programs and services

### Board Activities

- Each board member understands the organization's current programs and services.
- The board specifies what information it needs on an ongoing basis to monitor the quality and impact of programs and services, e.g., service statistics, outcomes, etc.
- During planning (#1), the board ensures that the programs and services are consistent with the mission.
- The board reviews and approves new programs.
- During planning and/or budgeting, the board reviews existing programs and evaluates their effectiveness at achieving the outcomes desired within the plan.

### Staff Activities

- The executive director ensures that new board member orientation allows board members to understand existing programs and services. He/she schedules educational presentations during board meetings.
- Staff collects, formats, and provides program-related information in an easy-to-understand and timely manner.
- Staff develops new program proposals for review by the board. Proposals contain both program and financial information and present options when possible. Grant applications that contain new program proposals should be reviewed by the board prior to submission to the prospective funder.

# Board Duties and Staff Support

## Responsibility 4: The board ensures effective financial management

### Board Activities

- Generally, the board elects a treasurer who also serves as Chair of the Finance Committee. The board chair appoints the other members of that Committee.
- The full board understands the charge of the Finance Committee. The Finance Committee reports to the full board.
- The full board approves the annual operating budget on the recommendation of the Finance Committee.
- The full board receives periodic (no less than quarterly) financial reports following review by the Finance Committee. Discrepancies are explained by the Treasurer or the Chief Financial Officer.
- The full board approves the annual selection of an auditor on the recommendation of the Finance Committee. The audit report and management letter are presented to the full board by the auditor.
- The Finance Committee makes policy and procedure recommendations to the full board.

- Where needed, the board creates an Investment Committee to oversee the investment of the organization's assets. The board chair appoints the committee chair and members. The committee reports periodically to the full board.
- The committee that recruits new board members seeks members with financial skills.

### Staff Activities

- The executive director ensures that the new member orientation educates members about the organization's financial status and strategies.
- The staff prepares the annual budget and presents it to the Finance Committee for discussion.
- The staff prepares financial reports that are understandable, accurate, and timely.
- The staff explains and provides plans to remedy variances in the operating budget.
- The staff provides a plan for responding to any recommendations in the audit management letter.

# Board Duties and Staff Support

## Responsibility 5: The board ensures sound risk management policies

### Board Activities

- The board assigns risk management to a committee, generally the Finance Committee.
- The Finance Committee collects information about probable risks, reviews existing policies and risk abatement strategies, and recommends appropriate policies to the full board.
- The Finance Committee periodically reviews all insurance carried by the organization.

### Staff Activities

- Staff maintains insurance policies, pays premiums.
- The executive director schedules review of insurance coverage and makes all needed information available to the committee.

# Board Duties and Staff Support

## Responsibility 6: The board selects and supports new board members

### Board Activities

- The board creates a Board Development Committee to recruit and nominate new board members, re-nominate existing board members, and nominate officers. The board chair appoints the chair and members of the Board Development Committee.
- The Board Development Committee identifies needed board skills and attributes and searches for individuals who have an interest in the organization and meet the criteria. The Committee works with the entire board to cultivate and recruit those individuals.
- The Board Development Committee reviews and recommends a new member orientation process to the full board.
- The Board Development Committee identifies training needs for the organization and facilitates the board's access to training opportunities.
- The Board Development Committee coordinates a board evaluation process, and works with the President to follow-through on any issues that arise for individual board members.

- The Board Development Committee coordinates recognition activities for the board and takes steps to help ensure that all board members receive appropriate recognition for their contributions.
- The Board Development Committee may recommend that non-performing board members be given an opportunity to participate in the organization in a role other than Board member.
- The Board Development Committee recommends policies (often from the bylaws) on board size and composition, length of board service and other matters related to board governance.

### Staff Activities

- The executive director or a designee maintains the records on board service and publishes a board roster with appropriate information. The E.D. also:
  - Maintains records on prospective board members
  - Staffs the Board Development Committee
  - Coordinates the new board member orientation process

# Board Duties and Staff Support

## Responsibility 7: The board organizes itself so that it operates efficiently

### Board Activities

- The board assigns to a committee, generally the Board Development Committee, the responsibility for overseeing and evaluating board operations.
- The Board Development Committee annually conducts a board self-evaluation and makes recommendations for change to the full board.
- The Board Development Committee periodically reviews the bylaws.
- The board president and committee chairs ensure that their method of planning and conducting meetings results in efficient and effective meetings with appropriate participation by board or committee members and staff.
- The board president appoints committee chairs and members in consultation with the executive director. The board president considers leadership training as he/she appoints committee chairs.
- Committee chairs understand their charges and develop annual goals and work plans.

- The Board Development Committee seeks individuals with leadership potential as it recruits new board members.

### Staff Activities

- The executive director assists the Board Development Committee in finding evaluation instruments.
- The executive director calendars the board self-evaluation process.
- Staff maintains the board manual and keeps it up to date.
- The executive director maintains the bylaws and ensures that each board member has an up-to-date copy.
- The executive director provides materials to the board chair and committee chairs on running an effective meeting. He/she also works with chairs on meeting agendas.
- The executive director recommends committee chairs and members to the board chair.
- The executive director ensures that each committee has appropriate staff support and access to the information needed for their deliberations.

## Board Duties and Staff Support

### Responsibility 8: The board selects and supports the executive director and reviews his/her performance

#### Board Activities

- The board chair appoints the appropriate committees (search committee; evaluation committee, personnel committee) and ensures that their charges are clearly understood.
- The committees report their recommendations to the full board.
- In a search process, the full board approves the search process, the job description, the salary range, meets the final candidate(s) and votes to hire. The board chair or a designee makes the job offer and negotiates salary and employment conditions.
- In an evaluation process, the full board approves the evaluation process and salary adjustment range and receives a summary report of the evaluation outcomes.
- During evaluation, the committee reviews the executive director job description and makes recommendations for change if necessary.
- The board chair meets frequently with the executive director to provide feedback, to help set priorities, and to offer advice.

- Board members are responsive to the executive director's requests for advice and assistance and support the executive director in public.
- Board members take any concerns about the executive director to the board chair.

#### Staff Activities

- The executive director ensures that the board chair is familiar with the evaluation process and has access to any relevant files.
- The executive director schedules his/her own evaluation.
- The executive director reviews his/her own job description and makes recommendations for change.

# Board Duties and Staff Support

## Responsibility 9: The board understands the relationship between board and staff

### Board Activities

- Each board member understands that unless otherwise specified, his/her point of contact with the staff is through the executive director.
- The board reviews and approves personnel policies including compensation and benefits policy, professional development, and grievances. The board may create a temporary ad hoc committee to develop and/or periodically review these policies.
- The board holds the executive director accountable for the performance and behavior of the staff as a part of the executive director's annual evaluation.

### Staff Activities

- The staff understands that unless otherwise specified, their point of contact with the board is through the executive director.
- The executive director hires, fires, and evaluates all staff.
- Staff adheres to the personnel policies.

# Board Duties and Staff Support

## Responsibility 10: The board raises money

### Board Activities

- Each board member understands the role of contributed funds in the organization's finances as well as the organization's case statement and fundraising strategies.
- Each board member makes an annual personal financial contribution. The board chair or chair of the major giving committee generally solicits each board member.
- Each board member identifies an area where he/she can make a contribution to fundraising.
- The board job description contains a clear statement about the expectation for personal giving and participation in fundraising.
- The committee that recruits new board members seeks new board members who can be helpful in the fundraising process.
- The board chair appoints an individual or a committee(s) to oversee the board's activities in fundraising.
- The board ensures that the fundraising program has adequate resources in the annual budget.

### Staff Activities

- The executive director ensures that prospective board members are informed about the fundraising expectations.
- The executive director ensures that the new board member orientation and the board manual educate board members about the fundraising case statement and strategies.
- Staff works individually with each board member to identify the area in which the board member will participate in fundraising.
- Staff works with the board chair to identify an appropriate gift level for each board member and makes certain that board members are appropriately thanked for their gifts.
- Staff ensures that board members receive adequate recognition for their participation in fundraising.
- Staff provides all needed information to board members working on fundraising.

# Board Duties and Staff Support

## Responsibility 11: The board enhances the organization's public image

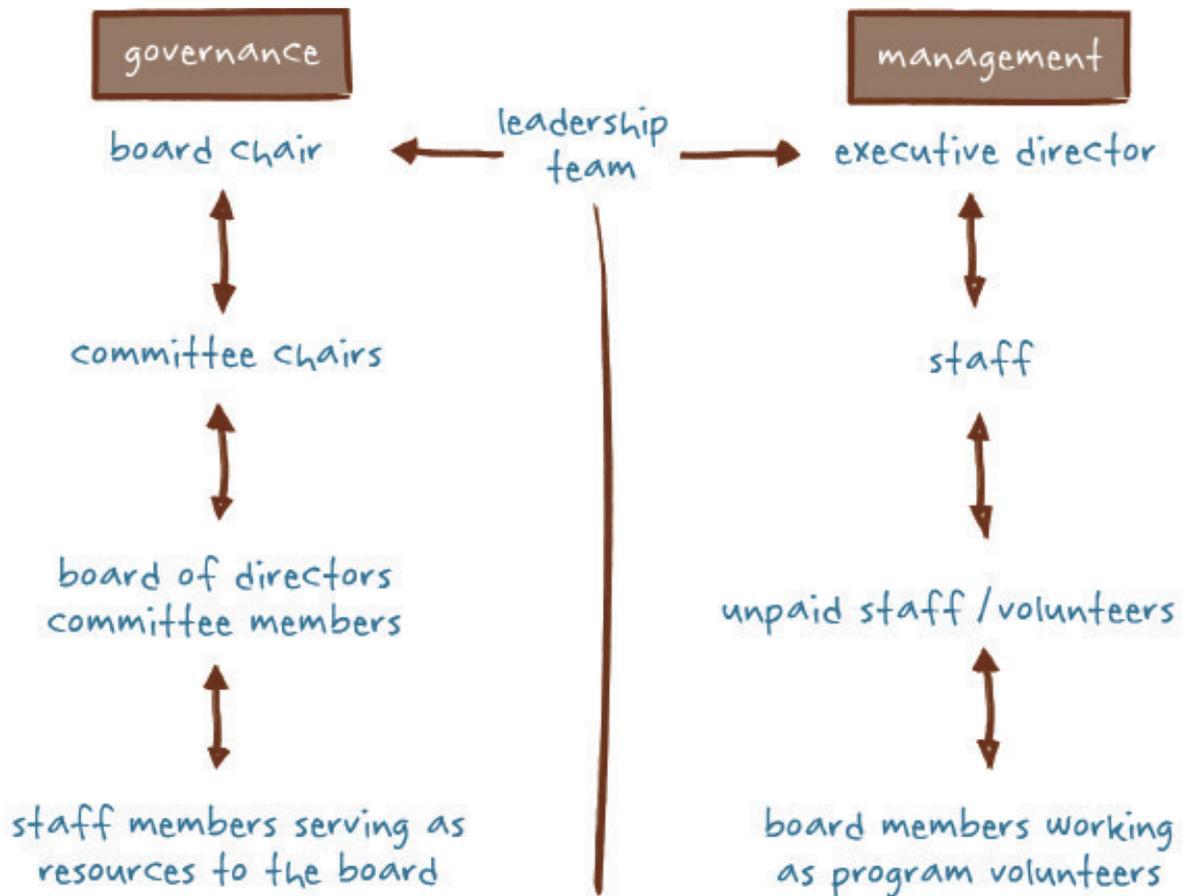
### Board Activities

- Each board member proactively promotes the organization with his/her circle of contacts.
- Board members respond to requests from staff to make presentations or help the organization make needed contacts.
- The board ensures that a marketing communications plan exists, has adequate resources, and is being implemented.
- The board identifies the official spokesperson for the organization.

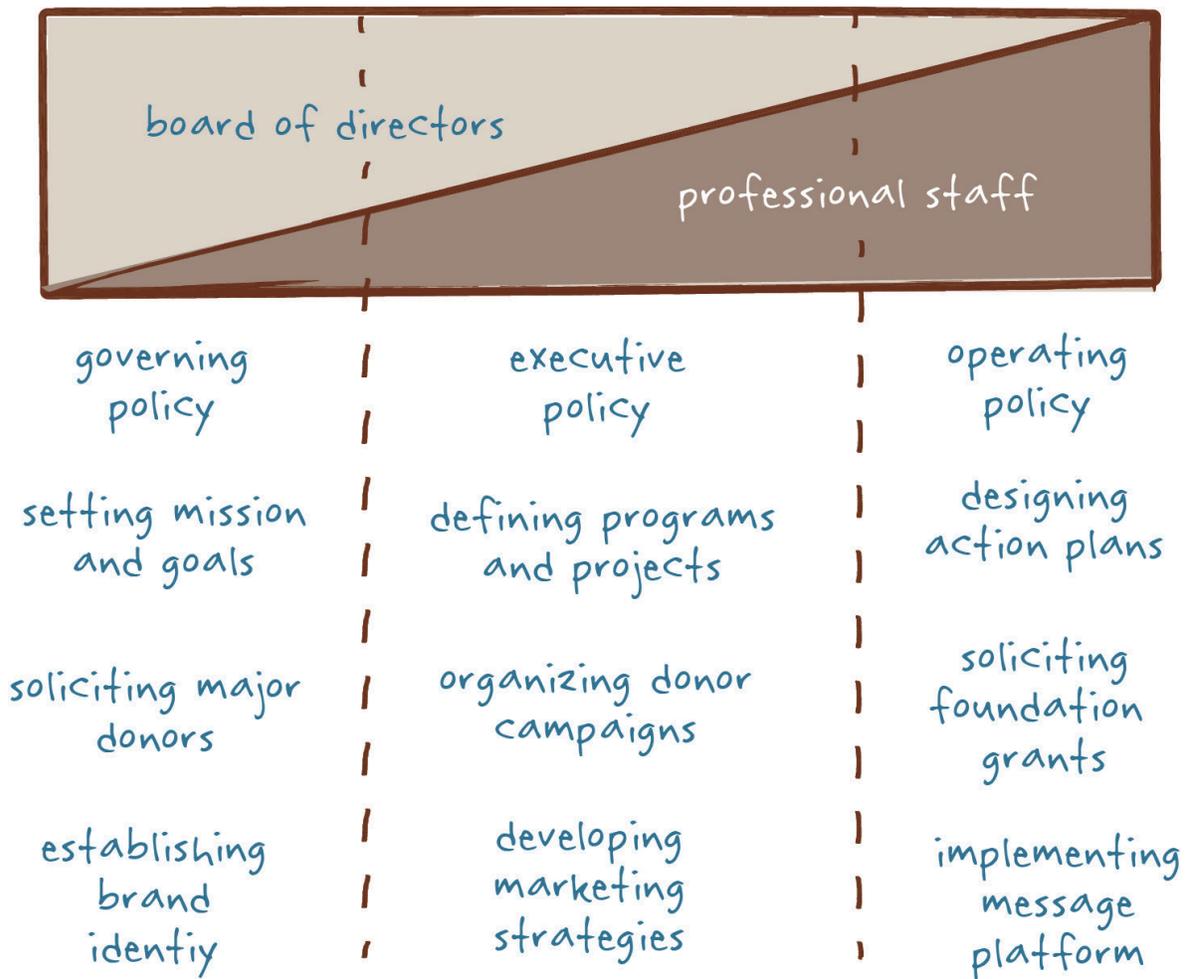
### Staff Activities

- The staff provides board members with good information (talking points, etc.) to use in promoting the organization.
- The executive director determines each board member's circle of contacts and ensures that they are appropriately used.
- The staff prepares the marketing communications plan.

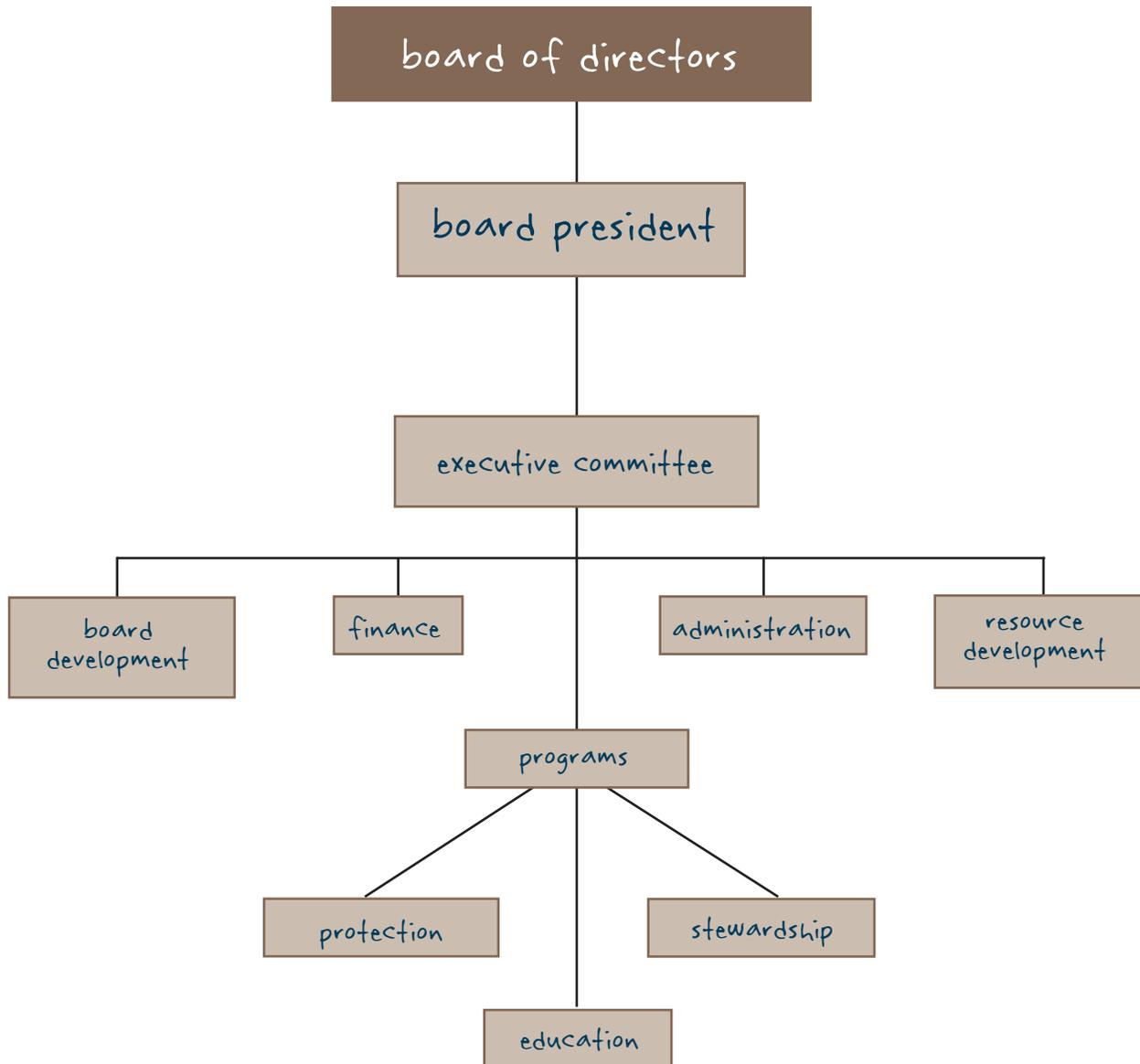
# Lines of Authority



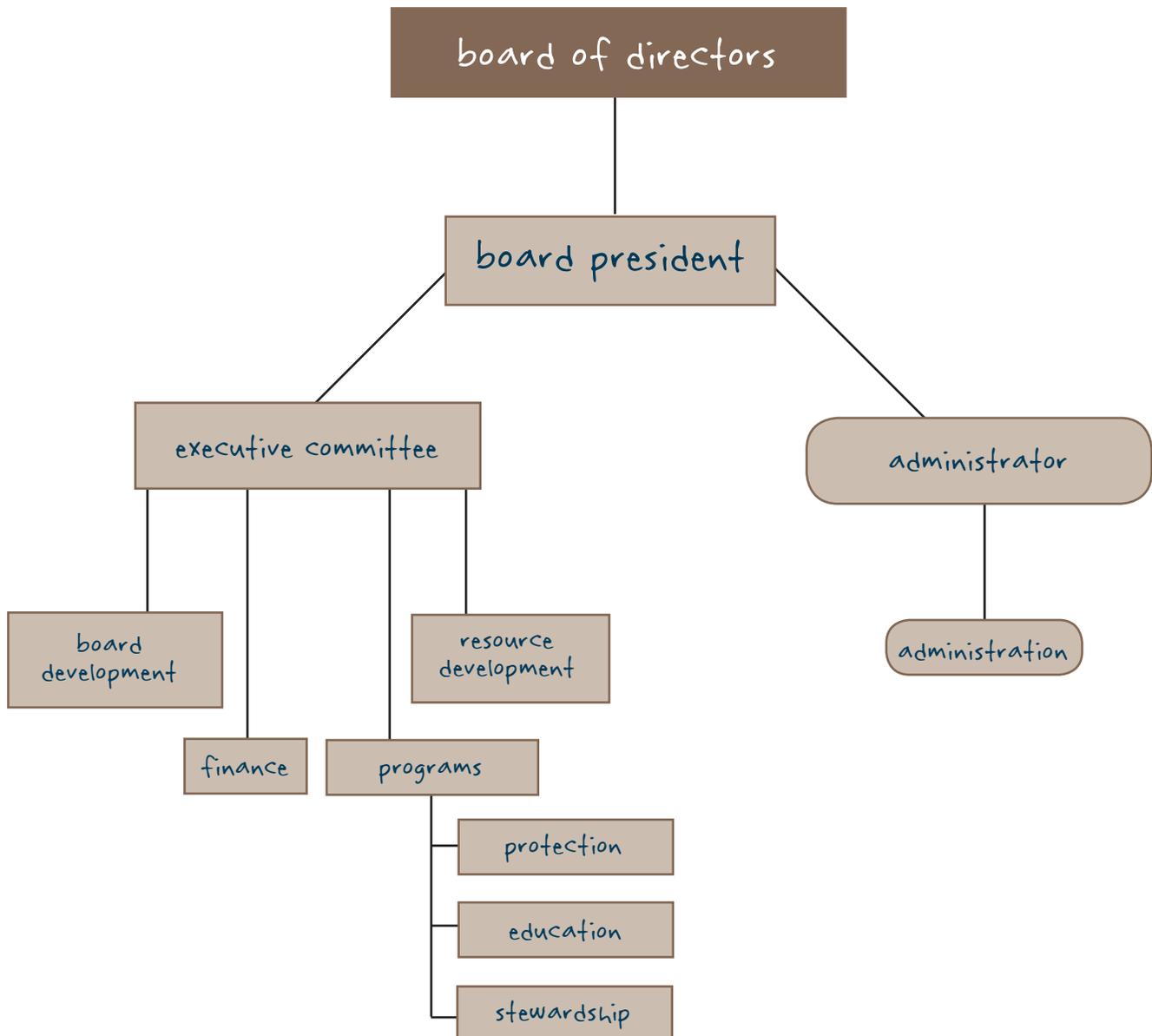
# Levels of Influence



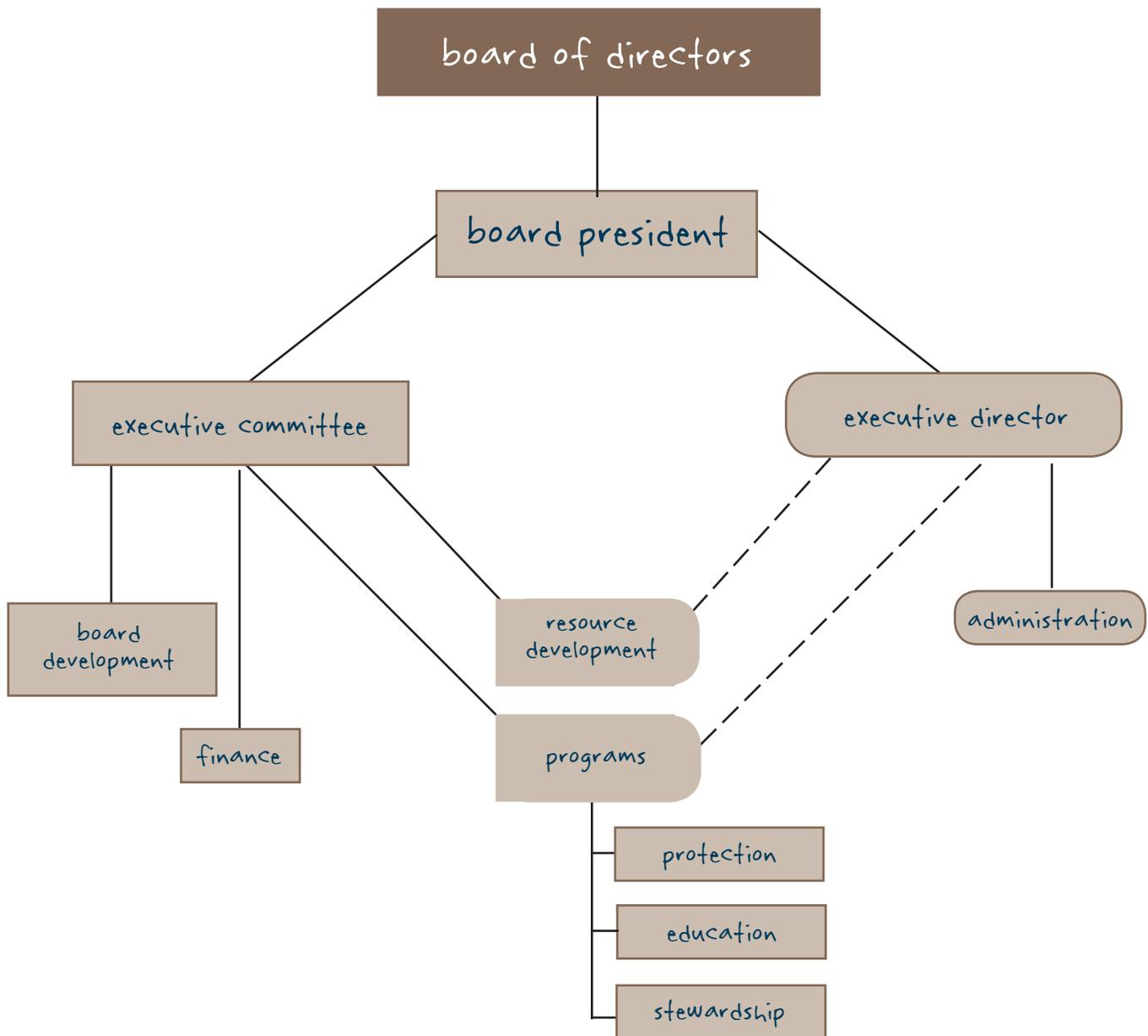
# Volunteer Organizational Structure



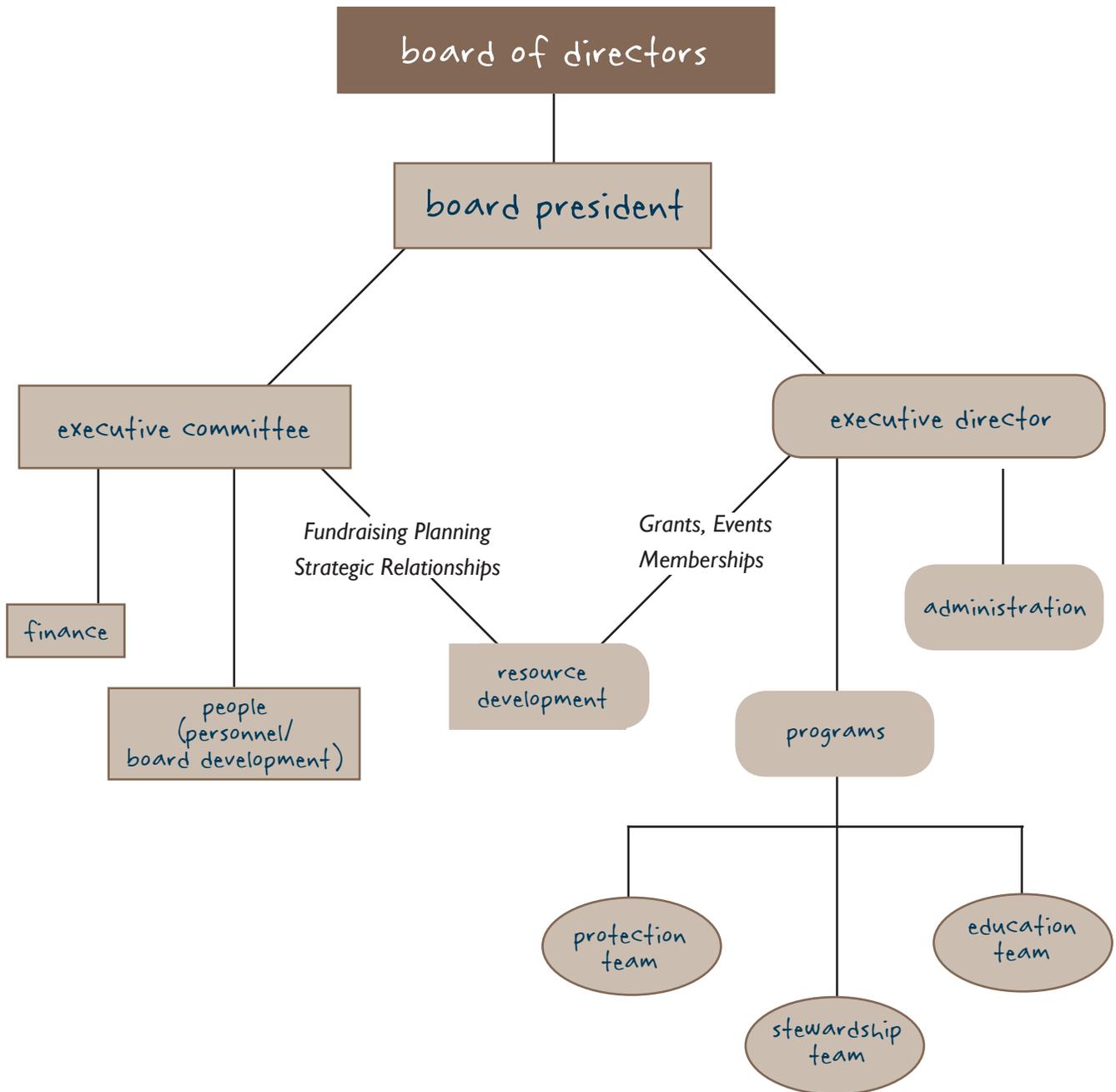
## One Staff Organizational Structure



## Small Staff Organizational Structure



# Professional Organizational Structure



## The Prudent Directors' Check List

1. Make sure your organization's mission is clear, and that the mission is followed.
2. Attend all, or nearly all, meetings of the board or committees of which you are a member.
3. Review by-laws annually to determine that they conform to law and that they incorporate all amendments which have been made through prior resolutions.
4. Make sure by-laws are followed and enforced; use consents to corporate action in lieu of meetings; all directors must sign.
5. Maintain a current membership list for your board and nonprofit organization members.
6. Request that the organization distribute important written materials in advance of board meetings at which action is to be taken.
7. Insist on advance notice to all directors of any major item of business to be acted upon at the next meeting.
8. Read, analyze, and understand financial statements, budget proposals, and other reports; raise at least one question with respect to each financial document at any meeting called for the purpose of reviewing financial documents; expect solid, business-like answers from your organization.
9. Question all reports demonstrating inconsistencies, material errors, or other evidence of sloppy work.
10. Seek expert counsel—legal, accounting, and otherwise—to supplement board member understanding and experience when dealing with complex issues.
11. Thoroughly review all minutes prepared by the secretary to insure that critical matters, including resolutions and discussions of complicated and controversial topics, have been covered.
12. Adopt a written conflict of interest policy that conforms with state law.
13. Question staff to determine that the IRS is kept advised of all material and substantial changes in the organization.
14. Have the most current articles and bylaws of the organization reviewed by competent counsel to ensure that they take full advantage of state law concerning indemnification and protection of board members.

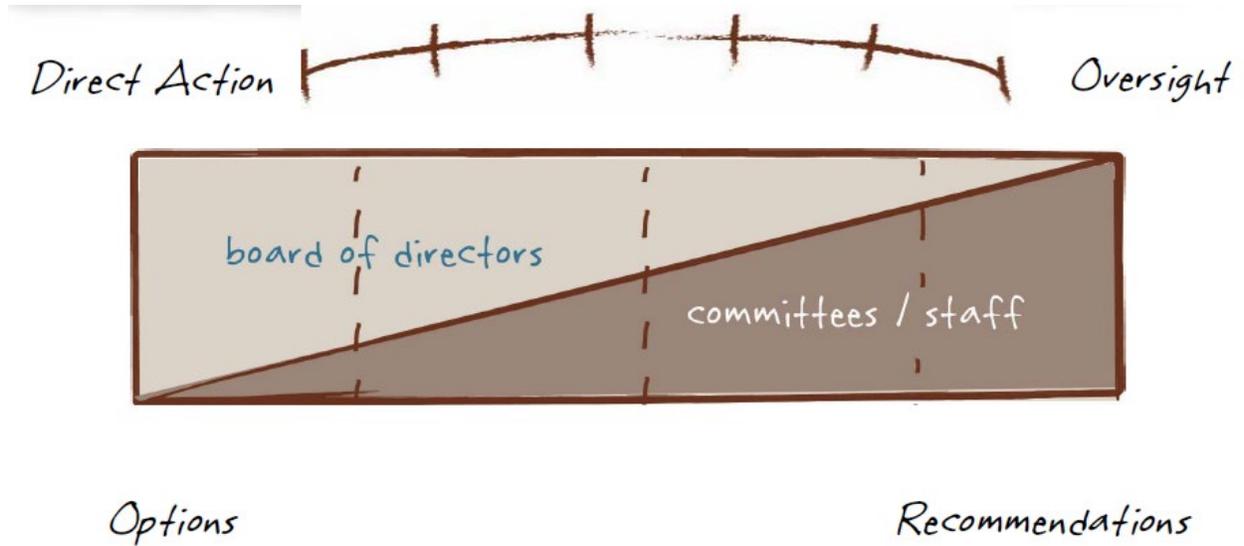
## Board Fundraising Functions

Fundraising is one of the fundamental responsibilities of the board of directors. In many cases, however, the board will delegate certain functions to staff because of the specific skills and more in-depth knowledge they possess. This does not remove the responsibility from the board, but merely shifts it from a role of implementing key programs to overseeing their implementation.

Regardless of the level of delegation given to staff, the board will always have a key role in the fundraising process. This role draws on the board member's unique position as a community volunteer and leader. Below is a list of activities that board members can do as part of their ongoing fundraising responsibilities:

1. Make a cash donation to the organization that for them represents a "significant contribution." A "significant contribution" could be defined as the largest single donation to a nonprofit group for the year (with the exception of religious contributions). If a board member belongs to more than one nonprofit, the donation should at least be equal to other gifts given to other groups.
2. Commit to and participate in effective planning efforts that develop both strategic plans and specific fundraising plans. Develop the organizational structure to support planning efforts, including the development of an effective Fundraising Committee.
3. Personally make requests to funding sources (individuals, foundations and corporations), usually as part of a team supported by staff or another board member. Not every board member is suited for this task, but at least some of the board should have experience asking for money and be prepared to do so for the organization.
4. Provide support and advice to staff involved in fundraising to help them complete their duties. Remember that in this role, the board member is simply an advisor and volunteer and has no supervisory responsibilities.
5. Participate in or observe programs to develop a thorough understanding of the specific program objectives and benefits to the community.
6. Contribute names and/or lists for direct mail acquisition mailings. Sign letters on personal letterhead for solicitations to personal contacts.
7. Participate in special events and other "friendraising" activities that expand the number of prospects who can be solicited for donations.
8. Diligently oversee the organization's budget to assure that the needs of the organization are being met. Don't let the financial needs of the organization get lost in the other details of governance.

# Models of Delegation



# The Basics of Board Development

Development of the board of directors is the most fundamental activity needed to build and maintain a strong nucleus for a nonprofit organization. It is a responsibility that boards should put near the top of the list of priorities.

The steps in the development of the board are:

- **Nomination and Recruitment** — the process of identifying the right individual to meet the needs of the organization and convincing her to become part of the organization.
- **Orientation** — the steps taken to give new board members information on the background, programs, and culture of the organization.
- **Training** — the regular efforts to build new skills and abilities among existing board members.
- **Evaluation** — the annual task of evaluating individual board member's contributions to the board, and evaluating the board's contribution to the individual board members.
- **Recognition** — the on-going process of recognizing work well-done and thanking board members for their commitment and the contributions they make to the organization.

Each of these elements of board development are critical to the organization's success. For this reason, most boards will develop a specific committee responsible for these board development tasks. Often the committee is called the Nominations Committee or Board Development Committee.

These issues and procedures are applicable not only to the development of board members, but also to the development of non-board committee members and other key volunteers.

# Roles in Board Development

## Board Development Committee Responsibilities

- Develop board member criteria
- Recruit potential board members
- Present potential members to the board
- Provide orientation of potential and new board members
- Provide training and continuing education for all members
- Provide regular recognition to board members

## Board of Directors Responsibilities

- Approve board member criteria
- Elect members
- Terminate members
- Charter Board Development Committee
- Ensure nomination and election of officers
- Ensure nomination and election of board members
- Ensure evaluation of board effectiveness and individual member effectiveness
- Rotate board jobs

## Board Recruitment Process

- 1. Develop criteria for Board Profile Grid.**

Use the profile grid to identify the skills, background, and demographics to be represented on the board. Establish the priorities and the initial profiles to be recruited.
- 2. Identify recruiting prospects.**

Identify the people and organizations to contact as part of the recruiting process. Get the names and numbers of people to be contacted as prospects for the board. As part of this process, try to understand what each person could bring to the board.
- 3. Narrow the list of potential board members to top prospects.**

Go through the list of possible board members and narrow the list to the strongest core group (six to nine individuals). Prioritize the list of remaining applicants based on the diversity needs of the board. Make plans for immediate follow-up with the core group prospects.
- 4. Assign contact person to each prospect.**

Assign an individual to contact each of the board prospects. Give each contact person the appropriate recruiting materials, including orientation packet, application, and job description. If the prospect is interested, give her or him the materials and discuss the next steps.
- 5. Contact top prospects.**

Set up interviews with top prospects. Interview should include a board member and the Executive Director. Focus discussion on expectations of board members and the identification of other possible prospects. Try to get final commitment from prospect at this meeting. Ask the person to complete the application, either in the meeting itself or by sending it into the office. Discuss opportunities for involvement on committees in lieu of board membership.
- 6. Conduct orientation.**

Conduct a board member orientation for all new board members. Assign mentors to assist new members, and make committee assignments to all board members. Ask each board member to complete the board member agreement and send to office.

# Board Profile Grid

Board Members								
Skills and Talents								
Finance								
Conservation								
Organizational leadership								
Comms/Marketing								
Fundraising/friend-raising								
Public policy								
Legal								
Connections								
Conservation organizations								
Public officials/agencies								
Funders/donors								
Landowners								
Large company affiliation								
Capacity/Commitment								
Give money (1-3)								
Bring connections (1-3)								
Leadership (1-3)								
Participation (1-3)								
Demographics								
Geographic								
Age								
Gender								
Cultural diversity								

# Board Member Application

Name

Date

Address

Daytime Phone:

Evening Phone:

Profession/Occupation:

Please list current or prior board experience:

*Organization*

*Dates*

Why are you interested in serving on the Board?

What skills and background do you offer as a board member?

*Feel free to attach additional pages, resume or any materials you feel would be helpful.*

# Board Member Agreement

As a board member, I have certain expectations about my involvement with this board. These expectations include both what I want to give and what I want to get back in return.

## What I expect from the Board

I want to serve on this board because:

The things I expect to enjoy the most about being on this board are:

The things I expect to enjoy the least are:

There are certain personal or professional goals that my involvement in this group can help satisfy. The areas where I want to grow are:

I expect the following from this organization:

- Clearly defined roles and responsibilities for board and staff members, including clear lines of authority.
- Orientation and training necessary to enhance my effectiveness as a board member.
- Materials provided in advance of meetings where decisions or deliberation will occur.
- Timely and accurate financial reporting.
- Appropriate use of committees to assure efficient use of board and staff time.

I also recognize that this board has certain expectations of its members. It is as important for the board to get what it needs from me as it is for me to get what I need from the board.

## Board Member Agreement (continued)

### What the Board expects from me

As a board member, I believe that I bring the following strengths, skills and knowledge:

I will serve in the following areas as defined by my personal work plan:

Fundraising

Relationship Building

Other

I accept responsibility for ALL of the following:

#### **Time Commitment:**

- Attend board orientation and training sessions
- Attend board meetings, committee meetings and membership meetings
- Complete assignments and prepare for meetings

#### **Participation:**

- Participate in board fundraising activities and make a financial contribution to the organization to the best of my ability.
- Participate in meetings and ask appropriate questions when needed
- Serve on at least one committee as a part of my board role
- Participate in the on-going tasks of the board
- Act as an advocate for the organization to the outside public

#### **Knowledge and Preparation:**

- Educate myself on the organization's purpose, history and needs
- Keep current on the outside trends affecting this organization
- Keep current on the role and responsibility of board involvement.

I have read and agree to this commitment as a member of the board of directors.

**Signature:**

**Date:**

# Board Orientation/Training Program

## I. Recruitment Stage

1. Introduce the prospect to the agency and its goals at an initial meeting with a recruiting board member and the executive director. Have the recruiting board member pitch the organization and the positive aspects of board membership. At that time, give the prospect an information packet that includes at least the following information:

Schedule a visit to the agency by the prospective member to see programs in action or to talk with program staff.

- An overview of the organization's purposes, major programs, funding sources, etc.
  - A list of expectations of prospective members—meetings, committee assignments, tenure, and time commitment.
  - A list of current board members and key volunteers.
  - Copy of bylaws and last annual audit of agency.
2. Invite the prospect to attend a board meeting to get an idea of how the organization makes decisions and delegates responsibilities.

## II. New Member Orientation

1. Schedule a meeting between the new board member and key people in the organization. Provide a detailed Board Member Manual, which should include bylaws, articles of incorporation, program descriptions, current budget, last audited financial statements, list of board members and their addresses, lists of committee and staff assignments, copies of minutes for the previous year, and a copy of the strategic or long-range plan.
2. At first meeting, introduce new member to all current board members and staff. Consider assigning a "mentor" board member to work with the new board member through the first three months. Also, make committee assignment.

## Orientation/Training Program (continued)

### III. During First Three Months

1. Have regular check-ins with board "mentor" to answer questions and help member become acquainted.
2. Assign a specific committee task as part of regular implementation process.
3. Continue orientation to the work of the specific committee.
4. Continue to provide written background material to answer questions.

### IV. Ongoing Training

1. Consult with appropriate committee chair and staff to obtain full involvement of new member.
2. Provide assistance in carrying out responsibilities.
3. Provide opportunities for board members to attend special workshops related to the assignments and interest of the member. Provide special leadership training to current and prospective officers.
4. Expand responsibilities and rotate committee assignments to help satisfy the interests and needs of the board member. This has the added advantage of providing continuous development of volunteer leaders for the organization.

# Board Manual - Sample Contents

1. **Organization Mission Statement**
2. **List of Board Members** — Names, addresses, short biographies
3. **Board Member Job Description**
4. **By-laws**
5. **Organizational Chart**
6. **Committee List** with assignments of all board and staff members
7. **Strategic Plan**, including Goals, Objectives, and Committee Work Plans
8. **Operating Policies** of the Board
9. **Confidentiality Statement**
10. **Short History** of the Organization
11. **Minutes** for the last year
12. **Staff Job Descriptions**, presented in brief outline form
13. **List of Programs**, with descriptive data
14. **Budget**
15. **Audited Financial Statements** for the previous year.
16. **Sources of Funding**
17. **Friends of the Organization**, including Advisory Council, ex officio members, key volunteers.
18. **Glossary of Terms**

# Job Description: Board Member

## Overview

Passion. Energy. Commitment. Like legs on a stool, all three are needed to achieve Tucker Land Trust's mission: to conserve the vital habitat and signature landscapes of the Tucker Valley region. Our vision is that future generations will have the privilege of witnessing, as we do, the awe-inspiring nature and beauty of the Northwest that connects us to the past and continues to shape our culture today.

The Tucker Land Trust board of directors has the fundamental responsibility to both protect and advance the health of the organization.

- The board protects the organization by managing its fiduciary responsibility, including fiscal oversight, risk management, resource development, and executive limitations.
- The board advances the organization by investing in strategic thinking (defining direction and outcomes) and generative thinking (organizational identity, sustainable leadership, and organizational evolution).

An unflagging commitment to conservation is a prerequisite for serving on the Tucker Land Trust board of directors. We actively recruit leaders with diverse talents and deep community connections who expect to contribute in a meaningful way to the work of a cohesive and effective governing body.

## Expectations

- **Leadership.** We seek board members who are prepared to step up and contribute enthusiastically in critical leadership roles throughout the organization.
- **Relationships.** We seek board members with deep roots in the communities we serve, and a willingness to connect us to their personal and professional networks.
- **Resources.** We seek board members with resources to invest in support of conservation. We need members with time capacity to actively engage and lead the organization, in some cases with deep commitments of time. We need members with financial capacity or interest to lead our resource development efforts to fuel great conservation.

## Responsibilities

The board is responsible for governing the organization. This includes specific responsibilities in three key areas:

- **Fiduciary responsibilities** – overall fiscal oversight, risk management, executive limitations, and resource development. The board manages one employee: the executive director.
- **Strategic responsibilities** – defining direction and intended outcomes, narrowing priorities, and measuring impact.

## Job Description: Board Member

- **Generative responsibilities** – defining the identity, culture, and core values of the organization. Tending to organizational resilience and evolution, including a strong focus on sustainable leadership.

### Committee Structure

The board needs contributed talent and connections in the areas of conservation, financial management, organizational leadership, resource development, and public policy. The committees direct board activity into those key areas:

<i>Standing Committees</i>	<i>Ad hoc Committees</i>
<ul style="list-style-type: none"> <li>• Conservation</li> <li>• Finance</li> <li>• Board Development</li> <li>• Fundraising/Outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• Public Policy</li> <li>• Others as needed</li> <li>• Forestry</li> </ul>

### Requirements for Board Service

Board members are expected to have or do the following:

- A demonstrated interest in conservation and the important places in our region.
- Specific experience and/or knowledge in at least one of the following areas: conservation and natural resources, financial management, organizational leadership, resource development, and public policy.
- The ability to guide the organization strategically and generationally – at the 30,000-foot level and seven generations out.
- A willingness to participate in board fundraising activities and make a meaningful financial contribution to the organization.
- Represent and facilitate a connection with a key aspect or segment of the population of the communities we serve.
- Participate on a committee, including Executive, Board Development, Finance, Fundraising/Outreach, or Conservation.
- A willingness to expand one’s knowledge and effectiveness through orientation and training.
- A willingness to represent the organization to the community, build strategic relationships, and actively encourage support for the land trust.

Board service varies from month-to-month, and some board members will commit more time than others.

## Job Description: Major Gifts Committee

### Purpose:

The committee will be responsible for the successful execution and completion of the major gift fundraising program and capital campaign. Major gifts are gifts from individuals of \$1,000 and over for the annual fund and \$5,000 and above for capital.

### Responsibilities:

- Review and approve multiyear and annual campaign goals and work plans
- Monitor progress, adjust program strategy when necessary
- Ensure coordination between the campaign and annual major gift fundraising, including prospect clearance
- Recruit solicitors and advise on volunteer assignments
- Make recommendations for adoption by the Land Trust's board of directors on major changes to the campaign's conservation priorities and financial goals
- Review prospect candidates for major gifts and report suspects to campaign staff for research
- Cultivate and secure major gifts
- Make a meaningful gift to the organization's annual giving program and capital campaign

### 2015 Work Plan:

#### *First Quarter*

*Refine campaign strategy  
Develop recognition policies  
Develop outreach materials*

#### *Third Quarter*

*Organize/implement cultivation events  
Set up one-on-one meetings  
Organize board involvement*

#### *Second Quarter*

*Finalize cultivation calendar  
Solicit Board gifts  
Develop outreach materials*

#### *Fourth Quarter*

*Make solicitation calls  
Develop 2005 goals/budget  
Recruit additional committee/board members  
Update committee work plan*

Committee members: *Marc Smiley (Chair), Dave DeAntonis, Jennifer Sims, Dennis Hopwood, Scott Campbell.* Key volunteers: *Kathleen Sayce, Peter McCoy, Kerry Barnett.* Staff: *Glenn Lamb, Lisa DeGrace*

## Job Description: Board Development Committee

### Tucker Land Trust - Purpose, Responsibilities, and Work Plan

#### Purpose:

Manage board development and effectiveness and ensure that the Board of Directors is responsive to the organization's needs.

#### Responsibilities:

1. Develop and maintain optimum board member profile
2. Identify, evaluate and recommend board candidates that fill its needs
3. Recommend candidates to the board for board officers
4. Develop recruiting, orientation, training, evaluation and recognition materials
5. Coordinate annual self-evaluation of board members and overall board effectiveness
6. Create a support structure for board members
7. Facilitate the involvement of advisors
8. Coordinate orientation process for new board members

#### Committee members:

Mel Seifert (chair), Joe Withers, Jim Horrace, Belen Cortez, Chen Dasso and Gary Olson. Staff support by Christine Ortega.

## Job Description: Board Development Committee (continued)

### Tucker Land Trust - Purpose, Responsibilities, and Work Plan

Work Plan:

#### First Quarter

- Recommend officers to the Board of Directors
- Initiate creation of board development materials

#### Second Quarter

- Update board member profile and desired board composition (Gary)
- Review options for board evaluations and agreements (Mel)
- Review and update board member manuals (Chris)
- Develop outreach strategy for committee and board recruiting. (Chen)
- Meet with the board president to discuss ways to fully engage board (Mel)
- Identify mentors for new board members (Joe)
- Develop strategies for involving non-board members on committees (Jim)

#### Third Quarter

- Review bylaws and policies for potential changes
- Discuss board term limits
- Discuss need for possible board training
- Formalize board and officer nomination and election procedures
- Conduct outreach for board and committee members
- Review possible discussion topics at each board meeting
- Provide board members with updated board manuals

#### Fourth Quarter

- Coordinate election of board members by membership
- Recommend new board candidates to the Board of Directors
- Develop 2008 committee work plan
- Distribute board evaluation to board members
- Develop 2008 board discussion topics

## Board Member Evaluation

*This is an evaluation based on a version of the board member agreement shown earlier in this packet.*

Below are a list of specific things from your board agreement that you wanted to get out of your involvement with this organization.

How well did this organization give you what you wanted?

What could be done to improve your satisfaction with this board?

What could the board do to improve relationships among board members?

Below are a list of specific things from your board agreement that you wanted to give to this organization as a board member.

Were you able to give what you wanted to give?

What could be done to improve your contribution?

## Board Member Evaluation (continued)

What could this organization do to help you with your contribution to the Board? Below is a list of specific responsibilities from the board agreement. How would you rate your involvement in each area below (1 = Excellent, 2 = Satisfactory, 3 = Needs Work, 4 = Poor)?

### Time Commitment

- \_\_\_\_\_ Attend board orientation and training sessions
- \_\_\_\_\_ Attend board meetings, committee meetings, and annual planning retreat
- \_\_\_\_\_ Complete assignments and prepare for meetings

### Participation

- \_\_\_\_\_ Financially support this organization to the best of my ability
- \_\_\_\_\_ Participate in meetings and ask appropriate questions when needed
- \_\_\_\_\_ Serve on at least one committee of the board
- \_\_\_\_\_ Provide assistance to staff at their request
- \_\_\_\_\_ Act as an advocate for the organization to the outside public

### Knowledge and Participation

- \_\_\_\_\_ Educate myself on the purpose, history, and needs of this organization
- \_\_\_\_\_ Keep current on outside trends and issues affecting this organization
- \_\_\_\_\_ Keep current on the role and responsibility of board involvement

What would you suggest to improve your involvement in the areas above?

Is this evaluation a helpful tool to improve your participation in the board? How could it be improved?

Does this board ask too much from its members?

Is there anything else you would like to say about board member's involvement and participation?

# Board Member Self-Appraisal

Name \_\_\_\_\_ Date \_\_\_\_\_

Using the following guide, please rate yourself on the questions below:

- 1 Never a problem
- 2 Sometimes a problem
- 3 Increasingly a problem
- 4 Now a definite hindrance

- \_\_\_ I am able to attend scheduled meetings.
- \_\_\_ I arrive on time for meetings.
- \_\_\_ My schedule is flexible enough to attend emergency sessions.
- \_\_\_ My career does not conflict with my position on the board.
- \_\_\_ I am able to discuss controversial topics effectively.
- \_\_\_ I review background material before meetings.
- \_\_\_ I work easily with the executive director.
- \_\_\_ I keep an open mind on issues.
- \_\_\_ I make at least one positive contribution to each meeting.
- \_\_\_ I have a high level of commitment to and interest in our organization.  
I participate actively on at least one committee.
- \_\_\_ I participate in fundraising as requested by staff and make a personal financial contribution.
- \_\_\_ I speak positively about the organization in public.

# Recognition Activities

## **Informal Recognition Activities**

Comments

Phone Calls

Notes

## **Formal Recognition Activities**

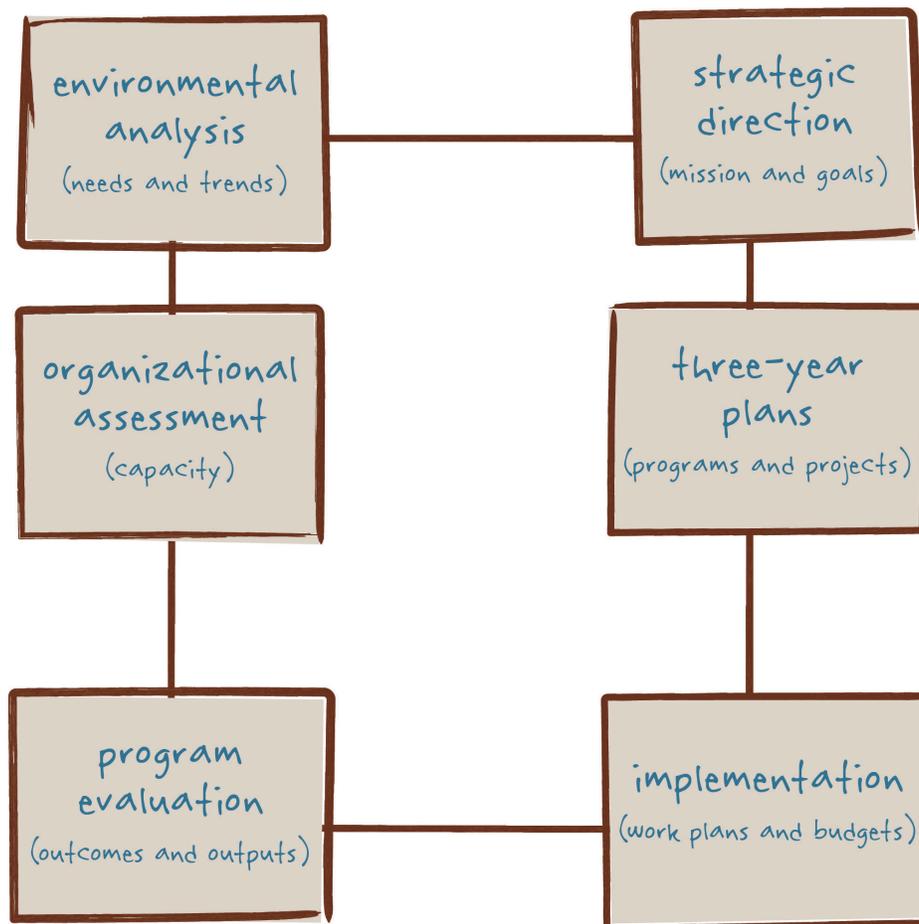
Recognition Events

Special Honors

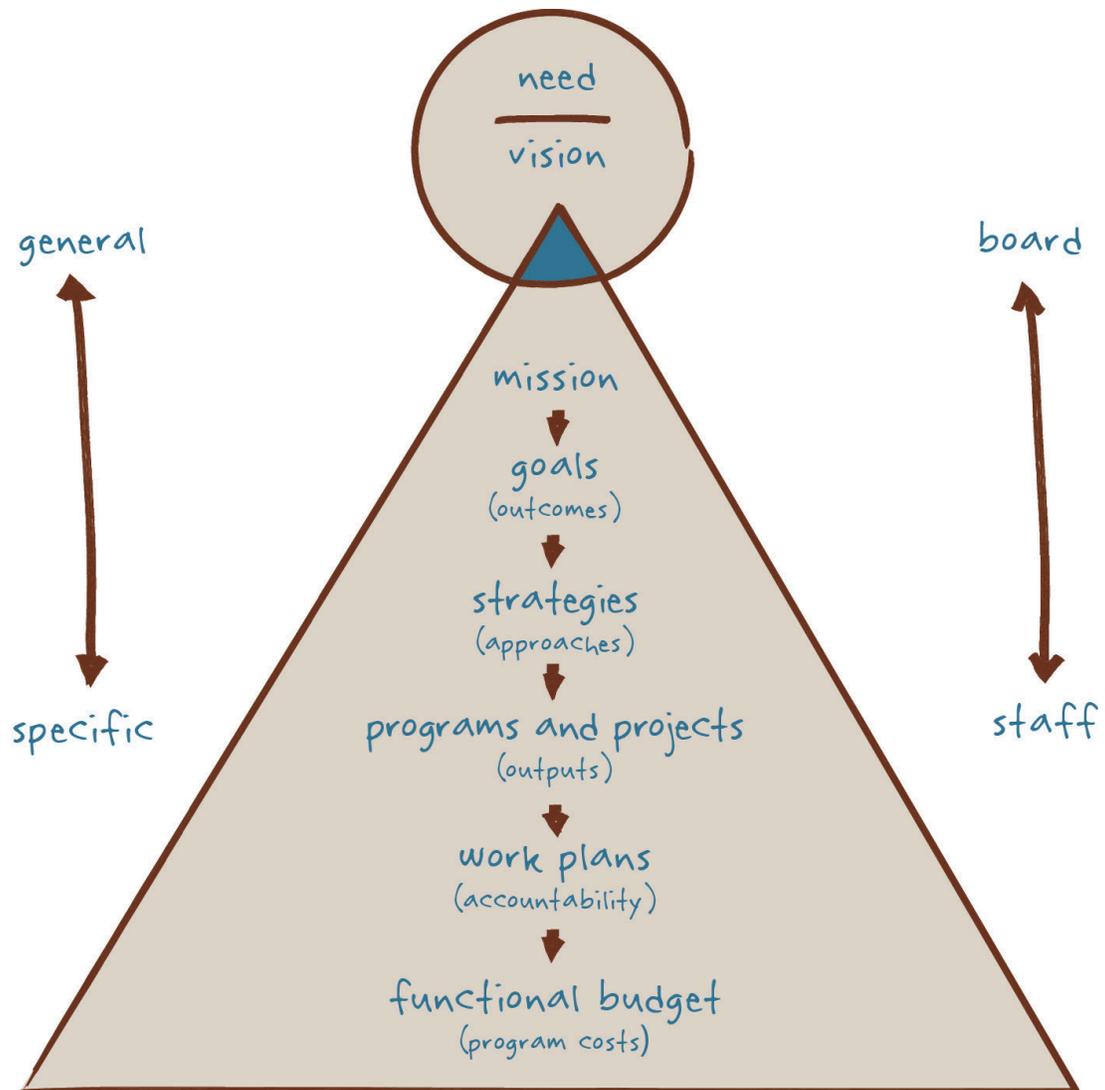
Publicity

Fun

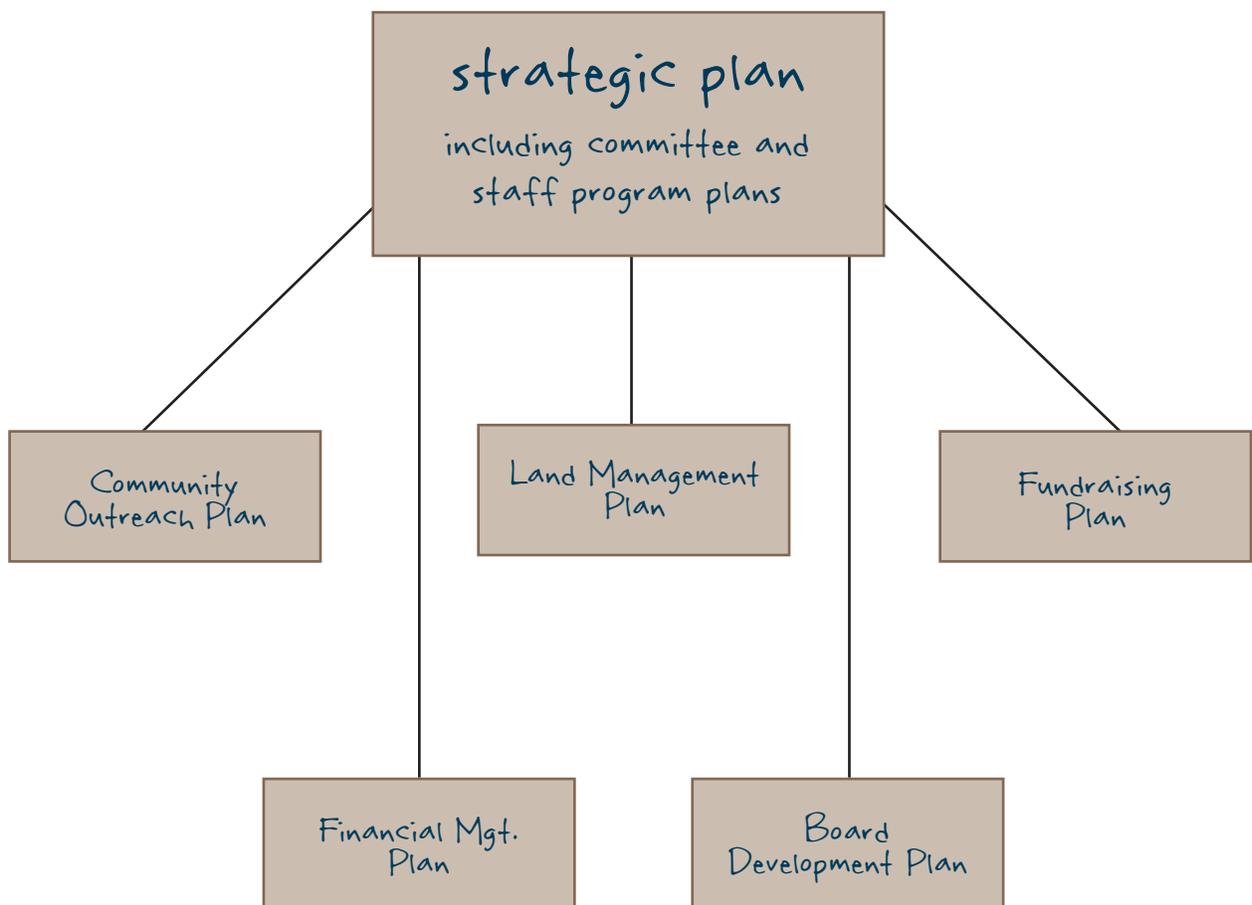
# The Planning Cycle



# Elements of the Strategic Plan



# Supporting Plans



## Essentials of Fundraising

Fundraising is one of the most misunderstood elements of nonprofit management. The myths and misconceptions around fundraising extend beyond the reality of what is important and what works. To understand fundraising, it is important to understand some very basic principles.

1. **People don't give money away; people invest in their "community."** Showing people how your organization can bring change to the community (to which the donor belongs) is a critical step in convincing her that she should "invest" her dollars. The strategic plan may be an important tool to show that your organization is a good investment.
2. **The most important fundraising resource for an organization is a strong base of donors.** In the early years, this base will not bring in a tremendous amount of money. Over time, however, a strong base will be critical to efforts to develop major donors, corporate and foundation contacts, and planned gifts.

A broad donor base is also critical to other important aspects of the organization's programming. An organization that speaks for thousands carries more clout and influence than a group that represents dozens.

3. **Success in fundraising comes to those who ASK.** It's simple, it's obvious, but it's true.
4. **The total amount of money raised may be less important than amount of unrestricted money raised.** Restricted dollars will be important to drive the programs they fund. But unrestricted funds give the organization the ability to pay for the "unsexy" things that are critical to overall program effectiveness. They also give the organization flexibility to respond to issues that are consistent to the mission instead of chasing funds that may not be germane. This is another reason why individual donors are such a valuable resource.
5. **People give to people who have given.** The more personal the solicitation, the greater the success. The more connected the solicitor is to the prospect, the better the chances of the gift. If a person asking for money has not given herself, the prospect will be less likely to give.
6. **Fundraising stability depends directly on the diversity of funding sources.** An organization that depends on a government contract for 75% of its funding is subject to a massive fall if the funding should be eliminated. An organization that has no more than 20% of its funding from any single source ensures that individual decisions will not globally affect the organization's success.
7. **When considering making a donation, timing may be more important than any other factor.** Discretionary income is one of the most significant elements in deciding whether to give or not. For most folks, how much money a person has to give varies on a monthly, rather than yearly, basis.

## Who is a Prospect?

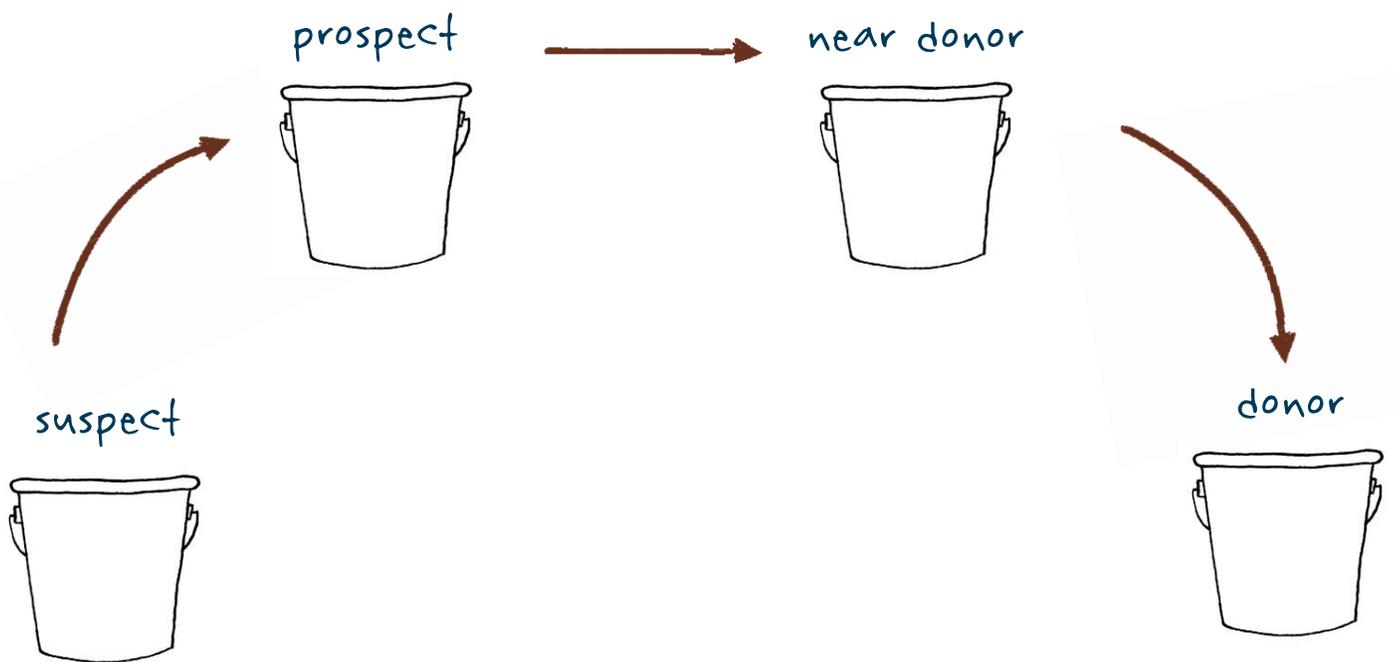
For someone to qualify as a prospect they must meet the following requirements:

**A** = **Ability** to give a substantial gift

**B** = **Belief** in your work or similar work

**C** = **Contact** with your organization or with someone who knows about your organization (the closer the better)

# The Four Buckets of Fundraising



## Who Gives?

75 - 85% of gifts come from 30% of donors



# Ladder of Effectiveness

	<i>% of prospects who will give</i>
<b>1. Personal face-to-face solicitation</b>	50%
<b>2. Personal Phone Call</b>	25%
<b>3. Personal Letter</b>	15%
<b>4. Phone-a-thon</b>	10%
<b>5. Direct Mail</b>	1 - 3%

# Donor Cultivation Plan

## Donor: Bill and Martha Elliot

### General Giving Profile:

- Small donors who have given in each of the last three annual giving requests
- Significant donor to The Nature Conservancy and Audubon
- Bill served on several nonprofit boards in Boston prior to retirement
- Martha volunteers with local schools

### Most recent previous gift dates:

11/5/10 - \$50	12/30/09 - \$50	1/2/09 - \$100

### Special interests and notable notes:

- Bill is an avid birder and amateur photographer
- Martha is well-connected to Florence community; multigenerational history in the area

### Top Donor Cultivation Checklist

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>■ Prior giving history to similar community organizations</li> <li>□ Direct personal connection to land conservation</li> <li>■ Understanding of land conservation strategies and tools</li> <li>■ Direct connection/relationship to FLT person(s)                             <ul style="list-style-type: none"> <li>• Rich - worked together at the State</li> <li>• Paul Cooper - neighbor</li> </ul> </li> <li>□ Participation in prior cultivation event</li> </ul> | <ul style="list-style-type: none"> <li>■ Land tour                             <ul style="list-style-type: none"> <li>□ Volunteer engagement in some capacity</li> </ul> </li> <li>■ Prior initiative or proactive engagement in FLT                             <ul style="list-style-type: none"> <li>• Requested landowner stewardship information</li> <li>• Brought along and introduced Rich to neighbors at public event</li> </ul> </li> <li>■ Prior giving history to FLT                             <ul style="list-style-type: none"> <li>□ Previous major gift</li> </ul> </li> </ul> |
|---|--|

## Donor Cultivation Plan (continued)

**Primary Board Contact:** Paul

**Primary Staff Contact:** Rich

### 6-Month Cultivation Goals:

- Participation in cultivation event
- Agree to volunteer for friend-raising event in 2012
- Gift above \$250
- Potential Leadership
- Solicitor
- Cultivator

### Mailings and Materials

- |                              |      |       |
|------------------------------|------|-------|
| • Send electronic newsletter | Mary | 10/15 |
| • Send Director Letter       | Mary | 10/25 |
| • Invite to house party      | Paul | 1/10  |

### Events

- |                             |      |      |
|-----------------------------|------|------|
| • Invite to Fall Farm event | Mary | 10/1 |
| • Invite to house party     | Paul | 2/15 |

### Personal contacts

- |  |      |       |
|--|------|-------|
| • Personal note from Rich on Director's Letter | Rich | 10/25 |
| • Phone call for house party                   | Paul | 1/15  |

### Requests

- |   |      |      |
|---|------|------|
| • Send year-end mid-donor letter        | Mary | 11/5 |
| • Send year-end holiday card            | Mary | 12/5 |
| • Invite to volunteer for event in 2012 | Paul | 1/15 |

# Fundraising Roles

The fundraising roles within the organization should be defined by the unique qualities that each group brings to the activity. Sometimes these assets are defined by the nature of their *functional role*, sometimes by *individual strengths*.

## Board Role

Board members often bring the key strengths of leadership, long-term vision, peer credibility and organizational accountability. Therefore, their role is often associated with the responsibility for defining the direction and approach to fundraising, building strategic relationships, asking for significant contributions, and ensuring follow-through and results.

Example activities for Board Members:

- Making a contribution to the organization at some level based on ability to contribute, including consideration of a “leadership” contribution that helps “set the pace” of other supporters
- Developing and monitoring long-range fundraising goals
- Approving fundraising policies
- Cultivating relationships to key supporters
- Making fundraising calls and asking for contributions

## Committee Role

Committee members often bring the key strengths of detailed strategic thinking and focused attention. Therefore, their role is often associated with developing fundraising plans, engaging other board members in fundraising programs and ensuring follow-through of board participation.

## Fundraising Roles (continued)

Examples activities for Committee Members:

- Developing three-year fundraising plan
- Leading board fundraising campaigns
- Encouraging and motivating board member participation, including participation in recruiting committed fundraisers to the board
- Identifying training and development needs for the organization
- Recommending fundraising policies
- Evaluating and modifying fundraising programs

### Staff Role

Staff members often bring strengths of detailed understanding of the organization's programs and accomplishments, understanding the mechanics of fundraising, ability to manage details, building partnership relationships, and sustained focus. Therefore, their role is often associated with providing support to fundraising volunteers, developing implementation plans, managing fundraising systems and implementing fundraising mechanics.

Example activities for Staff Members:

- Developing fundraising implementation plans
- Organizing board contact with donors and key supporters
- Participating in fundraising visits
- Providing some training and development of fundraising volunteers
- Managing the database and donor files
- Aligning programs to funding opportunities
- Developing grant proposals
- Implementing direct mail and membership renewal programs
- Coordinating volunteer involvement in special events

## So What?

After sitting through this workshop, at least one (hopefully more than one) idea may have struck you as relevant to your organization. What are the most important ideas presented today for your organization?

1.

2.

3.

Which items are the most important *first steps* towards some of these improvements?

1.

2.

What areas do you think need additional clarification and training?

1.

2.