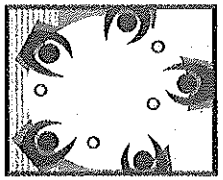


NOTES

AFP CENTRAL OHIO 1-11-11

BUILDING DEVELOPMENT BOARDS

*3 Actionable Ideas You Can
Use This Year*



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CHECK UP OF THE ORIENTATION PROCESS AND MATERIALS FOR NEW BOARD MEMBERS

Require that all new board members take part in orientation meeting(s) Discuss:

- Confidentiality and ethics
- Board member responsibilities
- Descriptions of the organization's clientele
- Giving and attendance policies
- Office/business facility layout & tour facilities
- Current challenges of the organization
- Materials

Provide the materials to thoroughly explain the functions of the organization:

- Board member job descriptions
- Staff member job descriptions
- Reports financial statements/audits
- Committees and their duties
- Plans of work – CEO, annual, long range
- Minutes from most recent meetings
- Roster of all board members
- Samples of funding requests
- Organization jargon & abbreviations
- Bylaws
- Financial statements and audits
- Annual budgets
- Calendars

CHECK THE MISSION AND VISION THROUGH STRATEGIC PLANNING

The strategic planning process is as valuable as the completed plan

Who to include:

- Board Members
- Clients served by the organization
- Experts in the organization's field
- Donors
- Staff
- Leadership from other organizations
- Organization CEO or executive director
- Interested individuals

Based on information from the planning process—is the organization's mission on target?

List measurable objectives with timetables

Use the strategic plans to prepare and update annual and long range plans

CHECK RECOGNITION AND ACKNOWLEDGEMENT OF BOARD MEMBERS

- Recognition program should be ongoing—not an event
 - Provide both private and public recognition
 - Make all board member contacts professional and positive
 - Make all board meetings interesting, keep them professional
 - Under promise and over deliver
- Examples
- Speaking or writing opportunities.
 - Acknowledge in newsletter-website - newspaper
 - Mission-based gifts
 - Informal notes from other board members
 - Organization "branded" gifts
 - Awards, certificates, and/or plaques
 - Picture book
 - Meeting with organization's leaders
 - Attendance at show, sporting event, or presentation
 - Board membership announcement in local newspaper
 - Host informal social events occasionally



Allene Professional Fundraising

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Let Your Light Shine

Building a Better Fundraising Board in 2011

The Treasure Map Exercise

The best way to conduct an individualized Treasure Map exercise is one-on-one although it can be done in a group if necessary. Simply do the following:

1. Take a blank sheet of paper and write the Board member's name in the middle of the sheet.
2. Around the name (leave plenty of room) like a constellation, write the Board member's answers to the next several questions.
3. Ask the person: "what group or groups of people do you come in contact with on a daily or weekly basis?" [Write these down as described above.]
4. Then ask: "For each of these groups, what do they have in abundance?" [Write these answers under each group name. The answers will most likely be money, time, love, contacts, etc. but probe deeper if they are having trouble; everyone has something in abundance even if it's garages full of gently used recreational equipment.]
5. Finally, ask, "what would this group's motivation be for becoming involved in our organization?" [Write this answer under the other answers for each group. Answers will vary but can be guilt, tax write-off, 'because I asked them', desire to give back to the community, etc.]
6. Once your map is complete, show it to the Board member and he/she will see that they do indeed know people who have something to give and a reason to give it. Then ask them which group they would feel the most comfortable reaching out to. Help them formulate a way they could do that such as phone calls, letters, e-mails, house parties, or "lunch and learns" at your office. Remind them of their treasure map from time to time and use it as a tool to help them cultivate donors.

The Board Thank-a-thon

The Board Thank-a-thon can be done a number of ways and is implemented the same way a traditional phone-a-thon is (donor information, usually printed on some kind of form, given to each caller, etc. and callers calling from the same location at the same time). Here are a couple of tips:

1. You will have to do plenty of homework to set up the Thank-a-thon but the most important task is training your Board members how to do it. Be sure to create a script that is sufficiently open-ended for them to feel comfortable using and conduct a training on the script and the phone-a-thon processes prior to calls being made. Board members "going rogue" on the phone is not a good idea!
2. Board members can either call people, thank them and update their information; or they can renew past year gifts in addition. It's up to you but having them ask for money increases the competitive nature of the event and some Boards really like that and have fun with it. Other boards are completely uncomfortable with it so don't force the issue. The main thing is getting your Board members in touch with people who care about the organization.
3. Be sure to support your Board members while on the phones in case they run into an unhappy donor.

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AFP Monthly Lunch Meeting
January 11, 2011

**Board Development: 15 (or more!) Ideas You Can Act Upon THIS YEAR to
Develop a Fund-raising Board**

List of Candidates:

- Maintain a list of prospective new board members
- State why this individual would be a benefit to the organization
- List experience with other boards, history with the organization, or unique talents of prospective board member
- Detail past history with the organization, is the prospect a current donor? (individually or corporate)
- Does prospective member require additional cultivation? Is this an immediate prospect or a longer term prospect. If longer-term, what are action steps to further cultivate and increase their involvement and interest?
- What are the experience/expertise needs of the current board, and how does prospective member fit into that mix ?

The nominating process should not be a brainstorming session of board members, conducted once a year, it should be carefully planned, and the executive staff should be driving the process and feeding information and structure to the overall process.

The nominating committee should study past performance, acknowledge the time and talent requirements of its board, and recognize the unique characteristics of individuals who have proven to be good board members in the past. . . . as well as the operating characteristics of the organization's board. Are board meeting held during business hours or after hours, and how does that impact the selection of candidates and the attractiveness of board service to the candidates. If a corporate representative is target, they may view board service as job related, and thus prefer to work with your organization during regular business hours, rather than mornings, evenings and weekends.

Nominating Committee / Information Screening of Board Prospects

The nominating committee should really be a Committee on Trusteeship, working to encourage the full participation of all board members, and monitoring board performance during their term.

Screening: Be sure to have a clear definition of the organization's expectations for board performance. State the job description and don't apologize about work and expectations for performance. Simply stated, if the organization wants more from their board members, then they should ask for more, clearly and explicitly.

Screening: Understand the potential board member's personal interest and commitment to the organization's mission: What is their motivation for service? Donors have needs, and board members have needs. What is this individual's needs and where do they find their motivation for board service.

Evaluate Board Performance

Track performance, meeting attendance, participation on committees, giving history, and contribution during meetings.

Based on initial reasons for board recruitment, did this individual bring their unique talents to their board service.

Evaluation is a tool. So evaluation of performance must then be used. Report on board performance so that the organization creates peer accountability for performance. This analysis should also be used by the Committee on Trusteeship to further guide and support the individual members of the board in the fulfillment of their responsibilities. Evaluation and analysis should not be used exclusively as a negative reinforcement, but as a management tool. Acknowledge and celebrate those who fulfill and excel in their duties as well.

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Top 10 Board Member New Year's Resolutions

It's that time again – for turning over a new leaf, for reexamining our work and life, for refocusing on what we really want, and for refreshing our commitment to good works.

Here are some great New Year's resolutions for nonprofit board members.

If you do these, you'll set an example and be a "spark plug" for your organization – and you'll also help make the world a better place through your favorite nonprofit.



1. **Get more engaged.**

Your nonprofit needs you to pay attention to your job as a nonprofit board member. Nonprofits don't need disengaged bosses. And yes, you are the boss – you're the legal fiduciary guardian of your nonprofit. The staff – through the Executive Director / CEO – report to you. Your favorite nonprofit needs YOU to lead, to question, and to act!

2. **Have a bias towards action.**

Do something. Your nonprofit needs more than talk out of you. Don't be one of those board members who think his or her only job is to come to meetings and pontificate a bit. Look for real actions you can take to help the cause. Ask the staff what they need you TO DO this month, this quarter, this year.

3. **Think big.**

You're not going to change the world, save the environment, feed the hungry, change your community, by thinking small. And there is great power in a big, wildly exciting vision! You attract people – and resources – to your cause. Energy is everything when you are trying to create change.

4. **Be optimistic, no matter what.**

Ban the handwringing and naysaying. Negativity is self-defeating and deadening. It wipes out energy and passion. It deadens momentum. Be the board member who has the point of view of abundance rather than scarcity. You'll influence the rest!

5. **Go back to your vision over and over and over.**

It will keep you excited, focused, passionate, and results-oriented. If you feel jaded or bored, ask yourself why you really care about this cause and this organization.

You'll fan the flames of your passion and your energy. You'll feel deep personal satisfaction when you see the results your organization is creating in people's lives.



6. Be the catalyst; be the provocateur.

Challenge, challenge, challenge the status quo. Remember Jack Welch's quote: "If the change is happening on the outside faster than it is on the inside, the end is near." Well, guess what – that goes for nonprofits too. Too many nonprofits plan for the future based firmly on the past. Be willing to ask, "Why are we doing this?" If needed, point out the elephant in the room that everyone is too polite to mention. Be willing to examine your nonprofit's business model if needed.

7. Make your own proud, personal gift to support your organization.

AND encourage the other board members to give. If you don't put your money where your mouth is, you have absolutely no credibility. Set an example. Don't be afraid to bring up the subject of board gifts in board meetings. Be willing to talk to other board members about their annual commitments.

8. Support the staff.

Ask them what they need from you. Ask them how you can support them. The staff is carrying the weight of enormous responsibility on their shoulders. Pay them competitive salaries. Don't let them overwork in the name of the cause. Return their phone calls. Respond to their e-mails. Tell them what a great job they are doing. A self-confident staff will perform at a high level.

9. Introduce 10 of your friends to your cause.

See if you can get them on your organization's bandwagon. You're not asking them for money. Instead you're trying to get them to join the cause. Have a porch party and invite your friends to meet your Executive Director / CEO, or take a group on a tour out in the field to show them the good work your organization is doing.

10. Be a sneezer and spread your organization's viral news wherever you go.

Ideas are like viruses—they are contagious, spreading from person to person. You want to create an epidemic of good buzz about your organization all around. All your friends, family and business associates need to know about your passionate involvement in your cause. Say, "Did you know that . . . ?" or "Can you imagine that xxxx is happening in our community?" Before you know it, they'll be engaged and on your bandwagon!

I challenge you to MAKE IT HAPPEN in 2011. There's too much at stake!

Don't be bystander. Move Forward and Make it happen!



5 NO ASK Fundraising Strategies for Board Members

NO ASK fundraising strategies? What can I possibly mean?

If your board members flee when they are asked to help in fundraising, you need a new approach and some new ideas. So here is a wildly different approach to try:

Tell them they DON'T have to ASK if they don't want to.

Let's find some practical, easy ways your board members can help in fundraising, without soliciting. They can open doors, and help you find new friends and donors – without having to solicit.

Here are my favorite five ways to use board members in fundraising, without soliciting. It's just the start of a long list of productive jobs they can do to raise friends and help create a sustainable fundraising effort.

1. MAKE FRIENDS FOR THE CAUSE

We need to capitalize on our board members' personal social networks to further our organization's urgent work solving community problems. So the job is clear: we have to ask our board members to introduce our organization to **everybody they know**.

Your board members need to be **roaring advocates** for your organization; they need to talk about it wherever they go. They should be all over their friends, telling them why it matters and urging them to get involved.

Actually, you want your board members to start an epidemic—of good news about your cause that will spread through your community.

Make Your Board Members into "Sneezers"

Teach board members how to be sneezers – spreading the idea virus and conveying excitement about our cause everywhere.

2. IDENTIFY YOUR ORGANIZATION'S VIP PROSPECTS

Who are the important people who could **catapult** your organization's future? I call them **VIPs— for Very Important Prospects**.

These individuals may be civic, political, philanthropic, religious, corporate, or social leaders in your community. They may also be among your current donors or on your prospect list.



Let's start our board members on a strategy that I call "**The VIP Prospect Game.**" It's a seamless, easy, polite way to get your board members talking about WHO THEY KNOW and HOW THEY CAN GET THE DOOR OPEN. And this can be a tough conversation to pull off with them, as we all know.

3. GATHER FRIENDS WITH SMALL SOCIALS

You can expand your community relationships and make friends fast through gatherings such as Small Socials. This job is perfect for social board members who have many friends and like to socialize.

A Small Social can take several formats. It can be a coffee, a tea, dinner, a porch party, a cookout, or cocktails. It can be breakfast meetings or luncheons. It can include 3 people or 100.

When in doubt, throw a party!

Follow these rules for a successful Small Social:

1. A board member or volunteer invites people and hosts it.
2. There is no charge.
3. It is a **cultivation event** designed to fire up people about your cause.
4. A plan is in place for following up after the event.

If you don't have a follow-up plan, don't do the event at all.

Small Socials always have a **short presentation** in the midst of the socializing. The **board volunteer host** should welcome everyone, and the Executive Director / CEO gives a short **high-impact message with a clear call to action** at the end.

4. BECOME A TOUR GUIDE – AND SHOW HOW WE CHANGE THE WORLD, OUR COMMUNITY, ETC.

Board members can host tours to bring prospective friends closer to your organization. A carefully scripted tour can be a powerful way to demonstrate your organization's good work and to illustrate unmet needs in the community.

The tour lets your work speak for itself.

Your guests will hear staff members or even clients/students/stakeholders express in their own words their personal first-hand experiences with your organization's mission—and the good it does—in the community. A well-planned tour also has the board volunteer's welcome, the Executive Director / CEO's visionary message, and the same follow-up plan.



5. OPEN THE DOOR WITH ADVICE VISITS

We all know that within our board members' social networks there is a gold mine of potential friends and donors. But they usually are not sure how to open the door to their contacts without seeming pushy.

But they can ask their friends for advice, guidance and counsel about their favorite project. And they can do it in person.

“If you want money, ask for advice. If you want advice, then ask for money.”

You're really having a treasure hunt, because when you get together personally with someone for an exploratory conversation, you are not certain what you will find. But you always end up making a friend for your cause.

People are usually flattered when someone approaches them just to ask for advice. You would be surprised at the number of doors that would open if you just ask for advice.



Feedback Feed-Forward Sample Questions

1. How were you introduced to the organization and why did you join the board?
2. How has your experience been as a board member?
3. Do you believe your expertise/skills are being utilized?
4. What do you enjoy most about being a board member?
5. What is your favorite program? Why?
6. Are there areas in which you believe we need to improve as a board? As a staff?
7. Do you know someone that might be a good candidate to join our board?
8. Do you feel you add value to this board?
9. What has your experience been in terms of introducing people to the organization and/or cultivating new potential donors?
10. What has your experience been in terms of asking for money?
11. What are your personal goals as a board member? How can I help you achieve them?
12. How do you view the role of the board as a whole?
i.e. Does the board represent the organization in the community appropriately? Do you believe they act as ambassadors? Do they follow-through with commitments as a whole? Are they adequately knowledgeable about mission and purpose of the organization?