


# United Way Nonprofit Training Series

Unpacking Core  
Competencies related to  
Key Funding Parameters



Module Three

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## APPLICATION & COMMUNITY NEEDS ASSESSMENT RESULTS

The results of United Way's region-wide  
Community Needs Assessment,  
the Request for Proposals (RFP) &  
application for our new  
community investment process can be found  
on our website:

<https://helpingpeople.org>

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## NEW FUNDING MODEL

- Provides open & competitive funding application process, with grants awarded for 3-year cycle.
- Funds non-profits & programs whose services align with results of the Community Needs Assessment.
- Continues to serve regional health & human services agencies across 16-county footprint with general operating support.
- Agency oversight & monitoring still conducted by UW volunteers and staff, guided by United Way Quality Standards.
- Aligns unrestricted donations with community needs & desired outcomes, facilitating our delivering on our mission – helping people live their best possible lives.

## OVERARCHING SUPPORT: NONPROFIT TRAINING SERIES



- Available to agencies interested in applying for funding.
- Anchored by United Way (UW) Quality Standards.
- GOAL: To help agencies, providing needs-based services, better position themselves to apply & qualify for UW's new 3-year grant.

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## SERIES LEARNING OBJECTIVES

### BUILD COMPETENCE

- To gain skills in core competencies related key funding parameters, enhancing ability to submit qualified UW grant application.

### ASSESS POSITION

- To discern how well agency meets key funding parameters, in evaluating readiness to complete qualified application.

### GAIN INSIGHT

- To identify growth opportunities & explore resources for building greater competence, raising likelihood of funding success.

### ADVANCE EFFORTS

- To prepare for funding application & strengthen strategic planning process for optimized agency performance & results.

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## CORE COMPETENCIES Related to KEY FUNDING PARAMETERS

#1: Programs meet defined community need & demonstrate impact

### Module #1: Program Evaluation

- **Theory of Change** explains reasoning for using selected intervention to achieve desired impact.
- **Program design tools** utilized to demonstrate intentional work toward impact.
- **Measurement tools & process** in place to determine fidelity & impact, making modifications as needed.
- **Successful outcome results** pertain to program(s) & population(s), for which funds being sought.
- **Data collection plan/process** in place to listen & learn from participants & obtain actionable info.

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## CORE COMPETENCIES Related to KEY FUNDING PARAMETERS

#2: Agency applies a racial equity lens across stakeholders/ functions

### Module #2: Advancing Racial Equity

- Agency encourages **cultural competence**, meaning one's ability to understand, communicate with & effectively interact with people across cultures.
- Agency has **practices and policies** that strengthen organizational diversity, equity and inclusion.
- Agency has programs aimed to **reduce disparities & advance diversity, equity & inclusion**.
- DEI work is **integrated throughout** organizational culture & infrastructure.
- Agency is **committed to continuous organizational learning** on how to further embody DEI.

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## CORE COMPETENCIES Related to KEY FUNDING PARAMETERS

#3: Board effectively drives direction & oversees performance

### Module #3: Optimizing Board Effectiveness

- Proper **Board structure** in place for effective governance.
- Operative **strategies** used to **recruit, develop, engage & retain capable Board members** for informed decision-making.
- Board maintains **focus on improved performance, stewardship, & accountability.**
- Effective **succession planning process** in place for CEO & Board leaders.
- Annual **Board assessment** utilized to inform improvement planning.

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## CORE COMPETENCIES Related to KEY FUNDING PARAMETERS

#4: Agency explores collaborations for optimal mission fulfillment

### Module #4: Exploring Strategic Alliances

- **Openness & receptiveness** to **explore** potential partnerships, collaboration and/& consolidation.
- Regular agency **strengths, weaknesses, opportunities & threats (SWOT) analysis**, whose **results inform desired attributes** in potential partner to explore/seek.
- Agency **considers various forms** of strategic alliances for strengthening effectiveness.
- Agency **regularly collaborates, integrates, and aligns services** with other providers.

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# CORE COMPETENCIES

## Related to KEY FUNDING PARAMETERS

#5: Agency utilizes strategic planning process to effectively address key priorities.

Module #5:  
Strengthening  
Strategic  
Planning  
Process

- Effective process, tools & resources used to facilitate strategic plan development.
- Agency utilizes its strategic plan to address key overarching priorities.
- Systematic process holds parties accountable for achieving priority directives.
- Strategic plan updated periodically to ensure agency continues to focus efforts on relevant priorities.

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# AGENCY SELF-ASSESSMENT & GROWTH OPPORTUNITY LOG

### Self-Assessment & Growth Opportunities

**Directions:** Use the chart to rate your agency on its skills possessed (S) and its application (A) of Core Competencies addressed in this Session. Ratings range from 1 to 10, with 1 equating to No Skills and Application and 10 - Highly Effective Skills and Application. Then, based on these ratings, identify growth opportunities you/your agency may want to pursue. **Note:** The assessment is solely for your use, to help: (1) consider your agency's readiness to complete a qualified application; and (2) identify potential areas of growth you/your agency may explore. Please retain your Self-Assessment & Growth Opportunities document to inform your work in Session #5: Strengthening Your Strategic Planning Process.

Skills & Application		Growth Opportunity & Strategy									
Agency Core Competency	(S/A) Scale:	1	2	3	4	5	6	7	8	9	10
Ex: Proper Board structure in place.	A	S									
Putting skills into practice; educate Board on structural benefits											
Proper Board structure in place for effective governance.											
Operative strategies used to recruit, develop, engage and retain capable Board members for informed decision-making.											
Board maintains focus on improved performance, stewardship & accountability.											
Effective succession planning process in place for CEO and Board leaders.											
Annual Board assessment utilized to inform improvement.											

Notes: \_\_\_\_\_

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## ROLES & RULES

### Roles

#### Facilitators

- Guide learning & sharing
- Conduct exercises
- Maintain schedule

#### Participants

- Maintain openness to learning
- Share knowledge & insight
- Check for understanding

### Rules

- Manage comfort
- Listen actively
- Ask questions & encourage others to share
- Minimize distractions
- Respect all views & opinions
- Enjoy yourself!

Please contact Julie Simon at [julie.simon@stl.unitedway.org](mailto:julie.simon@stl.unitedway.org) with questions, comments or concerns



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#### THEORY OF CHANGE:

- Bridges strategy and results
- Starts with desired change - Identifies efforts to achieve change
- Articulates assumptions - How & why change will happen



## Striving for Program Effectiveness

### NONPROFIT TRAINING SERIES MODULE #1

Emily Uzzle & Amber Lewis,  
United Way of Greater St. Louis

#### LOGIC MODELS:

"..are systematic and visual ways to present and share one's understanding of the relationships among the resources available to operate a program, the activities planned, and the changes or results hoped to achieve." -W.K. Kellogg Foundation  
*Logic Model Development Guide*

OUTCOME INDICATORS: "...are evidence or information that tells you whether your program is achieving its intended outcomes. [They]..are measurable and observable characteristics [that] answer the question: 'How will we know change occurred?'"  
- *Innovation Network Evaluation Plan Workbook*

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## WHY THEORY OF CHANGE IS IMPORTANT

- Articulates an agency's overarching desired outcomes
- Clarifies why we think our efforts will lead to certain change
- Aligns organizational strategy
- Drives purposeful efforts & investment
- Clarifies our role in change



### RESOURCES

- Center for Theory of Change [www.theoryofchange.org](http://www.theoryofchange.org)
- Annie E. Casey Foundation Toolkit <https://www.aecf.org/resources/theory-of-change/>
- Development Impact & You Toolkit <https://diytoolkit.org/tools/theory-of-change/>
- USAID Learning Lab <https://usaidlearninglab.org/lab-notes/what-thing-called-theory-change>
- TOCO (Theory of Change Online) software [www.theoryofchange.org](http://www.theoryofchange.org)
- David Hunter Consulting <http://dekhconsulting.com>

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## LOGIC MODELS: WHERE WE START

**Goal/Impact:** (What the organization hopes to achieve with the program/initiative)

**Assumptions:** (Why the organization believes this program will help participants/the community achieve desired outcomes)

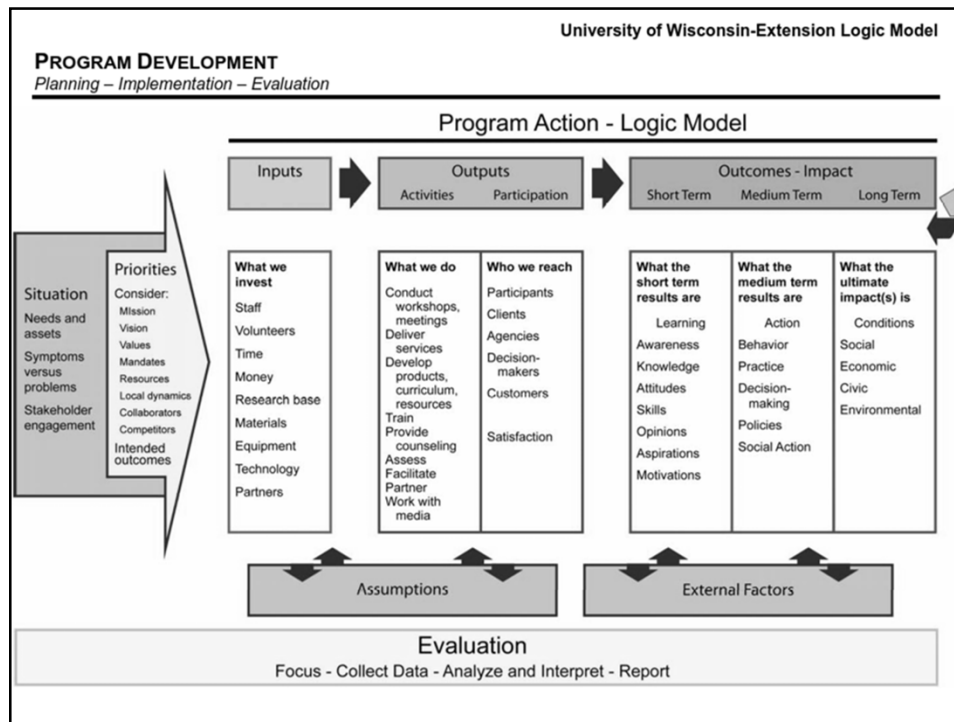
**Other Factors to Consider:** (Are there any other factors that should be considered about this program/initiative?)

INPUTS (Resources needed to operate the program/initiative)	OUTPUTS		OUTCOMES		
	Activities (What the organization does)	Participants (Target population and number that will be served)	Short Term (Change in knowledge, skill, attitude)	Intermediate (Change in behavior)	Long Term (Change in condition or status)
			OUTCOME MEASURES (How the organization will measure participant change)		

STRONG LOGIC MODELS ARE:

- An overall Snapshot
- Focused
- Aligned Amongst Components
- Contextualized for Purpose

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## WHY WE USE LOGIC MODELS

Valuable program design tools

- Specify indicators of success
  - Inform evaluation efforts
  - Program is designed to achieve goals

• Articulate activities & efforts

• Identify needed resources

Support performance management

• Monitoring program

implementation

• Monitoring results and program success

Foster communication

• Encourage internal alignment

• Provide program snapshot for external audiences

### RESOURCES:

- Community ToolBox <http://ctb.ku.edu/>
- University of Wisconsin – Extension <http://www.uwex.edu>
- Kellogg Foundation Logic Model Guide <https://www.wkkf.org>
- Pell Institute Evaluation Toolkit <http://toolkit.pellinstitute.org>

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## WHAT DETERMINES HOW WE MEASURE?

- Access to sources of data
- Access to clients
- Reliability of self-report
- Reading or language proficiency of clients
- Timeline for measurement and reporting
- Availability of measurement tools
- Level of rigor desired



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### DEVELOPING OUTCOME INDICATORS:

SMART with four key elements:

Change direction (verb)

Target/goal

Population/client

Change type: Knowledge, skills, behavior, status, etc.

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## OUTCOME INDICATOR OUTLINE

(Target/goal)% of (describe clients included in measure) will (change verb) their (describe knowledge, skill, attitude, behavior, or condition/status change) as evidenced by (score on measurement tool/method) by/after (time period).

**Example:** 80% of students who attended at least 10 sessions of the Empower Program will increase their knowledge of health coping skills as evidenced by a 5 point or greater increase in their score on the Coping Skills Assessment by the end of the semester.

### Resources for Developing Indicators:

- Urban Institute's Outcome Indicators Project-<https://www.urban.org/policy-centers/cross-center-initiatives/performance-management-measurement/projects/nonprofit-organizations/projects-focused-nonprofit-organizations/outcome-indicators-project>
- Innovation Network-Evaluation Plan Workbook-  
[https://www.innonet.org/media/evaluation\\_plan\\_workbook.pdf](https://www.innonet.org/media/evaluation_plan_workbook.pdf)
- Charles and Lynn Schusterman Family Foundation Data Playbook-  
<https://www.schusterman.org/playbooks/data/>

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## SELECTING A MEASUREMENT TOOL

- Questions to be Answered (Outcomes)
- Type of Data Desired (see Outcome Indicators)
- Feasibility & Ease of Use
  - Level of Training Required
  - Frequency of Measurement
  - Fit with Population to be Measured
- Level of Rigor
  - Validity
  - Reliability
- Resources Required
  - Cost
  - Time to Develop and Implement

### RESOURCES:

- Perform Well-  
<http://www.performwell.org/index.php/find-surveyassessments>
- Measurement Instrument Database for the Social Sciences-<http://www.midss.org/>
- Marillac Mission Fund Evaluation & Survey Tools-  
<https://marillacmissionfund.org/resources/evaluation-tools-surveys>
- Better Evaluation-  
[https://www.betterevaluation.org/en/rainbow-framework/describe/collect\\_retrieve\\_data](https://www.betterevaluation.org/en/rainbow-framework/describe/collect_retrieve_data)
- RAND Online Measure Repository-  
<https://www.rand.org/nsrd/ndri/centers/frp/innovative-practices/measure.html>

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METHOD	ADVANTAGES	DISADVANTAGES
<b>Surveys</b>	<ul style="list-style-type: none"> <li>• Anonymous completion possible</li> <li>• Can administer to groups of people at the same time</li> <li>• Can be efficient and cost effective</li> </ul>	<ul style="list-style-type: none"> <li>• Forced choices may miss certain responses from participants</li> <li>• Wording may bias responses</li> <li>• Impersonal</li> </ul>
<b>Interviews (individual/ in-depth)</b>	<ul style="list-style-type: none"> <li>• Can build rapport with participant</li> <li>• Can probe to get additional information</li> <li>• Can get breadth or depth of information</li> </ul>	<ul style="list-style-type: none"> <li>• Time consuming</li> <li>• Expensive</li> <li>• Interviewing styles and wording may affect responses</li> </ul>
<b>Focus Groups</b>	<ul style="list-style-type: none"> <li>• Can get common impressions quickly</li> <li>• Can be an efficient way to get breadth and depth of information in a short time frame</li> </ul>	<ul style="list-style-type: none"> <li>• Need experienced facilitator</li> <li>• Can be difficult and costly to schedule a group of 6–8 people</li> <li>• Time consuming to analyze responses</li> </ul>
<b>Observation</b>	<ul style="list-style-type: none"> <li>• Can view program operations as they occur</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to interpret observed behaviors</li> <li>• May influence behaviors of program participants</li> <li>• May be expensive and time consuming to record each individual event</li> </ul>
<b>Document Review</b>	<ul style="list-style-type: none"> <li>• Can document historical information about your program</li> <li>• Does not interrupt program routine</li> <li>• Information already exists</li> </ul>	<ul style="list-style-type: none"> <li>• May be time consuming</li> <li>• Available information may be incomplete</li> <li>• Gathering information is dependent on quality of records kept</li> </ul>

From CDC: <https://www.cdc.gov/ncftr/Program/ncftr/Selecting%20a%20Collection%20Methods.pdf>

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Outcome Indicator/ Target	Assessment Tools	Analysis Method	Persons Responsible	Timeline
Changes in client knowledge, skills, and attitude	Measurement tool type and name	Tools/systems that will be used to analyze results	Who is responsible to collect and analyze data	Dates and frequency of data collection
90% of clients gain knowledge about prenatal health habits that will positively affect their child	Pre/post comparison of scores on Prenatal Health Knowledge Index	Microsoft Excel comparison of difference in pre and post scores	Program Manager administers and scores pre/post test  Data analyst runs Excel pre/post comparison and sends results to Program Manager	Pre-test in first class (Jan 2020)  Post test in last class (June 2020)  Excel analysis due to CPO July 2020

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**DIVERSITY:**  
Differences such as social identities (e.g., race, gender identity, age, religion, sexual orientation, class, physical ability, nation of origin, etc.) and can also mean other characteristic such as personality, political affiliation, etc.

**RACIAL EQUITY:**  
“A state in which a person's life outcomes cannot be predicted by race. When our regional systems (education, housing, healthcare, jobs, transportation, and more) work well for all people so that disparities are closed and all residents, regardless of their race and zip code, have justice and the opportunity to thrive.” ~ Forward Through Ferguson

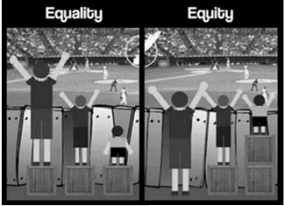
## Applying a Racial Equity Lens: Exploring Ways to Advance Equity

UW NONPROFIT TRAINING SERIES MODULE #2

Kira Hudson Banks, PhD.

**INCLUSION:**  
A sense of belonging, which allows people to engage and contribute within an environment (the key to reaping the benefits of diversity)

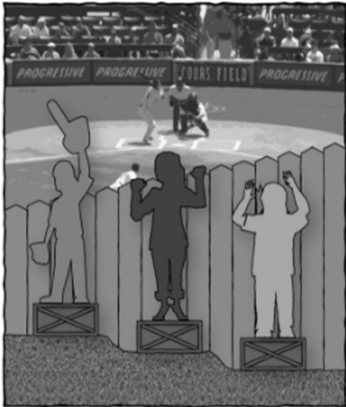
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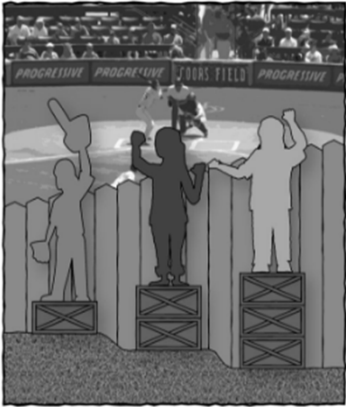
**Equality**

**RACIAL EQUITY:**  
“A state in which a person’s life outcomes cannot be predicted by race. When our regional systems (education, housing, healthcare, jobs, transportation, and more) work well for all people so that disparities are closed and all residents, regardless of their race and zip code, have justice and the opportunity to thrive.”

Forward Through Ferguson



**EQUALITY**



**EQUITY**

www.culturalorganizing.org

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**A PATH TO RACIAL EQUITY**

	Awareness of Inequity	Understanding of Why Inequity Exists	Transforming Towards Equity
Regional			
Institutional			
Individual			

Awareness

Understanding

Transforming

Working On

Common Language

Awareness

Education

“Lifting the veil”

Uncomfortable:

- Learnings
- Explorations
- Considerations
- History

Focus on data and outcomes

New and intentional:

- Habits
- Policies
- Choices
- Behavior

Diversity, Inclusion, Tolerance, Cultural Competency, Race as a social construct

Institutional racism, Intersectionality, Internalized oppression, Internalized superiority

Disaggregated data, Racial Equity Lens, Structural Racism, Equity-driven strategy, Liberation

TOWARD EQUITY

STL FORWARD THROUGH FERGUSON

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## + What does it mean to use a Racial Equity Lens?

- Racial justice framing puts a discussion of race and racism in the foreground of the public debate. We need to *illuminate* racism in order to *eliminate* racism. When we are not consciously addressing racial equity, we are often *subconsciously* replicating racism. Silence equals complicity.
- Racial justice framing includes challenging racism (anti-racism) and advocating for equitable alternatives (advancing equity). It reveals problems of racial injustice and points towards equitable solutions. It is not enough to be *reactive*; a racial justice frame needs to be *proactive*.
- Racial justice framing addresses racism *explicitly*, but not necessarily *exclusively*. If there are other significant dynamics at play (e.g. gender, economic inequality) these should also be articulated and addressed.
- Racial justice can be a complimentary frame with other frames and can help you address problems and the solutions more completely. When addressing race along with other dynamics, it's still important to address each dynamic with "dedicated, specific, and sufficient" attention.
- Racial equity framing (one that focuses specifically on remedying racism) can be coupled with a universal frame (one that seeks to benefit everyone). These can be compatible, rather than competitive, ways to frame an issue.

<http://racialequitytools.org/>

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## + Why Use a Racial Equity Lens?

- It reveals a reality that often goes unnamed. Ignoring racism helps perpetuates racism.
- It offers evidence of racism by documenting unequal impacts and disparate outcomes.
- It challenges prevailing cultural norms and myths.
- It emphasizes the need for institutional and policy change.
- It points to equitable solutions that address *systems* rather than *symptoms*.

<http://racialequitytools.org/>

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## + Path to Racial Equity: 6-Month Foundation

### ■ PHASE 1: Know where you stand

What do your documents tell you about where your agency is on the path?

- Common language? Institutional mandate? Disaggregated data?
- If your agency fully adopted a racial equity lens, how would SWOT analysis be impacted?

### ■ PHASE 2: Reach out to others

### ■ PHASE 3: Plan your steps

### ■ PHASE 4: Take action

### Metrics Considerations:

- What metrics are currently being analyzed?
- What is your capacity to disaggregate metrics by race?
- What is agency's tolerance to being transparent with metrics -- internally and externally?

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## + Implications of a Racial Equity Lens on a Personal Level

### Privilege

- Unearned    □ Conferred
- Intersecting    □ Not equal to easy or perfect

### Unconscious Bias

A rigid belief, positive or negative, about a group of people that is based on limited evidence.

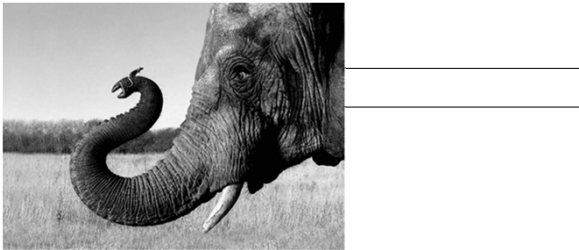
### Microaggressions

"Brief and commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative racial slights and insults toward people [in marginalized groups]."

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# Status Dynamics in Organizations



Elephant	Mouse
----------	-------

- |                                                                                                                                                                                      |                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Set and fit the norms</li><li>• Often don't see their group-ness</li><li>• Given the benefit of the doubt; contributions are heard</li></ul> | <ul style="list-style-type: none"><li>• Aware of identity and associated stereotypes</li><li>• May 'cover' parts of identity to fit in/assimilate into the norm</li><li>• May fear being seen as 'the exception' and having contributions overlooked</li></ul> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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# Optimizing Board Effectiveness

UW NONPROFIT TRAINING  
SERIES MODULE #3

Laurna Godwin  
Vector Communications

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## Objectives:

- Improve knowledge about governance best practices, including Board responsibilities and proper structure.
- Advance learning on effective recruitment strategies, expectation setting & informed decision-making.
- Gain insight on strengthening and maintaining focus on improved performance and accountability.

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**OPTIMIZING BOARD  
EFFECTIVENESS**

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## Agenda

- ☐ High-performing gold standard boards
- ☐ Board member roles and responsibilities
- ☐ Governance vs. operations
- ☐ Board meetings
- ☐ Fundraising
- ☐ Assessment and accountability

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## Board's Role

- ☐ Sets policy and direction
- ☐ Provides financial oversight
- ☐ Ensures legal and ethical integrity
- ☐ Monitors organizational performance (programs and services)
- ☐ Hires, evaluates, guides and supports the CEO
- ☐ Advocates for agency
- ☐ Serves as agency ambassador
- ☐ Fundraises

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## Gold Standard Boards

- ❑ Board candidates strategically selected to advance agency's work and receive comprehensive orientation
- ❑ Board understands legal obligations and fiduciary responsibilities
- ❑ Conflict of interest policy reviewed annually and signed by board members



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## Gold Standard Boards

- ❑ Board remains actively involved through committee assignment rotations, duties
- ❑ Board meets regularly with majority board members attending
- ❑ Board meeting format varies
- ❑ Board meetings focus on problem solving, inquiry, exploring root causes, new ideas



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## Gold Standard Boards

- ❑ Committee structure reflects organization's strategic priorities and changes when necessary
- ❑ Annual individual board member self-assessment
- ❑ Periodic board assessment
- ❑ Ongoing training provided
- ❑ Excellent Board Chair-ED partnership



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## Board Chair-Chief Executive Partnership

- ❑ Foundation of gold standard board
- ❑ Governance and management
- ❑ Balance between professional and personal
- ❑ Mutual respect, trust and support for each other and partnership
- ❑ Open and honest communications
- ❑ Shared purpose and mission-driven

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## Board Chair-Chief Executive Partnership

- ❑ Communicate openly and often
- ❑ Address concerns and sensitive issues
- ❑ Keep egos in check
- ❑ Be considerate and respectful
- ❑ Clarify and share mutual expectations
- ❑ Acknowledge each other's contributions
- ❑ Periodically assess relationship
- ❑ No micro-managing by Board Chair

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## Board Member Roles and Responsibilities

- ❑ Act in accordance with nonprofit legal standards of conduct:
  - Duty of Care:
    - Stay informed and ask questions
  - Duty of Loyalty:
    - Show undivided allegiance to organization's welfare
  - Duty of Obedience
    - Stay faithful to the organization's mission

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## Board Member Roles and Responsibilities

- ❑ Attend board and committee meetings prepared
- ❑ Follow conflict-of-interest and confidentiality policies
- ❑ Keep abreast of organization's finances, policies, services, and developments
- ❑ Serve as agency ambassador
- ❑ Attend organization's signature events
- ❑ Suggest potential board members and donors
- ❑ Make yearly personal financial contribution

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## Fundraising

- ❑ All board members active participants in all three major fundraising elements:
  - Cultivation: Initiating and building relationships with donors
  - Solicitation: Requesting financial support
  - Stewardship: Maintaining relationships with donors and informing them of how their gifts are used
- ❑ Board relies on staff to educate and inform their thinking, coordinate planning and support their ability to raise money.

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## Staff vs Board Roles

### Board

- ☐ Defines context for fundraising by clarifying mission, identifying leadership, approving budget and planning agency's future
- ☐ Support overall fundraising plan and budget drafted by staff

### Staff

- ☐ Prospect research
- ☐ Plan development
- ☐ Database management
- ☐ Gift recording/processing
- ☐ Accounting
- ☐ Special events planning and oversight
- ☐ Coordination of fundraising efforts
- ☐ Donor relations

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## Individual Board Member Tasks

- ☐ Make personal phone call or write thank you note to recent new donor
- ☐ Invite an ideal prospect to lunch or to an agency event
- ☐ Set up a speaking engagement for staff
- ☐ Co-present a talk about agency
- ☐ Introduce staff to three potential donors

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## Effective Fundraising

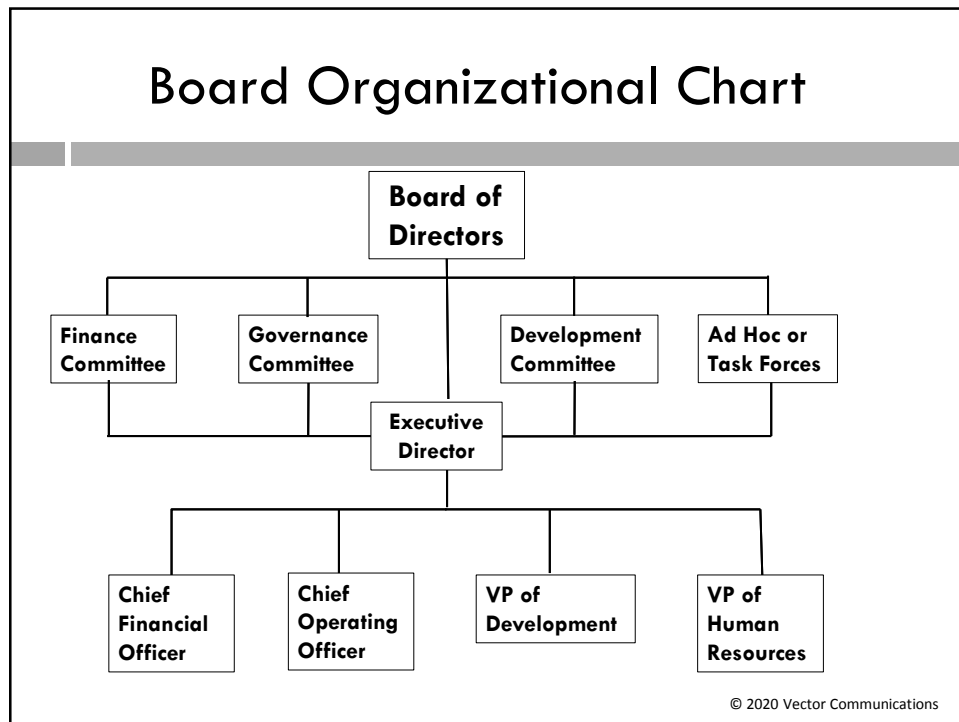
- If board and staff work seamlessly, the effective fundraising should result in:
  - ▣ Staff providing relevant background information and appropriate suggestions to help shape board's fundraising policies
  - ▣ Staff and board working together to develop basic reasons for why donors should contribute
  - ▣ Staff and board's relationships with prospects are stronger

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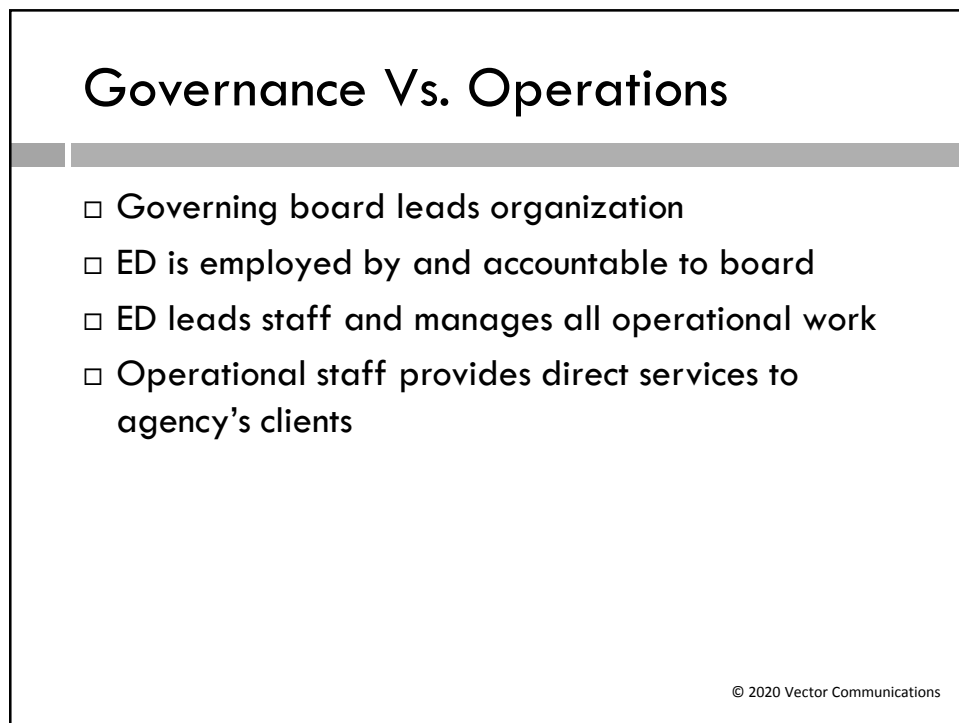
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## Governance vs. Operations

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan			

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board			

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy			

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		
Recruit and develop staff, conduct performance evaluation			

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		
Recruit and develop staff, conduct performance evaluation		X	

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		
Recruit and develop staff, conduct performance evaluation		X	
Lead a staff meeting			

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		
Recruit and develop staff, conduct performance evaluation		X	
Lead a staff meeting		X	

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		
Recruit and develop staff, conduct performance evaluation		X	
Lead a staff meeting		X	
Give staff members directives			

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		
Recruit and develop staff, conduct performance evaluation		X	
Lead a staff meeting		X	
Give staff members directives		X	

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		
Recruit and develop staff, conduct performance evaluation		X	
Lead a staff meeting		X	
Give staff members directives		X	
Ensure agency's financial health			

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		
Recruit and develop staff, conduct performance evaluation		X	
Lead a staff meeting		X	
Give staff members directives		X	
Ensure agency's financial health	X		

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		
Recruit and develop staff, conduct performance evaluation		X	
Lead a staff meeting		X	
Give staff members directives		X	
Ensure agency's financial health	X		
Determine staff salaries			

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		
Recruit and develop staff, conduct performance evaluation		X	
Lead a staff meeting		X	
Give staff members directives		X	
Ensure agency's financial health	X		
Determine staff salaries		X	
Determine mission			

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		
Recruit and develop staff, conduct performance evaluation		X	
Lead a staff meeting		X	
Give staff members directives		X	
Ensure agency's financial health	X		
Determine staff salaries		X	
Determine mission	X		

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## Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		
Recruit and develop staff, conduct performance evaluation		X	
Lead a staff meeting		X	
Give staff members directives		X	
Ensure agency's financial health	X		
Determine staff salaries		X	
Determine mission	X		
Commit to mission			

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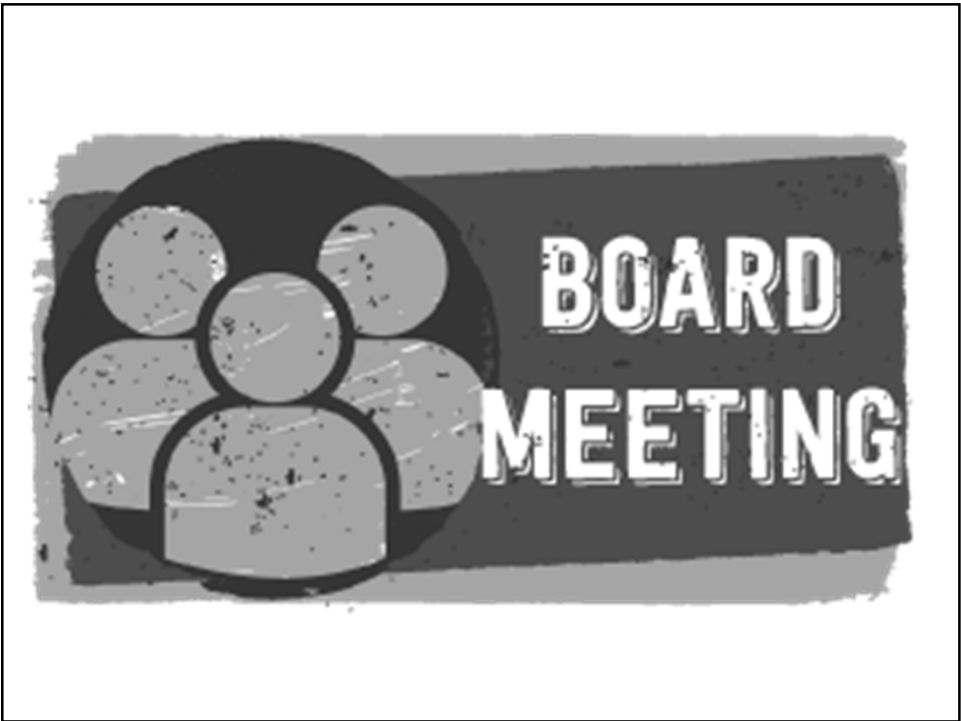
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# Governance Vs. Operations

Task	Governance	Operations	Shared
Provide input into strategic plan			X
Approve strategic plan	X		
Build a competent board	X		
Set policy	X		
Recruit and develop staff, conduct performance evaluation		X	
Lead a staff meeting		X	
Give staff members directives		X	
Ensure agency's financial health	X		
Determine staff salaries		X	
Determine mission	X		
Commit to mission		X	

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## Effective Board Meetings

- ❑ Honest exchanges where board members trust one another
- ❑ Multiple perspectives openly shared and respectfully challenged
- ❑ Rigorous exchange on critical issues facing agency
- ❑ Time to imagine future
- ❑ Board members learn new things to create deeper understanding
- ❑ Interactive with few reports
- ❑ Effective leadership and facilitation
- ❑ Clarity of purpose and outcomes

*\*Cathy Trower, PhD*

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## Board Meeting Agenda

- ❑ Board Chair and ED develop agenda:
  - What to achieve at meeting
  - Best meeting structure to achieve goals
  - Diverse meeting agenda
- ❑ Governance Committee can sometimes play role in agenda setting



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## Board Meeting Agenda Items

- ☐ Mission moment
- ☐ Consent agenda
- ☐ Educational session
- ☐ Dashboards
- ☐ Discussion/Dialogue
- ☐ Board Chair's report
- ☐ Time for summarizing, next steps
- ☐ Executive session
- ☐ Board meeting evaluation

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## Consent Agendas

- ☐ Tool that allows board time for dialogue rather than to listen to reports
- ☐ Consent agenda documents in board packet to read before meeting
- ☐ Board chair asks at beginning of meeting if any consent agenda items should be moved to regular discussion items
- ☐ If board member has question, should be asked of appropriate person BEFORE meeting
- ☐ Voted on by a single vote

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## Consent Agenda Sample

- ☐ Previous board meeting minutes
- ☐ Committee and/or program reports
- ☐ Final approval of items previously discussed at other board meetings
- ☐ Routine documents that need to be recorded in the minutes but require no action, i.e. insurance renewal
- ☐ ED's report
- ☐ Financials?

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## Consent Agenda Exercise

- ☐ Break into small groups with different agencies
- ☐ Review your current board meeting agenda
- ☐ Discuss potential consent agenda items
- ☐ Make a list of agenda items that could be moved to a consent agenda
- ☐ Allow no more than 10 minutes to discuss and develop your consent agenda
- ☐ Share consent agendas as a full group

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## Dashboard Best Practices

### Create single page

- User should not have to scroll
- Consider level of detail

### Ensure adequate context

- Compare measures
- Use key indicators

### Create simple design

- Eliminate unnecessary design elements
- Usability critical

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## Dashboard Design Principles


- ☐ Tailor to your agency's needs
- ☐ Use consistent formats
- ☐ Prioritize structuring
- ☐ Use comparative context (same period last year vs. this year)
- ☐ Provide brief explanations
- ☐ Provide narrative journeys (do not bias reader)
- ☐ Utilize graphic enhancement

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The Greater Saint Louis Community Foundation										
Strategic Plan (FY2012-FY2015) Balanced Scorecard										
Tactics	1st Qtr. Performance	2nd Qtr. Performance	Trend	3rd Qtr. Performance	4th Qtr. Performance	FY 2013 Goal	% Complete	FY 2014 Goal	FY 2015 Goal	Notes, comments and timeline
GOAL: Business Development STRATEGY: Grow charitable giving through asset accumulation.										
Meetings with Professional Advisors	27	25	⬇️			100 Meetings	52%	125	150	FY 2014 increase allocation of staff time to business development (Amelia, Dwight and Christine)
Presentations to accounting, law, insurance and financial services firms	4	3	⬇️			6	117%	8	10	
Total assets	\$192,120,112	\$196,012,781	⬇️			\$165.3 million		\$186 million	\$212.7 million	FY2013 projections are based upon a -7.5% rate of return and FY2014, 2015 and 2016, * as of 8.14.12
New business asset growth	\$6,801,380	\$455,935	⬇️			\$10 million	73%	\$12 million	\$14 million	
Gifts from existing donors	\$12,978,595	\$1,090,593	⬅️➡️			\$30 million	47%	\$43 million	\$51 million	We have a high percentage of annual gifts from existing donors 79% and want to maintain this level going forward.
New funds	8	7	⬅️➡️			30	50%	30	30	
Professional Advisors outreach communications			⬅️➡️			2 times		Once a quarter	Once a quarter	Outreach may include annual report distribution, newsletters, group email communications, education seminars, etc.
GOAL: Donor Service & Engagement STRATEGY: Attract and retain donors with excellent service and growing engagement.										
Donor meetings (annual fund review, orientation)	3	3	⬇️			20	30%	30	40	
Identification of donor priority list			⬇️			Top 40		TBD	TBD	Identify donor list with specific assignments to staff. Review historical year end donors and staff to call list.
Donor family/strategic philanthropy interaction	0	2	⬇️			6 donors	33%			Implementation of Charitable Family Office (CFO).
Donor story development	0	3	⬅️➡️			6/ year	50%			
Donor newsletter and/or CEO letter	1	1	⬅️➡️			4	50%	4	4	Donors received a letter from the CEO with their fund statement in Dec a letter with the annual report.
Donor events, surveys, etc.	0	1	⬇️			2	100%	2	2	Meet the CEO event (April); Invest in St. Louis w/ Arch Grants
GOAL: Efficiency & Fiscal Responsibility STRATEGY: Assure stewardship of funds and investments while optimizing our resources.										
Fiscal Planning: Variance from budget: Net from operations	\$673	\$7,953	⬇️			\$14,000	57%	TBD	TBD	Per our FY2013 budget, Our goal is to reduce our use of Distribution Holding Fund within 5 years (FY2018).
Fiscal Solvency: Days cash on hand	\$439,000	\$445,000	⬇️			\$385,000	116%	90 days cash	90 days cash	90 days operating cash is \$385,000
Investment performance: compared to benchmark	4.8% YTD	10.2% YTD	⬅️➡️			Exceed benchmark		Exceed benchmark	Exceed benchmark	GSTLCF benchmark @ 9.30.12+ 10%
Administrative Fees for Service: Maintain standard fees	71 basis points	71 basis points	⬅️➡️			75 basis points	95%	75 basis points	75 basis points	Move away from special fee arrangements to a single fee for all services through the Charitable Family Office.
Consulting fees	\$23,125	\$23,125	⬇️			\$125,000	19%	\$125,000	\$150,000	
Website development and maintenance		New photos and donor stories	⬅️➡️							4th quarter FY13 - rollout tax calculator with Stelter (venue)
Advertisements	0	1	⬇️			10	10%	12	14	SIBI: Estate Planning Supplement, Giving Guide, Wealth Advisor Team & Style (12/13); Ladies News (12/28, VP).
National Standards Accreditation	N/A	N/A	⬇️			Submit all docs by June 2014	0%	Compilation of information	Complete	Submitted Chair and CEO letter in November. 18 months allow the collection of all required documentation.

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EST. 1953  
GREATER SAINT LOUIS  
COMMUNITY FOUNDATION

## Greater Saint Louis Community Foundation

### Dashboard Report as of 06/30/12

TOTAL ASSETS	
June 30, 2012	\$ 192,497,331
June 30, 2011	\$ 181,729,140
June 30, 2010	\$ 158,507,574

**Assets by Fund - 06/30/12**

Operating	0.4%	673,561
Discretionary	6.0%	11,518,722
Designated	27.7%	53,044,447
Field of Interest	1.6%	2,987,275
Donor Advised	33.9%	10,655,693
Scholarship	4.9%	12,644,943
Supporting Org	2.3%	4,444,132
<b>Total</b>	<b>100.0%</b>	<b>\$ 192,120,112</b>

INVESTMENT PERFORMANCE	
Calendar YTD 06/30/12	4.8%
Fiscal Year 06/30/12	-3.2%

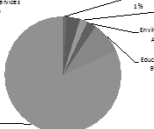
  

Number of Funds	
Discretionary	23
Designated	14
Field of Interest	08
Donor Advised	239
Scholarship	35
Supporting Org	2
<b>Total</b>	<b>411</b>


CONTRIBUTIONS		
# New Funds Established in FY 2013		
Designated		1
Donor Advised		7
		<b>8</b>
Total for 3 Months ended June 30, 2012		
		<b>2</b>
# New Funds Established Same Period in FY 2012		
\$ Gifts into New Funds in FY 2013 - 3 mos	\$ 6,801,380	34.4%
\$ Gifts into Existing Funds in FY 2013 - 3 mos	\$ 12,778,292	65.6%
<b>Total Contributions</b>		<b>\$ 19,779,672</b>
Total Contributions FY 2012 - 3 months June 30	\$ 2,525,759	all from existing
Total Contributions FY 2011 - 3 months June 30	\$ 1,125,036	all from existing

GRANTS		
	3 months 06.30.12	3 months 06.30.11
<b>Total Amount of Grants Distributed</b>		
Discretionary	\$ 1,730	\$ 49,630
Designated & Field of Interest	\$ 36,235	\$ 73,630
Donor Advised	\$ 15,142,170	\$ 2,080,165
Scholarship	\$ 327,725	\$ 38,944
Supporting Org	\$ 13,000	\$ 11,930
<b>Total</b>	<b>\$ 15,540,880</b>	<b>\$ 3,379,019</b>

**Grants by Program Area**  
04.01.12 - 06.30.12



**Grants by Program Area**  
04.01.11 - 06.30.11



FY 2012 Contributions by Type as of 06/30/12		
Operating	\$ -	0.0%
Discretionary	\$ -	0.0%
Designated	\$ 10,754,112	54.4%
Field of Interest	\$ 43,445	0.2%
Donor Advised	\$ 7,617,493	38.5%
Scholarship	\$ 594,925	3.0%
Supporting Org	\$ 730,000	3.8%
<b>Total</b>	<b>\$ 19,779,975</b>	<b>100%</b>

OPERATING RESULTS		
	Annual Budget 2013	Actual 06.30.12
<b>2013 Fiscal Year-to-Date as of 06/30/12</b>		
Operating Revenue	\$ 1,567,262	\$ 348,522
Operating Expenses	\$ 1,552,831	\$ 347,849
<b>Net Surplus</b>	<b>\$ 14,431</b>	<b>\$ 100</b>
Capital Expenditures	\$ 25,000	\$ -
<b>2012 Fiscal Year-to-Date as of 06/30/11</b>		
Operating Revenue	\$ 1,502,800	\$ 332,345
Operating Expenses	\$ 1,462,700	\$ 326,143
<b>Net Surplus</b>	<b>\$ 40,100</b>	<b>\$ 6,202</b>
Capital Expenditures	\$ 73,100	\$ -

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## Three Governance Modes

- **Fiduciary:**
  - Stewards of organization's tangible assets
- **Strategic:**
  - Set organization's priorities
  - Monitor performance of priorities
- **Generative:**
  - Decide what to decide, discern challenges and opportunities, probe assumptions

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## Potential Governance Discussion Topics



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## Generative Topics

- ☐ Is what makes our agency distinctive still true?
- ☐ What can we learn from our successes and setbacks?
- ☐ How have funding sources shifted and what are the implications for our approach to fundraising?
- ☐ What opportunities exist that haven't in the past?

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## Executive Session

- ☐ Peer-to-peer meeting without staff present. ED stays for first part.
- ☐ Board develops sense of itself as a body rather than group of individuals – encourages more open dialogue
- ☐ Routinely include on board meeting agendas to not raise staff tension/suspensions
- ☐ Often occurs at end of board meeting but can be at beginning

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## Executive Session

- ❑ Members ask questions they felt uncomfortable asking in front of staff during regular meeting
- ❑ Share session topic with ED before executive session – if know topic beforehand
- ❑ In spirit of partnership, Board Chair shares nature of discussion with ED within 24 hours
- ❑ Minutes should indicate board met in executive session and give discussion topic.

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## Executive Session Topics

- ❑ Annual ED performance review
- ❑ ED compensation
- ❑ Succession planning
- ❑ Annual audit
- ❑ Concerns about staff
- ❑ Board member conflicts
- ❑ Legal issues
- ❑ Crisis management

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## Minutes of Executive Sessions

- ❑ If informal discussion, note just general substance of session
- ❑ If discussion contributed to a board decision about difficult or important issue, generate minutes
- ❑ Can have legal counsel maintain minutes
- ❑ Minutes shared only with participants and not included with board meeting minutes
- ❑ Confidential documents distributed should be marked confidential and kept by ED or Board Chair

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## Minutes of Executive Sessions

- ❑ Regular board meeting minutes should indicate:
  - ▣ Executive session
  - ▣ Primary reason
  - ▣ Any formal decisions
  - ▣ When board completed executive session

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## Board Meeting Evaluation

- Helps Board Chair and ED learn:
  - What worked in meeting and what needs improvement
  - Future educational topics

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## Board Committees

- Speak to board, not for board
- Work done primarily through standing committees
- Serve as sounding board for senior staff
- Has specific tasks
- Reassess committee structure in relation to strategic plan's goals
  - What benefit does it provide board, agency?
  - Focus on activities that help full board and move organization forward
- Determine whether need to amend bylaws

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## Board Committees

- ☐ Eliminate unnecessary committees. Periodically assess
- ☐ Create clear job description
- ☐ Set yearly committee goals
- ☐ Set meeting dates far in advance
- ☐ Have staff liaison for each committee
- ☐ Consider zero-based committee structure

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## Governance Committee Tasks

- ☐ Identify, cultivate and recruit new board members
- ☐ Design and oversee board orientation process
- ☐ Offer advice to President and other board leaders on enhancing board effectiveness
- ☐ Review and update board member, committee member roles, qualifications and expectations
- ☐ Take lead in succession planning
- ☐ Prepare annual board officer slate
- ☐ Update board members' roles and responsibilities

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## Governance Committee Tasks

- ☐ Annually conduct board member individual self-assessment
- ☐ Periodically administer a board self-assessment

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## Job Description

- Provides clarity around expectations
- Provides basis for accountability
- Provides understanding of boundaries between governance and operations



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## Job Description

- Follows board member roles and responsibilities:
  - Know organization's mission, vision, policies, programs and needs
  - Read and understand organization's financial statements
  - Serve as advocate and ambassador
  - Leverage connections, networks and resources
  - Participate in X committees
  - Abide by agency's bylaws, policies and board resolutions
  - Ensure commitment to diversity

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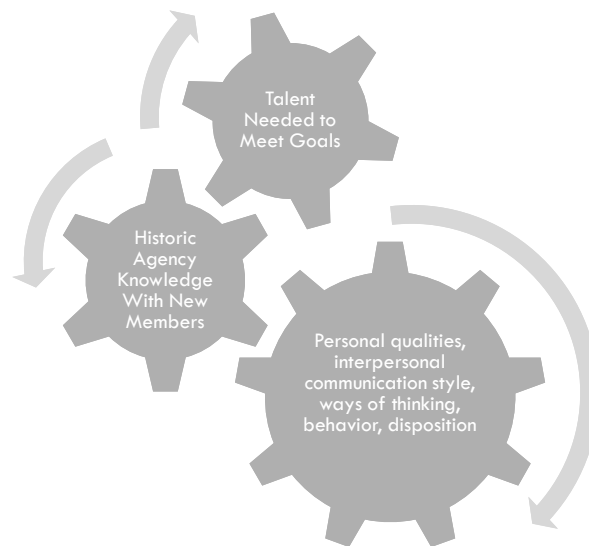
## Board Recruitment Process

- Identification:
  - Governance Committee identifies board needs using board matrix
  - Governance shares with Board present needs
  - Board members with potential names completes a form and gives to Committee and Board Chair

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## Board Matrix Considerations



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## Finding Prospects

- ❑ Board members
- ❑ Current committee and task force volunteers
- ❑ Chief executive
- ❑ Local leadership programs
- ❑ HR executives at major corporations
- ❑ Organizations representing various racial and ethnic groups
- ❑ Major donors
- ❑ LinkedIn, United Way, etc.

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## Board Recruitment Process

- ❑ Cultivation:
  - Find most appropriate person to initiate conversation to gain interest in agency
  - If interested, invite to agency event or to join committee (depends on pre-existing knowledge)

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## Board Recruitment Process

- ❑ Solicitation:
  - ❑ GC Chair, Board Chair meet in person with prospect
  - ❑ Executive Director meets with prospect
  - ❑ Have prospect sit in on a board meeting
  - ❑ If interested, GC Chair gets committee to vote and if passes, send to full board for vote

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## Interview Questions

- ❑ What attracts them to board service?
- ❑ Why this agency? What do they know about agency?
- ❑ What do they hope to gain, learn and grow from being a board member?
- ❑ How do they want to contribute?
- ❑ What special gifts and talents will they bring to the board?
- ❑ What can the organization expect in return?



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## Board Recruitment Process

- Implementation:
  - Full board votes on nomination
  - Appoint mentor for new board member
  - Conduct board orientation (invite current members)
- Stewardship:
  - Board social events
  - Board evaluation

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## Sample Orientation Agenda

- ☐ Overview of mission, vision, values, history, bylaws, glossary of terms
- ☐ Review of board member job description (committee work, meeting attendance and schedule, fundraising)
- ☐ Discussion of recent board decisions and how made
- ☐ Background on upcoming deliberations



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## Sample Orientation Agenda

- ☐ Review of financials, budget, audit
- ☐ Review of strategic plan
- ☐ Committee chair presentations
- ☐ Questions and answers
- ☐ Declaration of willingness to serve



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## New Board Member Mentors

- ☐ Help retain board members
- ☐ Bring the board members up to speed faster
- ☐ Develop cohesive board
- ☐ Reduce chances of new board members making judgment errors
- ☐ Create more productive board and committee meetings



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## Board Mentor Tasks

- ☐ Reviews board materials with board member
- ☐ Answers questions
- ☐ Explains board terminology and acronyms
- ☐ Debriefs after board meetings



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## Board Assessment Purpose

- ❑ Allows board members to reflect on board as a whole
- ❑ Provides baseline of board's strengths
- ❑ Indicates areas for improvement



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## Board Assessment Purpose

- ❑ Provides opportunity for discussing board strengthening
- ❑ Demonstrates to staff and potential new board members board serious about its role
- ❑ Provides credibility to potential funders



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## Board Assessment

Governance Committee administers assessment:

- ☐ Board chair change
- ☐ Before capital campaign
- ☐ Before updating strategic plan



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## Next Steps

- ☐ Narrow down “Opportunities for Improvement” to 3-5
- ☐ Assign tasks to board members with needed skills. If skills not on board, get assistance
- ☐ Create a plan to address each one
- ☐ Determine if resources available to make change happen (human and financial capital)



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## Board Member Training

- ❑ Ask board members in self-assessment what they need to be more effective
- ❑ Ask board members what topics they would like to learn more about at future meetings
- ❑ Link training to critical issues facing your board
- ❑ Incorporate training into board meetings:
  - ▣ Brief presentation by outside resource person
  - ▣ Discuss an article on topic of interest to board

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## Board Member Training

- ❑ Conduct mini seminars around specific topic
- ❑ Rotate committee assignments
- ❑ Provide e-newsletter subscriptions to associations, nonprofit educational groups
- ❑ Distribute relevant articles between board meetings
- ❑ Attend conferences, webinars

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## Exit Interviews

- ☐ How do you feel about leaving the board?
- ☐ Why did you join the board?
- ☐ Were requirements for serving consistent with your actual experience?
- ☐ How would you improve the board?



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## Exit Interviews

- ☐ What did you like best (least) about serving?
- ☐ Did you have the tools you needed to serve to your best ability?
- ☐ What advice would you give to incoming board members?
- ☐ If you could do the job over again, what would you do differently?



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