Clinton-Essex-Franklin Library System

Community workshop

Plattsburgh, 5/2/24, 9:30 – 2:00 pm

1. Welcome, review agenda

Part one: Board recruitment and development

2. The Four Stages: How groups grow and change over time
   - What's your current stage? What are the implications for the board's role?

3. Designing the ideal board
   - What *skills, qualities, and representation* do you want? Which do you have now?
   - Building your board matrix (exercise)

4. Using job descriptions to set clear expectations, help with recruitment, and provide support
   - Review samples
   - Create your own, based on these samples (exercise)

5. Breakouts: What board topics do you want to discuss?

LUNCH 11:30 – 12:15

Part two: Fundraising

6. Redefining fundraising: It's not just asking for money
   - Cycle of fundraising: Building a donor relationship management model (exercise)
   - Using this model to strengthen donor relationships and better engage the board

7. Where's the money? Surprising facts about philanthropy
   - The value of having a diverse funding base

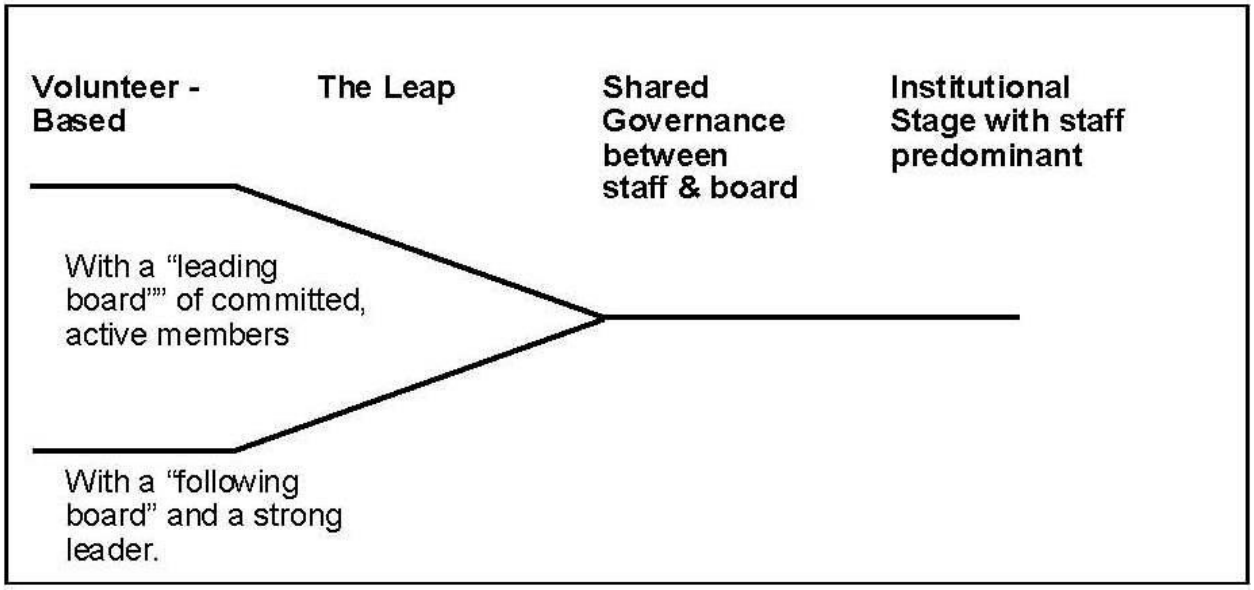
8. Engaging everyone in fundraising
   - Building a board fundraising menu
   - Creating customized fundraising agreements

9. Action planning: How will you implement what you learned today (exercise)

ADJOURN 2:00

Four Stages of Organizational Development

Adapted, with permission, from the Institute for Conservation Leadership, www.icl.org



Board recruitment matrix

In the left column, fill in the skills and qualities you desire from your board members. Across the top, write in the initials of your current board members, or simply rank the board as a whole. Here's a simple scoring system: + *(outstanding),* √ *(adequate),* - *(poor), ? (don't know).*

Skills and qualities desired	**Board member initials**											

What board members provide	What board members can expect in return
1. I will give my best effort to "hit the ground running" when beginning my service with the board.	1. The organization will provide me with a full orientation, including background information on work accomplished to date.
2. I will learn about the organization's mission and programs, and be able to describe them accurately.	2. The organization will provide me with relevant materials and education.
3. I understand that the board meets ___ times per year, plus one annual full-day retreat. I will do my best to attend each meeting, with the understanding that three consecutive unexcused absences will be considered resignation from the board.	3. I expect that board meetings will be well run and productive, with a focus on decision-making and not merely reporting. I understand that agendas will be distributed at least one week in advance. If I wish to add items to the agenda, I will contact the chair at least two weeks in advance.
4. I accept fiduciary responsibility for the organization and will oversee its financial health and integrity.	4. I expect timely, accurate, and complete financial statements to be distributed at least quarterly, one week in advance of the relevant board meeting. I also expect to be trained to read and interpret these financial statements.
5. I will provide oversight to ensure that our programs run effectively.	5. I expect monthly reports from the executive director, program updates, news media, etc.
6. I accept ethical responsibility and will help to hold fellow board members and the executive director (and, by extension, the full staff) to professional standards.	6. The organization will provide me with relevant training.
7. I will serve as an ambassador to the community to educate others and promote our work.	7. I will need materials and may need training (public speaking, etc.) to do this job effectively.
8. I commit to increasing my skills as a board member.	8. The organization will provide me with appropriate training and support.
9. I will participate in fundraising to ensure that our organization has the resources it needs to meet its mission. I commit to making a personal donation; our organization will be one of the top three charities I support each year that I am on the board.	9. I will be able to choose from a range of fundraising activities, and I expect relevant training and support to help me fulfill my obligations. I will have the option of fulfilling my personal pledge in monthly or quarterly installments, if I so choose.
10. I will evaluate the performance of the executive director.	10. This evaluation will be based on goals developed jointly by the board and the E.D.

_____ _____

Board member signature **Date** **Board chair signature** **Date**

Carolina Mountain Land Conservancy
Board Member Agreement

I, _____understand that as a member of the Board of Trustees of the Carolina Mountain Land Conservancy, I have a legal, moral and fiduciary responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as its steward.

My duties and responsibilities as a board member include:

1. I will serve a three-year term. I understand that my term may be renewed one time, if I wish and the board agrees, for a maximum of six consecutive years of service.
2. I will represent the organization, and interpret the organization's work and values to the community. I will act as an ambassador in support of CMLC's goals to attract new volunteers, trustees, donors, and land projects to the organization.
3. I will engage in long-term planning for CMLC and I will help shape the vision and work of the organization.
4. I will attend at least 75% of board meetings and key events (i.e. Spring Annual Meeting and Fall Fundraiser). I will inform the staff or President beforehand if I will not be able to attend a meeting or event.
5. I will make a personal financial contribution at a level that is meaningful to me.
6. I understand that Board members are sometimes asked to help with fundraising (including help with donation letters, events, donor visits, and foundation meetings) and I will support CMLC's fundraising as the need arises and my schedule allows.
7. I will act in the best interests of the organization, and excuse myself from discussions and votes where I have a conflict of interest.
8. I will stay informed about what is going on in the organization. I will ask questions and request information. I will participate in and take responsibility for making decisions on issues, policies, finances and other board matters. I will, to the best of my ability, take advantage of educational and professional development opportunities in order to be informed.
9. I will participate in the organization by serving on at least one committee or project.
10. If I don't fulfill these commitments to the organization, I will expect the board president to call me and discuss my responsibilities with me.

In turn, the organization will be responsible to me in several ways:

1. I will be sent, without request, bi-monthly financial reports and an update of organizational activities that allow me to meet the legal requirements of being a board member.
2. I will be provided with an initial orientation and offered subsequent educational and professional development opportunities to help me perform my duties and keep me informed about issues in the land conservation field.
3. Board members and staff will respond in a straightforward fashion to questions I have that I feel are necessary to carry out my fiscal, legal and moral responsibilities to this organization. Board members and staff will work in good faith with me towards achievement of our goals.
4. If the organization does not fulfill its commitments to me, I can call on the board president and executive director to discuss these responsibilities.

Signed:

_____ Date: _____
Member, Board of Trustees

_____ Date: _____
President, Board of Trustees

[Have the Board President sign two copies of this Agreement, and ask new board members to sign them, return one copy to the Board President, and keep the other for reference.]

Cycle of Fundraising

This exercise reduces resistance by helping people move past the idea that fundraising equals asking for money. You can create a menu of ways everyone—board, staff, volunteers, donors—can participate, even if they're unwilling to be askers. If you want to develop a fundraising culture throughout your organization, this is a great way to start.

Why Do This Exercise?
It's an easy first step to creating a model for strengthening relationships with your donors

Use This Exercise When
You want to emphasize that asking for gifts is only a small part of a larger process

Time Required
60 minutes

Audience
All participants in your fundraising campaign: some combination of board, staff, and volunteers

Setting
A space large enough to accommodate several small groups of three to five

Materials
- Flip chart paper and markers
- Three handouts: Cycle of Fundraising, North Lakeland Discovery Center Donor Engagement Menu, and Cycle of Fundraising: Building a Donor Engagement Menu (See pages 44-46)

FACILITATING THE EXERCISE

1. Photocopy the handouts in advance.

2. Share copies of the Cycle of Fundraising handout (page 44) with your trainees. Explain that this is a simple map for creating healthy, mutually beneficial relationships with donors. Note that only a fraction of the work is asking for money. Most of the cycle is about what happens before and after asking.

3. As a warm-up for the small group work to follow, ask the full group to brainstorm one or two activities that might fit into each phase. For example, "What are some of the ways we might identify prospective donors?" (Two possible answers: compile lists of friends, and review published donor lists from peer organizations.) Ask similar questions for each phase

of the donor cycle—"What steps could we take to educate and cultivate donors?"—encouraging an answer or two for each phase.

4. Once the large-group brainstorm is complete, distribute copies of the donor relationship menu developed by the North Lakeland Discovery Center (page 45). Explain that it was created by board and staff working together. Give participants a few moments to review the handout and ask questions.

5. Ask your colleagues to form small groups of three to five. Share copies of the worksheet Cycle of Fundraising: Building a Donor Engagement Menu (page 46). Ask each small group to fill it in, brainstorming one stage of the cycle at a time: "What are our different options for identifying prospects? Fill in the relevant box. How about educating and cultivating those prospects?" And so on. Let them know they will have about fifteen minutes to complete the worksheet.

6. While the small groups are brainstorming, write the following titles—one per sheet—on flip chart paper:

   - Identify Prospects
   - Educate, Cultivate, Involve
   - Ask
   - Thank and Recognize
   - Involve More Deeply

7. After about fifteen minutes, reconvene everyone into the large group to report their work. Begin by collecting all the items for Identify Prospects, writing them on the relevant flip chart page. Then collect the items for Educate, Cultivate, Involve. Capture all ideas for each stage in the cycle before moving to the next.

8. To debrief this exercise, use some combination of the following questions as you discuss each flip chart page:

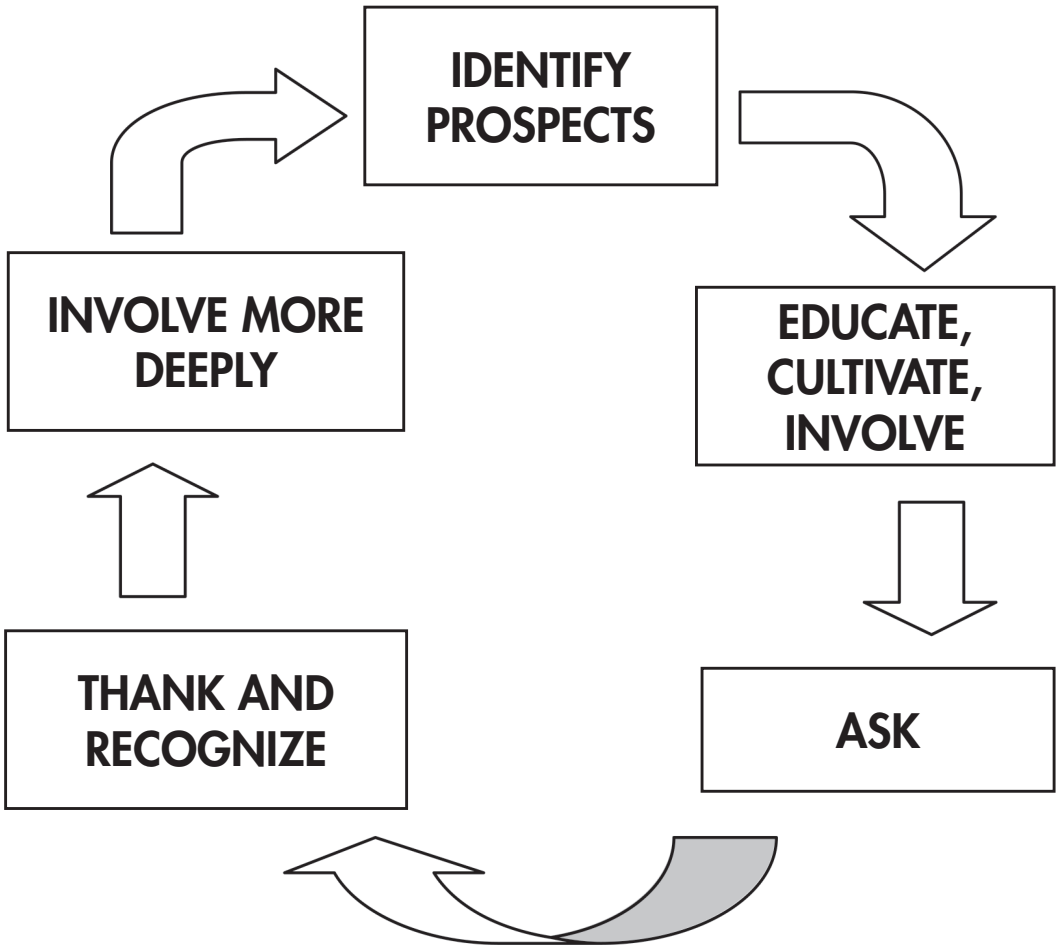
   - Which of these tasks are we already doing?
   - What steps do we need to focus on to improve our donor relations?
   - Are there any specific tasks you would like to help with?

9. To conclude, draw a large circle on a piece of flip chart paper. With the help of the participants, divide the circle into a pie chart graph indicating how much time your organization should spend on each of the five functions. For an example, see page 47.

As you wrap up, ask for a volunteer to transcribe your flip chart notes into the Cycle of Fundraising template. It will provide a simple one-page map outlining your donor identification and engagement strategy. It also creates a menu of ways everyone in the organization can assist with fundraising, including many ways that don't involve asking.

TRAINING TIP Templates help people understand new concepts in a tangible way. While not necessary, we have found that reviewing a completed template (see next pages) helps people build a model that fits their own organizations. We have tried this exercise both ways—sharing the template first vs. allowing the group to build its own from scratch—and can vouch that using the template early in the exercise is very helpful.

Cycle of Fundraising



North Lakeland Discovery Center

Cycle of Development: Expanding Your Connection

Naturally Inspiring and Enriching Lives through Meaningful Connections with Nature, People and Community

www.DiscoveryCenter.net • (877) 543-2085 • Contact@DiscoveryCenter.net

Identify Prospects

1. EAD and Staff identify potential foundation grants.
2. Seek and refer board members with fundraising experience.
3. Actively seek potential donors/volunteers.
4. Review donor lists for potential donors who have given to similar organizations.
5. Have a designated person(s) to talk to referrals.

Educate and Cultivate

1. Develop the why through an "elevator speech". Train staff and board.
2. Host donor dinners and events with time dedicated to the DC story.
3. Tours—train ambassadors on "elevator speech."
4. Ask donors to talk to donors, and provide opportunities for roundtable discussions.
5. Create Q&A with common questions, and include how to learn about upcoming events, who to call to be involved.
6. Articles and photos in newsletters (e.g., bequests, memorial gifts; personal stories from participants).
7. Seek out media attention for grant receipts and DC story-telling opportunities.

The Ask

1. Face to face visits (collaborative)
2. At house parties and other events as appropriate.
3. Website, email and social media asks.
4. Letters (e.g., sponsor) and follow up calls.
5. Identify challenge or matching donor gifts.
6. Make calls supporting a special event.
7. Solicit/give items for silent or live auctions.
8. Recruit new members.

Thank and Recognize

1. Board makes quarterly calls to new donors $250+.
2. Informal thank you's (e.g., at event or program).
3. Invite and recognize sponsors, item donors and volunteers at summer recognition events.
4. Host Voyageur Dinner and Member Appreciation Night/Annual Meeting.
5. Publicize names of supporters in annual flier and otherwise as appropriate.
6. Send donors CDs, DVDs and other visual gifts thanking them.
7. Personalize gifts and notes.
8. Encourage attendees at events to patronize supporters and sponsors – and frequent their establishments yourselves.

Inclusive Involvement

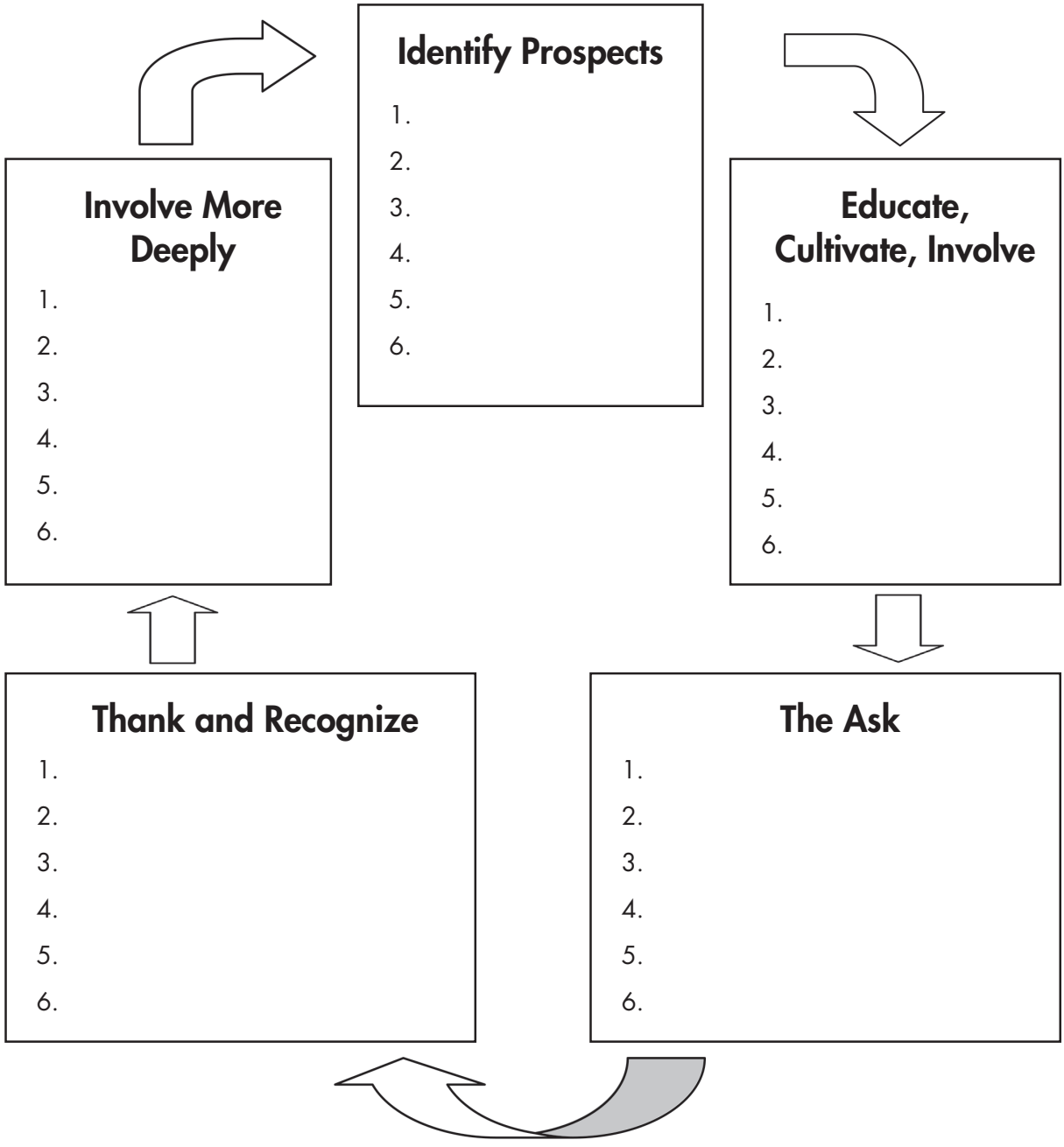
1. Train volunteer-donors to give Center tours
2. Ask donors to assist, lead or invite them to programs and events.
3. Invite donors to join Board, committees or focus groups.
4. Ask donors to write a story for newsletter on personal importance of DC.
5. Ask donors to host house parties in concert with board members, and to make intro/open doors.
6. Ask donors for feedback on planning, fundraising, and other organization-wide initiatives.

The System: *A volunteer and donor tracking database is key to providing personalized attention and to communicating respectfully.*

Cycle of Fundraising

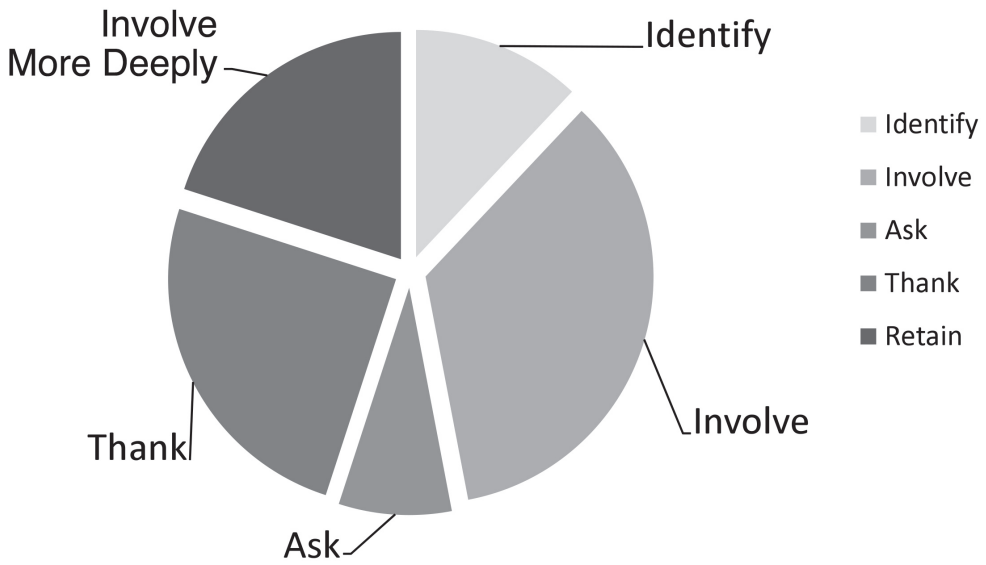
BUILDING A DONOR ENGAGEMENT MENU

Create a menu of activities for each stage of the relationship:



Cycle of Fundraising Time Allocation

Breakdown of Time Spent on Each Phase of Fundraising Cycle



Adapted from Tina Cincotti, Funding Change Consulting.
Used with permission. Thanks, Tina!

Menu of 2017
Fundraising Opportunities

Board Member: _____ Date: _____

This is an "all you can eat" menu!
We ask you to commit to as many items as you like – but at least one per category.

Appetizers

- ❑ Provide names of donor prospects
- ❑ Personalize letters to current and prospective donors
- ❑ Attend and mingle with donors at a House Party
- ❑ Introduce development staff to members of the business community

Entrees

- ❑ Host a House Party
- ❑ Arrange a site tour for some of your friends, conducted by the Executive Director
- ❑ Accompany the Executive Director or other staff on donor visits
- ❑ Organize a 2-hour volunteer party with friends or colleagues
- ❑ Recruit new board members with fundraising experience and connections
- ❑ Recruit Wintergreens or Farm Party sponsors
- ❑ Volunteer to help at Wintergreens or the Farm Party

Desserts

- ❑ Collect copies of other organizations' solicitations and annual reports for GCH staff
- ❑ Make thank you calls to donors
- ❑ Promote and attend one of our annual events and mingle with donors

Board / Volunteer Fundraising Agreement

Name _____ Date _____

To support the mission of our organization, I agree to take on the following:

1. My gift: $_____ Payment completed by (date) _____

Terms of payment (check, credit card, installments, etc.) _____

_____

2. Prospects. I will provide names and contact information for _____ prospects by (date) _____. Even if I am unable to follow up with all of these people personally, I will still add names to the list for mailings, event invitations, etc.

3. My fundraising support tasks (*taken from our fundraising menu*):

a. Activity_____

Date(s) _____ Projected revenue (if applicable) $_____

Help / support needed from staff or board _____

_____

b. Activity _____

Date(s) _____ Projected revenue (if applicable) $_____

Help / support needed from staff or board _____

_____

c. Activity _____

Date(s) _____ Projected revenue (if applicable) $_____

Help / support needed from staff or board _____

_____

_____ _____

Signature of board member or volunteer Signature of board chair