Thank you for purchasing GIFT’s Build a Better Board Webinar-on-Demand with Stephanie Roth!

These are the PowerPoint slides.

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Questions? Contact Jennifer Emiko Boyden: 510-452-4520X302 or jennifer@grassrootsfundraising.org
The Grassroots Institute for Fundraising Training (GIFT) provides training, resources and analysis to help organizations raise more money and be accountable to their communities. We focus especially on groups working on social justice issues and based in communities of color.

Some of GIFT’s programs include:

• The Grassroots Fundraising Journal—a bimonthly magazine with tips, tools and inspiration to help you become a better fundraiser!

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• Training and Consulting Services

• Money for Our Movements: A Social Justice Fundraising Conference.

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Webinar for GIFT
June 25, 2013

Presented by Stephanie Roth
Klein and Roth Consulting
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Welcome & Introductions

Poll:

Are you (choose one)?
Executive Director
Development staff
Other staff
Board member
Combination of board & staff
Consultant
Goals of Webinar

1. Generate conversation about a perpetually challenging topic
2. Discuss some new ways (or new to you!) to think about boards
3. Offer tips for practical applications of these concepts
Five Assumptions

1. Board members are key stakeholders and are generally underutilized.

2. Successful boards require the same intentional focus and attention as staff.

3. “Best practice” is a fiction.
4. Partnership between board and executive director is essential.

5. Fundraising success requires an engaged & valued board.
Topics for Today

1. Board engagement & leadership
2. Making meetings work
3. Building a strong team
4. The board and fundraising
Common Challenges & Complaints

POLL:
For staff: check any of the following that are true of your organization’s board:

• Poor attendance at board meetings
• Lack of follow through on tasks
• Low participation in fundraising
• Few willing to take leadership
• Hard to recruit new members
• Tendency to micro-manage
Common Challenges & Complaints

_Poll_
For board members: check any of the following that are true of your organization’s board:

• Board work is not big picture
• Discouraged from asking questions
• Not always clear what our job is
• Not enough support to do our job
• Everyone not pulling their weight
• Few willing to take leadership

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So what is to be done?
Engage the board at a higher level
A Useful Framework*

Three modes of governance:

- **Fiduciary**: oversight, accountability
- **Strategic**: analytical, planning
- **Generative**: sense-making, figuring out the right questions to ask

* from Governance as Leadership by Chait, Ryan and Taylor

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What is Generative?

• It’s about *what* to pay attention to and what it *means*.

• Concerns values, beliefs and assumptions

• Invites paradigm shifts, new frameworks

• *Generates* ideas to think about in other modes

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How it Translates into Practice

- Issues that the organization is grappling with are discussed before developing a plan
- Talk about things you don’t fully understand, make sense of them without needing decisions or actions now
- Different points of view are encouraged.
- Less time listening to reports.

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Benefits of generative discussions

• Higher level of engagement from board members
• Useful input into organization’s thinking
• More productive interactions between board & staff
• More interesting board meetings
• *Can lead to more willingness to participate in other necessary board work*
Questions for Generative Discussions

The key to a good generative discussion is that there is no decision to be made at this stage, just an exploration of ideas, questions, trends, etc.

- What challenges are we facing because of changes in our external environment & how should we respond?

- What opportunities now exist that haven’t in the past, due to changes in the external environment?
How has the context for our issue changed and what does that mean for the types of projects or campaigns we work on?

Is what makes our organization distinctive still true? Is there more or less duplication of our work from ally organizations?

How have funding sources shifted and what are the implications for our approach to fundraising & resource generation?
What’s a good generative question… for your organization at this time?

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Making the time for generative discussions

Illustration by Amanda Woodward

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The Agenda:

- Board chair (& exec cttee) + ED should plan
- Consider using “consent agenda”
- Indicate which items require a decision
- Include a generative discussion in most board meetings

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Other ways to improve meetings

- Good facilitation is key
- Create space for team-building
- Provide learning opportunities, and include board members in offering them
- After each meeting, ask the question: What would have made the meeting better?
Building a Strong Team

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Qualities of Effective Teams

- Clear Expectations
- Strong Leadership
- Decision-making authority
- Attention to group dynamics
- Accountability
- Follow-up
- Appreciation

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Which of these characteristics of a strong team exist on your board?

- Clear Expectations
- Strong Leadership
- Decision-making authority
- Attention to group dynamics
- Accountability
- Follow-up
- Appreciation
The Board & Fundraising

Key Board Roles:

- Give Money
- Raise Money
- Develop Fundraising Philosophy & Strategy
- Set Fundraising Policies

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Poll:
Do you have a give/get policy?

Do you have a minimum amount that board members are expected to give and/or raise?

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Getting the board to fundraise

1. Clarity about board role when recruiting new members
2. A fundraising plan that the board helps develop
3. Specific campaigns, tasks & timelines required to meet fundraising goals
Getting the board to fundraise

4. An annual written commitment from each board member about their fundraising tasks

5. Follow up with each board member (at least quarterly) on how they’re doing with fundraising tasks & what they need to be successful

6. Evaluation and appreciation upon completion of fundraising campaigns & activities.

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I, Cecilia Ortiz, board member, agree to:

1. Contribute $250 by Dec. 31st
2. Sell at least one table of tickets (10) to our annual dinner
3. Solicit 8 local businesses for ads in our ad book
4. Participate in major gift campaign by asking 5 donors for a gift of $500 or more
What if you treated each board member as you would a major donor?

• Personally solicit them for their annual gift
• Follow up personally on the things they committed to
• Find out what would make their board experience as positive as possible
Final Thoughts

- Improving board functioning takes time.
- Pick one thing to focus on that will make a key difference.
- Be willing to address conflict directly.

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Resources on Boards

- Blue Avocado – blueavocado.org
- GIFT/Grassroots Fundraising Journal – grassrootsfundraising.org
- Board Source – boardsource.org
- Nonprofit Quarterly – nonprofitquarterly.org
- Klein & Roth Consulting – kleinandroth.com
And these books:

- *Governance as Leadership*, by Chait, Ryan & Taylor
- *Boards on Fire: Inspiring Leaders to Raise Money Joyfully*, by Susan Howlett
- *The Board of Directors*, a compilation of articles by Kim Klein & Stephanie Roth, published by GIFT
- *The Accidental Fundraiser: A Step-by-Step Guide to Raising Money for Your Cause*, by Stephanie Roth & Mimi Ho

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