Expanding Your Reach
Engaging Your Board

Presenter: Lori L. Jacobwith, Founder, Ignited Fundraising

IGNITED FUNDRAISING
Today

1. Fundraising vs. Development
2. Board Work
3. 7 Ways to Support Fund Development - *Without Asking for Money*
4. Sharing Expectations
5. Visual Displays & Dashboards
6. Most Important Thought of The Day
7. What’s Next?
Biggest Board Challenges?
Fundraising vs Development
Fundraising

The raising of assets and resources from various sources for the support of an organization or a specific project.

~ Source: AFP Fundraising Dictionary, (Association of Fundraising Professionals)
Fund Development

The total process by which an organization increases public understanding…

~ Source: AFP Fundraising Dictionary, (Association of Fundraising Professionals)
Development: Everyone’s Job
Board Work – What It Takes
Basic Duties & Responsibilities

• Ensure you are fulfilling your Mission and Purpose
• Engage in Strategic Thinking & Planning
• Approve and Monitor the Work of your Organization or Foundation
• Ensure Adequate Financial Resources
• Provide Effective Fiscal Oversight
• Ensure Sound Risk Management Policies
Basic Duties & Responsibilities

AND…

• Select and Support the Chief Executive and Review Their Performance
• Enhance Organization's Public Image
• Carefully Select and Orient New Board Members and Board Leaders
• Maintain Board Structure & Operations
• Organize & Participate on Committees and Task Forces
How Much Training Do You Provide in Each of Those Areas?
What If…

• Many of your board members don’t really know what they should be doing?
• What they DO know is mainly about fiduciary oversight & paying attention to the bottom line?
• They really DO want to be stretched, but that idea scares them?
• When the reason they tune out and their performance wanes is they are bored?
7 Ways To Participate In Fund Development Without Asking For Money
1. Make a personal financial gift.
2. Invite others to give time, talent, advice...
3. Act as an Ambassador & Advocate

Really.
4. Thank Recent Happy Donors
In 2014, the average donor retention across all nonprofits was **43%**.
The average donor attrition rate was a staggering **57%**.

Over the past 10 years, the average annual donor retention rate is **46%**.

The donor retention rate peaked at **50%** in 2008.

Infographic Source: Winspire News for Fundraising Effectiveness Project 2017
NEW DONOR RETENTION

2/10 New Donors continue to give

-21%
New Donor Retention decline since 2008

30%
2008

23%
2015

Infographic source: Fundraising Effectiveness Project 2016
Board Thank You Calls to 1st Time Donors

2nd gift: 39% higher than 1st gift.

Source: Donor Centered Fundraising, Penelope Burk & Cygnus Research
2 years later...70% retained

Source: Donor Centered Fundraising, Penelope Burk & Cygnus Research
Build A Relationship for Loyalty

Create a simple system to make thank you calls & know your donors.
5. Raise Awareness:
Share a people story that paints a clear picture of your impact…and your donors impact.

Image Source: United Church Outreach Ministry
Board members & Storytelling; a powerful combination

Cutting through the clutter of day to day noise...
I Want to Feel My Impact

Put a Story and Face to What I Cause

Photo: Marcela Gara, Resource Media – from DCSEU Facebook
6. Raise Awareness: Share updates about your money story. Explain how different gift sizes make a difference for one child or parent.
Combine People & Money Story

July Funding Gap Update

Here  There

Image by Ravi Ramen
Message Pyramid

- Why you Exist:
  What’s Missing in the Community
- Your Money Story
- Startling Stats
- One Person Example

Understanding comes from the top down.

Conversations come from the bottom up.
Other “Gap” Messages

Volunteers?
Board members?
Materials or equipment?
Visibility?
Yours?
7. Create a Culture of Accountability
Accountability = Success

Create a Culture for Accountability
“…being held responsible for one's actions… by others or yourself.”
Four Necessary Ingredients for Holding People Accountable:

1. Establish clear expectations;
2. Prepare people to meet those expectations with needed training and support;
3. Monitoring performance, and
4. Attach consequences to the results
Clearly Sharing Expectations
Communication
Creating A Team

Is all about Communication

• What do you want me to do?
• How do I do it?
• What will happen when I do it?
• …or don’t do it?
Team? What Team?
Raise More With A Fundraising Team Leader

Their job is to make sure these questions (and others), get answered regularly:

• Who just made a contribution?
• Who will call to thank them?
• Who will send the meaningful printed thank you letter/receipt?
• What is our plan to add new donors this month? This year?

http://bit.ly/FireStarterFundraisingTeamLeader
What Exactly Do You Want Your Board To Do?
Board Members: Identify & Recruit

1. Know what you are looking for
2. Set expectations early
Board Tools eBook

www.ignitedfundraising.com/training/free/
Ask these questions*:

1. What are the 3 most important things for our board to accomplish this year?

2. Do we have the right people on the board to make that happen?

*Source: Blue Avocado
Recruiting Board Members & Other Volunteers: Use An Application
Board Application Form

1. Candidate Name ________________________________
   Mailing Address ________________________________
   City __________________________ State __________ Zip __________
   Home Phone ______________ Work Phone ______________
   Email ____________________________

2. Current Position ______________________________
   Current Employer ____________________________

3. Relevant experience and/or employment (please attach résumé).

4. Please check area(s) of expertise/contribution you feel you can make to further our mission:
   - [ ] Fundraising
   - [ ] Strategic Planning
   - [ ] Legislative Contacts
   - [ ] Special Events
   - [ ] Financial/Accounting
   - [ ] Evaluation
   - [ ] Capital Campaign
   - [ ] Public Policy Advocacy
   - [ ] Technology
   - [ ] Policy Development
   - [ ] Public Relations/Marketing

5. Please list prior experience serving as a board member for other non-profit organizations:
   __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________
Orienting Board Members
Use A Repeatable *Engaging* Format
Board Orientation Checklist

First & Last Name
Address:
Email:
Home Phone __________ Work Phone __________
Mobile __________
Preferred time and method of contact:

Describe the Organization to Your New Board Member

We are __________
We specialize in (serve) __________
We help them to (do what?) __________

Board Orientation Process
1. Includes at least one special meeting no longer than 1 hour of "working" time.
2. It is a peer-to-peer meeting with key staff leadership handling brief aspects of organization’s programs, budget and annual fundraising plan.
3. It is held in a location where program services can be observed, if possible.
4. Allows for questions from new board members and "pre-determined" mission immersion: Client guest speaker, short videos of client stories, stories shared about clients.
5. Includes personal phone call follow-up from the assigned "Board Buddy" within 3 days of the orientation.
6. Board Buddy provides ongoing contact for as long as needed to ensure a powerful onboarding of information and expectations to and from the new board member.

At a Special Meeting Led by Board Members Clarify and Fully Explain
- Meeting attendance – full board & committee meetings
- Committee structure
- Board role and relationship to administrator/staff leadership
- Mission and vision
- Governance goals
- Fund development expectations
- Annual board agreement

Board Orientation Packet
- Statement of purpose or mission (if developed and adopted by the Board)
- Brief overview of agency programs and services
- Agency annual report with financial statements for the past fiscal year
- Minutes for most recent Board meeting including most recent financial statements and current annual budget
- Current board agreement
- Current board activity dashboard
- List of all Board members’ names, addresses, phone numbers, and terms of office
- Committee list with chairperson clearly identified
- Jargon cheat sheet; Glossary of abbreviations and acronyms of programs, referral agencies, fundraising events, etc.

Later or 2nd Meeting
- Personal bios or brief overview of personnel system. To include: staff organization chart, number of professional and non-professional staff, full-time and part-time staff, and dates of last major revision of Personnel Policies
- Policy statement and procedures which have been formally adopted by the Board
- Bylaws
- Board organization chart with committee and sub-committee structure
- Dashboard with easy to read financials and fundraising measures at a glance

First Personal Phone Call With Experienced “Board Buddy”
- Debrief of recent orientation meeting, identify any unasked questions
- Reminder of upcoming meetings, events, and attendance expectations
- More thorough explanation of pending votes or significant board decisions
- Discussion of committee selection based on new board member talents

Ongoing Contact Between “Board Buddy” and New Board Member
- Make sure committee involvement has begun. If not, identify barriers
- Continue to reinforce governance and mission focus
- Ensure board member is feeling utilized and energized by their board service
Accountability = Success
For Ongoing Effectiveness: Use A Board Agreement
Sample Board Agreement

(OPERATION NAME)

Board Member Commitment Form

I recognize our organization’s ability to change lives is enhanced when we have committed volunteers who raise funds in support of programs and operations. As a volunteer in a leadership role, I acknowledge a personal responsibility to the causes I support. The assistance that I provide, regardless of their nature, my contributions will be personally significant.

As a board member of (OPERATION NAME), I pledge to work with fellow directors that I will fulfill the basic board membership commitments I have indicated below.

I agree to be supported and held accountable by my fellow directors and my agreements.

BASIC BOARD AGREEMENT: I agree to fulfill the following agreements:

1. Make a financial contribution at a level that is significant to the organization's work.
2. Serve as a table host or recruit others to be a table host for an annual fundraising event.
3. Actively participate on a board committee.

ADDITIONAL BOARD COMMITMENTS: I agree to fulfill volunteer duties by participation in fund development as described on the following page.

Please return form to: __________________________
Please return this form by: __________________________
Board Self-Assessment
Visual Displays & Dashboards
What’s The Feeling At The End of Your Meetings?
Make It Easy To See What To Discuss and Where to Take Action

### 1. Finance

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>6 months ago</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days of unrestricted cash on hand</td>
<td>45 days</td>
<td>65 days</td>
<td>18 days</td>
</tr>
<tr>
<td>Net surplus or deficit YTD compared with YTD budget</td>
<td>Within 25K or better</td>
<td>$42,500 worse than budget</td>
<td>$28,000 worse than budget-to-date</td>
</tr>
<tr>
<td>Government funding year-to-date (52% of budget)</td>
<td>Within 3%</td>
<td>$39,000 worse than budget</td>
<td>$3,200 worse than budget, 24 days</td>
</tr>
<tr>
<td>Days from end of month to financial statements</td>
<td>24 days</td>
<td>87 days</td>
<td>48 days</td>
</tr>
</tbody>
</table>

Source: Blue Avocado A Nonprofit Dashboard & Signal Light for Boards
Figure 5: This graph fails to express the variance amount directly.

~ Stephen Few, Dashboard Whitepaper, 2006
Figure 6: This graph directly expresses the variance between actual and budgeted revenue, making it much easier to see and evaluate.

~ Stephen Few, Dashboard Whitepaper, 2006
Know & Share Your Donor Data
Individual Giving By Category (# of Donors)

- **FY 14**: 396 people
- **FY 15**: 417 people
- **FY 16**: 914 people

194 people
Donor Retention

It takes 4 ½ times the resources, staff and effort to get a new donor as it takes to get a renewal.
Donor Retention vs. Acquisition

- 2010-11:
  - Retained: 34.5%
  - Acquired: 65.6%
- 2011-12:
  - Retained: 51.7%
  - Acquired: 48.3%
- 2012-13:
  - Retained: 54.9%
  - Acquired: 45.1%
Your Organization Name Here
Governance Scorecard

**Board & Committee Attendance**
- Q1-10
- Q2-10
- Q3-10
- Q4-10

**Board Member Event Participation**
- Phone-a-thon
- Annual Dinner
- Open House
- Bolder Dash

**Board Gifts and Pledges**
- 2009
- 2010

What else?
Most Important Thought Today
100%
It is 100% staff responsibility for board members to be GREAT.
AND 100% board responsibility to DO WHAT WE SAID WE'D DO.

-- Lori's Motto --
Caught Ya Doin Good
Staff Role

Implement communication strategies & tools to ensure expectations are met.
Communication

You have a rare opportunity to empower your board members to feel like superheroes.
Two Key Questions
Two Key Questions for the Board

1. What do we need/want our board to do more of?

2. What does a fully engaged board do?
What Did You Learn?
What Will You Differently?
Resources & Staying Connected

Lori Jacobwith – Ignited Fundraising

@LJacobwith

Fire Starters Blog

Free Resources

IgnitedFundraising.com

To Talk With Me:
Additional Resources

Steve Bowman, Conscious Governance
http://consciousgovernance.com/blog/
Twitter: @consciousgovern

Debra Beck, Ed.D., Laramie Board Learning Project
http://www.boardlearning.org/
Twitter: @npmaven

Fire Starters
Boldness, Clarity & Wisdom for Fundraising Professionals
“Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice and discipline.”
Thank You!

Expanding Your Reach
Engaging Your Board

IGNITED FUNDRAISING