



## Building the 'A List' Board

*2016 MNN Annual Conference*

*Moving Forward for a Better Commonwealth*

The New Kensington Group  
November 2, 2016

# OUR GOALS TODAY

## Building the 'A List' Board



What?? Who??



How?? Where??

# Today's Agenda

## Welcome and Introductions

## Building the 'A List' Board

- Your Starting Point
- Vision: Your Ideal Board Member
- Case Studies

## Debrief and Next Steps

# **BUILDING THE 'A LIST' BOARD**

# We're Assuming the 'GIVENS':

## Your Board Has:

- **Governance and board management practices/policies** in place, including term limits for members (ie conflicts of interest, solid onboarding, ongoing education, etc.)
- **Sub-committee structure**, including governance/nominating and development committees
- **Board invested strategically**: vision and direction, strategic plan development, programmatic/operational strategy
- **Board oversight high level**: Programmatic, Fiscal, Administrative
- **Invested in / Supportive of CEO and Senior Staff**: Selection, Coaching, Connection, Compensation, Collaboration (*"Nose In, Fingers Out"*)
- **Meeting Structure**: 3 – 6 Meetings, High Level, Well Run
- **Informed, Inclusive, Involved**

# Boards and Advisory Council: Extending Your Sales Force



Contribute

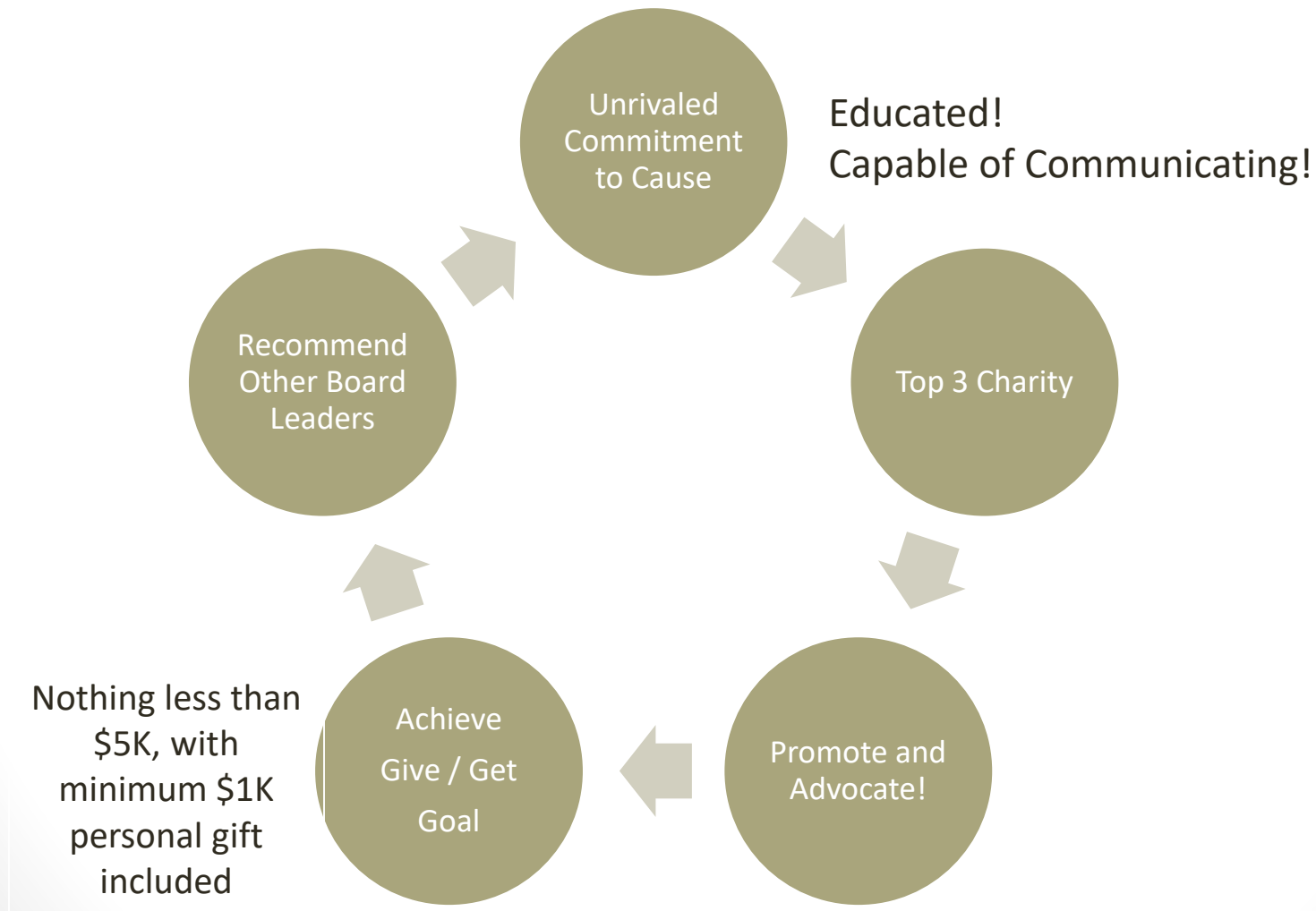


Leverage Your  
Networks



Identify Great  
Leadership

# Board Member Expectations!



# Building the Model Development Program

## Organizational Commitment to Fund Raising

- Organization Wide Philosophy Toward Fund Raising
- Formalized Development Plan

## Dedicated Human Resources and Skill Excellence

- **Board as a Fund Raising Body**
- Leverage Non-Board Volunteers
- CEO as a Fund Raiser
- Dedicated Development Staffing Resources

## Diversification and Sustainability

- Diversified Revenue Model
- Sustainable Fund Raising Model

## Comprehensive Development Strategy

- Established Major and Leadership Giving Program
- Formalized Corporate Partnership Program
- Developed Foundation Relations Program
- Excellence in Stewardship and Donor Retention

## Track Record of Success

- Demonstrated Revenue Growth

## Systems and Integration

- Documented Procedures and Excellence in System Utilization
- Development Integration with Program, MarCom, Governance and Finance Functions



# Evaluate Your Board's Performance

| Criteria  | Rating |
|---|--------|
| Does your organization's commitment to strong Board governance demonstrate an interconnectedness to the organization's development goals? Does the Governance and Nominating Committee actively pursue board members who can contribute significantly to advance the organization's fund raising goals? |        |
| Do community and business leaders actively seek out this organization to serve on their board?  |        |
| Does your organization have a dedicated and active Development Committee?   |        |
| Is Fund Raising leadership involved in your Board's Governance and Nominating Committee?  |        |
| When Board members are recruited, are specific and clear expectations outlined and reviewed as it relates to fund raising?  |        |
| Does the Board have a 'give / get' requirement? If so, at what level? Is the 'give/get' requirement set at a level commensurate with what will take the organization to a new level of scale and impact?  |        |
| Are Board members held accountable for delivering on annual fund raising objectives?  |        |
| Board members rate their individual performance 'high' in helping to generate philanthropic revenue for your organization.  |        |
| Board members rate their collective performance 'high' in generating philanthropic revenue for your organization.   |        |
| Does the Board demonstrate 100% giving and achievement of 'Give/Get' expectations?  |        |

# Board as a Fund Raising Body

|   |  |   |   |   |
|---|--|---|---|---|
| No defined 'give/get' and board contributes little to revenue growth of the organization. | Board members advocate for organization with limited focus on raising money outside of organization's signature event. 'Give/get' emerging and no or limited accountability to achieving it. | Board leads by example in giving and supporting the organization. Respectable and defined 'give/get' in place. Give/get is met by 50% or more of the board. 25% of the board makes example setting gifts. | 50% of board makes example setting gifts and give/get is met by 75% or more of the board. | Majority of board members achieve 'give/get' and advocate successfully for board. 90% make/attract game changing gifts to support organizationa l growth. |
|---|--|---|---|---|

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3

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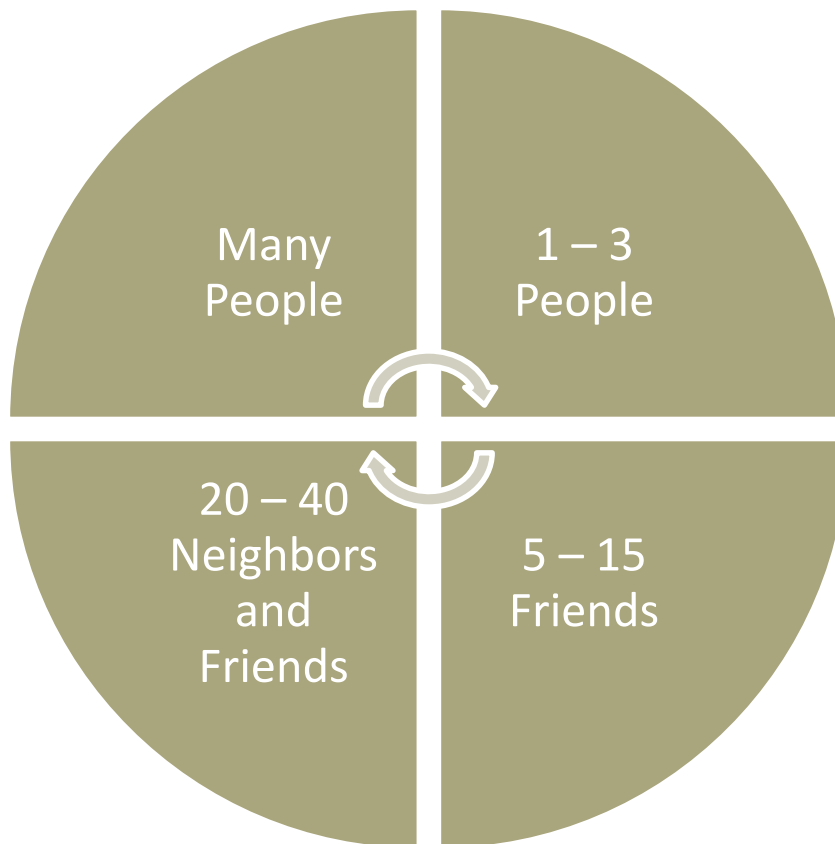
# 'Give / Get'

| Your Organizaton 'Give/Get' | LEVEL  |
|-----------------------------|--|
| Total 'Give' – FY16         | <b>\$XXX,XXX</b><br>\$10K+ → __<br>\$5K - \$9.9K → __<br>\$2.5K - \$4.9K → __<br>\$1K - \$2,499 → __<br>Less than \$1K → __  |
| % Participation             | <b>XX%</b> (XX / XX)   |
| Total 'Get' – FY16          | <b>\$XXX,XXX</b><br>\$100K+ → __<br>\$25K - \$99K → __<br>\$10K – \$24,999 → __<br>5K - \$9.9K → __<br>\$2.5K - \$4.9K → __<br>\$1K - \$2.4K → __<br>Less than \$1K → __<br>\$0 → __ |
| <i>Average:</i>             |  |
| 'Give / Get' Achievement    | <b>\$5K:</b> XX% (__ of __)<br><b>\$10K:</b> XX% (__ of __)<br><b>\$25K:</b> XX% (__ of __)  |

# Help Raise Financial Resources By Introducing Your Network of Friends and Colleagues

- Encourage Attendance at Your Signature Dinner or B'fast Gala

- Host a Reception in Your Home or Community Setting



- Tour and Visit \_\_\_\_\_
- Meet with Leadership to Learn More About \_\_\_\_\_

- Host a Dinner Party in Your Home
- Convene Work or Industry Colleagues at Your Company for Breakfast or Lunch

# Board Members' Role as a Fund Raiser

## The Connector

- Meeting & engaging people

1

## The Storyteller

- Illustrating the work in a compelling way

2

## The Visionary

- Making the case for the future

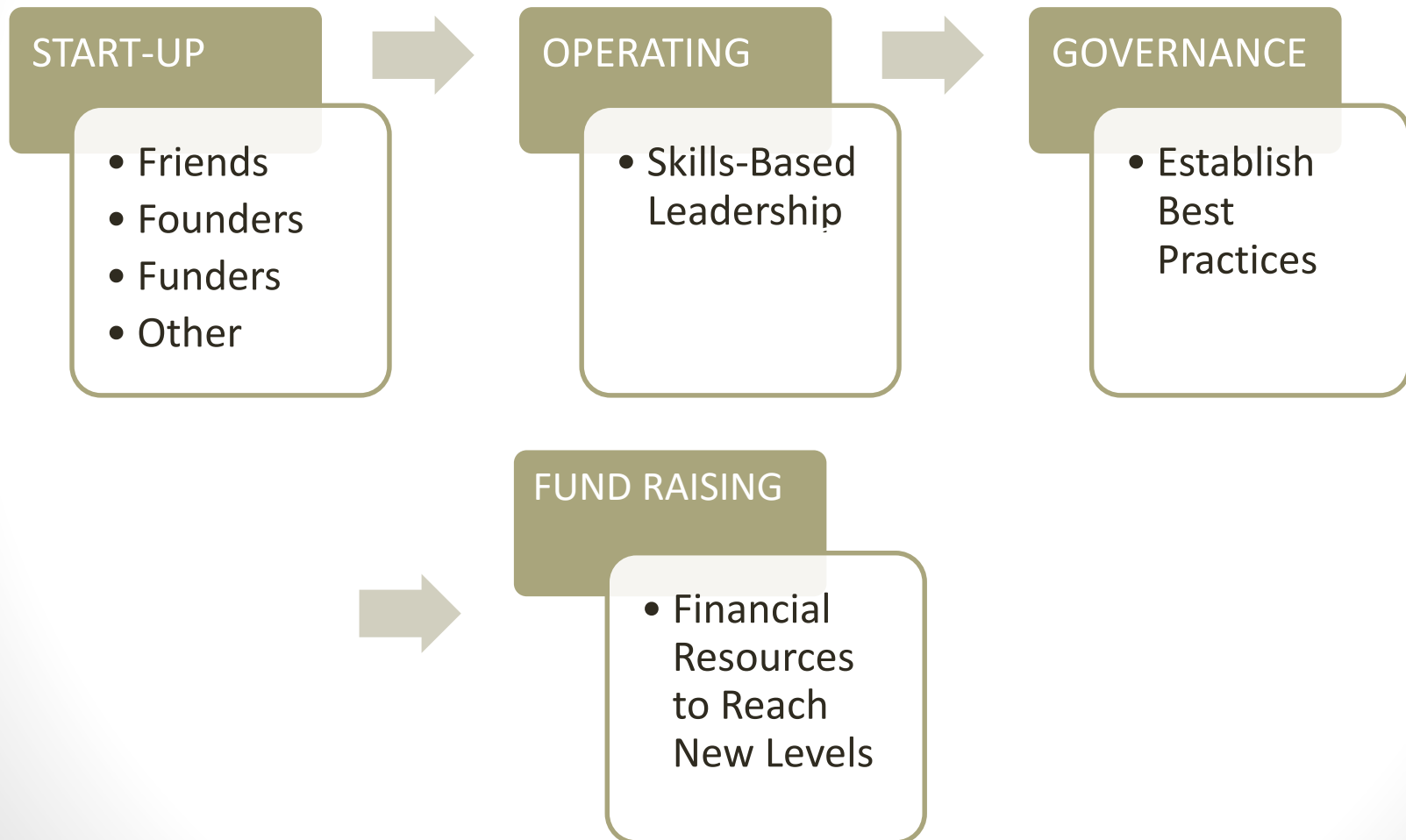
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## The Closer

- Asking for specific support or involvement

4

# BOARD EVOLUTION



# Building Your A List Board ...

What Does 'A List' Mean?

## ➤ **ASSET** BASED LEADERS

*Must have:*

- **ASSET #1 → Commitment:**

- Belief in and commitment to your organization's mission

*Must have 2 of the following 3:*

- **ASSET #2 → Financial:**

- Ability to consider significant contributions and game-changing gifts from their financial assets (vs. from income)

- **ASSET#3 → Connection:**

- Relationships with, connections to, and willingness to leverage significant and game-changing financial resources

- **ASSET #4 → Expertise:**

- Contribution of unique talent that produces game-changing results for the organization

# HOW MANY OF YOUR CURRENT BOARD MEMBERS MEET THIS CRITERIA?

## MUST HAVE

### ASSET #1 →

#### Commitment:

- Belief in and commitment to your organization's mission

## HAVE 2 OF 3

### ASSET #2 → Financial:

- Ability to consider significant contributions and game-changing gifts from their financial assets (vs. from income)

### ASSET#3 → Connection:

- Relationships with, connections to, and willingness to leverage significant and game-changing financial resources

### ASSET #4 → Expertise:

- Contribution of unique talent that produces game-changing results for the organization



# Where Can I Find My Future 'A List' Board Members?

- **Your Funders**
- **Ask Current Leaders: Who Are The Future Leaders?**
- **Focus on Asset Generation**
  - **Industries:** *Venture Capital, Hedge Fund, Investment Management, Real Estate Development and Ownership, Company Ownership (Public and Private)/CEOs/C-Suite, Entrepreneurs*
  - **Inherited Wealth**
    - **Working Spouse/Partner or Home Based Spouse/Partner**
    - **Both Spouses/Partners Working**
- **Family Philanthropy: Next Generation**
- **FO \_\_\_\_\_**
- **Subject Matter Experts**
- **Suggestions from Your Current Board Members/Retiring Board Members**

# Building the Model Board

## Case Studies

# The New Kensington Group

*Helping education and nonprofit leaders grow their organizations*

To learn more, please contact Charles B. Gordon, President and CEO,  
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# APPENDIX

The New Kensington Group  
November 2, 2016

# Diversity

- Experience/Background
- Geography
- Inside/Outside
- Ethnicity
- Other?
- Other?
- Other?

**“Fund-raising is often considered hard and scary because we believe that asking for resources will make us vulnerable. We fear rejection and dependence. This causes us to put up walls that prevent us from seeing our partners and potential partners as what they really are – human beings like us who want to make a difference.”**

***-- Jennifer McCrea and Jeffrey Walker, The Generosity Network***