




National Association of Nonprofit Organizations & Executives



2018 BOARD OF GOVERNORS

PROGRAM GUIDE

YOU'VE BEEN NOMINATED TO NANOE'S BOARD OF GOVERNORS

*People who are crazy enough to believe that
they can change the world are the ones who do!*

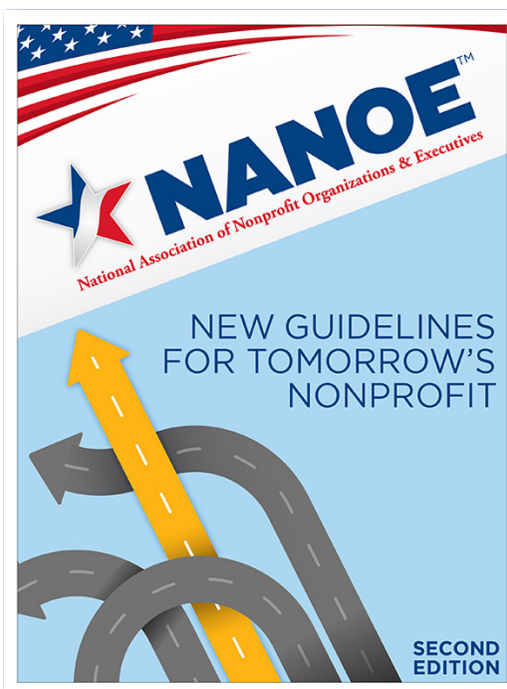
Congratulations, you've been nominated to NANOE's prestigious 2018 Board of Governors and have been declared a subject matter expert by your peers. Both your personal and professional leadership has brought you to this point and qualifies you to join a working group that will refine, improve, and strengthen a new set of governing guidelines that supercharge nonprofit capacity-building. NANOE Governors will be provided exclusive access to *New Guidelines for Tomorrow's Nonprofit (Second Edition)* and will review, expand and/or redact over 60 key practices that ensure a new set of competencies emerge that increase sector impact.

*NANOE Governors will be the first to review, react and
respond to these new transformational practices.*

As you know, "Charity" has been paralyzed by a set of failed "best practices" that turned the Non-Profit Sector into a Non-Growth Sector decades ago. In response, NANOE organized a renowned group of practitioners, volunteers, academicians and philanthropists from around the world to research and develop a new set of capacity-building "competencies" that empower nonprofits in ways previously thought to be impossible. These esteemed colleagues have completed *New Guidelines for Tomorrow's Nonprofit (Second Edition)* and are ready to make an initial submission to you for evaluation.

Again, congratulations! An assignment of this gravity will require contributions from a wide-array of industry professionals *just like you* from all stations within the public, private and charitable sectors. Vendors, CEOs, staff members, administrators, donors, board members and clergy who work or volunteer in the human welfare, education, healthcare, arts, animals, environmental and/or public benefit sectors have been nominated.

Ultimately, your interpretation of this quantitative study combined with your qualitative contribution will be the basis for NANOE's *New Guidelines for Tomorrow's Nonprofit (Second Edition)*. **Your professional contribution will be publicly credited to this project** as together we ensure the health and future of the charitable sector.



Please note that NANOE's 2018 Board of Governors is a working group only and is not a Board of Directors.

DONORS, ACADEMICIANS, VOLUNTEERS AND PRACTITIONERS WHO INNOVATE

Nominations were reviewed by twenty-eight industry professionals charged with organizing a group of donors, academicians and volunteers who could confirm *New Guidelines for Tomorrow's Nonprofit (Second Edition)*. For an in depth look at NANOE's Nominations Committee visit <https://NANOEgovernors.org>

► NANOE 2018 NOMINATIONS CO-CHAIRS:

CHARLOTTE LUNSFORD BERRY - NOMINATIONS CO-CHAIR

For over seven decades, Charlotte Berry has championed the displaced, disenfranchised and disaffected peoples of our Nation and world. Her personal giving and service to the national boards of the United Way of America, the American Red Cross, National Development Institute, Women in Philanthropy (and dozens more) have earned her the title "America's Volunteer" which she uses to inspire others to serve people in need.



TRACY EBARB - NATIONAL DIRECTOR

Tracy is a Certified Fund Raising Executive with over 30 years of nonprofit management and ministry experience. He holds all three NANOE Credentials including Certified Nonprofit Executive (CNE), Certified Development Executive (CDE) and Certified Nonprofit Consultant (CNC), and has spent his entire career working to improve charitable capacity-building and the changing philanthropic landscape.



BISHOP REDFERN II - BOARD CHAIRMAN

Bishop Redfern II, presiding bishop of the Ecumenical Church of Christ, is NANOE's founding Board Chair. Redfern, has been recognized multiple times for his service to community causes and was named Volunteer Fundraiser of the Year by the Association of Fundraising Professionals. His track record of creating sustainable enterprise models for global corporations is the basis of his passion for NANOE and its members.



KATHLEEN WILSON ROBINSON - PROGRAM DIRECTOR

Recognized by National Development Institute "as one of the most important charitable thought-leaders of the modern era." Kathy Robinson, is our Nation's leading expert in 501(c)3 sector development and has testified before the U.S. Congress, the United Nations and consults with governments, private sector and NGOs in 151 countries. Her command of the history and formation of the charitable sector is the basis for NANOE's credentialing program which she coordinates.



Your name was submitted to NANOE's Nominations Committee because you spend your vocational or volunteer time as a...

...**STAFF MEMBER, SENIOR EXECUTIVE OR CONSULTANT** at a for-profit company that provides products or services to charitable organizations.

...**STAFF MEMBER, SENIOR EXECUTIVE OR CONSULTANT** at a government agency that serves the human welfare, education, healthcare, arts, animals, environmental and/or public benefit sectors.

...**STAFF MEMBER, SENIOR EXECUTIVE OR BOARD MEMBER** at a foundation or corporation that makes gifts or grants to charitable organizations.

...**STAFF MEMBER, SENIOR EXECUTIVE OR CONSULTANT, DONOR, VOLUNTEER OR BOARD MEMBER** at a non-profit organization that serves the human welfare, education, healthcare, arts, animals, environmental, ministry, church and/or public benefit sectors.

GOVERNORS' CHALLENGE:

YOU ARE INVITED TO PARTICIPATE IN FIVE MEANINGFUL WAYS:

- 1 **READ & REVIEW** – You're invited to read and review *New Guidelines for Tomorrow's Nonprofit* as your schedule allows (a complimentary copy of the second edition is provided to GOVERNORS ONLY.)
- 2 **FACEBOOK LIVE** - You and your fellow governors will be invited to a 90 minute Facebook Live Video Conference to prepare you to add, subtract and redact *New Guidelines for Tomorrow's Nonprofit*.
- 3 **ONLINE GOVERNORS FORUM** – You'll be provided password protected access to NANOE's Governors' Forum to record answers to six questions relating to the guideline(s) you've chosen to review.
- 4 **DOCUMENT REVIEW** – Your contribution will be incorporated into *New Guidelines for Tomorrow's Nonprofit* and submitted to you in advance of global distribution.
- 5 **NANOE MEMBERSHIP** – All NANOE Governors are members of NANOE in good standing and join one of NANOE's three membership programs within sixty-days of accepting their nomination.

GOVERNORS' RECOGNITION:

IN GRATITUDE FOR YOUR SERVICE YOU WILL RECEIVE:

- 1 **GOVERNORS SERVICE AWARD** - You will be the recipient of *NANOE's 2018 Board of Governors Service Award* and are encouraged to reference this achievement in your curricula vitae.
- 2 **GUIDELINES PUBLISHING CREDIT** - You will be publicly recognized with a publishing credit in the final printed guidelines to be distributed to over 700 networks and associations.
- 3 **GOVERNORS' THANK YOU** – You will be issued a Governor's Brooch to be worn prominently during NANOE Events and will receive VIP treatment and other rewards in gratitude for your service.
- 4 **DISCOUNT CONVENTION PASS** - Governors are supplied a 2-Day Convention & Expo Pass for \$198 (50% discount.) Member rate is \$398 non-member is rate \$498.
- 5 **NANOE MEMBERSHIP BENEFITS** - benefits including Credentialing Renewal Fees (paid), Download Library, DonorScope List Subscription, Downtown NANOE, 501c3.Buzz Magazine...and More



PICK A TOPIC - ANSWER ONLINE



NANO E's Board of Governors will codify for the public a new set of governing practices that empower nonprofits to build capacity. Dr. Kathleen Robinson will oversee NANO E's Online Research Forum and will facilitate the review and reaction of NANO E Governors to the current submission of guidelines in their present form. Governors will contribute to the development of each guideline providing recommendations to refine and improve new policies that improve nonprofit function.

NEW GUIDELINES FOR TOMORROW'S NONPROFIT

- 1** **CEO Control & Accountability****SECTION 1**
Strong CEOs lead people to build and maintain effective organizational and operational capacity. What changes are required to further empower chief executive officers? What boundaries must be set with board members, staff, donors and the public.
- 2** **CEO Driven Capacity-Building**.....**SECTION 2**
The CEO leads the fundraising process, is knowledgeable about philanthropy, and able to sustain a development program. What fundraising pre-requisites must CEOs possess? How does fundraising re-define CEO workflow?
- 3** **Social Enterprise Partnerships**.....**SECTION 3**
Nonprofit leaders join with those in the social enterprise movement to create unconventional ways to earn income. What type of administrative time should strong CEOs invest in new ideas regarding revenue generation and capital development?
- 4** **Mission Statements for Customers**.....**SECTION 4**
Mission is re-defined to highlight two primary customer sets: customers related to cause and customers related to building capacity. How are customer's goals reflected in an organizational mission statement?
- 5** **New Income Instruments**.....**SECTION 5**
Myriad of new revenue streams, investment money raised from financial partners, monies given based on creative instruments and when spent, what are the outcomes?

YOUR ANSWERS *REALLY* MATTER

1. What do you think is the most important idea presented in the Guideline?
2. What idea in this Guideline do you have concerns about? Why?
3. What idea may not be clear and should require amplification?
4. What do you think should be added to this Guideline to make it more helpful?
5. What additional practices should be added to this Guideline? If so, what are they?
6. In what ways do you think this Guideline helps promote capacity-building?

10 SECTIONS - 75 NEW KEY PRACTICES

- 6** **Capacity-Building Before Program**.....**SECTION 6**
Priority must be given to sustainable revenue generation developed from multiple income streams. What tasks should CEOs undertake to improve cash-flow and organizational health? What programs should be de-funded and re-directed to build capacity?
- 7** **Increasing Administrative Costs**.....**SECTION 7**
Leaders identify and communicate administrative costs as investments needed to grow the organization. How should monies be spent to expand mission? How should investments be messaged to the public?
- 8** **Innovation, Research & Evaluation**.....**SECTION 8**
High performing nonprofits innovate. They evaluate their operations producing data to test new ideas. What exercises could be engaged in to foster creativity? What research measures should be instituted?
- 9** **Re-Purposing Board Roles**.....**SECTION 9**
How must relationships among the CEO, board, donors and for-profit business partners be re-purposed and re-defined? With whom does decision-making power reside? What does a board do and not do?
- 10** **Donor-Driven Capacity-Building**.....**SECTION 10**
What reciprocal partnerships must be established between donors, foundations and corporations to build a high performing organization? What systems are required that realize partners' passions related to mission, cause and desired involvements?



712 H STREET NE SUITE 1149 | WASHINGTON, D.C. 20002
(800) 257-6670 | NANOE.org