FROM WALDEN UNIVERSITY'S CAREER SERVICES CENTER,
WELCOME TO OUR WEBINAR, THE BUILDING BLOCKS OF
STARTING A NON-PROFIT ORGANIZATION.
I'M LISA COOK, SENIOR DIRECTOR CAREER SERVICES AND I
WILL BE YOUR MODERATOR TODAY.
BEFORE WE GET STARTED, I'D LIKE TO INTRODUCE YOU TO
OUR CAREER SERVICES CENTER TEAM.

OUR MISSION IS BASED ON PREPARING OUR LEARNERS TO NAVIGATE CAREER TRANSITION THROUGH EDUCATING, COACHING AND ADVISING.

HERE IS OUR CAREER SERVICES TEAM.

DINA, NICOLLE, SKALSKI WHO IS HELPING US WITH TODAY’S PRESENTATION.

DENISE, AND ANDREA.

AND SO LET’S GO AHEAD AND GET STARTED.

BEFORE WE INTRODUCE OUR PRESENTER, NICOLLE, WILL YOU PLEASE LAUNCH A POLL FOR OUR AUDIENCE?

>> ABSOLUTELY.

WE’D LIKE TO REACH OUT TO OUR AUDIENCE.

WHAT SECTOR ARE YOU CURRENTLY WORKING IN?

AND YOU SHOULD SEE THE POLL APPEARING ON YOUR SCREEN.

ARE YOU IN THE NON-PROFIT SECTOR, PRIVATE SECTOR, PUBLIC SECTOR, OR OTHER?

SO WE’LL GIVE EVERYONE A MOMENT TO PUT IN THEIR VOTES
BEFORE WE CLOSE THE POLL.

OKAY, IT LOOKS LIKE ABOUT 60% HAVE VOTED.

A FEW MORE SECONDS.

AND WE'RE GETTING SOME INTERESTING RESULTS.

LOOK LIKE ACROSS THE BOARD.

OKAY.

AND 3, 2, 1.

WE'LL CLOSE THE POLL.

THANK YOU EVERYONE FOR PARTICIPATING.

IT LOOKS LIKE, AND WE'LL SHARE THE RESULTS, 33% IN THE
NON-PROFIT SECTOR, 39% IN THE PRIVATE SECTOR, 17% IN
THE PUBLIC SECTOR, AND 11%, OTHER.

SO VERY INTERESTING KIND OF ACROSS THE BOARD.

>> EXCELLENT.

THANK YOU.

SO WITH THAT, LET’S GO AHEAD AND INTRODUCE OUR FACULTY
PRESENTER TODAY.

OUR PRESENTER IS Dr. GARY KELSEY.
Dr. KELSEY IS CORE FACULTY WITH THE WALDEN UNIVERSITY SCHOOL OF PUBLIC POLICY AND ADMINISTRATION.

AND HE'S ALSO AN ORGANIZATIONAL DEVELOPMENT CONSULTANT.

NICOLLE, CAN YOU PLEASE ADVANCE TO THE NEXT SLIDE?

GREAT.

TERRIFIC.

THERE'S OUR PRESENTER.

Dr. GARY KELSEY.

HE'S HAD 37 YEARS IN THE NON-PROFIT SECTOR.

HE'S HAD A ECLECTIC CAREER IN VARIETY OF NON-PROFITS FROM GRASS ROOTS TO LARGER MORE NON-TRADITIONAL.

HIS AREA OF INTEREST INCLUDE BOARD DEVELOPMENT AND TRAINING FUNDRAISING AND STRATEGIC PLANNING.

FROM THAT, I'M GOING TO HAND IT OVER TO Dr. KELSEY.

>> HELLO, EVERYONE, I'M HAPPY TO BE WITH YOU TODAY AND WITH YOU THE NEXT HOUR.

THE POLL RESULTS ARE REALLY INTERESTING BECAUSE ONE OF THE THINGS THIS MAY SPEAK TO, IS THAT SINCE 33% OF YOU ARE READY IN THE NON-PROFIT SECTOR, 39% IN THE FOR PROFIT AND 17 IN GOVERNMENT, THEN WE MAY HAVE SOME
FOLKS WITH US TODAY WHO ARE INTERESTED IN EITHER CREATING THEIR NEW ORGANIZATION, WHO ALREADY HAVE SOME EXPERTISE, BUT THOSE OF NEW THE FOR PROFIT AND GOVERNMENT SECTORS MIGHT BE INTERESTED IN SWITCHING SECTORS.

AND ONE WAY PEOPLE OFTEN DOED THAT IS TO CREATE THEIR OWN NON-PROFIT, SO REALLY HAPPY AND EXCITED TO BE WITH YOU TODAY.

WE'RE GOING TO COVER A BROAD ARRAY OF TOPICS AND I JUST WANT TO NOTE AGAIN, THIS IS AN OVERVIEW, SO I CAN'T HELP, THE INSTRUCTOR -- THE INSTRUCTOR IN ME SAYS READ, READ, READ ALL THESE THINGS.

A BROAD OVERVIEW AS YOU THINK ABOUT NON-PROFIT.

WE WILL DEFINE IT AND START TALKING ABOUT THE BROAD VISION AND MISSION OF THE NON-PROFIT ORGANIZATION.

TALK ABOUT THE ROLE OF THE BOARD OF DIRECTORS, AS WELL AS OF THOSE OF STAFF AND VOLUNTEERS.

WE'LL COVER SOME OF THE LEGAL ISSUES, THINGS YOU'LL NEED TO KEEP IN MIND RELATED TO LEGAL CONSIDERATIONS, WHEN CREATING A NON-PROFIT.

TOUCH A BIT, ALSO, ON BUDGETING, AND FUNDING FOR YOUR
NON-PROFIT, WHICH IS A BIG, BIG ISSUE, AND AN
IMPORTANT ONE IN CREATING A NEW ORGANIZATION.
AND LASTLY, PROVIDE YOU SOME ADDITIONAL RESOURCES AS
YOU POSSIBLY CONSIDER MOVING FORWARD.

SO LET'S START AT THE BEGINNING.
ALWAYS A GOOD PLACE TO START.
WHAT IS A NON-PROFIT ORGANIZATION?
WELL, I THINK MOST OF US HAVE STEPPED INTO A MUSEUM,
MAYBE HAVE GONE INTO A GOODWILL STORE, HAVE GONE TO AN
ART GALLERY PERHAPS, WALKED INTO A NATURE CENTER.
EVEN LONG-TERM CARE AND HEALTH CENTERS ARE NON-PROFIT
ORGANIZATIONS.
THEM.
THEY PROVIDE PROGRAMS AND SERVICES IN ALL AREAS OF
LIFE, INCLUDING ARTS, HUMAN SERVICES, THE ENVIRONMENT.
THE ADVOCACY ORGANIZATIONS, HEALTHCARE, ET CETERA.
AND OTHERS.
AND WHAT -- THEY ARE INTERESTING, CURRENTLY THERE
ABOUT 1.2 MILLION NON-PROFIT ORGANIZATION IN THE U.S.
REGISTERED AS NON-PROFITS.
THEY HAVE A COMBINED REVENUES $621 BILLION, BILLION
WITH A "B" WHICH REPRESENTS 6.21 OF THE NATION'S
ECONOMY.
IT IS A LARGE PART OF OUR ECONOMY, AND OF COURSE, A
LARGE PART OF OUR EMPLOYMENT SECTOR AS WELL.
RIGHT NOW ESTIMATED 10.2 MILLION PEOPLE ARE EMPLOYED.
WELL, HOW DOES IT DIFFER?
IN SOME CASE WAIST IT DOESN'T DIFFER A LOT BECAUSE

MOST ORGANIZATION HAVE CUSTOMERS, BUT IN THE
NON-PROFIT, YOUR CUSTOMERS ARE REALLY YOUR CLIENTS AND
IT'S TIED VERY CLOSELY TO YOUR MISSION.
BUT BOTH HAVE A MISSION, AND THEY HAVE A NEED TO, FOR
REVENUE, TO SURVIVE.
PROBABLY ONE OF BIGGEST DIFFERENCES IN A FOR PROFIT
ORGANIZATION, YOU HAVE A PROFIT.
OR YOU HAVE DIVIDENDS OR FUNDS TO PAY YOUR
STOCKHOLDERS.

IN A NON-PROFIT, ANY MONEY, ANY EXTRA REVENUE, IF
THERE IS ANY, GOES BACK INTO THE ORGANIZATION, TO
FURTHER THE MISSION OF THE ORGANIZATION AND TO SERVE
IT'S CONSTITUENTS.

BOTH ORGANIZATIONS ALSO HAVE STAFF, BUT IN THE
NON-PROFIT SECRETARY TO, CERTAINLY THE USE OF
VOLUNTEERS IS VERY, VERY IMPORTANT ASPECT OF THE
ORGANIZATION.

BOTH WITHIN THE PROGRAMS, AND AT THE GOVERNANCE BOARD
LEVEL.

THINK BEFORE -- AS I THINK BACK OVER ALL MY MANY YEARS
OF NON-PROFITS, SOME OF THE BEST ADVICE I CAN GIVE
FOLKS WHO ARE THINKING OF ENTERING INTO OR CREATING A
NON-PROFIT, IS TO FIRST DO A NEEDS ASSESSMENT.

CAN YOU CLEARLY ARTICULATE THE PROBLEM OR THE NEED
THAT YOU WANT TO ADDRESS?
DO YOU HAVE ANY DATA?
DO YOU HAVE ANECDOTAL STORIES?
YOU KNOW, WHAT EXACTLY IS THE NEED?
UNFORTUNATELY, WHEN I TALK WITH FOLKS WHO RUN NON-PROFITS A LOT, THEY WILL TELL ME WHAT THEY DO TO SERVE A NEED.
FOR INSTANCE, IF I'M TALKING WITH SOMEONE FROM A BATTERED WOMEN'S SHELTER, THEY WILL TELL ME THEY HAVE A SHELTER WHERE PEOPLE CAN COME TO BE SAFE.
THEM THEY HAVE AN ADVOCACY PROGRAM.
THAT THEY ALSO HAVE EDUCATION PROGRAMS IN THE SCHOOLS.
TO HELP KIDS UNDERSTAND ALTERNATIVES TO VIOLENCE, IN WAYS OF DEALING WITH STRESS.
BUT THAT'S NOT THE PROBLEM.
THE REAL PROBLEM IS, THAT WE LIVE IN A VIOLENT SOCIETY IN WHICH PEOPLE ARE STILL EMOTIONALLY, PHYSICALLY -- ARE BATTERED AND ABUSED.
AND THAT'S THE KEY PROBLEM.
SO WE HAVE TO CLEARLY ARTICULATE THE PROBLEM, IN ORDER TO CREATE AND BRING PEOPLE CLOSE TO OUR ORGANIZATION, AND WHO WANT TO BOTH FUND IT AND WANT TO BE PART OF IT IN TERMS OF PROGRAM VOLUNTEERS.
HOMELESSNESS, POVERTY, HUNGER, VIOLENCE, TEEN PREGNANCY, THOSE ARE REALLY THE PROBLEMS THAT
Underpins the organizations, and the services that will provide to address this problem.

That's key that we can be able to motivate people by being able to articulate the problem.

Then can you identify the causes that lead to the problem or the need?

So the people can understand.

A lot of these issues, like poverty, homelessness, hunger, large issues.

And as Walden students know, we talk about critical thinking and complexity.

It's important to be able to understand the causes that lead to the problem or need.

Also, who is affected by?

Youth, older, women, women, people from the GLBT community, et cetera?

Who are into need of services that are not getting them now.
OTHER CRUCIAL QUESTIONS IS DO OTHER ORGANIZATIONS
EXIST THAT CAN ADDRESS THE PROBLEM OR NEED.
CURRENTLY OTHER ORGANIZATION THAT IS MAY BE ABLE TO
TAKE ON THIS PROGRAM, OR MAYBE YOU WOULD BE ABLE TO
JOIN THEIR STAFF, AND BRING THIS PROGRAM TO THEM,
RATHER THAN STARTING A COMPLETELY NEW ORGANIZATION.
SO IF YOU’RE CONCERNED -- YOUR CONCERN IS RELATED TO
THE LACK OF EMPOWERMENT OF YOUNG WOMEN AND GIRLS,

PERHAPS YOU MIGHT GO FIRST TO TALK TO SOMEONE AT THE
GIRL SCOUTS OR OTHER ORGANIZATIONS LIKE THAT, TO SEE,
WHAT ARE THEY DOING TO ADDRESS THIS NEED?
AND POSSIBLY CAN YOU WORK WITH THEM OR COLLABORATE
WITH THEM?
AND WE’LL TALK A LITTLE BY THE MORE ABOUT THAT LATER
AS ALTERNATIVES.
SO I THINK IT’S EXCITING TO THINK ABOUT STARTING A
NON-PROFIT, BUT WE HAVE TO BE REALLY PREPARED TO BE
ABLE TO COMPEL PEOPLE WITH THE NEED AND TO KNOW THAT
THERE’S NOT GOING TO BE DUPLICATION.

SO IF YOU DECIDE TO MOVE AHEAD, I THINK THE GREAT

PLACE TO START IS VISION.

THE IDEA OF CREATING A VISION STATEMENT.

IT SHOULD ALWAYS BE INSPIRING.

AND I THINK THAT’S ACTUALLY THE NUMBER ONE REASON WHY

WE HAVE ONE.

I TEND TO THINK OF A VISION STATEMENT AS SOMETHING

THAT WOULD PUT YOUR ORGANIZATION OUT OF BUSINESS IF IT

WERE A TEAM.

THE IDEAL OUT SOME.

AND MOST OFTEN THE VISION STATEMENT IS NEVER REALLY

PHYSICAL A TEED.

BUT STILL GETS YOU UP IN THE MORNING.

PEOPLE EXCITED ABOUT SUPPORTING YOUR ORGANIZATION.

GIVE YOU ONE EXAMPLE.

THE MARCH OF DIMES HAS BEEN AROUND FOR MANY, MANY

YEARS.
ORIGINALLY -- HISTORICALLY, ORIGINAL VISION WAS TO
ERADICATE POLIO.

LOW AND BEHOLD, POLIO FOR THIS -- FOR THE MOST PART,
ERADICATED.

NEW VISION RELATED TO IT AND THAT'S TO PREVENT BIRTH
DEFECTS AND THAT IS A DIVISION THEY ARE CONTINUING TO
WORK TOWARDS BECAUSE THAT ISN'T SOMETHING THAT WE HAVE
BEEN ABLE TO OVERCOME.

SO JUST BECAUSE AN ORGANIZATION DOES MEET IT'S VISION,
IF IT DOES, DOESN'T MEAN THEY GO AWAY.

MAY BE A RELATED CAUSE OR INTEREST THAT THEY CAN TURN
THEIR MULTIPLE TALENTS TOWARDS.

SO THE VISION IS THAT OUTCOME THAT INSPIRES US TO
TAKING ACTION.

AND ANOTHER EXAMPLE OF A VISION STATEMENT, CAN BE
FOUND ON THE NEXT SLIDE.

WALDEN UNIVERSITY HAS A VISION STATEMENT.

AN EXCITING ONE.

AND "WALDEN UNIVERSITY ENVISIONS A DISTINCTLY
DIFFERENT 21st CENTURY-LEARNING COMMUNITY WHERE
KNOWLEDGE IS JUDGED WORTHY TO THE DEGREE IT CAN BE
APPLIED BY ITS GRADUATES, TO THE IMMEDIATE SOLUTIONS
OF CRITICAL SOCIETAL CHALLENGES, THEREBY ADVANCING THE
GREATER GLOBAL GOOD."

THAT DOESN'T MEAN THE VISION STATEMENTS OR MISSION
STATEMENTS NEED TO BE SHORT.

THEY CAN BE SOMETIMES A BIT LONG.

BECAUSE WE REALLY ARE, AGAIN, TALKING ABOUT THE IDEAL
THAT WE'RE STRIVING FOR.

THAT TALKS US TO THE MISSION STATEMENT.

WHEN YOU CREATE A MISSION STATEMENT, THIS IS A LITTLE
MYTH BIT MORE DISTINCT AND A LITTLE MORE SUCCINCT AND
TELLS YOU AGAIN, WHAT IS THE PURPOSE, WHY IT DOES IT,
FOR WHOM, AND HOW.

AND WE HAVE A COUPLE OF EXAMPLES ON FOLLOWING SLIDES.

WALDEN'S MISSION, STATEMENT, IS A PROVIDE A DIVERSE
COMMUNITY OF CAREER PROFESSIONALS WITH THE OPPORTUNITY
TO TRANSFORM THEMSELVES AS SCHOLAR-PRACTITIONERS, SO
THAT THEY CAN EFFECT POSITIVE SOCIAL CHANGE.

OUTSIDE OF WALDEN, HERE'S ANOTHER ONE THAT I'VE COME
ACROSS.

THIS IS A VERY SHORT ONE, BUT I LOVE IT BECAUSE IT
SAYS -- IT'S EXACTLY WHAT A TECHNICAL COLLEGE IS ALL ABOUT.

EDUCATION FOR EMPLOYMENT.

HOWEVER, THEY DON'T ALWAYS HAVE TO BE SHORT.

THE COMPLEXITY OF THE ORGANIZATION, IT'S HISTORY, ITS

REACH IN THE COMMUNITY, ARE ALSO REALLY IMPORTANT.

SO YOU CAN SEE THIS NEXT ONE, I WON'T READ IT BUT THE

AMERICAN CANCER SOCIETY MISSION STATEMENT ALSO TALKS

ABOUT WHAT THEIR PURPOSE IS, FOR WHOM, AND HOW THEY DO

IT.

I BELIEVE WE HAVE ONE MORE.

THIS NEXT ONE, ON NEXT SLIDE IS GOODWILL INDUSTRY'S

MISSION STATEMENT.

AND THAT TALKS ABOUT HELPING PEOPLE REACH THEIR

FULLEST POTENTIAL THROUGH THE POWER OF WORK.

AND ANY TIME YOU GO INTO A GOODWILL OR SHOP AT ONE,

YOU'LL SEE THAT MISSION STATEMENT ALL OVER THEIR WALLS

AND THROUGHOUT THE ORGANIZATION.
SO, LET'S MOVE ON THEN TO A LITTLE MORE SPECIFIC DRAWING THAT DOWN, LIKE A FUNNEL AGAIN, INTO SOMETHING MORE SPECIFIC.

THEN, OF COURSE, AS YOU CREATE YOUR ADVANCED MISSION STATEMENT, YOUR NEXT STEP IS TO ASK YOURSELF, WHAT PROGRAM OR SERVICES ARE WE GOING TO PROVIDE?

IS IT GOING TO BE SHELTER OR RENT ASSISTANCE?

COUNSELING?

A FOOD SHELF, CLOTHES CLOSET?

ALTERNATIVE RECREATION FOR YOUTH, ET CETERA.

ONCE WE KNOW THOSE ISSUES, THE NEEDS FOR WHICH YOU'RE CREATING THE NON-PROFIT, WHAT SERVICES ARE GOING -- ARE YOU GOING TO PROVIDE TO ADDRESS THAT NON-PROFIT.

AND THEN WHO.

WHO WILL PROVIDE THESE?

PAID STAFF, VOLUNTEERS OR CERTAINLY A COMBINATION OF THE ABOVE?

AND HOW WILL THESE SERVICES BE PROVIDED?
WILL PEOPLE COME TO YOU?
WILL YOU GO TO THEM?
AN EXAMPLE IS, IN TRANSPORTATION, THERE’S -- A NEED
FOR TRANSPORTATION FOR OLDER ADULTS.
FOR PEOPLE WHO OTHERWISE PREMATURELY MOVE OUT OF THEIR
HOME.
TRANSPORTATIONS PROVIDED THROUGH BUSES, ADVANCE, OR AN
ORGANIZATION, PROVIDE VOUCHERS SO PEOPLE CAN TAKE
TAXIS.
THERE’S OFTEN WAY TO ADDRESS A NEED, SO YOU HAVE TO
ASK, YOURSELF, AGAIN, HOW EXACTLY WILL THAT HAPPEN, TO
FIT THAT NICHE, YOU HAVE REALLY NICHE NEED THAT YOU
HAVE IDENTIFIED.
NEXT, WE’RE GOING TO TALK A VERY IMPORTANT ASPECT OF
CREATING A NON-PROFIT ORGANIZATION, AND THAT IS THE
BOARD OF DIRECTORS.
IN EVERY STATE, TO CREATE A NON-PROFIT ORGANIZATION,
YOU HAVE TO START WITH SOME INCORPORATORS.
AND THE INCORPORATORS ARE REALLY YOUR FIRST BOARD.
AND STATES VARY.

THE STATE OF MINNESOTA, YOU NEED THREE PEOPLE TO INCORPORATE, TO START A NON-PROFIT.

IT VARIES A LITTLE BIT, GENERALLY, TWO, THREE, FOUR, FIVE PEOPLE ARE NEEDED AND ARE REQUIRED BY THE STATE TO CREATE YOUR NON-PROFIT, AS PART OF THE 501(c)(3) PROCESS WE'LL TALK ABOUT A BIT LATER.

IT GROWS AS THE ORGANIZATION GROWS.

CERTAINLY THIS IS A GROUP PEOPLE.

WE'RE GOING TO CALL A GOVERNING BOARD OF DIRECTORS.

THEY ARE GOING TO CARRY OUT THE MISSION OF THEIR ORGANIZATION.

THEIR ROLE IS NOT TO RUN THE ORGANIZATION ON A DAY-TO-DAY BASIS, THAT IS THE ROLE OF STAFF.

BUT THEIR ROLE IS TO GOVERN, PROVIDE POLICY, HAVE OVERSIGHT AND TO HELP SUPPORT FINANCIALLY, THE ORGANIZATION.

AND IN TERMS OF TYPES OF BOARDS, THERE ARE WORKING BOARDS, POLICY GOVERNING BOARDS AND ADVISORY BOARDS.

SO AS YOU CONSIDER, CREATING A NON-PROFIT, YOU MIGHT WANT TO ASK YOURSELF, WHICH OF THESE TYPES OF BOARDS DO YOU WANT TO HAVE, BUT EVERY NON-PROFIT ORGANIZATION WILL HAVE A POLICY GOVERNING BOARD.
OFTEN, A ORGANIZATION WILL COMMUNICATE THAT IT HAS A WORKING BOARD, AND WHAT THAT OFTEN MEANS IS THAT

BEFORE AN ORGANIZATION IS LARGE ENOUGH, AND CAN AFFORD TO HAVE ITS FIRST STAFF, WHERE YOUR BOARD IS ACTUALLY PROVIDING THE SERVICES, IN A SENSE, TAKING A STAFF ROLE, THAT'S WHEN WE OFTEN CALL THEM A BOARD CERTIFYING BOARD.

HOWEVER, ALL BOARDS WORK BECAUSE THEY COME TO MEETINGS, THEY SET POLICY, ET CETERA.

AND AN ADVISORY BOARD DOES JUST THAT, THEY ARE THERE TO ADVISE.

AND OFTEN THE ADVISE OF THESE ADVISORY BOARDS THAT THEY GIVE TO THE FULL GOVERNING BOARD, IS CERTAINLY LISTEN TO AND OFTEN TAKE UP AND RATIFIED BY THE FULL GOVERNING BOARD.

SO BOARD MEMBERS ARE FISCALLY, LEGALLY AND MORALLY RESPONSIBLE FOR THE ORGANIZATION.

AND WHAT I MEAN BY THAT, IS -- IS THE DUTY OF EACH
BOARD MEMBER TO KNOW THE BUDGET, AND TAKE AN ACTIVE
PART IN BUDGET PLANNING AND OVERSIGHT.

THAT'S THE DUTY OF EACH MEMBER TO UNDERSTAND
RESPONSIBILITIES, TO OVERSEE AND EVALUATE POLICIES AND
PROCEDURES.

AND EACH BOARD MEMBER SHOULD KNOW, UNDERSTAND, AND BE
BE COMMITTED TO THE MISSION OF THE ORGANIZATION.

AND EACH BOARD MEMBER IS EXPECTED TO GOVERN, PLAN, AND
TAKE ACTION, BASED ON THAT MISSION IN ITS ENTIRETY.

AND THAT'S REALLY A CRITICAL PIECE BECAUSE BOARD
MEMBERS OFTEN COME TO THE ORGANIZATION AFTER THEY ARE
FIRST PROGRAM VOLUNTEERS, OR THEY MAY COME BECAUSE OF
THE FOUR PROGRAMS AND ORGANIZATIONS HAVE OFFERED.
THEY HAVE BECOME VERY FAMILIAR OR ACTIVE IN ONE OF
THEM.

BUT THEY ARE CALLED TO ACT ON THE MISSION IN IT'S
ENTIRETY.

WE WILL GET INTO THAT, WHEN WE GET TO THE RESOURCE A
BOARD NEEDS.

A COUPLE OF AREAS WHERE THE BOARD IS CRITICAL, AND THEY ARE ACTUALLY CRITICAL IN MOST -- OF THE ASPECTS OF AN ORGANIZATION.

IS STRATEGIC PLANNING.

USUALLY THE BOARD, WITH ORGANIZATIONAL LEADERSHIP, WILL MAKE THE DECISION OF WHEN, AND HOW THEY ARE GOING TO DO STRATEGIC PLANNING.

STRATEGIC PLANNING REALLY IS THE PROCESS OF IDENTIFYING HOW AN ORGANIZATION INTENDS TO CREATE ITS FUTURE AND HOW IT'S GOING TO GET THERE.

AND A STRATEGIC PLAN IS USUALLY 3 TO 5-YEAR OF PLAN FOR THE ORGANIZATION.

SOME ORGANIZATIONS, HOWEVER, ESPECIALLY SMALL AND EMERGING ORGANIZATIONS, SET YEARLY GOALS AND OBJECTIVES, WHERE UNDERNEATH THE STRATEGIC PLAN HAVE THESE YEARLY GOALS AND OBJECTIVES, AND THE BOARD MIGHT BE INVOLVED IN CREATING THOSE, CERTAINLY INVOLVED IN
RATIFYING THOSE AND APPROVING THEM.

AND LASTLY, THE BOARD SHOULD PLAY AN ACTIVE ROLE IN
FUNDRAISING IN WAYS THEY ARE TRAINED AND SUPPORTED BY
STAFF, IF STAFF DO EXIST, OR THEY FEEL THAT THEY ARE
GAINING THE SKILLS THEY NEED TO DO SO.

AND CERTAINLY RELATED TO FUNDRAISING, LOOK FOR 100%
BOARD GIVING FOR EACH OF OUR MEMBERS OF THE BOARD.
ASK EACH BOARD MEMBER MAKE A GIFT MEANINGFUL TO THEM
AS WELL.

SO JUST THREE OF THE AREAS WHICH NON-PROFIT BOARD OF
DIRECTORS IS CRITICAL TO AN ORGANIZATION'S FUTURE.

SOME OTHER THINGS TO THINK ABOUT IN CREATING A BOARD.

SO MAYBE YOUR BEGINNING TO THINK ABOUT, I WANT TO
CREATE THIS NON-PROFIT ORGANIZATION, WHO WOULD WANT TO
BE ON MY BOARD?

WHO CAN I GET TO BE MINE BOARD?

THE QUESTION YOU REALLY WANT TO ASK YOURSELF, IS WHO
DO WE NEED TO HAVE ON THIS BOARD IN ORDER TO BE
SUCCESSFUL?

AND THAT OFTEN FALLS INTO THREE AREAS OF
REPRESENTATION, EXPERTISE AND EXPERIENCE.

WHO SHOULD BE GEOGRAPHICALLY, IF YOU’RE A NEIGHBORHOOD
ORGANIZATION, ARE ALL MEMBERS OF YOUR NEIGHBORHOOD
REPRESENTED?

ORGANIZATION THAT PROVIDE YOUTH SERVICES, DO WE HAVE

PEOPLE FROM OTHER YOUTH-SERVING ORGANIZATIONS, HOW DO

WE GET INPUT OF YOUTH ON OUR BOARD?

IF NOT ON GOVERNING BOARD, AN ADVISORY BOARD.

WHAT KIND OF REPRESENTATION DO WE NEED TO MEET OUR

MISSION.

LOOK, WHO SHOULD BE AT THAT TABLE?

WHO SHOULD BE AROUND THIS TABLE TO BE ABLE TO PROVIDE

THE FISCAL, LEGAL, AND MORAL EXPERTISE THAT WE NEED TO

MOVE FORWARD.

UNDER EXPERTISE, NON-PROFIT, ESPECIALLY AS THEY ARE

STARTING, GREAT TIME TO ASK YOURSELF, WHO SHOULD BE ON

THIS BOARD?

DO WE NEED PEOPLE WITH TECHNOLOGY EXPERIENCE TO HELP

WITH TECHNOLOGY AND COMPUTER NEEDS?

CERTAINLY OFTEN NEED SOMEONE WHO HAS SOME FUNDRAISING

EXPERIENCE.

AND INTEREST.
ALSO MAYBE SOMEBODY WITH MARKETING, COMMUNICATION EXPERTISE.

WHAT KIND OF EXPERTISE DO WE NEED THAT WILL REALLY HELP US GET OFF THE GROUND, AND NOT ONLY SURVIVE, BUT TO THRIVE?

AND THEN THE LAST ONE IS EXPERIENCE.

AND THERE WE NOT EVENLY NEED PEOPLE WITH EXPERIENCE IN THESE AREAS OF EXPERTISE.

GOOD THEY'RE -- GOOD THINKERS, GOOD TEAM PLAYERS, GOOD IN PROCESSING IN A GROUP.

WEALTH, WISDOM AND WEALTH.

WAIT MEANING -- WEIGHT BY CONNECTIONS IN THE COMMUNITY.

HAVE CONNECTIONS WE'RE LOOKING FOR.

AND EXPERIENCE IS KEY.

DOESN'T MEAN SOMEONE SHOULDN'T BE CONSIDERED FOR A BOARD IF THEY DON'T HAVE A LOT OF BOARD OR NON-PROFIT EXPERIENCE.
MAKE SURE THEY ARE VERY WELL TRAINED AND SUPPORTED.
WE DO WANT PEOPLE WITH REPRESENTATION, EXPERTISE AND
EXPERIENCE, AND ALL.
AGAIN, TIES BACK TO THAT MISSION.
RELATED EXPERIENCE THEN, TO BOARD MEMBER RECRUITMENT,
WHAT I FOUND OVER THE YEARS, SOMETIMES NON-PROFIT
EXECUTIVE DIRECTORS, SMALL AND LARGE ORGANIZATIONS,
WILL TELL ME THEY STRUGGLE WITH BOARD MEMBERS WHO
EITHER DON'T UNDERSTAND THEIR ROLE, OR THEY ARE MICRO
MANAGING THE DIRECTOR OR THEY DON'T GET INVOLVED AT
ALL ON THE OTHER EXTREME.
AND SO TO TRY AND MINIMIZE ANY ISSUES THAT ARE
PROBLEMS THAT CAN COME UP, WITH BOARD MEMBERS, AND
THEIR INVOLVEMENT, AND CERTAINLY RELATED TO MAXIMIZE
THE RELATIONSHIP BETWEEN EXECUTIVE DIRECTOR AND THE
BOARD MEMBERS, I THINK WE NEED A GREAT RECRUITMENT
PROCESS.
AND IT HAS TO START WITH OUR TOOLS.
SO JUST LIKE ANY JOB, RIGHT, GETTING A JOB, I THINK
OUR CAREER SERVICES PEOPLE SAY, WE NEED A JOB
DESCRIPTION.
WE NEED TO KNOW, IS THIS A MATCH?
IS THERE REALLY A GOOD MATCH THERE?
AND WE COULD DO A WHOLE WEBINAR ON JOB DESCRIPTIONS
AND BOARD RECRUITMENT ALONE.
THE JOB DESCRIPTIONS SHOULD BE DESCRIPTIVE, NOT ONLY
WHAT IS EXPECTED -- IN THIS CASE, A VOLUNTEER BOARD
MEMBER, BUT WHAT WILL THEY GET IN RETURN?
WHAT ARE THE BENEFITS OF BEING A BOARD MEMBER?
THAT'S REALLY KEY.
WHAT KIND OF EXPERTISE, INTEREST, WHAT TIME COMMITMENT
IS NEEDED.
THOSE KINDS OF THINGS ARE GOING TO BE IMPORTANT.
WHAT FUNCTIONS WILL THE BOARD MEMBER PLAY?
ALL THAT NEEDS TO BE SPELLED OUT IN A JOB DESCRIPTION.
SO A POTENTIAL BOARD MEMBER CAN CAN REALLY MAKE THE
DECISION FOR THEMSELVES, AS WELL AS THE ORGANIZATION.
IS THERE A GOOD MATCH HERE BETWEEN THE MISSION AND THE
NEEDS OF THE ORGANIZATION AND THE INDIVIDUAL WHO WISHES TO SERVE?

I REALLY LIKE THE IDEA OF A -- OF A APPLICATION FOR A BOARD MEMBER FOR RECRUITMENT, I'VE USED THEM AND I'VE SEEN THEM.

IN A APPLICATION, IT JUST ASKS SOME BASICS ABOUT PAST BOARD EXPERIENCE.

EMPLOYMENT EXPERIENCE AND EXPERTISE.

CERTAINLY, WHAT ARE YOUR INTERESTS AND HOW DO YOU THINK YOU CAN BEST SERVE THE ORGANIZATION?

THese WOULD BE SOME OF THE QUESTIONS I WOULD PUT ON AN APPLICATION.

BECAUSE OFTEN, BOARD MEMBERS COME TO OUR ORGANIZATION, BECAUSE THEY ARE RECOMMENDED BY EXISTING BOARD MEMBERS, OR PEOPLE THAT WE KNOW.

OR PEOPLE WHO SELF-IDENTIFY.

BUT WE WANT TO DO A REALITY CHECK TO MAKE SURE THAT THE INFORMATION THAT WE KNOW ABOUT THEM, AGAIN, IS CORRECT, AND THAT WE ARE UTILIZING THESE PEOPLE'S STRENGTH IN THE MOST -- IN THE MOST EFFECTIVE WAY, AND EFFECTIVE FOR THEM AS WELL AS FOR US.

ADDITIONAL RECRUITMENT MATERIALS, WHEN YOU'RE THINKING
OF RECRUITING BOARD MEMBERS, IT’S REALLY IMPORTANT TO
MAKE SURE THEY HAVE SOMETHING THAT LISTS THE VISION,
THE MISSION, AND THE PROGRAM AND SERVICE OFFERED BY

THE ORGANIZATION.

I THINK IF YOU HAVE SOME DATA ABOUT THE NEED FOR THE
ORGANIZATION, AND THE -- THAT’S REALLY KEY, TO HELP
THEM KIND OF UNDERSTANDING AGAIN, THE REASON WHY
YOU’RE HERE.

IF THERE HAD BEEN ANY REALLY GREAT NEWSPAPER OR
NEWSPAPER ARTICLES, BLOG INFORMATION OR ANYTHING LIKE
THAT, THAT COULD BE COMMUNICATED, THAT’S WONDERFUL.
TWO KEY PIECES I THINK SHOULD GO ON EVERY BIT OF
RECRUITMENT PACKET, IF YOU WILL, FOR POTENTIAL BOARD
MEMBERS, IS AN EXISTING ORGANIZATIONAL CHART AND A
LIST OF EXISTING BOARD MEMBERS.

PEOPLE WANT TO KNOW, WHO WILL I BE WORKING WITH?
IF I LOOK AT THAT LIST AND I SEE SOME NAMES OF PEOPLE
THAT I REALLY ENJOY WORKING WITH OR I REALLY RESPECT
THEM, THAT IS CERTAINLY GOING TO MAKE ME MUCH MORE
INTERESTED, PERHAPS, AND FEEL THIS IS A CREDIBLE
ORGANIZATION, THAT I WANT TO BE A PART OF.
AND ALSO, IT’S IMPORTANT TO UNDERSTAND, IN TERMS OF
THE DEPTH OF THE ROLE OF BOARD MEMBERS, IS HOW’S LARGE
IS THE STAFF AND WHAT ARE THEIR ROLES?
SO WE CAN CLEARLY GET A SENSE WHAT ROLES WILL STAFF
PLAY VERSUS THE ROLE OF BOARD MEMBERS AND VOLUNTEERS.
BECAUSE THAT ROLE DELINEATION AND CLARITY IS REALLY
IMPORTANT.

ALWAYS IMPORTANT TO HOLD A BRIEF INTERVIEW WITH THE
POTENTIAL BOARD MEMBER AND THAT OFTEN WOULD BE WITH
THE PERSON WHO THANK THEY PERHAPS KNOW ALREADY ON THE
BOARD.
THE PERSON THEY MADE CONTACT WITH AND THE EXECUTIVE
DIRECTOR.
AND THAT’S A CHANCE FOR BOTH THE ORGANIZATIONAL
REPRESENTATIVES TO ASK THE POTENTIAL BOARD MEMBER,
QUESTIONS ABOUT THEMSELVES, HOW THEY WANT TO BE INVOLVED, WHAT WOULD THEY LIKE TO GAIN FROM THIS EXPERIENCE, BUT ALSO GIVES THAT POTENTIAL BOARD MEMBER TO ASK ANY CLARIFYING QUESTIONS, THEY HAVE RELATED TO THIS EXPERIENCE.

SO MUTUALITY, THE LAST BULLET POINT HERE, CAN REALLY BE -- MUTUALITY IS KEY.

IT SHOULD BE A MUTUALLY SATISFYING RELATIONSHIP ON BOTH SIDES.

IT'S NOT ABOUT WHAT WE WANT TO STAFF FROM THIS PERSON, BUT HOW CAN WE HELP THEM BECOME MORE?

AND CERTAINLY ONE OF THE POTENTIAL INTERESTS THAT PEOPLE HAVE IN JOINING BOARDS IS TO HELP THEM IN THEIR CAREER.

ABSOLUTELY NOTHING WRONG WITH JOINING A BOARD BECAUSE YOU THINK IT MIGHT HELP YOU NETWORK.

MAY BRING YOU CLOSER TO AN ORGANIZATION OR A SECTOR WHICH YOU WANT TO WORK.
HOWEVER, THE NUMBER ONE REASON SHOULD ALWAYS BE,
BECAUSE PEOPLE HAVE A PASSION FOR THE MISSION OF THE
ORGANIZATION.
SO THOSE ARE JUST A FEW THOUGHTS RELATED TO BOARD
MEMBER RECRUITMENT.
ONCE AN INDIVIDUAL, OR INDIVIDUALS ARE A PART OF YOUR
BOARD, THEN IT’S IMPORTANT TO DO ORIENTATION
EVALUATION, SUPPORT RECOGNITION AND TRAINING.
AND ORIENTATION IS REALLY ALL ABOUT GIVING THEM THE
TOOLS, THE RESOURCES, THE INFORMATION THAT THEY NEED
TO DO THEIR JOB.
AND THAT MAY BE RELATED TO POLICIES RELATED TO
REIMBURSEMENT FOR PARKING OR MILEAGE.
IT’S, AGAIN, REITERATING WHAT THEIR ROLE IS, PERHAPS
GIVING THEM SIX MONTHS OF PAST BOARD MINUTES, SO THAT
THEM CAN BE -- GET UP TO SPEED AS THEY JOIN THE BOARD
ON WHAT’S GOING ON, WHAT ARE THE MAJOR ISSUES?
ANYTHING THEY NEED TO DO THEIR JOB.
I ALSO, IN THIS CASE, RECOMMEND EMPLOYING THE BUDDY
SYSTEM, WHERE SOMEONE IS ALREADY A BOARD MEMBER, THAT
THEM TAKE ON A NEW BOARD MEMBER AS THEIR BOARD BUDDY
AND MAYBE SIT NEXT TO THEM AT THE FIRST MEETING AND
WHISPER QUESTIONS IF THEY HAVE ANY DURING THE MEETING.
MAYBE HAVE A CUP OF COFFEE AFTER TO TALK ABOUT ANY
QUESTIONS OR CLARIFICATION THEY NEED.

ALSO VERY IMPORTANT TO EVALUATE A BOARD AND BOARD
SHOULD EVALUATE THEMSELVES.
THERE SHOULD BE A PROCESS IN PLACE TO DO THAT.
AND THERE ARE ACTUALLY ARE IN SOME OF THE RESOURCES WE
HAVE FOR YOU LATER.
THERE ARE SOME GREAT ONLINE EVALUATION TOOLS OUT
THERE.
SUPPORT AND RECOGNITION IS ANOTHER REALLY KEY PART OF
THIS.
AND THAT OBVIOUSLY, AGAIN, THESE PEOPLE ARE
VOLUNTEERS.
SO IT'S VERY IMPORTANT FOR US TO SUPPORT THEM AND
RECOGNIZE HOW IMPORTANT THEY ARE, AND WHAT WE LEARN IS
THAT OFTEN CAN BE GENERATIONAL.
DIFFERENT GENERATIONS SEEM TO LIKE DIFFERENT KINDS OF
RECOGNITION AND SUPPORT.
BUT CURRENTLY, I THINK ONE OF THE STRONGEST -- OUR
RESEARCH BEARS THIS OUT, THAT WE CAN BANK, AND RANK
OUR VOLUNTEERS IS TO BE A GREAT ORGANIZATION THAT
REALLY DOES MEET ITS MISSION AND DOES GREAT WORK.
THAT'S WHAT A LOT OF PEOPLE SAY SPURS THEM TO SAY.
AN ORGANIZATION THAT IS EFFECTIVE.
AND TRAINING IS DIFFERENT THAN ORIENTATION.
TRAINING WHEN THERE'S A SPECIFIC NEED OR SKILL, SUCH

AS UNDERSTANDING HOW TO READ A BUDGET.
HOW TO DO A FUNDRAISING ASK.
THAT'S WHAT TRAINING IS ALL ABOUT.
THAT CAN BE DONE AT THE BEGINNING OF A VOLUNTEER BOARD
MEMBER'S EXPERIENCE, OR AS THEY WORK THROUGH THEIR
BOARD MEMBER PROCESS.
OKAY.
SO --

>> OKAY, WE'RE GOING TO OPEN IT UP FOR QUESTIONS.
GARY, SINCE YOU WERE TALKING ABOUT BOARD MEMBERSHIP,
WE HAVE A QUESTION FROM ALICE WHO ASKS, WHAT DO YOU DO
WHEN YOU HAVE FOUNDER AND BOARD DISAGREEMENTS IN TERMS OF THE DIRECTION FOR THE ORGANIZATION TO TAKE?

>> THAT’S REALLY A TERRIFIC QUESTION, ALICE.

I APPRECIATE IT.

I SEE IT OFTEN AS A BOARD CONSULTANT.

I DO IT AS A FACILITATOR, IS I WILL ALWAYS GO BACK TO MISSION.

FIRST HONOR BOTH PEOPLE’S MISSION.

DO ONE OF THESE OR BOTH OF THESE, DO THEY FIT WITH THE MISSION?

AND DO THEY FURTHER THE MISSION OF THE ORGANIZATION?

ARE THERE ELEMENTS IN BOTH PEOPLE’S POSITION THAT WE CAN USE WITHIN THE PROGRAMS AND SERVICES THEY ARE MOVING FORWARD?

SO I THINK THE FIRST THING IS TO BE RESPECTFUL BECAUSE THESE ARE VOLUNTEERS GIVING TIME AND EXPERTISE AND FINANCIAL GIFTS AS WELL.

BUT EVERYTHING COMES BACK TO MISSION.
AND THAT'S A GREAT WAY TO DEPOLITICIZE THINGS
SOMETIMES SOME OF THE ISSUES THAT COME UP.
AND IF THAT HAPPENS AT BOARD MEETINGS AND TAKING UP
TOO MUCH TIME, IT'S A GREAT CHANCE FOR THE CHAIR, AND
PERHAPS, EXECUTIVE DIRECTOR TO SIT DOWN AND TALK WITH
THE TWO PEOPLE THAT HAVE HAVING THIS DISAGREEMENT, IF
YOU WILL, AND HAVE A CONVERSATION, AWAY FROM A LARGER
BOARD MEETING.
IT ALSO MIGHT BE A GREAT TOPIC FOR A BOARD RETREAT, IF
YOU'RE DOING RETREAT, THIS MIGHT CALL TO MIND THERE
MAY BE SOME BROADER QUESTIONS ABOUT THE CURRENT
MISSION OR DIRECTION THAT YOU'RE GOING INTO.
SO -- I HOPE THAT'S HELPFUL.

>> GREAT, AND RELATED QUESTION, CAN FOUNDERS BE PART
OF THE BOARD?

>> ANOTHER WONDERFUL QUESTION.
FOUNDERS CAN BE PART OF THE BOARD, IT'S A BIT TRICKY.
SOMETHING CALLED FOUNDER'S SYNDROME WHICH WE COULD DO
A WHOLE WEBINAR ON, BUT A FOUNDER THAT JOINS THE
BOARD, REALLY, IS CALLED TO BE ABLE TO STEP BACK FROM
BEING THE FOUNDER.
AND TO BECOME A BOARD MEMBER.

BECAUSE WE DON'T WANT ALL OF THE FOCUS OF THE
CONVERSATION, OF THE PLANNING ET CETERA, TO GO TO THAT
ONE PERSON, BECAUSE THEY HAVE SUCH A STAKE IN THE
ORGANIZATION.

OFTEN CHARISMATIC INDIVIDUALS AS WELL, THEY NEED TO BE
ABLE TO STEP BACK AND BE A BOARD MEMBER THAT WELCOMES
AND HONORS ALL INPUT FROM ALL OTHER BOARD MEMBERS.

I WOULD SAY GENTLEMEN OF THE JURILY, STAFF IS NOT A
MEMBER OF THE BOARDS, OR NOT A MEMBER.

TWO DISTINCT DIFFERENT ROLES.

THERE ARE OCCASIONS WHERE THAT HAPPENS, BUT GENERALLY,
STAFF ARE PAID STAFF, AND BOARD MEMBERS ARE VOLUNTEERS
AND TWO DISTINCT ROLES.

>> GREAT.

AND ONE MORE QUESTION ON BOARDS.

SO HOW LONG ARE BOARD TERMS?

THAT'S A GREAT QUESTION, ALSO.

BOARD TERMS VARY.

MOST NON-PROFIT ORGANIZATIONS HAVE TWO TO THREE-YEAR
TERMS.
I WOULD SAY THAT'S THE MOST COMMON.

AND WHERE THINGS DIFFER, SOME ORGANIZATIONS HAVE NO TERM LIMITS, WHERE A BOARD MEMBER COULD SERVE ANY NUMBER OF TWO OR THREE-YEAR TERMS, ONE AFTER ANOTHER.

AND MANY ORGANIZATIONS HAVE TERM LIMITS, MEANING THE BYLAWS MAY SAY YOU SERVE ONE, TWO-YEAR TERM OR I'M SORRY, TWO, 3-YEAR TERMS, AND PERSON MUST GO OFF THE BOARD FOR AT LEAST A YEAR.

AND THEN HAVE TO BE NOMINATED TO COME BACK AGAIN.

BUT THEY HAVE A LIMIT, TWO, THREE-YEAR TERMS.

MY EXPERIENCE, THAT IS BEST MODEL.

BRINGS NEW LEADERSHIP, BRINGS NEW PEOPLE TO THE TABLE AND INTO THE DISCUSSION.

>> GREAT.

TERRIFIC.

WE HAVE SOME MORE GREAT QUESTIONS AND WE’LL OH, THOSE TOWARDS THE END OF OUR PRESENTATION.

>> I SEE TIME IS GOING BY, SO I’M GOING TO MOVE ALONG.
SOME OF THE LEGAL REQUIREMENTS, IF YOU ARE WANTING TO CREATE A NON-PROFIT, YOU HAVE TO GO LOOK AT YOUR STATE TO THE ARTICLES OF INCORPORATION WHICH, OF COURSE, THIS IS A DOCUMENT, IS A LEGAL RECORD OF HOW THE ORGANIZATION IS TO BE MANAGED.

YOU HAVE YOUR TAX EXEMPTION, 501(c)(3) STATUS, WHICH YOU MUST HAVE, AND TO MAKE ANY DONATION TO SAY BE TAX DEDUCTIBLE.

YOUR ORGANIZATION MUST BE A 501(c)(3) STATUS.

A TAX EXEMPT STATUS IN IRS, AND YOU WOULD FILE FOR THAT.

SEE YOUR STATE DEPARTMENT OF REVENUE, OR ATTORNEY GENERAL'S OFFICE WEBSITE FOR MORE INFORMATION HOW TO APPLY FOR THAT.

ORGANIZATIONAL BYLAWS, THESE ARE THE RULES WHICH THE ORGANIZATION WILL OPERATE. IT WILL OUTLINE A STANDING COMMITS, WILL HAVE DISTINCT EXPLANATION OF ROLES AND BORED ROLES AND CAN COMMITTEE
ROLES, EXECUTIVE COMMITTEE ROLES, ET CETERA.

OTHER REQUIREMENTS MAY VARY BY STATE, I RECOMMEND YOU LEARN ABOUT YOUR STATE CHARITABLE LAW REQUIREMENTS,

AND ONE OF THE OTHER THINGS YOU WOULD NEED TO DO IS APPLY FOR A NON-PROFIT MAILING PERMIT.

YOU'LL APPLY FOR A FEDERAL EMPLOYEE I.D. NUMBER AND APPLY FOR STATE SALES TAX EXEMPTION.

BUT ALWAYS GO TO YOUR STATE TO FIGURE OUT WHICH RULES AND LAWS ARE APPLICABLE AROUND LEGAL REQUIREMENTS OF CREATING A NON-PROFIT.

ORGANIZATIONAL BUDGET, WE'RE JUST GOING TO TOUCH ON THIS, BUT OBVIOUSLY, ONE OF THE THINGS YOU HAVE TO LOOK AT, IS YOUR REVENUES.

WHAT IS IT GOING TO TAKE TO PROVIDE THE SERVICES AND PROGRAMS THAT YOU NEED TO DO TO ADDRESS THE ISSUE OR NEEDS?

SO SOME EXAMPLES, REVENUES YOU NEED TO TAKE IN, WOULD BE FEES, PERHAPS, DONATIONS, YOUR FUNDRAISING EVENTS,
WHICH CAN BE EVERYTHING FROM SPECIAL FUNDRAISING EVENTS, LIKE GALAS, BIKE-A-THON, OR -- OR ANOTHER ORGANIZATION TO PROVIDE SERVICES.

AND THEN YOU HAVE EXPENSES, INCLUDE YOUR STAFF, YOUR BENEFITS, PROGRAM COSTS, OFFICE SUPPLIES, ET CETERA.

SO YOU NEED TO KNOW, WHERE IS YOUR MONEY COMING FROM AND HOW MUCH MONEY IS IT GOING TO TAKE?

TO MOVE THIS ORGANIZATION FORWARD.

NOT ONLY NOW, BUT INTO THE FUTURE, BECAUSE YOU ALWAYS HAVE TO BE PLANNING AHEAD IN YOUR FUNDRAISING AND LOOKING AT YOUR REVENUE SOURCES.

TAKES US INTO A WHOLE AREA, LARGE AREA OF FUNDRAISING AND DEVELOPMENT.

THIS SLIDE IS FUNDRAISING VERSUS DEVELOPMENT.

WHAT WE LEARNED OVER THE YEARS, SIMPLY CALLED FUNDRAISING, BROAD END INTO A MORE HEALTHY WHOLISTIC APPROACH.

FUNDRAISING IS REALLY THE ACT OF ASKING SOMEONE FOR MONEY.

DEVELOPMENT IS CREATING A RELATIONSHIP WITH PEOPLE.

BRINGING PEOPLE CLOSE TO YOUR ORGANIZATION.

AND ONE OUTCOME OF THAT INVESTMENT, OR BRINGING THEM CLOSE, MAY BE AN INVESTMENT OF MONEY AND/OR TIME.

BECAUSE PHILANTHROPY IS NOT JUST AN INVESTMENT, BUT
VOLUNTEER OF TIME.

THIS IS AT THE BEGINNING OF YOUR NON-PROFITS, CREATION, ALL THROUGH THE LIFE OF THE NON-PROFIT THAT YOU ARE CREATING, MAINTAINING AND BUILDING RELATIONSHIPS, BECAUSE THAT WILL RESULT IN BOTH VOLUNTEERS AND FINANCIAL SUPPORT FOR THE ORGANIZATION.

>> SO ONCE AGAIN, NETWORKING IS KEY.

>> NETWORKING IS ALWAYS KEY.

BUILDING RELATIONSHIPS AND NETWORKING.

>> THE NEXT SLIDE, I TEND TO BREAK DEVELOPMENT, AGAIN, THIS WHOLISTIC APPROACH INTO FIVE STEPS.

IDENTIFICATION, WHICH IS WHO HAS THE MONEY?

WHO HAS THE RESOURCES?

NOT NECESSARILY CASH, BUT ALSO MAY BE IN KIND.

MAY BE OFFICE SUPPLIES, OFFICE EQUIPMENT, OFFICE SPACE, ET CETERA.

BUT WHO HAS IT?

START WITH WHO HAS IT?
THEN, WE START BY CULTIVATING RELATIONSHIP WITH
POTENTIAL DOUGH NORS.
HOW DO WE BRING THEM CLOSE TO US?
HOW DO WE CREATE THAT RELATIONSHIP?
HOW DO WE NETWORK WITH THEM?
AND THEN ONCE WE BROUGHT THEM CLOSE TO US, IF YOU
WILL, AND KIND OF MADE THAT INTRODUCTION AND STARTED
TO CREATE A RELATIONSHIP, HOW DO WE EDUCATE THEM ABOUT

THE NEED THAT UNDER PINS OUR ORGANIZATION, AND THE
OFFICES THAT WE PROVIDE TO PROVIDE THAT NEED.
BOTH PIECES ARE SO IMPORTANT.
ONCE YOU'VE GONE THROUGH THOSE TWO STEPS, THEN IT'S
APPROPRIATE TO BEGIN TO ASK FOR MONEY.
WE OFTEN, TONGUE IN CHEEK SAY IN DEVELOPMENT, MONEY
DOESN'T SURRENDER AND WALK IN THE DOOR.
DO YOU HAVE TO ASK FOR IT.
SOLICITATION IS ALL ABOUT ASKING.
THAT CAN BE A LITTLE SCAREY AT TIMES.
AND THAT'S NATURAL, BUT YOURSELF PASSION FOR YOUR ORGANIZATION SHOULD REALLY BE STRONGER THAN ANY FEAR RELATED TO ASKING FOR MONEY.

AND AS YOU THINK ABOUT IT, IT'S A LOT LIKE MOVING.

IF I MET SOMEONE, IF I MET LISA OR NICOLLE FOR THE FIRST TIME TODAY, AND THEN I CALLED THEM AFTERWARDS AND SAID, YOU KNOW, IT WAS GREAT TO MEET YOU.

WOULD YOU HELP ME MOVE THIS WEEKEND?

THEY WOULD PROBABLY COME UP WITH AN EXCUSE, BECAUSE THEY ARE NICE PEOPLE AND SAY NO.

BUT, IF WE CULTIVATED A RELATIONSHIP, WE GOT TO KNOW EACH OTHER, AND GOT TO KNOW A LOT MORE ABOUT EACH OTHER'S LIVES AND WE GOT INVOLVED IN EACH OTHER'S LIVES, AND WE HELPED EACH OTHER OUT A BIT, THEN IT WOULD MAKE MORE SENSE FOR ME TO ASK.

AND SAME THING IS TRUE IN FUNDRAISING, ONCE YOU CULTIVATED A RELATIONSHIP, AND PEOPLE EDUCATED AND INVOLVED, THAT CAN HAPPEN AS EASY A GOING OUT FOR A
CUP OF COFFEE OR BRINGING THEM IN TO A SPECIAL EVENT,
OR BRINGING THEM IN TO SEE YOUR ORGANIZATION AND
OUTCOMES, THEN WHEN YOU ASK, IT'S MORE OF A NATURAL
PROGRESSION.

NOT SO SCARY.

AND THE LAST STEP IS SO CRITICALLY -- APPRECIATION.

COMES IN UNSOLICITED.

ONE OF THE NEW TACTICS, TWO COULD DO A WHOLE WEBINAR
ON FUNDRAISING.

A THANK-A-THON.

ASK -- THANK THEM FOR THE LAST GIFT AND TELL THEM WHAT
THIS ORGANIZATION IS DOING WITH THE FUNDS.

AND WAY OF CULTIVATING AND FURTHER APPRECIATING THEM.

IN MY MIND, MORE WHOLISTIC STEP.

MORE WHOLISTIC STEP IN DEVELOPMENT.

MANY OF YOU KNOW LOTS OF DEVELOPMENT SOURCES.

AND A NON-PROFIT THAT IS GOING TO SUSTAIN ITSELF OVER
TIME, WILL BEGIN AT THE VERY BEGINNING, TO DEVELOP A
-- DIVERSIFIED PORTFOLIO OF FUNDING SOURCES.

SO THAT CAN INCLUDE ANY OF THESE ON THIS LIST.

AND WITH THE IDEA THAT SOMETIMES FOUNDATIONS AND
GOVERNMENT GRANTS WITH EBB AND FLOW.
OR FOUNDATIONS MAY CHANGE THEIR PRIORITIES.

THAT GIVEN THOSE CASES, TOUGHER TO GET FOUNDATION GRANTS, YOU HAVE INDIVIDUAL GIFTS FROM VERY SMALL GIFTS ALL THE WAY TO MAJOR GIFTS.

MAYBE EVENTUALLY, PEOPLE WHO LEAVE MONEY IN THEIR WILL, OR YOU HAVE AN ENDOWMENT, ET CETERA, THAT WILL MAKEUP FOR THAT.

AND EARNED INCOME BY A SERVICE OR SELLING SOMETHING RELATED TO THE MISSION OF YOUR ORGANIZATION.

MEMBERSHIP FEES.

IF YOU'RE A MEMBERSHIP ORGANIZATION, AND OF COURSE, SPECIAL EVENTS IS ANOTHER WAY, GREAT WAY TO ACTUALLY MEET ALL FIVE OF THOSE STEPS.

SPECIAL EVENTS CAN IDENTIFY NEW DONORS.

EDUCATE AND CULTIVATE.

CERTAINLY ASK ADDITIONAL GIFTS AND CERTAINLY A GREAT PLACE TO THANK PEOPLE.

LET'S SWITCH GEARS NOW AND TALKING ABOUT THE TWO KEY COMPONENTS OF STAFF AND PROGRAM VOLUNTEERS.

STAFF ROLES, AGAIN, ARE DIFFERENT THAN PROGRAM
VOLUNTEERS, EVEN THOUGH CERTAINLY INTERTWINE.

THE STAFF ARE CERTAINLY -- THEY TEND TO LIVE AND
BREATHE THE ORGANIZATION EVERY DAY.

BUT VOLUNTEERS CAN PLAY CRITICAL ROLES BOTH IN THE
PROGRAM AND AS WE TALKED ABOUT AS BOARD VOLUNTEERS.

AND SO STAFF AND PROGRAM VOLUNTEERS CAN WORK VERY
CLOSER TOGETHER.

BUT USUALLY VOLUNTEERS ARE SUPERVISED BY STAFF.

AND THAT WILL, AS YOU CREATE A NEW ORGANIZATION, THAT
MAY BE VERY FEW STAFF OR MAYBE NONE.

AND THE ORGANIZATION MAY INITIALLY PROVIDE SERVICES
WITH VOLUNTEERS.

BUT AS YOU BEGIN TO RAISE SOME FUNDING, GET THAT FIRST
GRANT, ET CETERA, WHEN STAFF ARE HIRED, THEY CAN BEGIN
TO PUT IN PLACE, SOME POLICIES AND PROCEDURES AND SOME
EVALUATIONS AND SUPPORT SYSTEMS RELATED TO PROGRAM
VOLUNTEERS.

BUT VOLUNTEERS, IN MANY ORGANIZATIONS, I RAN A IS --
AN EMERGENCY SERVICES AGENCY, AND WE HAD VOLUNTEERS
WORK IN CLOTHES CLOSET, FOOD SHELF, VOLUNTEER DRIVERS,
WE COULD NOT HAVE SURVIVED AND PROVIDED THE SERVICES
WE DID WITHOUT THEM.
WE ARE A SMALL ORGANIZATION WITH ONLY FIVE STAFF SO
THEY WERE CRITICAL TO OUR WORK.
SO THINK CREATIVELY, IF YOU ARE CREATING A NON-PROFIT
HOW YOU INVOLVE AND USE VOLUNTEERS.
THINK ABOUT AS A MUTUALLY SATISFYING RELATIONSHIP.
NOT ONLY WHAT DO WE WANT FROM THEM AND WHAT ARE WE
GOING TO GIVE THEM IN RETURN?
>> SO NOW WE'RE GOING TO RUN A SECOND POLL.

SO NICOLLE, DO YOU WANT TO PUSH THAT POLL FOR US?
>> SURE.
FOR SOME REASON -- OKAY.
I'VE GOT IT.
MY GO TO DISAPPEARED.
AS WE'RE LISTENING TO GARY, INFORM US ABOUT THIS
PROCESS, AND AS WE WRAP UP OUR PROGRAM, WE'D WANT TO
GET SOME FEEDBACK AS FAR AS, ARE YOU THINKING OF
CREATING A NON-PROFIT WITHIN THE NEXT YEAR?
>> SO NOW THAT YOU'VE GOT ALL THESE GREAT IDEAS AND
STRATEGIES, ABDOMEN HURDLES, WHAT ARE YOU THINKING
RIGHT NOW?
WHAT ARE YOUR PLANS?
>> OKAY.
INTERESTING RESULTS.
OKAY, WE'RE GOING TO CLOSE THEM UP.
AND SHARE.
SO OVERWHELMINGLY, 46% SAY YES, THEY ARE THINKING OF
CREATING A NON-PROFIT WITHIN THE NEXT YEAR, AND
RUNNING UP IS CONSIDERING IT, AND 17% SAY NO.
BUT PROBABLY WOULD LIKE TO GET INVOLVED IN A
NON-PROFIT IN SOME WAY OR ANOTHER.
GO AHEAD, GARY.
>> IF I'M DOING MY MATH CORRECTLY, IT LOOKS LIKE ABOUT
83% OF PEOPLE ARE EITHER GOING TO DO THIS, OR
CONSIDERING IT.

THAT’S REALLY EXCITING.

AGAIN, I’VE WORKED IN START-UP ORGANIZATIONS, AND THOSE THAT ARE QUITE LARGE, AND I CAN TELL YOU, THAT WHILE IT’S -- IT’S A -- CERTAINLY A SIGNIFICANT A WORK TO DO THIS, IT CAN BE INCREDIBLY EXCITING.

IT’S VERY MEANINGFUL AND CERTAINLY SPEAKS TO WALDEN’S POSITIVE SOCIAL CHANGE MISSION AND VISION.

SO I’M VERY EXCITED TO HEAR THIS.

IT CAN BE WORTH EVERY MINUTE OF THE TIME AND EFFORT IT TAKES TO DO IT.

AS LONG AS IT’S GONE INTO, AGAIN, WITH A LOT OF FORESIGHT, WITH A LOT OF PLANNING.

>> SO WHAT ABOUT THE FOLKS WHO WERE THINKING THEY MIGHT NOT START ONE?

>> THERE’S SOME ALTERNATIVES WE HAVE.

AGAIN, I HINTED AT THIS AT THE BEGINNING, AGAIN, IF YOU DECIDE, I REALLY HAVE THIS PROGRAM OR SERVICE IN MIND, AND I THINK IT’S UNIQUE, AND I THINK I’M MEETING ITS NEED, I’M NOT SURE I WANT TO CREATE A NEW ORGANIZATION OR MAYBE I’M NOT IN A POSITION TO DO THAT.

I STILL ENCOURAGE YOU TO DO THAT AND TALK TO
ORGANIZATION THAT IS SERVE THAT SAME OR SIMILAR

POPULATION AND ASK THEM, YOU KNOW, CAN I COLLABORATE

WITH YOU IN CAN WE COLLABORATE WITH CREATING A NEW
ORGANIZATION?

YOU MAY CREATE A NEW JOB POTENTIALLY, IF YOU BRING AN
IDEA OR JOB TO AN ORGANIZATION, YOU MAY CREATE A
POSITION IN DOING SO.

YOU MAY CREATE -- GO TO ANOTHER ORGANIZATION, CREATE,
THIS IS A BRAND NEW PROGRAM.

YOU MIGHT ALSO LOOK AT THIS AS A LOCAL CHAPTER OF A
STATE OR A NATIONAL ORGANIZATION, BUT ALREADY EXISTS.

MAYBE SOMETHING GOING ON OUT THERE IN ANOTHER STATE OR
ANOTHER PART OF YOUR REGION, BUT IT’S NOT GOING ON IN
YOUR AREA, MAYBE THAT YOU CAN START UP A NEW CHAPTER
OF THIS ORGANIZATION.

OFTEN ORGANIZATIONS, WHEN THEY START UP, THEY ARE A
LITTLE INTIMIDATE ORDER STRUGGLING WITH SOME OF THE
FINANCIAL ASPECTS OF THIS, AND IN THAT CASE, YOU CAN
Actually seek out an existing 501(c)(3) non-profit to act as your fiscal sponsor, which means they would handle your financial piece of your work until you're up and running.

And a lot of people do until they get their 501(c)(3) status, because they don't feel they can handle the financial aspect and oversight.

And maintain and create a volunteer organization.

A lot of neighborhood organizations and groups that get together to address a need and do something, but they don't have formal 501(c)(3) status, so not a specific non-profit organization, certainly you can begin your own movement, your own organization, without having to have that formal status.

>> Terrific.

We have some mother questions.

And so -- Gary, what is the difference between a non-profit organization, and NGO?
>> GREAT QUESTION.


ONLY SECTOR THAT TALKS ABOUT OURSELVES, WHAT WE ARE VERSUS WHAT WE ARE.

AND SO IN SOME WAYS I LIKE THE NON-GOVERNMENTAL OR THIRD SECTOR, SOMETIMES IT'S CALLED.

GENERALLY THE SAME THING, JUST A DIFFERENT WAY OF LABELLING IT.

ANOTHER WAY OF TALKING ABOUT IT.

>> GREAT.

THANK YOU.

AND ANOTHER QUESTION, FROM YOUR EXPERIENCE FROM --
WHAT DO YOU THINK ABOUT FAMILY MEMBERS MAKING UP A MAJORITY OF ADVISORY BOARD UPON INITIAL START OF A NON-RROFIT.

>> I THINK THERE'S ABSOLUTELY NOTHING WRONG WITH THAT.

BUT I LIKE THE FACT THAT YOU SAID, ADVISORY BOARD,

BECAUSE AN ADVISORY BOARD, THEIR ROLE IS JUST TO DO THAT, GIVE ADVICE.

AS LONG AS THE FAMILY MEMBERS UNDERSTAND THE RECOMMENDATIONS, THEY GIVE TO THE POLICY BOARD, MAY OR MAY NOT BE ADOPTED.

I THINK THERE'S ABSOLUTELY NOTHING WRONG WITH THAT.

IMPORTANT ROLE CLARITY BETWEEN THOSE TWO DIFFERENT TYPES OF BOARDS.

>> TWO QUESTIONS ON 501(c)(3) STATUS.

IS THERE A TIME LIMIT TO APPLY FOR 501(c)(3) STATUS AFTER BEING INCORPORATED?

>> TO MY KNOWLEDGE, NO, THAT'S AN ONGOING PROCESS.

>> AND SECOND QUESTION, CAN YOU COMBINE A 501(c)(3) AND A FOR-PROFIT ORGANIZATION?

>> THAT'S -- I DON'T WANT TO -- I WANT TO BE CAREFUL HERE BECAUSE THERE ARE NON-PROFITS THAT CERTAINLY HAVE STARTED SOME FOR-PROFIT ENTITIES.

AND YOU CAN DO THAT.
YOU CERTAINLY CAN DO THAT.

BUT YOU’D WANT TO CHECK WITH YOUR STATE ABOUT SPECIFIC
RULES, LAWS AND REGULATIONS RELATED TO THAT IN YOUR
STATE.

BUT YES, IT DOES HAPPEN, THAT THEY WILL -- THEY WILL
PROVIDE SOME KIND OF A FOR PROFIT.

SOME NON-PROFITS NOW ARE STARTING, PERHAPS, LIKE
THRIFT STORES OR OTHER WAYS OF EARNED INCOME THAT
MIGHT BE A PROFIT MAKING.

>> GOT IT.

AND THEN -- LAST QUESTION, HOW DO YOU FIND FISCAL
SPONSORSHIP?

>> THE BEST WAY TO DO THAT IS TO LOOK FOR OTHER
ORGANIZATIONS THAT ARE SIMILAR TO YOUR TYPE OF
ORGANIZATION.

I CURRENTLY SIT ON THE BOARD OF A REGIONAL ARTS
ORGANIZATION, AND THEY ARE THE FISCAL SPONSOR FOR
SEVERAL OTHER REAL SMALL GALLERIES AND ORGANIZATIONS
IN THAT SAME GEOGRAPHIC AREA.
SO MIGHT LOOK FOR OTHER ORGANIZATIONS THAT ARE SIMILAR OR SERVE THE SAME GROUPS OF PEOPLE OR POPULATION YOU WOULD SERVE.

>> GREAT.

THANK YOU.

SO WE ARE READY TO WRAP UP.

GARY'S GOING TO REVIEW SOME EXTRA RESOURCES TO HELP YOU IN THIS ENDEAVOR.

WE ASK THAT YOU ANSWER THE BRIEF SURVEY YOU RECEIVE WHEN YOU LOG OFF THE WEBINAR.

>> WHAT YOU SEE IN FRONT OF YOU, SOME ARE FEDERAL WEBSITES.

AGAIN, ALWAYS GO TO YOUR SECRETARY OF STATE WEBSITE, AND ATTORNEY GENERAL.

THE STATE OF MINNESOTA, IT HAS JUST A WONDERFUL EXAMPLE OF THAT.

IT'S TERRIFIC.

IT HAS ALL KINDS OF POLICIES, PROCEDURES, I BELIEVE,
THERE ARE, IN SOME CASE, YOU’LL EVEN FIND BOOKLETS AND
GUIDES IN HOW TO START A NON-PROFIT.
MOST STATES HAVE A COUNCIL ON NON-PROFIT SO I WOULD
GOOGLE OR LOOK LOOK FOR THAT.
AND BOTH OF THOSE HAVE TREMENDOUS INFORMATION.
THERE’S SOME PRIVATE ORGANIZATION WEBSITES.
BOARD SOURCE IS NATIONAL.
YOU CAN CERTAIN LOOK FOR THAT.
MAP FOR NON-PROFITS, THEY HAVE AN INCREDIBLE FREE
LIBRARY, A RESOURCE LIST THAT WOULD BE HELPFUL TO YOU.
CHRONICLE OF PHILANTHROPY IS ONE OF THE MAGAZINES YOU
MAY WANT TO GET THAT ONLINE OR ON PAPER.
AND THE FOUNDATIONCENTRE.ORG IS A NATIONAL

ORGANIZATION, EVERY STATE HAS A BRANCH OF THE
FOUNDATION CENTER.
AND, AGAIN, THERE’S A WEBSITE THERE BECAUSE THEY ARE
TERRIFIC RESOURCE FOR GAINING GRANTS OF ALL KINDS.

>> TERRIFIC, THANK YOU.
SO WE’VE GOTTEN A QUESTION, CAN I GET A COPY OF THESE PowerPoint SLIDES AND, YOU KNOW, HOW CAN I VIEW THIS WEBINAR IN CASE I MISSED BEGINNING?

JUST SO YOU KNOW, THE WEBINAR WILL BE ARCHIVED WITH THE SLIDES IN ABOUT A WEEK.

SO OUR CAREER CENTER WEBSITE IS THE LINK AT THE BOTTOM, CAREERCENTER.WALDEN.EDU.

WE ASK YOU TO JOIN OUR LinkedIn GROUP. AND NETWORKING IS KEY, AND WE JUST PASSED THE 2,000 MEMBER MARK FOR THAT GROUP, SO WE'RE GROWING ON A DAILY BASIS.

ALSO PLEASE FOLLOW US ON TWITTER AND READ STUDENT SUCCESS STORIES ON OUR BLOG AND CHECKOUT OPTIMAL RESUMÉ IF YOU'D LIKE TO UPDATE YOUR RESUMÉ OR CV.

WE WANT TO THANK YOU VERY MUCH FOR ATTENDING TODAY AND LEAVING YOU WITH ONE FINAL THOUGHT BY WOODROW WILSON.

"YOU ARE NOT MERELY TO MAKE A LIVING.

YOU ARE HERE IN ORDER TO ENABLE THE WORLD TO LIVE MORE AMPLY, WITH GREATER VISION, WITH A FINER SPIRIT OF HOPE AND ACHIEVEMENT."
YOU ARE HERE TO ENRICH THE WORLD AND YOU IMPOVERISH YOURSELF IF YOU FORGET THE ERRAND."

THANK YOU NICOLLE AND GARY KELSEY.

THANK YOU TO ALL OF YOU.

>> IF YOU HAVE SUCCESSES, PLEASE e-MAIL.

>> HAVE A GREAT DAY.

D I S C L A I M E R

THIS TEXT IS BEING PROVIDED IN A ROUGH DRAFT FORMAT.

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