

Agenda

CPNM: Strengthening Communities in Central Florida

7/2/2010

9:00am-12:00pm

Meeting facilitated by: Hillary Knepper, M.P.A.

9:00am-9:30am	<p>[Introduction]</p> <p>Review Objectives</p> <p>Governance</p> <p>Current Environment</p> <p>Activity- identify 1thing you feel could be considered a problem if interpreted by someone not affiliated with your organization; identify one solution.</p>
9:30am-10:30am	<p>How Does Your Board Function?</p> <p>Activity- answer the questions on the slide.</p> <p>Board Composition & Structure</p> <p>Activity- how many committees/sub-committees do you currently have? How many committees do your board members serve on? How has this been working for you? Suggestions for improvement?</p> <p>Board Roles & Responsibilities</p> <p>Activity- do the problem situation</p>
10:30am-10:40am	<p>Break</p>
10:40-11:30am	<p>Board/CEO Relationship & Strengthening Performance</p> <p>activity 1) : identify two things you can do to improve your relationship with your Board members 2) identify two ways in which you can acknowledge board achievements. 3) how is your board work currently structured? What is your system for delegation and follow-up? 4) fill out a blank agenda form that will work for you</p> <p>Board members: 1) identify two things you can do to improve your relationship with your CEO 2) identify two ways in which you can improve CEO/Board relations 3) How prepared are your board members for board meetings? What can you do to improve upon that? 4) Make a list of at least two things that need to change to improve your Board/CEO relationship.</p>

Agenda

11:30am-12:00 pm

Recruitment & Retention of Board Members

Activity: 1) identify one method you will use before your next recruitment effort; 2) identify the basics of your last orientation session and how well you provided what was discussed in this slide. 3) Identify the required number of trainings your board members must attend annually; identify the trainings you offer them; and identify how you offer them.

Review of Tools/Resources

Attachments for this meeting: Sample Agenda, Board Contract, Board Evaluations (Self & Group), CEO Evaluation, Non-profit websites list.

Problem 1

Background:

The We-Do-It-All Agency is located in a rural community in northwest Florida and serves a population of 3,000. This mostly agricultural community is living close to the poverty level with little available support services. Subsequently, the We-Do-It-All Agency is willing to tackle just about anything to improve its community. With only two part-time paid positions- an Executive Director and an Office Manager, We-Do-It-All relies heavily upon its Board of Directors to conduct the day-to-day operations and services. The Board has expanded its volunteers beyond the Board members themselves, however, the great majority of the workload remains firmly on the shoulders of the 12-member Board of Directors. The Executive Director and Office Manager are also voting Board members and count as 2 of the 12.

We-Do-It-All is considered to be a success; substantially improving the lives of everyone it touches. Grant and contract funders have been generous, and these revenue streams are relatively stable. The annual We-Do-It-All fundraiser continues to increase its net proceeds each year and currently this fundraiser raises 25% of the agency's budget- all of it unrestricted.

The Situation:

The Executive Director and 8 of the current Board members founded We-Do-It-All 10 years ago. They have been working tirelessly and have earned a reputation around town for getting things done. Unfortunately, 3 Board members often miss committee meetings- Fundraising, Finance, and Client Services committees. This problem is magnified because they chair these committees. Committee work is not getting done. Two other Board members have manned the office 3 days a week, assisted clients, and documented all client services for 5 years are now beginning to "call in sick", even though they aren't paid staff. Clients are beginning to suffer. Four Board members are asking to be replaced when their terms expire in 6 months. The Executive Director and the Office Manager are beginning to not only panic, but they are burning out as well. While they are paid for part-time employment, neither one puts in less than 40 hours each week, and frequently many more, into the We-Do-It-All Agency.

Assignment:

Identify at least 3 problems facing this agency. Now, identify possible solutions to each of these problems.

Organization Name Here
Board Meeting Agenda
(Month Day, Year)
(Location)
(Planned Starting Time to Ending Time)

Discussion Item	Recommended Action	Projected Time
<i>Standing Business Items</i>		
Minutes from previous meeting		minutes
Committee Reports:		minutes
Treasurer's Report		minutes
President's Report		minutes
Strategic Plan Progress		minutes
<i>Other Business</i>		
Old Business		minutes
New Business:		
Announcements		minutes
Review of Meeting Actions		minutes
Adjourn		

Organization Name Here
Board Meeting Agenda
 (Month Day, Year)
 (Location)
 (Planned Starting Time to Ending Time)

Discussion Item	Recommended Action	Projected Time
<i>Standing Business Items</i>		
Minutes from previous meeting	Approval	5 minutes
Committee Reports:		20 minutes
◆ Development	Approve Event	
◆ Governance	Discussion	
◆ Volunteer	Approve recruitment plan	
Treasurer's Report	Discussion/ Approval	10 minutes
◆ Budget by Quarter		
◆ Payroll Taxes		
◆ Annual Budget		
◆ Concerns		
President's Report	Discussion	5 minutes
Strategic Plan Progress	Discussion	10 minutes
◆ Expand outreach activities		
◆ Serve 10% more clients	Identify any obstacles	
◆ Acquisition of equipment	Discuss successes/time-line	
<i>Other Business</i>		
Old Business		
New Business:	Approve evaluation survey	5 minutes
Announcements	Discussion	3 minutes
Review of Meeting Actions	Discussion	2 minutes
Adjourn		

Insert Logo Here
Board Member Contract

I, _____ understand that as a member of the Board of Directors of _____, I have a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in _____'s mission of _____ . As a Board member, I will act responsibly, with prudence and with integrity as its steward. Further,

As part of my responsibilities as a board member:

1. I will share the vision, mission, and work of _____ to the community, represent the organization, and act as a spokesperson.
2. I will attend at least 75% of board meetings, committee meetings, and special events.
3. Each year I will make a personal financial contribution at a level agreed upon by the CEO & Board
4. I will actively participate in all fundraising activities to ensure the stability of _____.
5. I will act in the best interests of the organization, and excuse myself from discussions and votes where I have a conflict of interest.
6. I will stay informed about what's going on in the organization. I will ask questions and request information. I will participate in and take responsibility for making decisions on issues, policies and other board matters.
7. I will work in good faith with staff and other board members as partners toward achievement of our goals.
8. I will contribute approximately _____ hours each month to supporting _____.
9. I will receive, and carefully review, all board meeting materials sent to me prior to each Board meeting. I will be fully prepared for these meetings, with relevant questions & suggestions. _____*
10. If I don't understand anything in these reports, I will schedule an opportunity to learn. _____*
11. If I don't fulfill these commitments to the organization, I will expect the board president to call me and discuss my responsibilities with me. _____*

** Please initial all spaces accordingly*

In turn, _____'s responsibilities to me include:

1. I will be sent, without request, quarterly financial reports and an update of organizational activities that allow me to meet the “prudent person” standards of the law.¹
2. I will receive all board meeting materials at least one week prior to each Board meeting.
3. Opportunities will be offered to me to discuss with the executive director and the board president the organization’s programs, goals, activities, and status; additionally, I can request such opportunities.
4. The organization will engage me in tasks that are valuable, meaningful, and relevant to the mission, vision, and strategic goals of _____.
5. The organization will help me perform my duties by keeping me informed about issues in the nonprofit sector and field in which we are working, and by offering me opportunities for professional development as a board member.
6. Board members and staff will respond in a straightforward fashion to questions that I feel are necessary to carry out my fiscal, legal and moral responsibilities to this organization.
7. Board members and staff will work in good faith with me toward achievement of our goals.
8. The agency will work to assure my activities and interactions with staff and clients are conducted in a respectful and professional manner.
9. If the organization does not fulfill its commitments to me, I can call on the board president and executive director to discuss the organization’s responsibilities to me.

Signed:

Member, Board of Directors Date

Chair, Board of Directors Date

¹ The “Prudent Person Rule,” applied in many legal settings in slightly differing language, states that an individual must act with the same judgment and care as, in like circumstances, a prudent person would act.

Board Member Self-Evaluation

Name: _____ Date: _____

Leadership

1. **Character and Personal Integrity:** *I consistently demonstrate professional and ethical leadership character.*

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

2. **Effective partnership with Executive Director:** *I feel my relationship & communications with the CEO directly improve my performance and help to achieve the agency's annual goals.*

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

3. **Commitment to Agency:** *I feel my investment of time, talents and resources are measurable in achieving the agency's annual goals and objectives.**

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

* Please provide 1-2 examples: _____

Interpersonal Skills

4. **Relational Integrity:** *I communicate appropriately with staff, volunteers, and other board members. I listen to the ideas of others and work to build better relationships in order to achieve the agency's annual goals.*

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

5. **Commitment to Diversity:** *I work to display behavior that values the diversity of our constituency. I affirm the diverse gifts of my colleagues.*

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

Strategic Thinking

6. **Vision and Values Focus:** *I engage with, and help to keep, staff and the board focused on core values, mission, and vision.**

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

* Please provide 1-2 examples: _____

7. **Solution and Innovation Focus:** *I identify problems and suggest potential solutions. I am open to change and new ideas.**

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

* Please provide 1-2 examples: _____

Board Contribution

8. **Organizational Knowledge:** *I demonstrate knowledge of the structure, history, mission, and ethics of the agency.**

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

* Please provide 1-2 examples: _____

9. Governance Wisdom: *I contribute positively to discussion and debate through thoughtful, wise and clearly stated observations and opinions. I remain policy, rather than operationally, focused.**

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent

Unable to assess

* Please provide 1-2 examples: _____

10. Committee Contribution: *I am committed, and add value and unique perspective and insight, to committee assignments.**

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent

Unable to assess

* Please provide 1-2 examples: _____

What do you see as the strongest contributions you make to the board? (please be specific)

What factors contributed to your performance or lack of performance in the areas above? (please be specific)

Here's what I would need from the organization to maintain/increase my level of board commitment: (please be specific)

Quality of Board Performance

Meeting Performance-

1. **Quality of information provided to the Board:** *Clear, concise information that fully informs the Board on pertinent issues*

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

2. **Relevance of Agenda Items:** *Keeps the board meeting focused and timely.*

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

3. **Overall allocation of time to different issues:** *Investment of time is appropriate, balanced between knowledge building and discussion.*

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

4. **Clarity of the decisions made:** *Board members understand the discussions and feel comfortable asking for clarification.*

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

5. **Follow-through on previous decisions:** *Follow-through on critical issues is maintained and reported to the Board.*

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

Board Performance-

1. **The Board adds value to the Agency:** *The Board adds its own value beyond staff and the Executive Director.*

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

Provide examples below:

2. **Has the Board identified the most important issues/priorities facing the Agency?**

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

Explain what those needs are and the level of the Board's understanding of those issues:

3. **Is the Board spending its time and energy on those issues/priorities:** *Investment of time talents and resources is appropriate, balanced and focused on these issues.*

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

Provide examples below:

4. **The Board has the right information for working on the issues coming before the Board:** *Do you feel the Board is capable of working on the issues given its knowledge, time, and skills?*

Needs improvement 1 ← 2 — 3 — 4 → 5 Excellent Unable to assess

Provide examples below:

5. Does the Board listen to the concerns of those affected by its decisions and understand the impact of its work on them?

Needs improvement 1 ← 2 ← 3 ← 4 → 5 Excellent

Unable to assess

Provide examples below:

6. What specific expectations does the Board have for the group as a whole?

7. What specific steps should be taken to improve the performance of this board and increase the value it adds to this agency?

8. What indicators would be appropriate for monitoring and demonstrating the improvements in the Board's performance?

9. How will the Board obtain and use this information to make further improvements in its work to benefit the Agency?

Executive Director Performance Evaluation

Review Information

ED Name:

Date:

Review Period:

to

Guidelines

Complete this review, using the following scale:

- NA = Not Applicable**
- 1 = Needs Work (Unsatisfactory)**
- 2 = Gets By (Marginal)**
- 3 = Meets Requirements**
- 4 = Exceeds Requirements**
- 5 = Exceptional**

Repeat the review annually and compare yearly scores.

Communication

	(5) = Exceptional	(4) = Exceeds Requirements	(3) = Meets Requirements	(2) = Gets By	(1) = Needs Work
Processes received information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listens to others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicates effectively:					
<i>Verbal communications</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Written communications such as reports</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>E-mail etiquette</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Telephone etiquette</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Timeliness of communications</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leadership

	(5) = Exceptional	(4) = Exceeds Requirements	(3) = Meets Requirements	(2) = Gets By	(1) = Needs Work
Leads by example	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finds realistic solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acts decisively; meets problems head-on	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Brings out the best in team members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resolves conflicts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establishes clear expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides necessary resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Delegates clearly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent, thorough, follow through	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Relationships

	(5) = Exceptional	(4) = Exceeds Requirements	(3) = Meets Requirements	(2) = Gets By	(1) = Needs Work
Strong client advocate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sets aside personal biases and wants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gives good, practical advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fosters loyalty in employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fosters productive relationships with Board members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Project Management

	(5) = Exceptional	(4) = Exceeds Requirements	(3) = Meets Requirements	(2) = Gets By	(1) = Needs Work
Prioritizes tasks appropriately	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responds quickly and appropriately to problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manages costs effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops new strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizes tasks appropriately	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Productivity

	(5) = Exceptional	(4) = Exceeds Requirements	(3) = Meets Requirements	(2) = Gets By	(1) = Needs Work
Sets & achieves realistic goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meets deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comes in on budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works smarter, not harder	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Looks for efficiencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Completes tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Personal Development

	(5) = Exceptional	(4) = Exceeds Requirements	(3) = Meets Requirements	(2) = Gets By	(1) = Needs Work
Even-tempered under pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sets high standards for self	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sets challenging goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attends training/networking opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Strategic Goal (from SP 2010)	Progress Toward Goal (Be specific using Objectives from SP 2010)	Obstacles/Delays	Satisfaction Level
Complete the Satisfaction Level portion of this review using the following scale: NA = <i>Not Applicable</i> ; 1 = <i>Needs Work (Unsatisfactory)</i> ; 2 = <i>Gets By (Marginal)</i> ; 3 = <i>Meets Requirements</i> ; 4 = <i>Exceeds Requirements</i> ; 5 = <i>Exceptional</i>			

Any Additional Comments?

Nonprofit Websites

Nonprofit General Leadership Resources

Website	Association	Mission	Usefulness
http://www.nationalcne.org/	National Center On Nonprofit Enterprise	The National Center on Nonprofit Enterprise helps managers and leaders of nonprofit organizations make wise economic decisions in order to ensure that their organizations best serve their members, clients, donors and the general public by pursuing their social missions efficiently and effectively.	Good source for research papers.
http://www.arnova.org/	Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)	ARNOVA is a community of people dedicated to fostering through research the creation, application and dissemination of knowledge on voluntary action, nonprofit organizations and philanthropy.	Publishers of the Nonprofit and Voluntary Sector Quarterly, occasional papers, conferences.
http://www.allianceonline.org <i>(unable to update 6/28/10)</i>	Alliance for Nonprofit Management	The Alliance for Nonprofit Management is the professional association of individuals and organizations devoted to improving the management and governance capacity of nonprofits - to assist nonprofits in fulfilling their mission.	Good resource regarding governance issues.
http://www.ncna.org/	National Council of Nonprofit Associations	NCNA advances the vital role and capacity of the nonprofit sector in civil society and supports and gives voice to state and regional associations of nonprofit organizations.	Excellent policy information; Excellent policy resources
http://www.socialreturns.org/	Social Returns (formed out of Yale University's Partnership on Nonprofit Ventures)	The Social Enterprise Business Plan Competition is the primary program for educating and funding social entrepreneurs, especially nonprofits that want to earn income to support their organizational missions. The Website of Resources on Social Enterprise and Entrepreneurship is a fully searchable site for accessing a myriad of resources on the subject and for connecting with other social entrepreneurs and entrepreneurial organizations. An Annual Conference and Awards Ceremony includes master classes and workshops.	Good resources list; competition that provides funding opportunities.

Website	Association	Mission	Usefulness
http://www.wkkf.org/	W.K. Kellogg Foundation	The W.K. Kellogg Foundation is a nonprofit organization whose mission is to apply knowledge to solve the problems of people. Its founder W.K. Kellogg, the cereal industry pioneer, established the Foundation in 1930. Since its beginning the Foundation has continuously focused on building the capacity of individuals, communities, and institutions to solve their own problems.	Publishes toolkits that provide for “building an effective communication, evaluation, and public policy programs”. Although created for Kellogg Foundation grantees, they provide useful information.
http://www.gvsu.edu/philanthropy/	Dorothy A. Johnson Center for Philanthropy and Nonprofit Leadership	Our mission is to promote effective philanthropy, community improvement, and excellence in nonprofit leadership.	Nonprofitbasics.org is a project of the PNKM Initiative that provides over 6,000 Preferred Practices and Pitfalls, Glossaries, Resources, GVSU Featured Articles, Trends and Web site profiles within ten topic areas.
http://www.se-alliance.org/	Social Enterprise Alliance	Social Enterprise Alliance is the membership organization leading the creation of a social enterprise movement. We mobilize communities of nonprofit organizations and funders to advance earned income strategies.	Good list of resources
http://www.iknow.org/ (business)	Interactive Knowledge for Nonprofit Organizations Worldwide (IKNOW.org)	Connect nonprofit leaders with knowledge via the internet.	Mostly helps navigate other websites.

Website	Association	Mission	Usefulness
http://www.compasspoint.org/ (business)	CompassPoint's Board Café™ The newsletter for nonprofit boards.	Board Café is the electronic newsletter exclusively for members of nonprofit boards of directors. Short enough to read over a cup of coffee, Board Café offers a menu of ideas, information, opinion, news, and resources to help board members give and get the most out of board service. Each issue will bring you a cornucopia of "Little Ideas," as well as one "Big Idea" you can use in your board work.	On-line newsletter
http://www.boardnetusa.org/	Boardnet <i>USA</i>	Boardnet <i>USA</i> is a Web site dedicated to the express purpose of connecting nonprofit boards and new leaders. The site is designed to be a national collaborative network of communities working locally to enhance nonprofit board governance.	Good connection to other nonprofit leaders for networking.
http://www.boardsource.org	Board Source	BoardSource, formerly the National Center for Nonprofit Boards, provides resources, programs, and services to the nonprofit community and publishes material on nonprofit governance, offering more than 100 booklets, books, videos, and audiotapes.	Extensive board materials available for on-going education.
http://www.nonprofitcenters.org/	The Nonprofit Centers Network	The Nonprofit Centers Network is a community of Multi-tenant Nonprofit Centers and their philanthropic, government, academic and real estate partners. Through conferences, peer networking, mentoring and the internet, The Network provides education and resources for the creation and operation of quality nonprofit office and program space.	Extensive real estate and facility related information for nonprofits.
http://www.nonprofitquarterly.org/	Nonprofit Quarterly Magazine	Nonprofit Quarterly is a print magazine that leaders count on to provide them with values based management information and proven practices. Each issue focuses on a theme of critical importance and provides you with the cutting edge, relevant and useful information you need to manage more effectively and advance your mission.	Publication resource for many nonprofit issues.

Website	Association	Mission	Usefulness
http://www.nptimes.com/	Nonprofit Times Magazine	A nonprofit business magazine.	Management and development resource
http://www.gilbert.org/programs/publications/	Nonprofit Online News	On-line nonprofit news	Emphasis on communications technology
http://www.pnnonline.org/	Philanthropy News Network On-line	Nonprofit news and information resource	Extensive archive of articles on wide subject area; substantial on-line information
http://philanthropy.com/	Chronicle of Philanthropy	Nonprofit newsletter	Extensive coverage of development issues
http://fdncenter.org/pnd/	The Foundation Center/Philanthropy News Digest	Philanthropy News Digest is a publication of the Foundation Center.	Extensive resource for development related issues.
http://www.ombwatch.org/npadv	OMB Watch	OMB Watch is a nonprofit research and advocacy organization dedicated to promoting government accountability, citizen participation in public policy decisions, and the use of fiscal and regulatory policy to serve the public interest.	Extensive materials related to advocacy, fiscal policy, and research.
http://www.clpi.org/	Charity Lobbying in the Public Interest	Educating charities about the important role lobbying can play in achieving their missions.	Extensive support materials regarding lobbying efforts for non profits
http://www.npaction.org/	NP Action	An online resource hosted by <u>OMB Watch</u> to support capacity building for nonprofit advocacy.	Extensive support materials regarding nonprofit advocacy efforts.
http://www.independentsector.org/	Independent Sector	Independent Sector is committed to strengthening, empowering, and partnering with nonprofit and philanthropic organizations in their work on behalf of the public good.	Extensive public policy related information and guidance.
http://nccsdataweb.urban.org/FAQ/index.php?category=31	National Center for Charitable Statistics	National clearinghouse of data on the nonprofit sector in the United States. NCCS is a program of the <u>Center on Nonprofits and Philanthropy (CNP)</u> at the Urban Institute.	Extensive nonprofit related statistical data available.
http://www.urban.org/content/Policy	Center on Nonprofits and	The Center on Nonprofits and Philanthropy (CNP)	Extensive resource for policy

Centers/NonprofitsandPhilanthropy/Overview.htm	Philanthropy	conducts and disseminates research on the role and impact of nonprofit organizations and philanthropy.	related to nonprofit issues.
http://www.jhu.edu/~ccss/	The Center for Civil Society Studies	The Center for Civil Society Studies of the Johns Hopkins Institute for Policy Studies seeks to encourage the development and effective operation of nonprofit, philanthropic, or "civil society" organizations. The Center carries out its work through a combination of research, training, and information sharing both in the United States and throughout the world.	Excellent resources regarding nonprofit issues and policy. International comparative studies available.
Website	Association	Mission	Usefulness
http://www.cfcflorida.org/index.cfm	Community Foundation of Central Florida	The Community Foundation of Central Florida serves as a funding partner to nonprofits in Central Florida communities.	Good connection to community philanthropy for central Florida nonprofits.
http://www.pnlc.rollins.edu/	The Rollins College Philanthropy & Nonprofit Leadership Center	The Rollins College Philanthropy & Nonprofit Leadership Center provides educational programming, networking opportunities, consulting services and research to help increase the effectiveness of nonprofit organizations and enhance the professional experience of people whom they employ.	Extensive development training locally for nonprofit staff; resource library available for nonprofits.
http://www.cohpa.ucf.edu/cpnm/	The Center for Public & Nonprofit Management (University of Central Florida, College of Health & Public Affairs)	The Center works to improve the understanding and practice of public and nonprofit management through research, teaching and service.	Extensive training and technical assistance available for organizational development and leadership.

Grant Research Sites

Website	Focus	Usefulness
http://www.grants.gov/	Grants.gov allows organizations to electronically find and apply for more than \$400 billion in Federal grants. Grants.gov is THE single access point for over 1000 grant programs offered by all Federal grant-making agencies. The US Department of Health and Human Services is proud to be the managing partner for Grants.gov, an initiative that is having an unparalleled impact on the grant community.	THE place to go for federal grants. Most federal sources use grants.gov as their portal both for information and for submission of grants.
http://foundationcenter.org/	The Foundation Center's mission is to strengthen the nonprofit sector by advancing knowledge about U.S. philanthropy.	Excellent resource: all kinds of grants. Corporate and private foundations are heavily emphasized. Subscriptions available; search assistance available.
http://www.ed.gov/fund/grant/find/edlite-forecast.html	This document lists virtually all programs and competitions under which the Department (we) has invited or expects to invite applications for new awards and provides actual or estimated deadline dates for the transmittal of applications under these programs.	Get a jump-start on education grants at this site and scope out potential sources before the official competition begins. The lists are in the form of charts -- organized according to the Department's principal program offices -- and include programs and competitions previously announced, as well as those to be announced at a later date.
http://www.hrsa.gov/grants/	The Health Resources and Services Administration (HRSA), an agency of the U.S. Department of Health and Human Services, is the primary Federal agency for improving access to health care services for people who are uninsured, isolated or medically vulnerable.	If you know this is the type of information you want, then research begins here. Go to grants.gov for final instructions....

Website	Focus	Usefulness
https://www.cfda.gov/	Catalog of Federal Domestic Assistance gives you access to a database of all Federal programs available to State and local governments (including the District of Columbia); federally -recognized Indian tribal governments; Territories (and possessions) of the United States; domestic public, quasi-public, and private profit and nonprofit organizations and institutions; specialized groups; and individuals.	You can search this database to find assistance programs meeting your requirements and for which you are eligible. You can then contact the office that administers the program and find out how to apply. Also available on this site are several aids to guide you in the writing of a proposal to apply for assistance. Browse the CFDA Contents page to learn more about them.
http://philanthropy.com/	Chronicle of Philanthropy Non profit newsletter	Monthly coverage of grants is quite extensive
http://www.cof.org/	The Council on Foundations is a membership organization of more than <u>2,000 grantmaking foundations and giving</u> worldwide. We provide leadership expertise, legal services and networking opportunities.	This is the flipside to our grant seeking. Excellent for understanding the grant making climate. Lists members by area of interest, i.e. child and youth, education, etc. Good reference point for research into private and corporate philanthropy. (hint: click on "Our members" under the "About the Council" section on the home page.)
http://www.guidestar.org/	GuideStar- Connecting people with nonprofit information.	Search their website to see where foundations are really putting their money. Post your nonprofit for visibility among funders. This is a solid research source for private funding.

* **Please note.** There may be some duplication between the grant sources and the general websites for nonprofits. Specifically, the Foundation Center and the Chronicle of Philanthropy appear twice because they are multi-purpose and they are such excellent sites for both development and nonprofit related issues.