

# Center for Nonprofit Leadership Newsletter

February, 2013

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## Upcoming Events

**Pathways to Excellence:  
Excellence in Board Governance**



## **2013 Could Bring Significant Change to the Nonprofit Sector**

After facing the challenging economic times of the last few years, some nonprofit executives are more hopeful about the future of the sector. They are wisely revisiting their organization's strategy, business plan and governance to determine how the nonprofit can more efficiently and effectively meet its objectives. This month's LeadTime examines how the board, executive director and other stakeholders could work together to meet organizational objectives and impact.

Visit the Center's website for helpful tools:  
<http://nonprofit.adelphi.edu/>

Ann Marie Thigpen, director of the Center, will be moderating a panel of Nonprofit Excellence Award winners from the past six years.

Monday, February 25, 2013

3:30 pm to 5:30 pm

FREE

To register [click here.](#)

### **BBB Charity Effectiveness Symposium VII**

The Center for Nonprofit Leadership is proud to be a supporting organization for the seventh BBB Charity Effectiveness Symposium: Resilient New York: How Nonprofit Leaders Are Managing the Unexpected. The event will take place at Baruch College.

Tuesday, February 26, 2013.

8:00 am to 12:00 noon

Fee: \$25

To register [click here.](#)

## **Strategy Counts! Keeping an Eye on the Horizon**



Michael Mortell, director of the *Alliance for Children and Families Strategy Counts Initiative*, believes that strategic planning is a vital part of meeting long-term, mission driven objectives. He warned,

however, that a strategic plan only works when it is integrated into the daily operations of the organization's management process. To accomplish this, he suggests that the board of directors should use the plan to set the strategic direction for the organization. The board should empower the executive director to operationalize the plan, measure performance and adjust where necessary, to achieve maximum utility of the strategic plan.

To read more [click here.](#)

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## **How to Establish a Good ED-Board Relationship**

It is never too late to start working on improving the relationship between the executive director and the board. Studies have shown that a poor ED/ board relationship is one of the most significant contributors to ED burnout. A good relationship between the executive director and the board could lead to a more positive organizational climate and greater impact. A recent article by the *Bridgespan Group* offers advice on how to establish a good ED/board relationship.

To read the article [click here.](#)

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## 7 Ways Planning Improves Social Impact and Sustainability

Center affiliated consultant, Audrey Winkler, will be one of the instructors of this upcoming webinar about how to use the planning process to guide organizational performance. In this webinar you will learn about how the planning process lays the foundation for successful fundraising efforts.

Wednesday, March 13,  
2013  
3:00 - 4:00 pm

FREE

To register [click here.](#)



### New Job Posting

Director of  
Advancement -  
East Hampton Day  
Care Learning  
Center

## Exploring Emerging Forms of Nonprofit Governance

An article in the January 2013 *Nonprofit Quarterly* makes the point that boards are an essential piece of a larger puzzle that makes up nonprofit governance. Boards have fiduciary responsibility for the organization, but determining what the organization does to fulfill its mission in the community is collectively a stakeholder decision. Nonprofit stakeholders include the board, the executive director, staff, volunteers, funders and an increasing number of socially interested parties. Social stakeholders can sometimes exert their influence when the organization's mission is no longer keeping step with common social values. Recent examples of how social stakeholders influence nonprofits have been the *Susan G Komen Foundation* and the *Boy Scouts of America*. The article suggests that organizational leaders should encourage forms of governance that include the broader perspective of stakeholders in the decision-making process.

To read more [click here.](#)

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## Key Nonprofit Trends to Watch in 2013

Blackbaud, a provider of nonprofit services and software, identifies the following trends that could have a significant impact on the nonprofit sector in 2013.

1. The relatively flat giving in 2012 and slow economic recovery will lead to a more competitive fundraising environment
2. There is a merging of nonprofit and for-profit business practices, bringing together sustainability and effectiveness and mission-driven passion
3. More nonprofits will be testing the use of mobile technologies as a way of reaching their supporters
4. Web and mobile-based technologies are shrinking the globe for nonprofit organizations, allowing them to interact with supporters and beneficiaries around the world

To get more information and to apply, [click here.](#)

### Quick Links

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## Tips for Constructing an Elevator Pitch



As a member of a nonprofit board of directors, one of your primary responsibilities is to serve as an ambassador for your organization. How can you make new friends for your organization? How can you engage people in a limited amount of time and in a way that captures their attention and leaves them wanting to know more? Try developing an "elevator pitch."

Learn how by visiting the Center's [website](#)