

Board Leadership & Development: Keys to Success

JOHN B. KENDRICK

ASSISTANT VICE PRESIDENT,
PLANNED GIVING
DEVELOPMENT & ALUMNI RELATIONS
GEORGE WASHINGTON UNIVERSITY

IRENA DJORDJEVIC-BEHERY

VICE PRESIDENT OF TALENT,
ORGANIZATION AND BOARD
DEVELOPMENT,
UNITED WAY WORLDWIDE



Learning Objectives

- Appreciate the importance and value of ensuring the boards you work with have a clear purpose, vision, and focus
- Gain practical ideas for increasing revenue / growing donations
- Receive helpful tools that can be used with your Boards





Context

The Landscape for Boards at GW, United Way

Three types:

- Fiduciary
- Advisory
- Separate, supporting non-profit



1-minute discussion break

What types of boards exist at your organizations and how do you interact with them?



Why Have A Board?

The role of the board and the critical need for clarity of purpose

Importance of Board members leading through actions and attitude

Short stories:

- Medill Club of New England
- GW School Advisory Board (unnamed!)
- United Way France (give or get)
- United Way Metro Nashville (focus, people, governance)



Most Boards are Bored

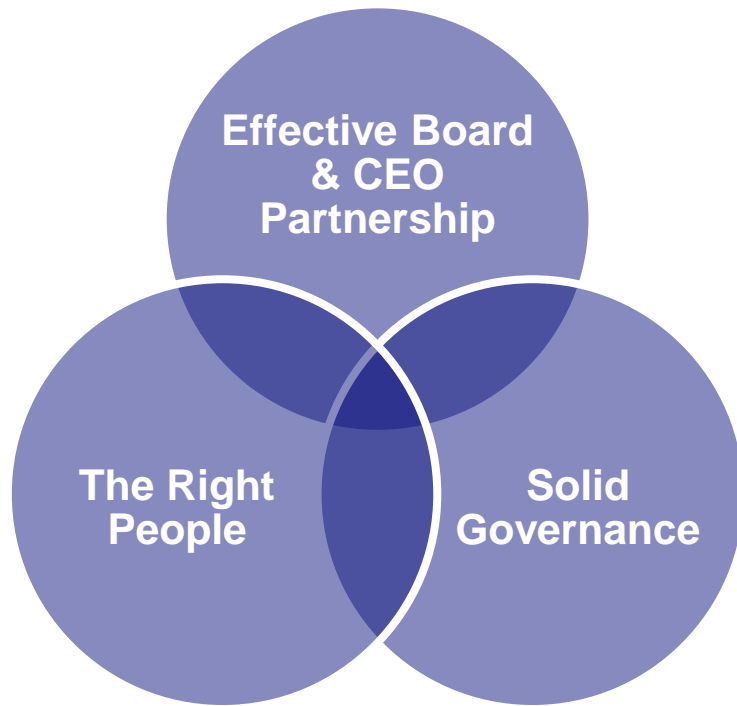


"I hope this bullhorn will make this meeting a little less boring."

United Way Board Strategy

United Way Point of View: The Foundational Elements for a Successful Board Strategy

- Governance is “what we do”
- The Right People is “who does it”
- The Partnership is “how we do it”



The Right People

United Way Competency Models for Board and CEO

BOARD LEADERS

| | |
|--------------------------|------------------------------------|
| <input type="checkbox"/> | Strategic Thinker |
| <input type="checkbox"/> | Connects Leaders <i>to</i> Leaders |
| <input type="checkbox"/> | Advocates <i>for</i> Community |
| <input type="checkbox"/> | Future Focused |
| <input type="checkbox"/> | Steward <i>of</i> Brand and Trust |

CEO

| | |
|--------------------------|------------------|
| <input type="checkbox"/> | Visionary |
| <input type="checkbox"/> | Team Builder |
| <input type="checkbox"/> | Outward Turning |
| <input type="checkbox"/> | Business Acumen |
| <input type="checkbox"/> | Network Oriented |

United Way Attributes of the High-Performing Board and CEO Partnership

- ❑ **Set Direction and Measure Performance and Results**
- ❑ **Deepen Relevancy in Community**
- ❑ **Prioritize Time on Strategy**
- ❑ **Grow Revenue and Donors**
- ❑ **Leverage the Board as a Key Talent Asset**
- ❑ **Engage with the Network**



Board: Growing Revenue

United Way Board Role in Growing Revenue and Donors

❑ Co-Owns Organization's Business, Impact, and Revenue Growth Strategy

- Short and Long term goals developed in partnership with the CEO
- Leads by Example: sets the tone, culture of giving
- “Brings the outside in”

❑ Ensures Accountability (of the CEO and the Board)

- CEO Performance tied to organization's impact and revenue performance and results
- Board members directly engaged via cabinets, committees
- Organizational and Board metrics (revenue generation and diversification)

❑ Ensures Strategy is Adequately Resourced in Partnership with the CEO

- Structure (proper volunteer leadership cabinets, committees)
- Staffing (hires CEO, supports his/her decisions regarding staffing and capacity)
- Volunteers (cultivate and recruit the right volunteer leaders)
- Provide access to (“open doors”) and leverage their own networks relationships (“make asks”)

How to Engage Individuals?



Recruit



Educate



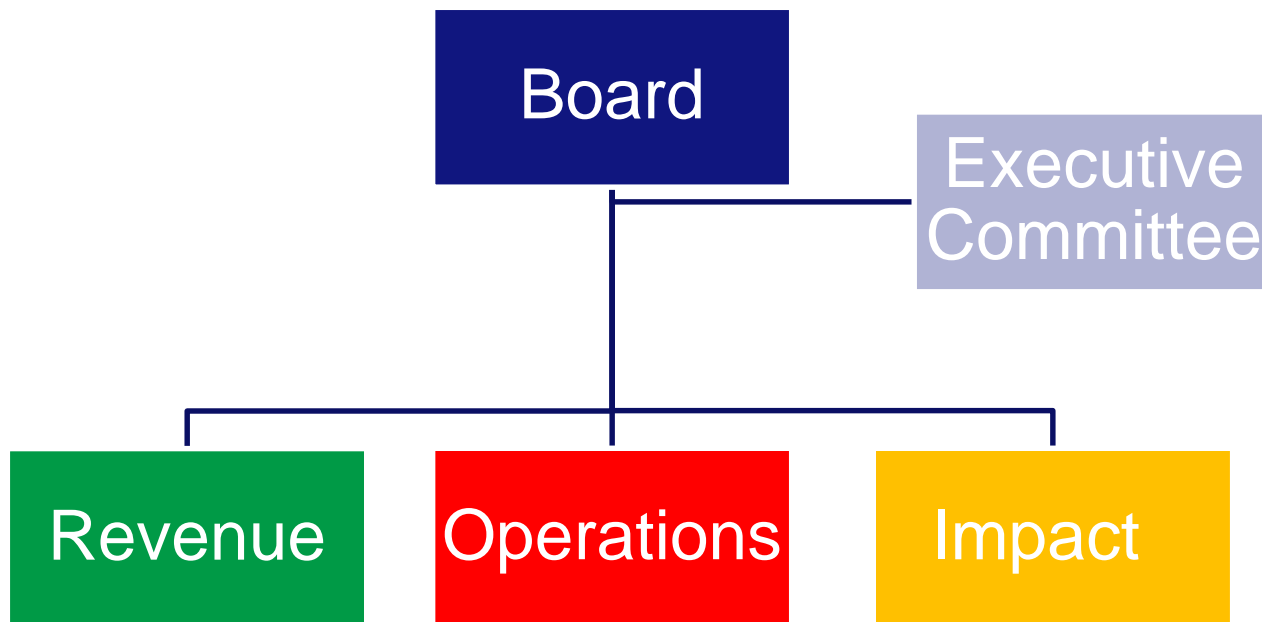
Inspire



Activate

Source: Adopted from United Way's Individual Engagement from "Campaign Cabinet Toolkit"

The Volunteer Leadership Structure



Fundraising involvement within Boards

- ☐ Does the board oversee fundraising? How much involvement? Is there a development committee?
- ☐ Are the members partners with your development shop?
- ☐ Do they have a personal giving expectation?
- ☐ Do they receive customized “personalized” reports on philanthropy?

Promoting Planned Giving To/Through Board Members

1. Ensure all board members receive PG marketing materials
2. Make PG 101 presentations; address members as ambassadors *and* as potential planned giving (and blended giving) donors
 - *[Play Video] “Beales” Video for GW Board presentations*
3. Engage an outside consultant for estate planning (Heaton Smith Group, Thompson & Associates, etc.) – special perquisite of board membership



Promoting Planned Giving To/Through Board Members, continued

4. Get board leadership to launch a PG Initiative

- Challenge all members to consider a planned gift
- Leverage with wider alumni/constituent audience)

5. Launch a Legacy Challenge initiative with \$ incentives for making planned gifts; consider unrestricted vs. restricted options for match money)

Assisted by these strategies, GW has raised \$185 million in planned gifts as part of its newly completed \$1 billion *Making History* campaign!





Resources

Resources & Take-Aways

- **Composition Matrix**
- **Influence and Involve diagram**
- **Nine GW “Best Practices” for Advisory Boards/Councils**
- **Content for a PG 101 presentation to a Board**
- **Legacy Challenge sample materials**



Influence & Involve

| | | INFLUENCE | |
|-------------|------|---------------|-------------|
| | | Low | High |
| INVOLVEMENT | High | Worker Bees | Super Stars |
| | Low | Bench Warmers | Angels |

Resources/Take-Aways, continued

❑ Nine “best practices” at GW for Advisory Councils

1. Designate point of contact on school/unit staff
2. Have a charter with a clear mission statement
3. Have a minimum number of council members
4. Have term limits
5. Have a clear, standard process for nominating and selecting new members and officers



Resources/Take-Aways, continued

- ❑ **Nine “best practices” at GW for Advisory Councils, cont.**
 - 6. Have written expectations for members**
 - 7. Have an explicit minimum gift requirement**
 - 8. Request that the minimum gift be made by end of sixth month of the fiscal year**
 - 9. Request that members ask others to make gifts**

Resources/Take-Aways, continued

Items to cover in a PG 101 for board members:

- Planned gifts as tools for constituents to increase their ability to give
- Blended gifts as ways to expand impact
- Often overlooked tools/techniques:
 - Bequests with percentage designations & contingency floors
 - Story: GW SEAS Board



Resources/Take-Aways, continued

Items to cover in a PG 101 for board members, continued:

- Retirement plan beneficiary designations
- Company-provided charitable life insurance policies for directors, key staff
- Timely news (e.g., CGA rate changes; Changes to laws for giving from IRAs, Estate Tax changes/expiration, etc.)
- Sale of closely-held business interests



Resources/Take-Aways, continued

- Legacy Challenge Samples (these items are available in the online materials)
 - Letter to prime planned giving prospects
 - Program overview sheet
 - Gift confirmation form
 - Advertisements



Thank you!

Questions?

Irena Djordjevic-Behery

- 703.836.7110 ext. 523
- Irena.Djordjevic@uww.unitedway.org

John B. Kendrick

- 202-994-6131
- jbk01@gwu.edu

