



NONPROFIT MANAGEMENT FUND 2007 In Review

BOARDSTAR IN 2007

Last year, this innovative and comprehensive program designed to strengthen local nonprofit Boards moved its office, added staff, and achieved modest program goals. During 2007, 51 educational events trained 788 leaders from over 200 nonprofit organizations. Through the various constellations, BoardStar earned over \$40,000 in program revenues.

The galaxy of programs and services focused on hosting training activities, producing educational podcasts, presenting governance research, and assisting Board Directors in their attempts to solve Board problems.

The 51 training events included some perennial favorites such as “**Orientation Express**” and the “**Bylaws Clinic**”, as well as new programs, including “**Navigating the Corporate Philanthropic Landscape**” and “**Leadership in Tandem**”.

A new session, complete with a manual and workshop, was conceived through a partnership with CG Schmidt. Ronald Retzke and BoardStar staff worked together to develop “**So You Want To Serve...**”, showcasing opportunities to engage in the community, particularly through Board service. The session was presented at ten small to mid-sized companies throughout greater Milwaukee. Over 100 employees learned about volunteer opportunities in general, and in specific, about nonprofit Board service.

The 26 podcasts that were produced under the sponsorship of Northwestern Mutual Foundation, featured 18 guests who were interviewed on a topic of interest to Boards, and 6 podcasts recorded a conversation between the co-hosts. The listening audience for the bi-weekly broadcasts numbers several thousand from across the United States and in over 40 countries.

More than 50 nonprofits called the “**Board Doctor on Call**” to request guidance in addressing a pressing issue confounding the Board. Questions ranged “how to evaluate the Executive Director” to “what are the key responsibilities of a governance committee”.

One other accomplishment last year was the presentation of a research project at a national conference on governance at the University of Missouri in Kansas City. The project included the detailed responses from over 500 Board Directors serving on 43 local nonprofit Boards.

BOARD CONSULTANT INSTITUTE II

In the fall of 2007, the Fund announced another application process for its third professional development institute. Twelve practicing consultants were selected to participate in a two-year program to develop their skills and knowledge in working with nonprofit Boards of Directors. This Board Consultant Institute is the second to address governance, Board functions, and the corporate structure of nonprofit organizations.

The Institute will encompass monthly day-long classroom training, mentoring sessions, and a Board consultancy under supervision, in addition to a second year of half-day cohort sessions.

In 2007, the Nonprofit Management Fund reviewed 188 applications, of which 88% were funded. Technical assistance grants, which build the capacity of local nonprofits, totaled \$403,820. The 105 grants were awarded to 88 different organizations throughout the greater Milwaukee area.

In comparison to 2006, there was an 8% increase in the number of grants, and a 5% increase in the amount awarded to the grantees. In 2006, 26 applications were not funded for various reasons; only 14 applicants did not receive funding in 2007.

This year, 27 (26%) minority-led organizations received grants from the Fund. Twenty grantees were first-time applicants. Again, the majority of the Fund’s resources were allocated to smaller nonprofits, with 82% of the grants awarded to organizations with budgets under \$1,000,000.

TECHNICAL ASSISTANCE GRANTS

Once again, the majority of technical assistance grants were made for the areas of Fundraising, Planning, and Technology, representing 60% of the total number of grants made. This was an increase over 2006, where the same top three purposes comprised 52%. For the second year in a row, Fundraising grants topped the list of management investments.

Of the other purposes, there were small increases in the number of grants for Marketing, Finance, and Human Resources.

NEW IDEA GRANTS

Only two new idea grants were awarded in 2007. Each project will produce a resource kit for Board Directors, which will be distributed at a community forum on the topic co-hosted by the Fund and grantee. One of the projects, conducted in tandem with Leading Transitions, will provide guidance to Boards in developing succession plans for emergency and planned executive transitions.

A second project will be completed in conjunction with the School of Architecture at the University of Wisconsin - Milwaukee. This resource kit will provide information for Boards on space utilization, working with an architect, and feasibility of facility expansion.

SPECIAL PROJECTS GRANTS

Empowering Nonprofits in Technology (ENTECH) at the University of Wisconsin – Milwaukee received another \$10,000 grant to support technology assessments of local nonprofits. ENTECH was created by the Fund, and, since its transfer to UWM, has continued to partner on several projects including the development of “**Greater Milwaukee On Board**”.

The Fund also awarded a \$10,000 grant to the Wisconsin Nonprofits Association to assist with recruiting local nonprofits as members. As the membership grows, the Association will become a stronger voice for the nonprofit sector in Wisconsin.

2007 OVERVIEW BY GRANT PURPOSE

PURPOSE	#	%
Fundraising	23	22
Planning	22	21
Technology	18	17
Marketing	16	15
Board Development	8	8
Finance	6	6
Diagnostic Clinics	5	5
Human Resources	4	4
Joint Project	2	2
Facilities	1	1
Total	105*	100

* Note: One proposal was awarded for 2 purposes

2007 GRANTS BY MISSION

MISSION	#	%
Human Services	34	33
Arts & Culture	29	28
Comm/Economic Development	21	20
Education	10	10
Other	10	10
Total	104	100

2007 GRANTS SUMMARY

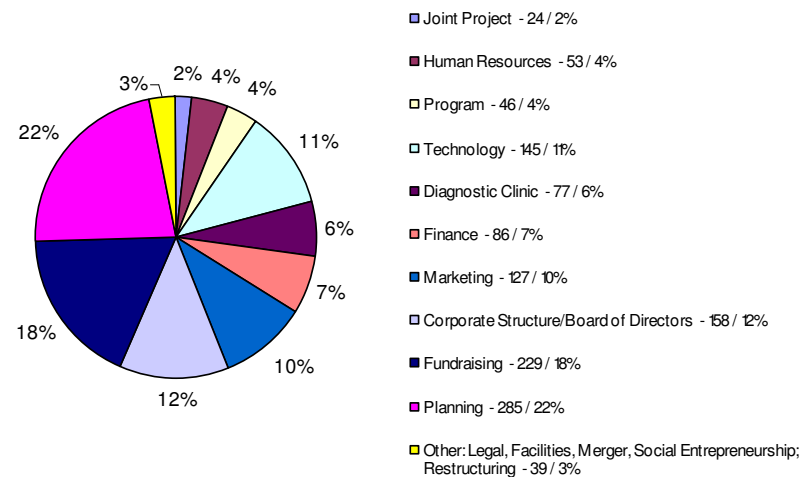
TYPE	AMOUNT
Technical Assistance	\$403,820
New Ideas	\$9,300
Special Projects	\$20,000
Total	\$433,120

2007 STATISTICS

Over the Fund's 14 year history, the smallest nonprofits, defined as organizations with operating budgets under \$1,000,000, have typically represented an average of approximately 75% of applicants and grantees. In 2007, this segment represented 83% of the applicants and almost 82% of the number of grants awarded. In terms of the actual amount awarded, last year 81% went to these smaller organizations; a significant jump over the long-term average of only 69%.

After the Fund celebrated its 10th anniversary, a new policy was implemented to track the number of minority-led applicants and grantees. Since the beginning of 2004, 148 applications have been received from minority-led organizations, representing over 29% of the total number of applications. Of these, 116 grants have been made for a total of over \$465,000.

In 10 of the last 14 years, Planning has been the top requested purpose. Through 2007, 22% of applications have tackled a variety of planning projects, such as strategic and annual planning processes. The Fund has invested over \$1M in 203 different planning grants. Fundraising is the second most requested purpose, representing 18% of the applications and 16% of grants.



Cumulative Applications by Requested Purpose

Historically, Board Development grants have been the third-most requested purpose. However, over the past five years, the number of technology grants and applications has increased dramatically. Prior to 2003, 49 applications had been received for technology-related projects. Since then, 96 applications have been reviewed and 84 grants have been awarded.

TECHNOLOGY	'94-'02	'03-'07	TOTAL
# of apps	49	96	145
# of grants	34	84	118
Amount awarded	\$246,150	\$322,333	\$568,483

COMPLIMENTS TO THE FUND

"The application process and the guidelines are simple and to the point. What has been very effective for our organization is the personal approach that the NMF personnel have used in advising and guiding us regarding the appropriate selection of technical assistance."

Casa Romero Renewal Center

"I have no recommendations. The work that you do is critical, and I think you have mastered it. I thank you for the years of service to my organization and to my community!"

Lisbon Avenue Neighborhood Development

"The Nonprofit Management Fund provides the opportunity to organizations to get the help they need to become more efficient organizations. Overall, the process and guidelines are understandable and relatively easy."

Lutheran Special School

"The application process is self-explanatory and easy to prepare. Policies are fair. There is no reason to change the format, policies or guidelines."

Persons Expressing Problems Challenging Ideas, Inc.

SAMPLE EVALUATION REPORTS

After Breast Cancer Diagnosis now has a blueprint for bringing into alignment its programs, governance, and financials. Specifically, ABCD has begun redeveloping its committee structure and strengthening its organizational structure, determining lines of responsibility between staff and Board, discussing succession plans, and ranking tasks for the new executive director.

The long-term improvements for **Bottomless Closet** as a result of the technical assistance will be in the area of governance. A foundation has been laid for the Directors to follow on governing the agency and preparing for future growth. The Directors are better prepared to assume their responsibility to ensure that the organization is left in the hands of capable leaders who are representative of the organization's constituencies. The long-term viability and strength of the organization will expand as the Board fulfills its duties.

For **Legacy Redevelopment Corporation**, the strategic planning process was invaluable to focus staff on realistic milestones that the organization could achieve. Since the strategic plan was completed, LRC has more than doubled the size of its loan fund and refined its loan products to meet the needs of its target market more effectively. At regular Board meetings, the strategic plan will be revisited by Board Directors to ensure that LRC is on track, working toward the goals that will ultimately help revitalize the central city.

As a result of a strategic planning process, **Neighborhood House of Milwaukee** revised its mission to clarify the nature of their work and to make it more focused. The staff expect to make further improvements in the program planning process, fund development, connection with the surrounding neighborhood, infrastructure, Board development and engagement, and improved utilization of the facilities.

As a result of the technical assistance provided, **Running Rebels** now has a game plan to improve relationships with current funders and cultivate relationships with future funders. The staff learned what questions they need to ask themselves when writing proposals and marketing materials. "If the written words don't tell the story of why we do what we do or why we need the funding we seek, then we haven't communicated enough to receive the grant. We now know that we need to put as much heart and soul into our proposals as we do into our work."

The **Southside Organizing Committee** expects to be more efficient internally, more financially independent, and more practically useful for the community, as a result of taking the steps articulated in the planning documents. The Board and staff recognize that these results can only be achieved if the internal workings of the organization improve, new structures defined through the process are put in place, and individual Board Directors and staff follow through on their commitments.

The Board of the **Center for the Blind & Visually Impaired Children** learned that not only were new Board Directors needed, but the way the Board was operating needed to change as well. With the consultant's guidance, the Board was able to make decisions that have led to a new way of functioning. The Board is now positioned to assist the agency in moving forward. As the Board changes the way it functions, there will also be changes in the role and responsibilities of the agency's Executive Director.

The long-term improvements that the **Urban Ecology Center** expects as a result of the marketing assistance is to develop an organizational image/brand that will be communicated through their membership, community, donors, school partners, and friends. This improvement will increase program revenue, membership dues, and individual giving.

2007 EVALUATION REPORTS

PURPOSE	#	%
Fundraising	26	25
Planning	19	18
Board Development	14	14
Technology	12	12
Marketing	11	11
Diagnostic Clinic	6	6
Finance	6	6
Human Resources	5	5
Joint Project	2	2
Program	1	1
Restructuring	1	1
Total	103	100

2007 GRANT RATINGS

RATING	#	%
5	-0-	-0-
4	12	11
Met Expectations	78	76
2	9	9
1	4	4
Total	103	100

2007 CONSULTANT RATINGS

RATINGS	#	%
Excellent	73	71
Good	19	18
Fair	3	3
Poor	1	1
No Rating	7	7
Total	103	100

REPRESENTING

92 organizations
103 evaluation reports
\$423,665 grants
\$146,609 cash match
\$37,475 in-kind match