

BOARDSTAR 2008 HIGHLIGHTS

Now in its fourth year, BoardStar continues to strengthen the nonprofit community of greater Milwaukee. Many class participants state that the training will increase their effectiveness as Board Directors, and plan to share the knowledge with their Boards. Another ripple effect was created as organizations using the Board-matching service found that they significantly expanded their network of friends and influence by adding individuals from outside their usual circles.

The education program enrolled 531 individuals, representing more than 80 organizations, who participated in 51 BoardStar classes; another 306 individuals attended conferences and events. UW-Parkside became a curriculum partner, scheduling a series of 7 classes from the BoardStar curriculum, with 20-30 participants attending each class. BoardStar also engaged 21 local consultants in 9 educational opportunities, strengthening their professional skills. A 21-class **governance curriculum** has been substantially designed, with 9 of the new courses scheduled for the public, and an additional 5 under development.

Membership was launched, and 171 members were recruited from nonprofit Boards throughout greater Milwaukee. Leaders of minority-led organizations represent more than 15% of the total membership. **Greater Milwaukee On Board** was optimized in response to surveys and phone interviews. The candidates represent a much more diverse demographic than currently exists on local Boards: 60% are under age 40, 64% are female, and 24% identify themselves as other than Caucasian.

Last year, 26 new **podcasts** were aired, and average monthly downloads increased from less than 1000 per month to 3,600. The email grew to over 1,000 recipients. The **website** was re-designed, with more interactive content and user-friendly resources for nonprofit Board Directors.

Governance Research—Published in August 2008, *Understanding the Governance of Nonprofit Boards of Directors in Metropolitan Milwaukee*, authored by Pat Wyzbinski and Stephen Percy, explores the operation and performance of nonprofit Boards of Directors in the greater Milwaukee area.

Overall, the **revenues** remained about the same as FY'07 with earned income projected at 32% of the revenues. In addition to adding membership as a new source of revenue, workshop fees, publication sales, and sponsorships continued to provide income.



BOARD CONSULTANT INSTITUTE II

In February 2008, the first class of the second Board Consultant Institute took place. Twelve practicing consultants began the two-year educational journey to learn about governance and nonprofit Boards. Day-long classes once a month incorporated several adult education techniques including: case studies, mock Board meetings, readings, role plays, and interactive exercises. Class topics covered nonprofit corporate structures, history of the sector, bylaws, leadership, planning, fund development, financial oversight, collaboration, committees, and meeting effectiveness.

Eleven of the participants will practice what they've learned, under a mentor, by implementing a Board consultancy in 2009. Buddy and group projects included book reviews, website critiques, preparation of case studies, and development of Board assessment tools.



Nonprofit Management Fund 2008 In Review

OVERVIEW

In 2008, the Fund continued to address the management and governance needs of local nonprofits. Overall, grant totals increased by \$35,529 over 2007. In addition, twelve objectives were approved by the funding partners that would further the mission; nine of the objectives were fully implemented. One objective, to incorporate BoardStar, was amended during the year to negotiate a partnership with another nonprofit that would take the program statewide. The completed objectives ranged from launching the Board Consultant Institute II to interviewing grantees and compiling the feedback to approving a leadership succession plan.

TECHNICAL ASSISTANCE GRANTS

The 110 grants directed at building the infrastructure of nonprofits in Milwaukee, Washington and Ozaukee Counties totaled \$415,649, which is an increase of 3% over 2007. Annual, strategic, or business planning led the grants list, with fundraising and marketing tied for second place.

As in previous years, about half of the grants built the capacity of human service agencies; just under 20% of the grants strengthened arts organizations; and, 16 % of the grants assisted legal, environment, civic, or philanthropic groups. Approximately 18% of the grantees were first-time applicants, and 18% overall were minority led.

NEW IDEA GRANTS

Two small “new idea grants” were awarded during 2008. A grant of \$3,000 enabled the Eisner Museum to host two separate sessions for Board Directors and staff on “Marketing Your Mission.” A resource kit of public relations contacts and ideas was distributed at both sessions. Another grant of \$2,500 was awarded as a pilot project to design an annual planning process that would result in a workshop for all nonprofits.

A new idea grant awarded in 2007 came to fruition in 2008. Over the year, the Executive Transition Initiative worked with a team of consultants to plan and implement an ETI Succession Planning Conference. The ETI team determined that written tools would be very helpful to both conference attendees and to nonprofits in general. The development of the “Departure Defined Toolkit” was underwritten by the Fund. It provides step-by-step strategies for Executives and Board Directors to implement during a planned transition.

SPECIAL PROJECT GRANTS

Both ENTECH and the Wisconsin Nonprofits Association received special project grants of \$10,000 to further their work with nonprofits throughout the greater Milwaukee area.

2008 GRANTS BY PURPOSE

PURPOSE	#	%
Planning	23	21
Fundraising	16	15
Marketing	16	15
Diagnostic Clinics	13	12
Technology	10	9
Board Development	8	7
Human Resources	7	6
Finance	6	5
Facilities	4	4
Merger	4	4
Joint Project	1	1
Restructuring	1	1
Program	1	1
Total	110	100%

2008 GRANTS BY MISSION

MISSION	#	%
Human Services	57	52
Arts & Culture	21	19
Comm/Economic Development	9	8
Education	6	5
Other	17	16
Total	110	100%

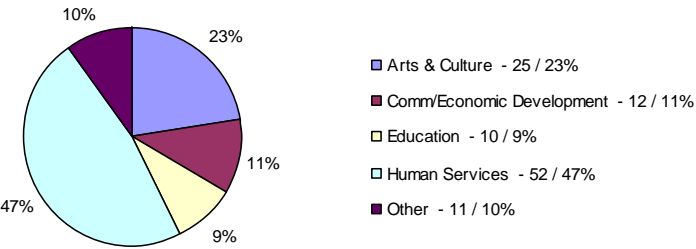
2008 GRANTS BY ACCOUNT

TYPE	AMOUNT
Technical Assistance	\$415,649
New Ideas	\$5,500
Special Projects	\$20,000
Arts in Education	\$27,500
Total	\$468,649

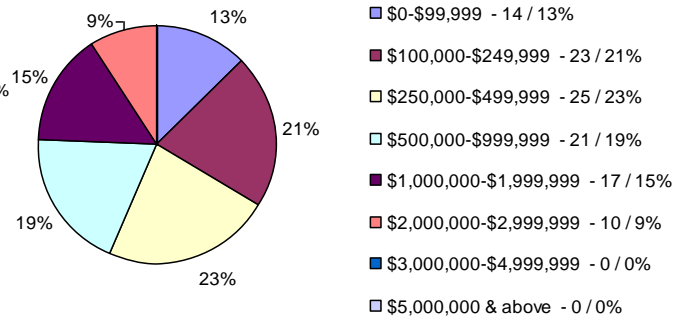
2008 STATISTICS

TOTAL APPLICATIONS: 135
TOTAL GRANTS: 110
TOTAL AMOUNT AWARDED: \$468,649

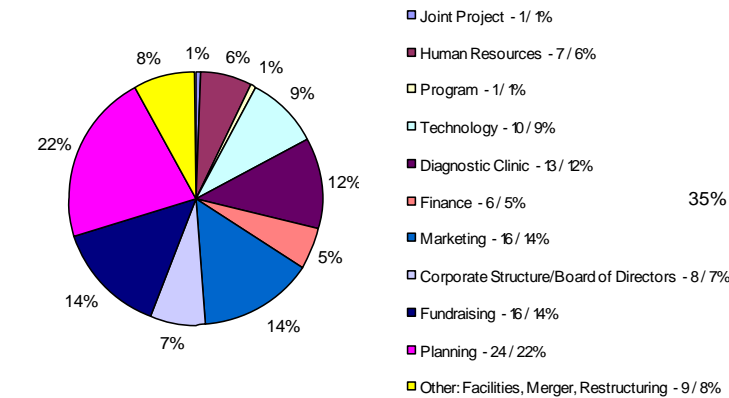
GRANTEE ORG TYPE



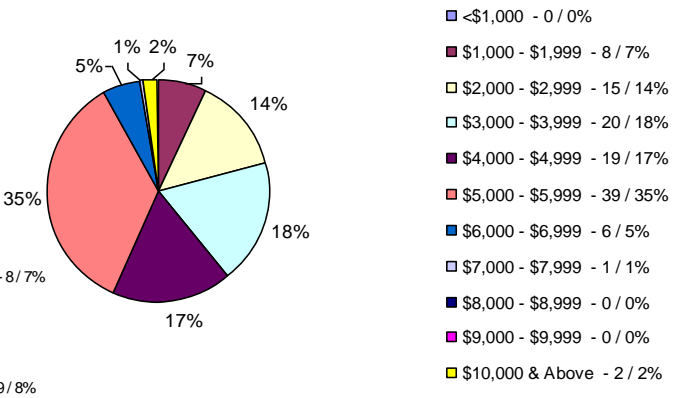
BUDGET SIZE OF GRANTEES



GRANT PURPOSE



RANGE OF AWARD



Includes 1 multiple purpose grant

COMPLIMENTS AND COMMENTS

"We are very appreciative of the Nonprofit Management Fund's resources. Given the status of philanthropy today, as well as the special philanthropic efforts being considered for Milwaukee, I wonder if there are ways to leverage the Fund's resources by convening funded nonprofits to meet and exchange information on what they've learned, their challenges, and their collaborative needs. There needs to be a better association infrastructure to support the work and needs of community-based nonprofits, including a nonprofit incubator building where many synergies could be exploited."

"We feel the application process and policies/guidelines set by the Nonprofit Management Fund are very reasonable, fair and easily accessible. Your organization is a great resource for small organizations such as ours, which need expertise and technical assistance in order to become effective and efficient. We are very grateful for your support and it is our hope to utilize your services again in the future."

"Support from the Nonprofit Management Fund for strategic planning and the resulting plans have been integral to the success and organizational development of [our organization]. The application process was clear; advice and guidance provided during the process were helpful."

"We want to express our profound gratitude to the Nonprofit Management Fund for giving us the financial grant to make it all possible. We still have immense challenges ahead of us, but we are appreciative of this opportunity to refocus and re-evaluate."

"Please don't change anything!"

SAMPLE EVALUATION REPORTS

"This project opened our eyes to our need to expand our fundraising efforts past our normal foundation grants and governmental contracts. Since our organization has built solid relationships with many, we can now begin to branch out into the individual donor sector that we have never put much emphasis into targeting. This project also gave us clear structure of action steps and timelines that greatly assist us with the accountability of our fund development staff."

Running Rebels Community Organization

"While we still have a lot to learn, we have a plan that makes sense for us. Even better, we have a shared board/staff understanding of fundraising that lets us take a planned approach toward reasonable goals. It was very important for us that development be a team-building experience. [Our consultant] created an environment in which there were no "stupid questions," and in which all sorts of suggestions were entertained."

Kids Matter Inc.

"Housing Resources expects to move our headquarters to the central city which will be closer to our client base. This will allow our organization the opportunity to assist more low-income homebuyers and homeowners. Our move will also allow our organization to reduce our operating expenses by combining 2 or 3 local offices into one. We learned that this project will take longer than anticipated. The project will require that we hire a project manager, architect and contractor. We have had to learn to write RFP's, and review proposals."

Housing Resources Inc.

"In an organization with a marketing budget that is only a fraction of what it should be, and an equally undersized staff, this project provides us with an interactive website that is now fully administrable from our desktops, so that we can make daily updates; a Community Forum with each issue area launching a discussion page with blogs, updates, and a resource library; a Community Calendar where members can log in and post their events; password protected areas to increase member usage; and, additional organizational information and documents. We learned that in a small and busy office, this process can only proceed as fast as staff time allows."

Community Shares of Greater Milwaukee

"By carrying out this project, the Historical Society gained a far more detailed understanding of the role of its Board of Directors in governing and supporting the organization and its activities. The revised corporate structure put into place during the course of the project should also help to ensure continued observance of these newly-won perspectives for years to come. This will also include development of a broader and more reliable income base to provide for adequate staffing, facilities, and programs, as well as improved program quality, which engages residents and visitors alike in the history of Milwaukee County."

Milwaukee County Historical Society

"From the diagnostic clinics, we learned of several areas where improvements are needed to strengthen our organization. The most immediate concerns is the need to develop a strategic plan for the agency that will include a succession plan for the executive director. Other priority areas include a fund development plan and a membership development plan. Also, the Board of Directors needs to play a stronger role in governance, fundraising, membership, and leadership development. The many recommendations will stimulate thinking about priorities, and will be very helpful in making decisions about ways to strengthen the organization."

Coalition of Wisconsin Aging Groups

"The project provided the information needed to determine whether or not to open a community grocery store and added detailed information about the product and service mix desired by community residents, competition for food purchasing, and barriers to implementation of the concept. The greatest long-term improvement is the benefit of new relationships forged during the research process. Whatever the next steps shall be, SHARE will not be taking them alone."

SHARE of Southeastern Wisconsin, Inc.

2008 EVALUATION REPORTS

PURPOSE	#	%
Planning	19	32
Fundraising	10	16
Marketing	8	13
Technology	6	10
Board Development	4	7
Diagnostic Clinics	3	5
Finance	3	5
Human Resources	3	5
Merger	3	5
Joint Project	1	1
Facilities	1	1
Total	61	100%

2008 GRANT RATINGS

RATING	#	%
5	1	1
4	8	13
Met Expectations	46	76
2	4	7
1	2	3
Total	61	100%

2008 CONSULTANT RATINGS

RATINGS	#	%
Excellent	44	73
Good	14	23
Fair	2	3
Poor	0	0
No Rating	1	1
Total	61	100%

REPRESENTING
61 organizations
61 evaluation reports
\$258,716 grants
\$131,683 cash match
\$132,644 in-kind match