

Leadership Matters

COMMUNITY FOUNDATION OF BROWARD | SUMMER 2011

Upcoming Events

Board Boot Camp 3 part series:

September 17

A. 8:30 am – 4:00 pm

October 13

B. 5:00 pm – 8:30 pm

November 17

C. 5:00 pm – 8:30 pm

September 1 For Good Award Nominations Open

November 15

Your Community Foundation
moves to
910 East Las Olas Blvd.
to serve Broward better.

Use your smart device
QR reader for more
information or to sign up
for these events. Or visit
cfbroward.org/Resources-for-Nonprofits/Seminars.aspx



Uncover your Board Superhero

Nonprofit boards face a daunting recruitment challenge. Nearly 1.8 million board positions become available every year in the U.S., adding to a backlog of 1.2 million standing openings. With an average of 90 nonprofits for every Broward County zip code, competition for board members is even tougher locally.

Quality is also an issue: A Meyer Foundation study of 2,000 nonprofit executive directors finds that only one in three believe their board members make them more effective.

This scarcity of qualified leaders can, however, be misleading. Many potential board candidates may simply not be recruited or mentored and trained appropriately, according to David Simms, a former Senior Vice President of MBNA America and White House Fellow.

Speaking to the Community Foundation, Simms said he often chastises colleagues who adopt different attitudes in their business and nonprofit service.

“Many board members check their entrepreneurial business hats at the door to the boardroom,” said Simms.

“A great board member brings the same expectations and demand for measures to board service as he or she does to their day job.”

“The search for excellence shouldn’t be less vigorous because it’s in the service of a nonprofit.”

Simms, a Harvard Business Review contributor on nonprofit effectiveness and Harvard Business School board member said this business focus must be combined with a deep understanding of an agency’s specific mission.

“It’s the only way to ensure board members can determine the best use of their time, talents and contacts to further a nonprofit’s goals.”

If you’re looking for ways to improve your board and strategies for recruiting great leaders consider the Community Foundation of Broward’s Boards in Action: Next Generation (see page two). Contact Corey Yugler at 954.761.9503.





Next Generation: Better Boards Faster

Every board member wants to make their service count, but busy leaders often can't find the time to learn how.

Without this knowledge board members are trapped in a frustrating cycle of unproductive meetings and poorly defined roles. The result? These leaders work harder and longer to achieve much less than their potential.

The Community Foundation's new **Boards in Action: Next Generation** program is designed to quickly and effectively

teach nonprofit board members the skills required to take an organization to the next level. This rapid-fire, but detailed program immerses participants in the techniques of highly effective boards.

The program is the distillation of the Foundation's acclaimed Boards in Action program into just one Saturday and two subsequent evening sessions. Nonprofits with three or more years of operations, a CEO and two or more committed board members are eligible for this dynamic new program worth more than \$7500.

Unlock the full potential of your board, visit cfbroward.org/resourcers-for-Nonprofits/



Bookshelf: From For-Profit to Nonprofit

F. Warren McFarlan and co-author Marc J. Epstein

In his new book, *Joining a Nonprofit Board: What You Need to Know*, F. Warren McFarlan and co-author Marc J. Epstein outline strategies to make the for-profit to nonprofit board transition a successful one. Foundation program manager, Corey Yulger spoke with McFarlan, a Harvard Business School professor who has served for more than ten years on nonprofit boards.

How does nonprofit and for-profit board service differ?

It's the metrics. The driving force for a nonprofit is the mission. In business, the yardstick is simply the bottom line. It's difficult for some in business to understand that more customers mean greater expense to a nonprofit. It's why I never place a board member with an MBA near a finance committee until they spend a year in another area so they don't slash costs without understanding the mission.

Do you see any structural differences?

Nonprofit boards tend to be much larger so they can manage fundraising and governance roles. For-profits typically have a chair and

CEO position rolled into one, nonprofits tend to have a CEO and a non-executive chair, requiring clear roles and advanced communication.

What's the most important lesson business leaders need to learn?

On the for-profit board you're often there until you retire or the company is sold, while in the nonprofit world it is a deeply relational activity. The need to have new circles of influence means nonprofit board members often serve for a limited time. High performance nonprofits cultivate these relationships for a lifetime, whether as advisors or in an honorary or membership capacity so former members become lifelong supporters.

Nonprofit Board Facts...

Members average **10 hours per month** on Board/Committee Business

Seventy-nine percent of boards average above **75% attendance**

The average number of **board meetings per year is 6.9**

Source: Leadership Institute, 2011

Program Sponsors



A.D. Henderson Foundation

Board Leadership: An interview with Steve Pattison

Anyone who reviews ARC Broward's strategic vision and its impressive focus on diverse funding streams would never guess it was conceived on a napkin.

The document was authored by ARC Broward board chair, Steve Pattison, in one of his frequent breakfast meetings with ARC Broward CEO, Dennis Haas.

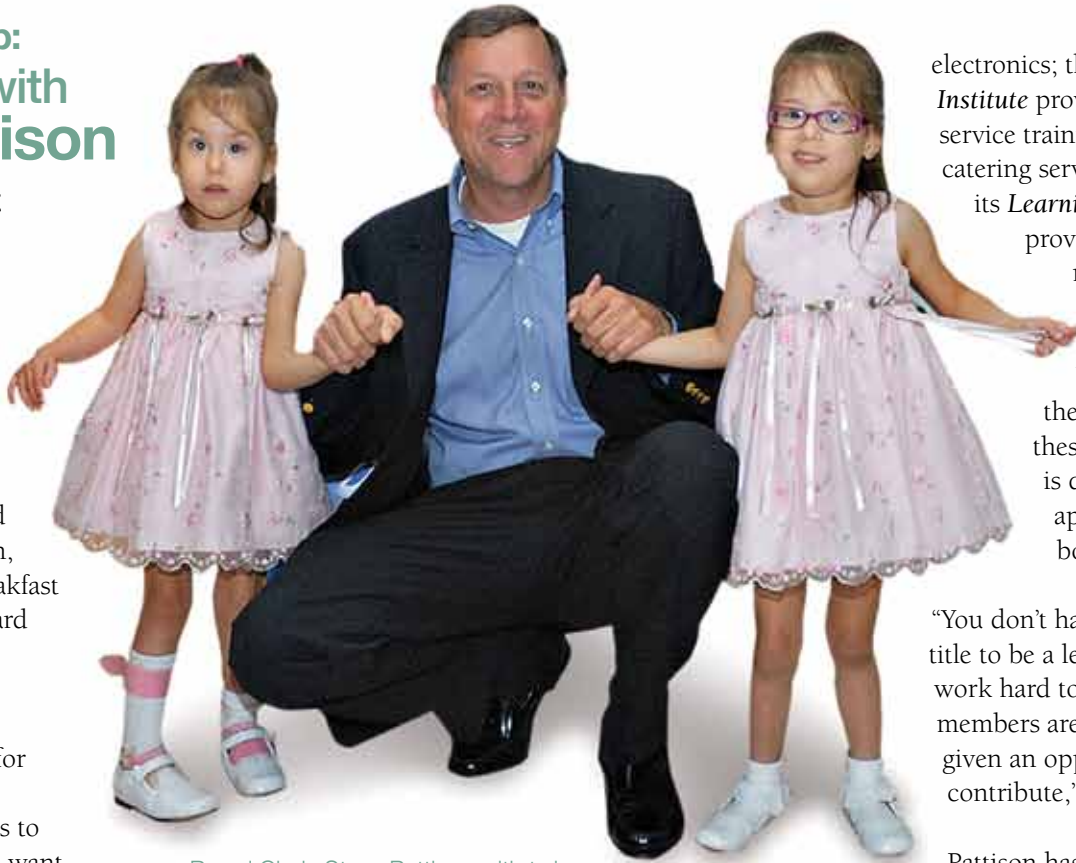
"We try to make board participation meaningful for every member, and that means different things to different people. We don't want a letterhead board; we want active members passionate about our mission."

Pattison is board chair of the private nonprofit that provides services and employment to children and adults with special needs. Pattison has combined his passion for the agency's work, born of his son's own special needs, with an unwavering focus on those he calls ARC's "consumers." It's a potent combination that has seen him lauded by many and recognized as BankAtlantic's 2011 Non-Profit Academy Board Leader.

Pattison's day job is as Chief Financial Officer and Vice-President, Business Analysis and Risk Management of Restaurant Services, Inc., (RSI). RSI manages the supply chain for all products and services necessary to operate Burger King restaurants in the U.S. This business experience has served ARC Broward well and enabled it to diversify its income.

"We have seen continual cuts to our government funding over the years and we realized that we could complain or adapt," Pattison said. "Sustainability is all about diversity of revenue and so we looked for opportunities that add revenue and provide skills to those we serve."

The result has been the creation of several business services. Its *Electronics Recycling Services* recycles and disposes of old



Board Chair, Steve Pattison with twins Faith & Hope at ARC Broward's 2011 Preschool Graduation

electronics; the *Culinary Institute* provides food service training and catering services, and its *Learning Institute* provides special-needs focused learning programs. Pattison said the success of these programs is due to a team approach to board duties.

"You don't have to have a title to be a leader and we work hard to ensure all members are heard and given an opportunity to contribute," he said.

Pattison has also reshaped board protocols based on his experiences with the Community Foundation's Boards in Action program.

"After going through Boards in Action we made a lot of changes so that the entire board had greater ownership and information."

"We also realized that to empower a great CEO, the board has to be responsible for its own engagement."

What advice does Pattison have for others considering board service or currently serving?

"You can leave two types of footprints: One is in the sand that will be washed away as soon as you're gone and the other is in concrete that will be a foundation for others to build on."

Apply for **Boards in Action: Next Generation's** 2012 class today. Visit cfbroward.org

COMMUNITY FOUNDATION OF BROWARD | 954.761.9503 | cfbroward.org



James K. Oppenheimer Fund
a Fund of the Community Foundation of Broward



Hudson Family Fund
a Fund of the Community Foundation of Broward

Great Leadership Attracts Great Supporters

The Pantry of Broward was established in 2007 to provide food and needed services to hundreds of Broward seniors whose low fixed incomes make it difficult to survive a tough economy.

Demand grew quickly and The Pantry enrolled in Boards in Action to help it respond.

“Boards in Action helped our board become a more successful and active force for expansion, and improved our ability to recruit new members with the skills necessary for growth,” said The Pantry’s CEO, Penny Loughan.

In the first five months of 2011 the Pantry has served more than 450 people – a 7% increase above 2010. These results and confidence in The Pantry’s board are why **Elaine Vasquez** continues to support this growing nonprofit. Elaine and her late husband Erwin created the **Erwin M. Vasquez, M.D. and Elaine Vasquez Family Foundation Fund** at the Community Foundation to invest in ways to provide support to vulnerable seniors. The Pantry’s success made it a great match with the Fund’s mission.

“Erwin and I always believed that people in need deserve our attention and care,” said Elaine Vasquez. “Thank goodness The Pantry of Broward and its board have stepped up to the challenge.”



Lessie Sheffield receives groceries from a Pantry volunteer.

Learn More
Visit cfbroward.org for more articles,
tips and upcoming events.

Ensure you receive Leadership Matters
Email Corey Yugler at cyugler@cfbroward.org
to be sure we have your email and mailing address.



Non-Profit
U.S. Postage
PAID
Permit #1307
Fort Lauderdale, FL

1401 East Broward Boulevard, Suite 100
Fort Lauderdale, FL 33301
954-761-9503
cfbroward.org
Address Service Requested

