Embracing the Future: How to Think Differently about Sustainability

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Objectives

• Gain insights about sustainability and identify specific sustainability considerations for their organization,
• Examine the myriad organization and board performance considerations that impact achieving a sustainable organization,
• Talk candidly about executive and board performance, engagement and accountability,
• Leaders will understand what they should be doing now, and how discipline, innovation and resilience are key influencers of their success.
Leadership Considerations – mission driven

Nonprofit Leaders Invest in their Missions

- Long Hours
- Daunting Challenges
- Risky Ventures
- Failures and Disappointments
- Rewards and Results
- Innovation and Imagination
- Determination and Persistence
- Pride and Satisfaction
Focus on Mission Good not Enough

Expected and Unexpected Conditions impact Mission

- Lost of Major Funding
- Community Changes
- Capital Investment Gaps
- Unexpected Executive Transition
- Stagnant Board Lacks Governance Discipline
**Sustainability - Leadership Imperative**

**Sustain (verb):** *to maintain; to keep alive; to support; to subsist; to nourish*

*Webster Dictionary*

**Stability:** is a basic level of health or reliability in an organization or an entity. It means that you have enough resources, sufficient strategy etc. for security in short to midterm.

**Stability but not Sustainability**
Priority Actions - Sustainability

**Sustainability**

- Is achieved by systems, practices, policies, processes.

- Requires a continuous process—an effort to ensure strong organizational business, governance and leadership practices, processes and systems are in place that enable the organization to have a reliable path to mission driven impact and assets over the long-term.
Sustainability-Key Influencers

Nonprofits are the Future of our Economy

Innovation, Discipline, Intentionality, Resilience
Thinking Differently requires Honesty
CEO – Board Chairs

Reflect honestly on your organization’s current state:

Key Influencers
Future State Impact - Key Influencers
Sustainability Framework

- Mission Strategy
- Organization Structure
- Business Model
- Funding Plan
- Partners - Stakeholders
- Leadership Succession
- Board Effectiveness
- Staffing Model
- Accountability
- Communication
- Public Image
- Org Culture
- Continuous Improvement
Sustainability
Key Drivers

1. Ensure a High Performing Board

Implement Leading Governance and Accountability Practices
CEO Performance Management
Succession Planning
The Who, What, and How of Board Performance

**PEOPLE (WHO)**
Board Composition & Structure
- Composition
  - Size & Terms
  - Composition/Diversity & Inclusion
  - Recruitment & Elections
- Structures
  - Committees
  - Meetings

**WORK (WHAT)**
Board Responsibility
- Strategy & Programs
  - Mission, Vision, Programs
  - Strategic Planning
  - Strategic Issues
- Ambassadorship
  - Advocacy & Public Policy
  - Fundraising
- Financial Oversight & Accountability
  - Financial Oversight & Sustainability

**CULTURE (HOW)**
Leadership & Board Dynamics
- Board Development
  - Role Clarity
  - Orientation
  - Assessment
- Board Dynamics
  - Chair & Board Succession Planning
  - Group Dynamics & Board Member Engagement
- CEO Relations
  - Constructive Partnership
  - Evaluation & Compensation
  - CEO Succession Planning

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Pre-work Survey Data Results
Leading with Intent 2017- Results
CEO- Board Chair

Identify strengths
Identify vulnerabilities
What are the sustainability priorities?
2. Ensure Strategic Direction

Strategic Planning
Culture of Strategic Thinking
Examine Risks
Strategic Direction

Is there a strategy in place?  

Does the strategic plan position the organization to meet future needs and demands?

Do your board and staff understand the strategies?  
Is the organization actively pursuing them?  
Are there operational and financial plans in place that support the strategies?
3. Organizational Optimization

Org Assessment & Alignment
Process Optimization - technology, standardization, capacity, performance metrics, budgeting, resource development
Continuous Improvement
Organizational Optimization

Alignment – Culture - Growth- Structures

Organizational Assessment - Understand Current State and Desired State

Organizational Structure Review

Systems - Process Review
Standardization
Guidelines & Procedures
Use of technology

Redundancy
Transparency
Business Logic
Oversight & Accountability
Continuous Improvement

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CEO - Board Chair

Identify strengths
Identify vulnerabilities
What are the sustainability priorities?
4. Monitor and Test Business Model

Know your business model?
Current business risks
Key Performance Indicators
Growth and Accountability
Public Image
Monitor and Test Business Model

Transparency, Effectiveness, Monitor Change and Impact, Risk Management

- Business Enterprise Strategies
- Program Investment and Impact
- Public Image Stakeholders Partners
- Knowledge Management

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5. Fiscal and Funding Strategies

Revenue Trends
Investments
Reserves
Vulnerabilities
Opportunities
Fiscal and Funding Strategies

Revenue Trends
Diversification

Resource
Develop Plan based on data
Special Events
Annual Giving
Grants
Major Gifts
Planned Giving

Fundraising Effectiveness (Dependency Quotient)

Reserves
Investments

Management
CEO
Succession Planning
Performance Management
CEO - Board Chair

Identify strengths
Identify vulnerabilities
What are the sustainability priorities?
CEO – small groups
Board Chair - small groups

Share strengths
Share vulnerabilities
What have are the sustainability priorities?