

# FOURTH ANNUAL NON-PROFIT SUMMIT

*Redefining Sustainability For Your Organization*

Presented by Andrea Costa Egan, MPA

Thursday, October 17, 2019

# INTRODUCTIONS AND GROUP MAKE-UP

- \_\_\_# Trustee/Board
- \_\_\_# CEO/ED
- \_\_\_# Other Staff (Development, Finance, Program)
- \_\_\_# Volunteer/Other

# INTRODUCTIONS AND GROUP MAKE-UP

## Budget:

- \_\_\_  $\leq$  \$1,000,000
- \_\_\_ \$1,000,000+-\$5,000,000
- \_\_\_ \$5,000,000+-\$10,000,000
- \_\_\_  $>$  \$10,000,000

# INTRODUCTIONS AND GROUP MAKE-UP

## Nonprofit Sector:

- \_\_\_ Education
- \_\_\_ Social Service
- \_\_\_ Faith-Based
- \_\_\_ Environment
- \_\_\_ Healthcare
- \_\_\_ Other

How do we define *sustainability*?

What does *sustainability* mean for your organization?

How can we rethink the meaning of *sustainability*?

# Rethinking “Sustainability”

## What do you think it means?

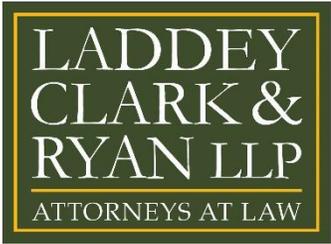
“For too many people, sustainability simply means *financial* sustainability, as if we were thinking in terms of a for-profit enterprise. This is false.”

<http://nonprofitquarterly.org/2015/08/26/making-sense-of-sustainability-and-its-uses-and-misuses-in-the-arts>

“Sustainability is and must be comprehensive...especially for a nonprofit. A sustainable nonprofit is one with the ability to carry out activities that will achieve its mission while also developing and maintaining capacity for mission relevance in the future.”

<https://nonprofitsassistancefund.org>

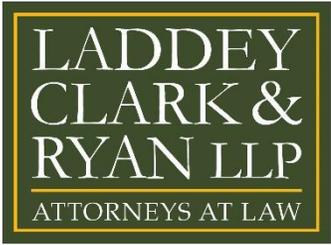
- In other words, while it is important for a nonprofit’s finances to be sustainable, it is more important for the nonprofit’s **MISSION** to be sustainable.



# MISSION

*“Powered by passionate volunteers, BVMI meets the medical needs of low-income, working, uninsured adults in Bergen County by providing free, comprehensive, patient-centered primary healthcare.”*

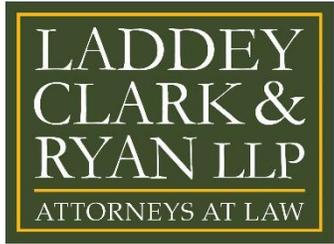
– Bergen Volunteer Medical Initiative, Hackensack, NJ



# MISSION

*“St. Ignatius School is a Catholic, Jesuit middle school that empowers students in the South Bronx to become their best selves by creating a safe and nurturing community that fosters intellectual, spiritual, and social growth.”*

-- St. Ignatius School, Bronx, NY

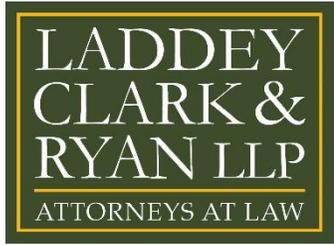


# MISSION

**WHAT DO WE DO?**

**HOW DO WE DO IT?**

**WHY DO WE DO IT? (WHAT NEED ARE WE ADDRESSING?)**



**MISSION**

**REVIEW**

**MODIFY**

**REAFFIRM**

# How Do We Measure Nonprofit IMPACT?

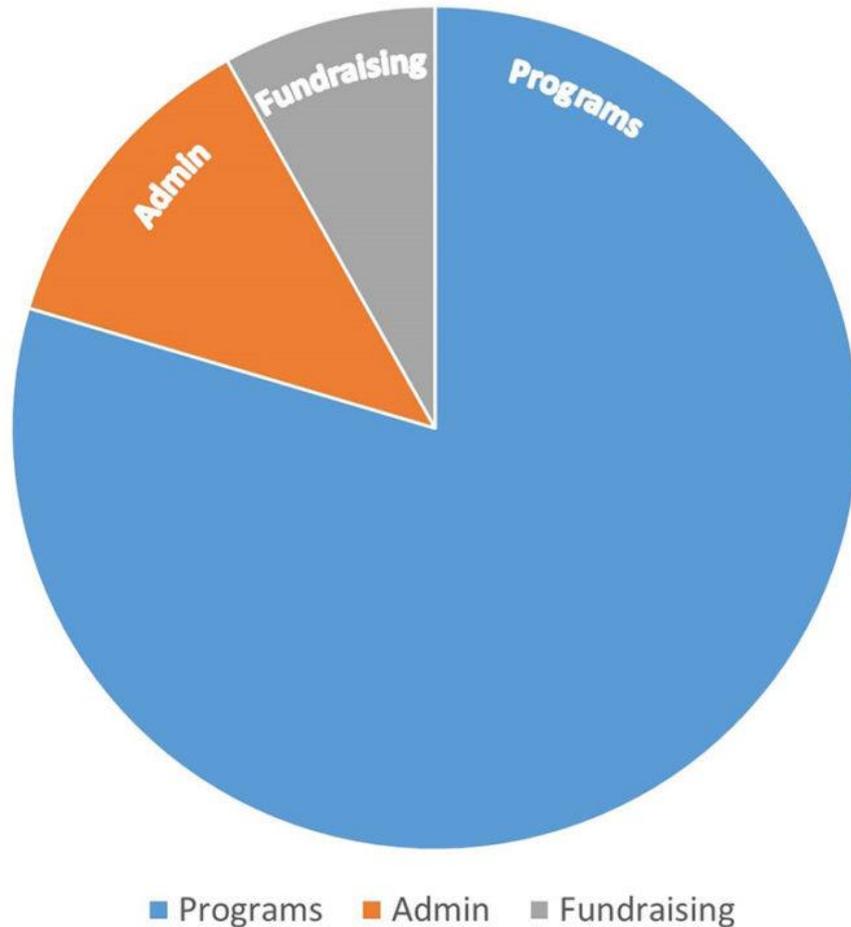
*Every nonprofit organization should measure its progress in fulfilling its **mission**, its success in mobilizing its resources, and its staff's effectiveness on the job.*



*McKinsey Quarterly*

# “Graphic Revisioning of Nonprofit Overhead” – Nonprofit Quarterly

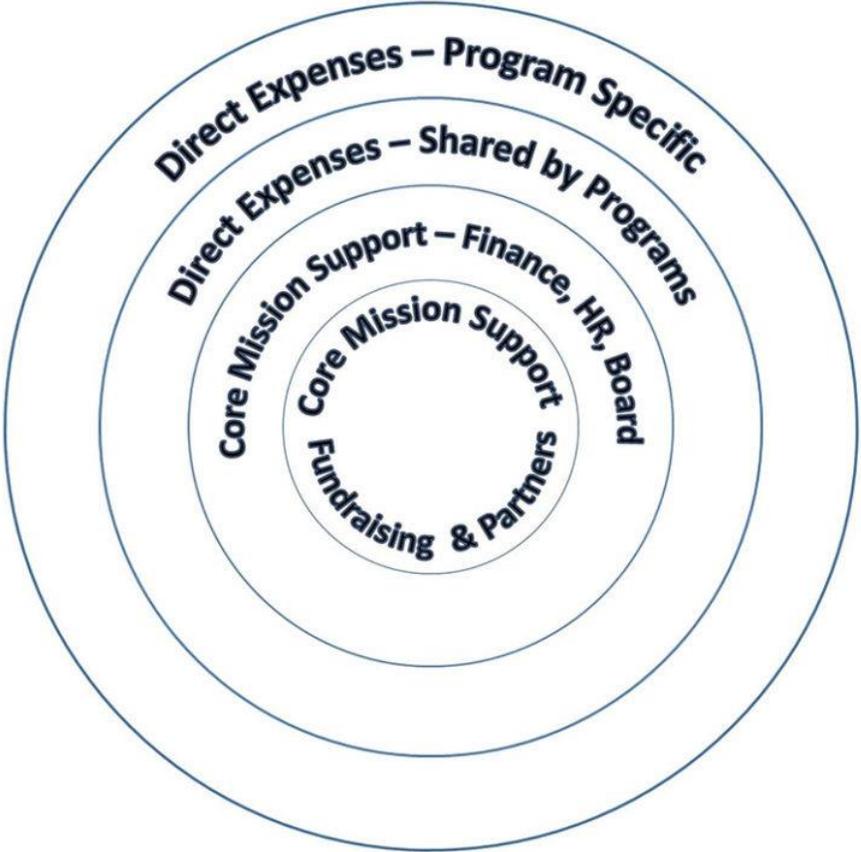
A Tired Old View of Our Organization



It's Time to Retire This Pie Chart

- ROI
- Expense to Revenue Ratio

# We Need a New Image = “Core Mission Support”

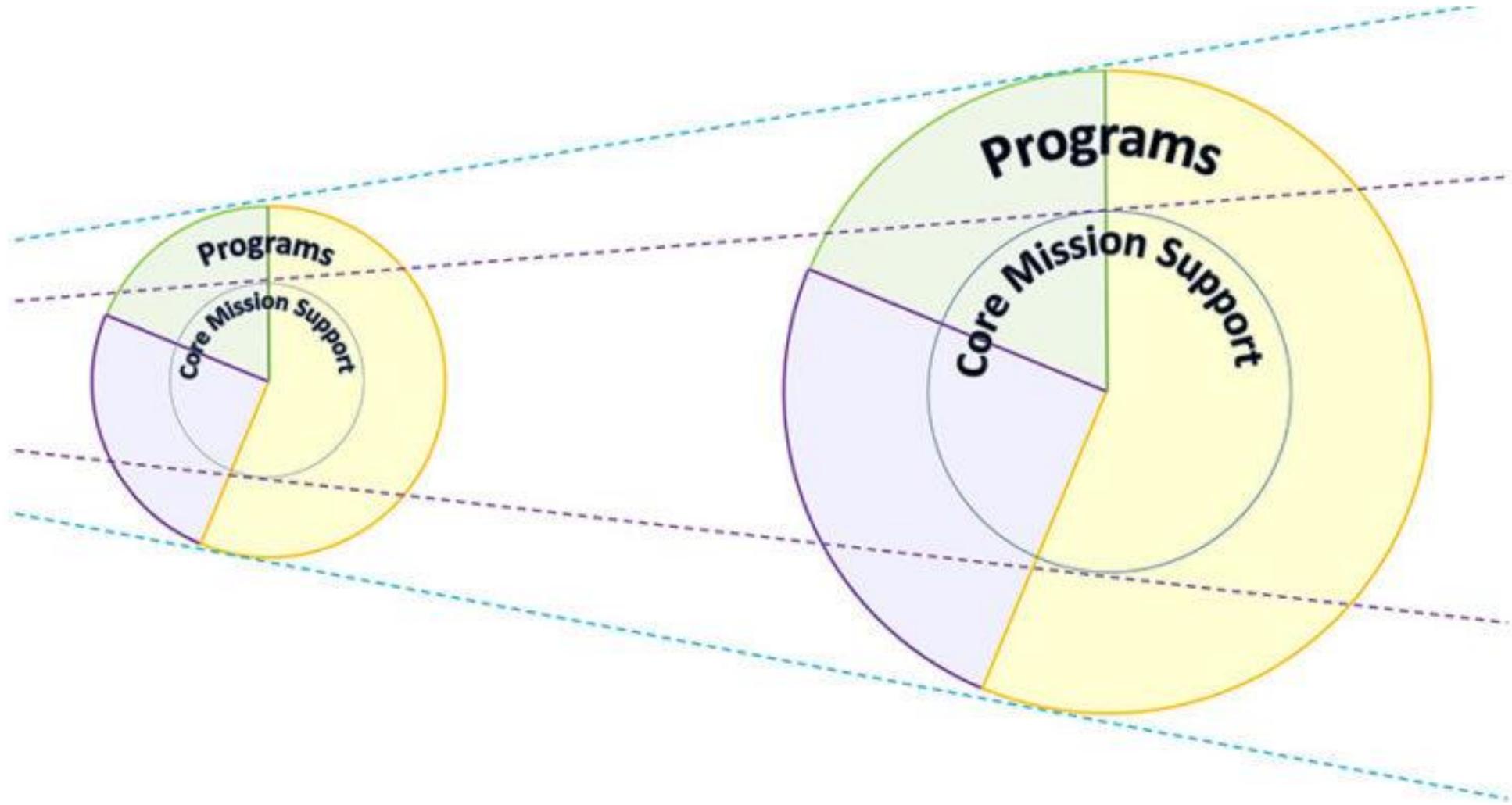


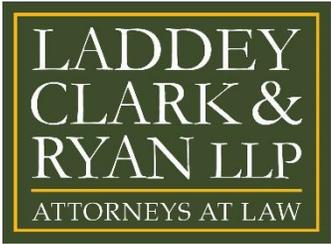
# Core Mission Support

Core Mission Support functions are necessary, vital, and integral, consisting of:

- Strong, strategic finance and accounting
- Progressive human resources practices
- Capable, responsive board governance
- **Talented and engaged (appropriately resourced) development staff\***

# Invest in the CORE to Grow the MISSION





# Rethinking “Sustainability”

“Being able to advance our *MISSION* into the future”

- **Financial** Sustainability
- **Organizational** Sustainability
- **Programmatic** Sustainability

What does this mean in terms of CEO/ED role, Board Leadership /Governance Best Practice, other staff responsibilities?

*For a nonprofit, mission trumps all else.*

*Once the mission is secure, an organization can look at three additional layers of sustainability: financial, organizational, and programmatic.*

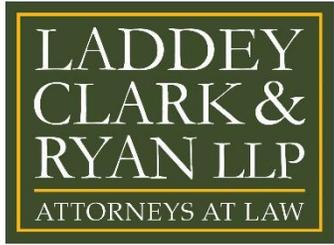
- **Financial sustainability** is marked by the ability to generate resources to meet the needs of the present without compromising the future.

- The hallmark of **organizational sustainability** is the ability to build, adapt, and refresh an organization's capacity to fulfill its mission within an ever-changing environment. This includes things like having the right number of staff members with the right skills, or the proper equipment.

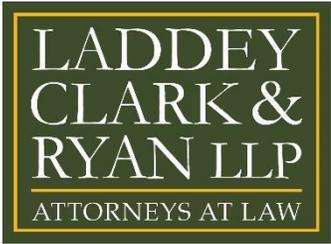
- Finally, **programmatic sustainability** is the ability to develop, mature, and sunset programs that meet the changing needs constituencies over time.

*If an organization does not successfully balance all three of these elements, it won't be successful—sustainable—in the long run. The recurring theme throughout them is flexibility...the ability to respond to events and conditions on the fly.*

--- Nonprofit Quarterly, Aug 2015



**QUESTIONS?**



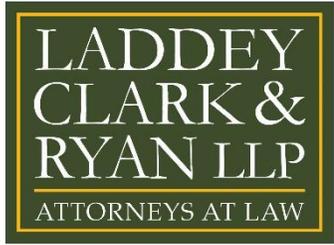
# BREAKOUT SESSION

Handouts with SUSTAINABILITY questions for each  
category

**FINANCIAL    ORGANIZATIONAL    PROGRAMMATIC**

**REPORT BACK**

**HOW ARE WE DOING ON TIME?**



# REPORTING BACK

# Culture of Philanthropy

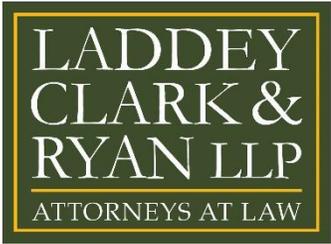
“Get the right people on the bus.”

- Jim Collins, *Good to Great and the Social Sectors*

- Staff
- Board
- Funders
- Volunteers
- Community

**SUSTAINING THE MISSION is everyone's job!**

**This will carry over to all three sustainability areas: financial, programmatic and operational**

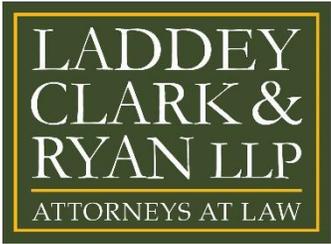


# WHAT'S MY ROLE?

Important to define and clarify roles:

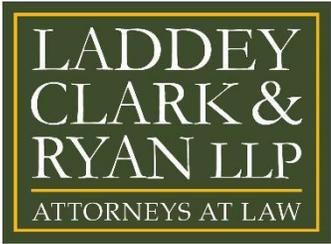
- Board
- CEO/ED
- Department/Program Director
- Staff
- Volunteer
- Other

**Celebrate Board-Staff Partnership!**



# BOARD'S ROLE

- Provide oversight and guidance
- Approve annual budget and strategic goals
- Partner with CEO to ensure appropriate resources are allocated to support successful implementation of plan (budget, staffing, etc.)
- Get work of Board done by Committee. Develop work plans by committees and other work groups
- Monitor performance and achievement of goals and adjust accordingly
- Take a leadership role in fundraising “give and get”
- Ambassador/Advocate



# GOVERNANCE

**definition: the process by which a group of people assure legal and moral health of an organization**

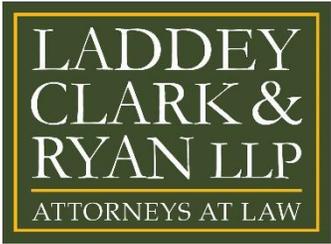
*Attendance, Preparation and Participation*

*All part of the process*

# GOVERNANCE

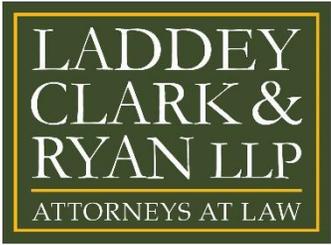


<https://www.councilofnonprofits.org/tools-resources/board-roles-and-responsibilities>



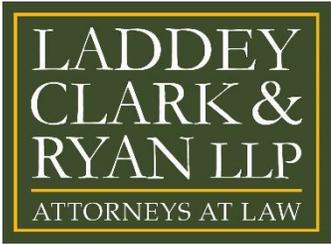
# STAFF ROLE

- Responsible for Day to Day Operations of Organization
- Supports work of board committees
- Provides information, collects data and participates in strategic planning process
- Develops work plans by Departments
- Recommends resources for board approval necessary for annual operations and strategic plan implementation (budget, staffing, etc.)



# Things to Consider

- MISSION – review, modify and reaffirm
- SUSTAINABILITY – rethink definition and mobilize resources and action steps to support 3 main areas of sustainability:
  - Financial Sustainability
  - Operational Sustainability
  - Programmatic Sustainability
- ROLES – define and clarify roles between board and staff; celebrate partnership in order to work together to sustain mission into the future



# Possible Next Steps and Closing Remarks

- Board Delegation of Task Force to Review and Update Mission Statement
- Board Delegation of Task Force to Review and Update Bylaws and other Governing Documents\*
- Annual Board Retreat to carve out time separate from routine board business\*
  - Strategic planning
  - Governance Best Practice “Tune-Up” (Committee Structure, Charters, Workplans)
  - Breaking Bread and Celebrating Board-Staff Partnership
- Annual Board Self-Assessment (often helpful as part of pre-retreat planning)\*

\*Utilize the services of outside counsel/independent facilitator

**THANK YOU!**

***Andrea Costa Egan*** is a fundraising, board development and nonprofit management professional with more than 25 years of experience serving a variety of institutions. She received her undergraduate degree in Policy Studies from Syracuse University and earned a Master of Public Administration from Baruch College, CUNY. Currently Andrea is a founding faculty member and instructor with Baruch College's recently launched *Great Leaders* Program for aspiring nonprofit CEOs. Andrea also serves as immediate past Board Chair and current Vice Chair of Bergen Volunteer Medical Initiative in Hackensack, NJ, as well as Nominating & Governance Committee Chair of St. Ignatius School in the South Bronx.

