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UNITED WE WIN.**

LIVE UNITED

United Together Nonprofit Capacity Building: Life Cycles

February 22, 2018

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UNITED WE WIN.**

LIVE UNITED

Agenda

- **United Together Going Forward**
- **Why Capacity Building?**
- **Nonprofit Board Life Cycle**
- **Nonprofit Organization Life Cycle**
- **External Supporters Life Cycle**
- **Recap and Questions**

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United Together Meeting Schedule

Date	Meeting Focus
February 22, 2018	Life Cycles
March 22, 2018	Matrix Maps
April 26, 2018	Environmental Scans
May 24, 2018	Logic Models & Theory of Change
June 28, 2018	Elements of Fundraising & Storytelling
August 23, 2018	Nonprofit Financial Management
Sept. 27, 2018	Volunteer Management
Oct. 25, 2018	Enterprise Risk
Nov. 29, 2018	Managing Change

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Why Capacity Building?

“Capacity building is an investment in the effectiveness and future sustainability of a nonprofit. When capacity building is successful, it strengthens a nonprofit’s ability to fulfill its mission over time, thereby enhancing its ability to have a positive impact on lives and communities.”

Council on Nonprofits

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Why Life Cycles?

“As board, staff, and supporters take on stronger and more meaningful roles, the capacity of an organization to serve its constituents increases.”

Thriving Throughout the Stages of a Nonprofit Organization, WHITE paper | Nonprofit Series

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Organizational Elements Discussion

- Table Talk Questions Set #1
 - ≈ How does your board spend its time in meetings?
 - ≈ How does your board spend its time related to your NPO outside of meetings?
 - ≈ Are the expectations you have of your board being met?
 - ≈ Are the board's expectations of the organization being met?
- Table Talk Questions Set #2
 - ≈ How long has your organization existed?
 - ≈ How long has your longest tenured staff member been there?
 - ≈ Are you doing essentially the same things you did five years ago (programmatically, revenue generating)? How have you changed?

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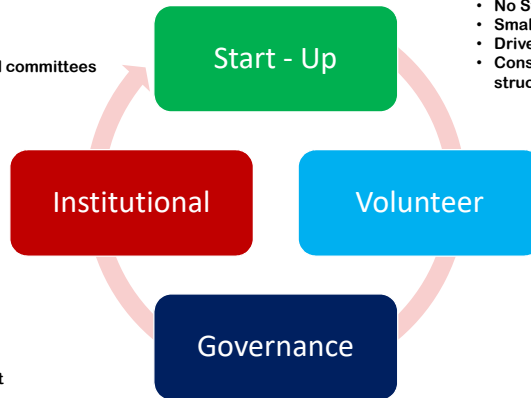




Board Life Cycle

- Larger board
- Focus on fundraising
- Recruit prestigious members
- Decision-making by staff/board committees

- Fully staffed
- Formalized decision-making process
- Reliance on staff recommendations
- Board focus is on policy, planning and oversight
- Committee structure important
- Board members are specialists



- No Staff, Board is organization
- Small group, may be friends of founder
- Driven by passion for mission
- Consensus decision-making, no committee structure

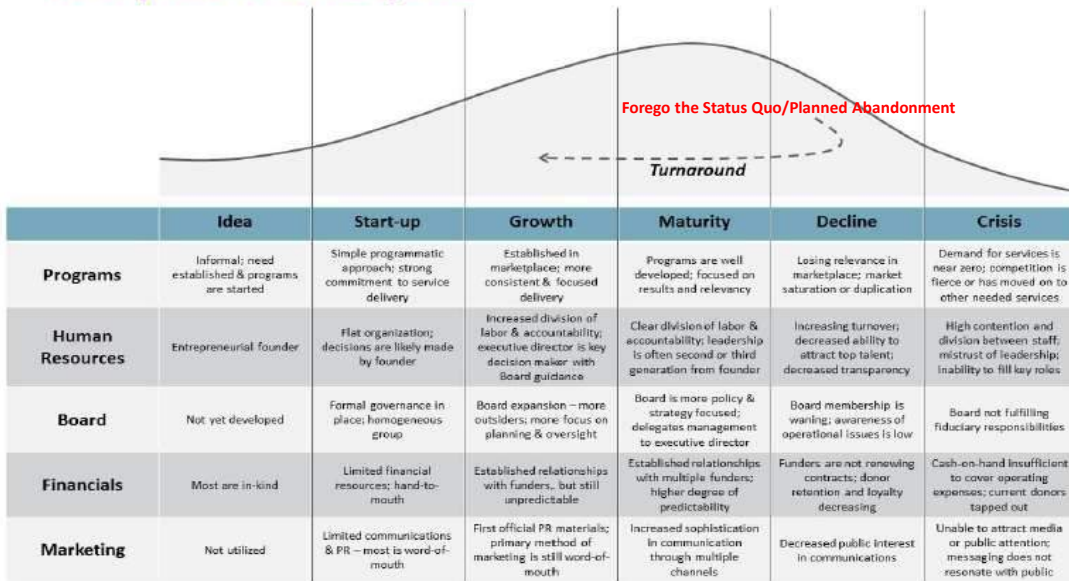
- ED in place
- Small staff
- Board continues in hands-on capacity
- Board members starting to be specialists
- Committees forming to fill gaps, work with staff

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Nonprofit Lifecycle



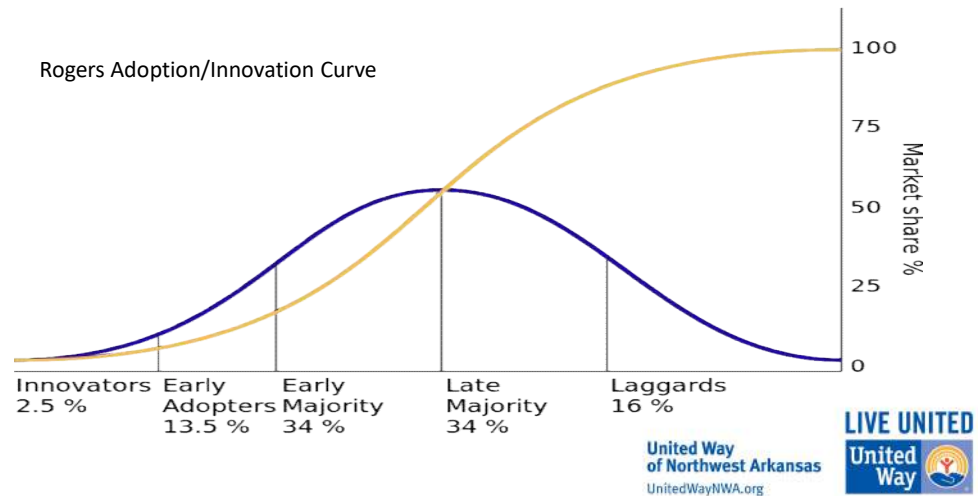
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External Supporters Life Cycle



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Benefits of Considering Life Cycles

- Diagnose starting point for pursuing stage-appropriate organizational development work
- Set realistic expectations based upon what is “typical” for organizations at different stages
- Consider weaknesses in organizational management and governance as stage-based “growing pains” rather than personal failings
- Build internal support for necessary organizational change
- Recruit the “right” staff and board
- Prepare for transitions

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Table Top Discussion

- In what life cycle stage is your board?
- In what life cycle stage is your organization?
- In what adoption stage are your external supporters?

‡ Any mismatches?

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Recap and Questions

“Like people and plants, organizations have a life cycle. They have a green and supple youth, a time of flourishing strengths, and a gnarled old age...”

John Gardner

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Upcoming Events

- **UWNWA Community Conversation with Nonprofit Partners**
February 27, 2018 at 9 a.m.
- **United Together Nonprofit Capacity Building:**
Matrix Maps
March 22, 2018 at 9 a.m.
- **United Together Nonprofit Capacity Building:**
Environmental Scans
April 26, 2018 at 9 a.m.
- **Live United Day**
April 27, 2018

Thank you for joining us!

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