

Connections

YOUR INFORMATION DESTINATION



IN THIS ISSUE

Be strong, visible and on mission in tough times

from KCI's *Philanthropic Trends*



With financial markets experiencing unsettling turbulence and talk of a recessionary period in the air, responding strategically and effectively to these conditions is front and centre for staff, donors, board members and volunteers.

“We at KCI certainly can’t predict where the economy, stock market or even charitable giving levels are heading in the very short-term. But just as ‘staying invested’ for the long-term is universally understood as the right strategy for investors

during uncertain times, ‘staying active’ in building relationships with donors is the right strategy for charities during these times as well,” advises Marnie Spears, President and CEO of KCI.

Adjust strategy, maintain momentum

Without a doubt, past history demonstrates that a long-term outlook is a key success factor for weathering volatile markets and economic slowdowns. For example, at the outset of this decade, the bursting of the tech boom led to market downturns. Not long after, the September 11th terrorist attacks resulted in considerable market turmoil and many charities grappled with how to react. At the University of Waterloo, the team was just launching their Building a Talent Trust campaign, hoping to secure gifts from alumni who had generated significant wealth in the “dot-com” era.

“We knew that many of our donors were affected by the downturn in the market and the timing wouldn’t be right to make a gift. Our response was to focus on the other aspects of our relationship with them: for example, their company’s interest in joint research or hiring of our co-op students, their leadership role on our Board or Faculty Councils, their engagement in alumni events or student recruitment, or simply to

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If we had no winter, the spring would not be so pleasant; if we did not sometimes taste of adversity, prosperity would not be so welcome.

Anne Bradstreet

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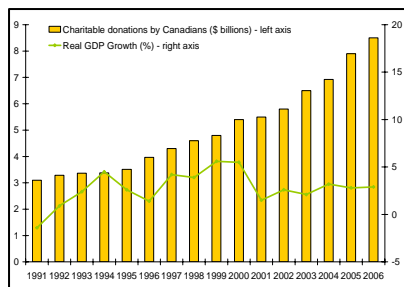
continue to say thank you to them and keep them informed about what was happening at Waterloo,” remembers Linda Kieswetter, Associate Vice President at the University of Waterloo.

The net effect of this strategy was that when the markets began to recover, the University’s donors and prospects were ready to contribute. Today, Waterloo’s campaign has topped \$400 million.

Building relationships during tough economic times paid dividends at Waterloo. Their experience shows that rather than putting efforts on hold, it’s important to be strategic with fundraising efforts, and to ramp up stewardship and cultivation programs.

In the current environment, KCI is seeing donors respond prudently but without undue fear. At a community hospital foundation in the midst of launching a \$5 million campaign, one board member came forward last week with a \$100,000 gift, double the amount the campaign had planned to ask for. This board member saw the importance of showing leadership and investing in his community during economically challenging times.

Learning from experience



Canadian charitable giving has seen extraordinary growth in recent times, set against a backdrop of the second longest economic expansion in Canadian history. In the 10 years from 1997 to 2006, giving by

Fundraising in challenging times

1. Don't panic. Step back calmly; assess your situation honestly and create a plan for moving forward. Engage your board members in crafting your strategy during these times: they'll play a big role in deploying that strategy.
2. Intensify your cultivation and stewardship efforts. Inform current and prospective supporters of the work you are doing and its impact.
3. Assess your communications plan and case for support. Being clear, consistent and compelling is paramount during turbulent times.
4. Suggest vehicles for making a gift, such as gifts of property, life insurance, or bequest as alternatives to giving cash or stock in the coming months. It's important to remember that stock market conditions have a direct impact on donors considering gifts of securities but the majority of donors continue to make gifts via cash.

Canadians grew dramatically, almost doubling from \$4.3 billion to \$8.5 billion. Much of this growth was fuelled by gifts of appreciated securities, unlocked by changes in tax policy.

The unprecedented nature of the financial services crisis in the United States and its effect on market and economic conditions around the globe has led many to ask whether we should anticipate an end to the unmatched growth in giving seen in recent years. Statistics here in Canada and in the United States clearly suggest that while we should be cautiously optimistic about continued positive results, our expectations about the rate of growth should be moderated.

U.S. experience

In the United States, giving has historically been resilient during periods of recession and economic slowdowns. Using data from 1967 to 2007, the Giving USA Foundation has reported that total giving in the United States has risen every year but one. However, this data also shows that when the economy slows, giving tends to grow more slowly. In years without a recession in the United

States, giving has grown an average of 4.3%. By contrast, giving grows an average of 0.8% in years with a slowdown.

Canadian experience

A similar pattern can be found in Canadian data. According to Imagine Canada, from 1984 to 1990, total donations grew at an annualized rate of 5%. From 1991 to 1994, when economic times were more challenging, donations grew at a much slower annualized rate of just 0.6%. Since 1995, the annualized growth rate has been 7.2%. The slowest annual growth rate in the last 10 years was in 2001 when giving grew by just 1.9% following the technology bust and September 11th.

Imagine Canada has also reported that donations trends have reflected trends in GDP (Gross Domestic Product). Donations have tended to increase when GDP increased. When GDP has declined, giving has held steady or grew more slowly. Since 1996, donations have increased more rapidly than GDP.

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What's ahead?

Philanthropy can and does thrive even in tough times. Our current experience with our clients tells us that donors are still prepared to make gifts. However, navigating the choppy waters ahead will take rigorous planning and steady direction. Maintaining momentum and following through with cultivation and stewardship will be key. So too will be retaining your current donor pool. The number of Canadian donors is not expanding and, with the current economic forecast, we can expect that trend to continue. Through these challenging times, the ingredients for success will include maintaining contact with donors, offering them the opportunity to continue contributing whether through major giving or annual gifts, and being accountable for how you spend their contributions. □

Maintaining campaign momentum

To maintain momentum for your campaign during the current financial crisis, follow these tips:

1. Consider offering extended pledge payments. The campaign timeline may also need to be adjusted as a result.
2. Keep in touch with donors and any prospects with whom you have been discussing gifts. Make your communications with them timely and effective.
3. Critically assess the solicitations you have planned and consider whether to revisit the timing of your strategy. Donors planning to make gifts of stock may want to wait until they regain lost value, but others will still be in a position to make a gift. Remember to be respectful and sensitive to a donor's needs and preferences but be courageous in offering them the opportunity to contribute.

This article is reprinted with the permission of KCI—Canada's most experienced fundraising consulting firm. For 25 years, KCI has been providing custom solutions for non-profit organizations to help them become outstanding. For more information, please visit www.kciphilanthropy.com.



Alberta's youthVOLUNTEER! Society has a NEW website ...and we'd love it if YOU could help us spread the word!

We've been working hard to create your new, on-line youth volunteer hub. Our new website features a new and improved way to communicate your volunteer opportunities to youth ages 14-24 across Alberta. Thousands of people visit our website every day in search of volunteer postings, youth events and resources.

Please help us populate the new website by posting your youth-friendly volunteer opportunities and events. Our website sends e-mails to our youth volunteers notifying them of any new volunteer opportunities that fit their profile. Sign up today at www.youthvolunteer.ca and start

sharing and posting your youth-friendly opportunities...it's easy to do and it's free!

Alberta's youthVOLUNTEER! Society is a youth-led, charitable organization dedicated to ENCOURAGING, ENHANCING and SUPPORTING youth volunteerism across Alberta. Our organization is generously funded by the Wild Rose Foundation.

For more information, contact info@youthvolunteer.ca, or call toll free: 1-877-669-6884 or local Edmonton: 780-429-2987.

Part I: Helping your board understand advocacy

by Laura Berezan

Reprinted with permission from the Board Development Program of Alberta Culture and Community Spirit

Advocacy is at the heart of all non-profit and charity organizations – incorporated into their mission statements – as they act as advocates for the clients they serve. Advocacy naturally becomes part of an organization's strategic planning since it advances the dissemination of the mission and educates the public.¹

Non-profit organizations exist to serve a need in society. They provide shelter either on a temporary or long-term basis for individuals and families, they address health concerns of Canadians, they provide libraries, playschools and literacy classes in communities, they assist people with physical and developmental disabilities in becoming active participants in the social and economic fabrics of the communities they live in, and they do so much more.

In order to provide these services, board members need to promote and advocate for the organization and the people that it serves. Sometimes that will require changing government policy and at other times educating people in order to raise funds for the organization. Advocacy can be defined as promoting awareness and understanding of a cause or the ability to change public opinion, and cause a shift in people's perceptions or understanding of an issue. However, the popular understanding of advocacy is seen as engaging in the political process to effect change in public policy or legislation. This understanding is but one small aspect of advocacy and should be more accurately called lobbying.

Advocacy is a frame of mind - where an organization is influencing the environment in which it is offering its services and programs. It establishes and promotes positive community relations. Lobbying engages politicians and government officials in activities that will influence their decisions on issues of policy that affect the clients and programs of the organization. Lobbying is a smaller piece of the board's advocacy role.

Board's Responsibility

It is clearly the responsibility of the board to ensure that the vision and values of the organization are relevant and that the programs and services delivered by the organization are in harmony with its mission. The role of the board to champion the mission corresponds with the role and responsibilities it takes on as advocates for both the organization as a whole, as well as its services and programs. ... The board frames the mission, develops policies that are compatible with the mission and provides oversight to program and financial activities undertaken by the organization. While these might not normally be considered 'advocacy activities' the communication of these by the board



through its organization actually form the foundation of advocacy work.²

Effective advocacy requires long-term planning and commitment by the board.

Public Trust

Advocacy is closely associated with a board member's ethical responsibilities and the public trust acquired through incorporation. As a board member, you are to think about and act for a larger good than your own personal interest. Shaping of the public's perception of your organization and the issues and concerns that it addresses is your work as an advocate. If you are a library trustee, then you are advocating for the public's information needs to be met through the services that your library provides.

The greatest capital that all non-profit organizations have is their reputation as being trustworthy. This is because they engage in public relations efforts that are based on trust, openness and involvement. There is a sense of an open dialogue between the different groups that an organization interacts with and serves. Responsible advocacy ensures that the public is not misled.

Communicating Mission

Speaking on behalf of the people that the organization serves and asking others to help carry out the organization's mission is advocacy. The key principle is to communicate with a variety of people about the mission and vision of the organization. Lobbying involves communicating the impact of public policy issues on the organization and the clients that are served. Advocate the solutions that your organization has identified and communicate those to the people in a position to make decisions. Refer to the two excellent

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resources at the end of this article that can help organizations engage effectively in advocating for public policy change.

*You can advance your cause and build public trust by communicating. Speaking out on public policy issues can increase the profile of your organization and people's understanding of what you stand for. Research shows that the more people understand charities, the more supportive they are.*³

Methods or Channels to Advocate

There are several levels of advocacy. At the grass roots level, a front-line staff who is in direct contact with the client pleads the cause on behalf of that client or empowers the individual to stand up for their rights. Mobilization of the community to identify unmet community needs is another level of advocacy. Exerting

influence to achieve changes in or the development of legislation that addresses issues of common concern is the last level of advocacy. At each level the board needs to ensure that there is a feedback mechanism for information to get from staff and volunteers to the board on the issues that impact the services of the organization.

Advocacy by non-profit organizations occurs through several methods or channels:

- the use of the media;
- direct work with government officials and politicians;
- rallying the support of the larger community or general public;
- or participation in regional or national coalitions.

Media advocacy can be accomplished through letters to the editor, commentaries, press releases, position statements, and spokespersons. Advocating with government officials can be in person, through collective letter writing campaigns or individual correspondence, and presentations to government committees. Public awareness campaigns that are connected to the organization's purpose enable the public to make an informed decision about the issue

being advanced. Working with other organizations at a local, regional or national level provides a collective voice when advocating for public policy changes.

¹ Advocacy on the Agenda: Preparing Voluntary Boards for Public Policy Participation by Annette Hegel; Volunteer Canada: Ottawa, ON, 2003 (Web resource), p. 3.

² Ibid, p. 5.

³ Be H.I.P.P.: Have Influence on Public Policy: A Manual and Tool Kit on How Volunteer Organizations can Influence Public Policy prepared by YMCA Canada: Toronto, ON, 2003 (Web resource), p. 9. □

Laura Berezan has over 20 years as a board member with a variety of organizations. She is currently working on a law degree with a desire to assist non-profit organizations better understand the legal issues they face.

Please watch our next *Connections* newsletter for the continuation of this article. It will describe lobbying, relevant CRA regulations and policy development for advocacy.

Registration is now just a CLICK away!

We are pleased to announce that RCVO is moving to electronic registration and on-line payments for RCVO workshops and events.

To register please find the event on our website (go to www.rcvo.org and click on Events). There will be a link available that will take you

to eventbrite for registration and payment.

This new system will provide you with an easy and convenient way to register.

If you have any questions about the process, call 780-497-4780.



Courses

Executive Leadership in the Non-profit Sector

Enhancing leadership capacity in nonprofit organizations

Are you passionate about the health and well-being of your community? Are you currently an executive director or other senior-level leader of a non-profit organization or considering a career in this sector? Leaders of non-profit organizations are true community leaders. They do not work in a bubble, but must build partnerships between organizations, and across their community to achieve common goals. Quality leadership in this sector requires global thinking and consistent collaborative techniques to move organizations forward. If you aspire to become a community leader, or are currently in a leadership position and want to enhance your abilities, then MacEwan's Executive Leadership in the Non-profit Sector program is for you.

The Program

Executive Leadership in the Non-profit Sector is a post-diploma certificate program that will require 20 months to complete. This peer supported part-time program consists of seven courses and is offered in a hybrid model with both classroom sessions (15 hours per course) and on-line delivery (30 hours per course). There are approximately 10 visits to MacEwan's City Centre Campus in downtown Edmonton during the 20-month period for the mandatory classroom sessions.

The Learning Environment

This cohort-based program encourages peer learning and relationships to support collaborative work in the community. Many of the learning activities are done with a classmate partner or as part of a larger team. Students can expect to spend an average of two to three hours on-line and four to five hours off-line per week for each course.

With a focus on personal and collaborative leadership, organizational and community capacity building, resource development, governance and advocacy, this certificate is designed to help you:

- Inspire your organization to develop vision, learn and work together to accomplish goals
- Work strategically within your organization and across sectors in the community
- Manage the human, financial and physical resources of a non-profit organization
- Design, lead and evaluate collaborative processes with diverse stakeholders, communities and teams
- Develop the personal leadership capacity to maintain balance in a complex environment

To register, contact Kirsten Milner, program consultant:

Phone: 780-497-5268
toll-free: 1-888-497-4622, ext. 5268
executiveleadership@macewan.ca.

Attend one of the upcoming information sessions

Dates:

**Thursday,
February 5, 2009
or
Thursday,
March 26, 2009**

Time: 5:00 p.m.

Location:

**Room 5-168
MacEwan City
Centre Campus
10700 - 104 Avenue
Edmonton, AB**

Learning Opportunities

Strengthening Volunteer Boards

Saturday, February 21, 2009

8:30 a.m. - 4:30 p.m.

Boardroom 627

Alberta College Campus

10050 MacDonald Drive

Edmonton, AB

As a board member of a nonprofit organization, have you ever wondered ...

- What are my legal and ethical responsibilities?
- What role do I play in governing our organization?
- How can our board organize its work fairly and efficiently to avoid volunteer and staff burnout?
- How can we develop policies that will help us make consistent decisions?
- How can we encourage teamwork between the board and staff?

If you're a new board member wanting to learn more about your role, or an experienced board member wishing to enhance your skills and work effectively as a team member, this workshop is for you. Workshop content will focus on incorporated and nonprofit organizations and is not appropriate for advisory boards. Limit of three board members per organization please.

To register visit our on-line registration at www.rcvo.org, click on Events or call 780-497-4780.

RCVO NOTICE

- Watch for updates to our Events page on www.rcvo.org

Fundraising Success: Where to Start and How to Build It!

Saturday, February 28, 2009

8:30 a.m.-4:30 p.m., PCL Hall

Alberta College Campus

Room 541, 10050 MacDonald Dr.

Edmonton, AB

Presenter: Tim Haak

Achieving success takes resources! Are you raising funds in a small organization; or starting a new fund development program; or just learning the basics? Then this workshop is for you. Come and explore the answers to key questions on regulations, the people needed on your development team, the right tools to use, and how to compete with high profile campaigns.

This workshop was created with the support of TransCanada to create awareness, build confidence and provide resource materials and sources for further learning with regards to fundraising programs.

To register visit our on-line registration at www.rcvo.org, click on Events or call 780-497-4780.

“So What? Linking Research & Practice in the Voluntary Sector”

2008/2009 Series

In recent years there has been a massive increase in the quality and volume of applied research regarding best practices in managing and leading nonprofit organizations. Grant MacEwan College, in conjunction with the Resource Centre for Voluntary Organizations (RCVO) and TransCanada, is once again offering a series of breakfast discussions, called the “So What?” series, aimed at increasing knowledge and dialogue about

applied research with leaders of community organizations.

We are planning the second presentation of the *So What* series and are excited by the prospect of hearing about Volunteer Calgary's research on the use of skilled volunteers. Watch our website (www.rcvo.org) for a posting of the date, time and location.

Board Leadership Conference 2009 Get on Board: Organizational Effectiveness



Saturday, March 21, 2009

8:30 a.m. - 4:30 p.m.

Grant MacEwan College

City Centre Campus

10700—104 Ave., Edmonton, AB

This day-long program of engaging and informative workshops is designed for board members of voluntary/nonprofit organizations. It will provide a variety of sessions addressing the needs of both beginner and experienced board members.

To register visit our on-line registration at www.rcvo.org, click on Events or call 780-497-4780.

Engaging Canadian newcomers in the NPVS builds stronger, more inclusive communities

by Rosanne Tollenaar

Eight volunteer centres to participate in groundbreaking project

A growing number of citizens from more than 100 different countries have been making their new home in Alberta over the past several years. With immigration predicted to be the province's main source of population growth over the next decade, particularly in rural Alberta, cultural diversity will continue to shape citizen engagement and the way services are delivered in communities around the province.

The changing face of rural Alberta is also a rich opportunity to encourage engagement in the non-profit/voluntary sector (NPVS).

Understanding the experiences and attitudes of newcomers is the first step in creating more bridges between the sector and the province's newest citizens.

As indicated in the Muttart Foundation's report *Enhancing Volunteer Participation with the Ethno-Cultural Community*, this understanding is essential to building the capacity of cultural groups, the NPVS and communities in general.

A new project managed by Volunteer Alberta with eight volunteer centres will build on the limited information available on how immigrants interact with voluntary and non-profit organizations. Namely, how and why they choose to volunteer, what prevents them from becoming more active in the community at large, and how voluntary and non-profit organizations need to evolve to engage these potential volunteers.



Intersections: Supporting Rural Organizations to Better Engage Immigrant Volunteers

The project, called *Intersections: Supporting Rural Organizations to Better Engage Immigrant Volunteers* will collect valuable information about immigrants' volunteer involvement outside the major centres of Edmonton and Calgary, while increasing the body of knowledge around the NPVS' capacity and practices with respect to engaging newcomers as volunteers. For example, the project will examine the perceived benefits and challenges of involving immigrant volunteers.

"Engaging new Albertans in the essential work of the sector will enrich our communities in ways we can't even yet imagine," says Karen Lynch, executive director of Volunteer Alberta. Engaging new Albertans as volunteers in our communities makes sense. Volunteers are scarce resources for many non-profit/voluntary sector organizations. The challenge is not that new Albertans don't volunteer – the challenge is for mainstream organizations to adapt their practices and approaches to engage new Albertans. If we can help the organizations understand the inherent barriers in the 'business as usual'

model, then we create a win-win situation for the entire community.

"The non-profit/voluntary sector recognizes the need to extend its reach and connect with this diverse group of citizens, and this project is a major step forward in our efforts to embrace newcomers from around the globe and engage them in services and the work of the non-profit/voluntary sector."

The *Intersections* project will work towards increasing the awareness of ethno-cultural diversity in rural communities and provide organizations with training to help them become more inclusive to immigrant volunteers.

Project goals

The specific goals of the *Intersections* project include:

- To increase the body of knowledge about recent immigrants (immigrated to Canada after 1999) living in Alberta's rural communities and these individuals' community engagement, specifically volunteer activities.

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- To increase the inclusiveness of the rural Alberta non-profit/voluntary sector to immigrants.
- To build networks between organizations with expertise in the area of immigrant services and NPVS organizations in other sub-sectors such as the arts, recreation and health.
- To create awareness of tools available to the NPVS focusing on diversity.
- To facilitate community engagement and enhance integration of immigrants through volunteerism.

Participating communities

The following eight communities will participate in the project:

- Grande Prairie Volunteer Services Bureau
- Brooks Volunteer Resource Centre
- Volunteer Lethbridge
- Medicine Hat Volunteer & Information Centre
- Town of Okotoks Family & Community Support Services, Volunteer Services
- Volunteer Red Deer
- Vegreville Volunteer Action Centre
- Volunteer Wood Buffalo (Fort McMurray, AB)

NPVS organizations and immigrant-serving organizations will participate



in the project in each of these communities.

Benefits for all

Volunteering is a powerful way to connect with fellow citizens in a community. For newcomers, volunteering builds important relationships that can ease the transition from familiar surroundings to a completely different country. Working together toward common goals creates strong bonds that in turn build strong communities.

Volunteering can also build the confidence of newcomers as they find their footing in a new environment. Community involvement helps new citizens form friendships outside of their ethno-cultural group, while helping them learn about community services and cultural norms that they may otherwise miss.

Volunteer Alberta's focus groups across the province found tremendous support for the *Intersections* project. One participant noted that volunteerism helps newcomers make a new start in a new country:

“Especially when you come here for reasons like a refuge does, building the confidence and self esteem to trust people again, it's very important. Volunteerism is a very powerful tool for that. It would be great if they could feel as welcome as they do with us with other organizations.”

The NPVS also stands to benefit through newcomers' increased involvement in the sector. The wealth of multi-layered knowledge, skills and expertise that exists among immigrants to Canada is invaluable.

Another participant in Volunteer Alberta's focus groups said that it's time to start thinking of immigrants as “the next wave of volunteers

because they are the next wave of workers.”

Inclusive organizations that embrace diversity are not only stronger as a result; they also help create more inclusive communities for the benefit of all citizens.

Capacity building

In addition to the development of resources and tools, focused training sessions will be held in eight rural Alberta communities supported by their volunteer centres. These sessions will develop expertise in ethno-cultural volunteer engagement, and in particular, engaging Canadians who have immigrated to Canada within the last decade.

The training will build intercultural communication skills, increase understanding of immigrants' experiences with the sector, and introduce strategies to eliminate or minimize systemic barriers within the stages of volunteer management.

The training will be focused on directors, board representatives and volunteer managers from each participating volunteer centre. Non-profit/voluntary sector organizations in the communities will also participate.

Project participants will benefit through:

- Increased awareness of diversity in Alberta communities
- Increased knowledge of settlement issues, immigration statuses, screening processes and possible challenges
- Increased confidence in intercultural situations
- Increased capacity to identify systemic barriers within organizational processes
- Increased understanding of volunteerism in a Canadian

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context and volunteer management processes in Alberta non-profit/voluntary sector organizations

The future

Rural demographics are changing. In Alberta, the rural population increased by 32 per cent in the past 30 years, compared to just 4 per cent in Manitoba.

Over the next decade and beyond, immigration will be the main source of population growth in Alberta. In 2004-2005, the province received 17,400 immigrants from over 100 countries worldwide, and the provincial government hopes to increase this to at least 24,000 per year.

The *Intersections* project will have far-reaching implications for the

manner in which the NPVS interacts with newcomers.

The project will ultimately boost the ability of NPVS organizations to meet their missions through increasing the number of immigrant volunteers in rural Alberta, facilitating the creation of more diverse boards of directors and sector leaders, and creating stronger networks between NPVS organizations and immigrant-serving agencies.

Intersections also has great potential as a change agent that ensures faster and smoother integration of newcomers within communities.

Ultimately, the project helps build stronger, more inclusive communities throughout Alberta, for the benefit of all citizens. ☐

Go to www.volunteeralberta.ab.ca for more information.



—Full Speed Ahead— Creating Connections in New Directions

June 4, 5 and 6, 2009
TELUS Convention Centre
120 Ninth Avenue SE
Calgary, AB

For more information on the conference, visit the website at www.vitalizeconference.ca.

Recommended resources for nonprofit boards

by Valerie White



The difference between responsible and exceptional boards lies in thoughtfulness and intentionality, action and engagement, knowledge and communication. From Source 12: twelve principles of governance that power exceptional boards. Published by BoardSource.

All nonprofit organizations have boards of directors, many of whom are grappling with the range of roles

and responsibilities their positions hold. Moving from competent to exceptional should certainly be the goal, but board members may be overwhelmed by the increasing collection of materials attempting to provide guidance in these areas. The following is a selected listing of some of the most practical, useful and inspirational examples from which knowledge, regarding governance, can be developed.

Best of the Board Cafe: hands-on solutions for nonprofit boards / Masaoka, Jan. -- St Paul, MN: Amherst H., Wilder Foundation, 2003.

This title gathers the most-requested articles from the "Board Café" e-newsletter and the best thinking of its nearly 30,000 subscribers. A broad spectrum of topics are covered, including: myths and urban legends about nonprofits; a framework that

outlines and clarifies your responsibilities; board structure, including job descriptions for officers and various committees; the relationship between the board and the executive director; big decisions boards often face; board self-management and self-assessment; recruiting new members and achieving diversity; ideas for holding productive board meetings; fundraising and financial accountability. Because these articles are meant to stimulate discussion, all are formatted as handouts so they can be easily shared.

Boardsteps: the framework for effective nonprofit governance / Burstein, Joann Morgan. -- Philadelphia, PA: Nonprofit Board Advisors, 2004.

The author provides strategies to: build a true governing board, understand the director's

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responsibilities, create a healthy board-management partnership, design a system to demonstrate accountability, and strengthen the nonprofit's community impact. The book outlines the framework for organizations to structure the necessary dialogue regarding what the work of the organization is, and who is accountable for ensuring success.

Exceptional board practices: the source in action / BoardSource (Organization) -- Washington, DC: BoardSource, 2008.

Designed as a companion to *The Source: twelve principles of governance that power exceptional boards*, these stories describe empowered boards and provide a vision of what is possible. This book is a compilation of articles from the bimonthly member periodical *Board Member*, as well as topic papers, white papers, and excerpts from other BoardSource books.

Governance as leadership: reframing the work of nonprofit boards / Chait, Richard P.; Ryan, William P.; Taylor, Barbara E. — Hoboken, NJ: John Wiley & Sons, Inc, 2005.

This book redefines nonprofit governance and prepares readers to govern more effectively in light of an expanded concept of governing. It proposes to use generative governance as a complement to other governing strategies and develops strategies and tactics for practicing this new type of governance.

Governing for results: a director's guide to good governance / Gill, Mel. — Victoria, BC: Trafford, 2005.

This resource guide for boards blends key knowledge with skills, practical tips and case studies readers can then use to reflect upon their own practices. Contents include:

governance basics, best practice benchmarks, board responsibilities, nonprofit structures, board and committee structures, evaluation logic model, board types, forms, tools and check lists and also includes sample policies, bylaws etc.

Nonprofit policy sampler / Lawrence, Barbara; Flynn, Outi. — 2nd ed. — Washington, DC: BoardSource, 2006.

This title is designed to help board and staff leaders advance their organizations, make better collective decisions, and guide individual actions and behaviours.

This resource provides key elements and practical tips for 48 topic areas, along with more than 240 sample policies, job descriptions, committee charters, codes of ethics, board member agreements, mission and vision statements, and more. Each topic includes from two to ten sample documents so that nonprofit leaders can select an appropriate sample from which to start drafting or revising their own policy. All samples are professionally reviewed and are included on CD-ROM.

Policy development / Johnstone, Ginette. — Carp, ON: Johnstone Training and Consultation (JTC) Inc. 2003.

This easy to follow overview looks at a board's four main governance responsibilities: planning, human resources, financial management and legal obligations. Directors assess issues, consult with members and



make governance decisions that move the organization toward fulfilling the mission. Policies provide guidance to staff and volunteers so that they can implement those decisions, according to the organization's values and standards, while carefully managing risk. This book clearly outlines why and how this can be done.

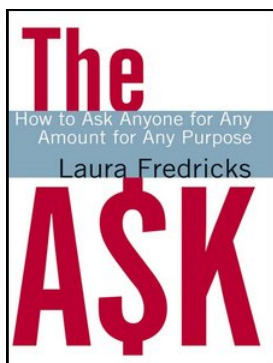
Board Development Series

This series of five workbooks provides an excellent resource for non-profit boards. Each workbook was developed by the Board Development Program of Alberta Community Development (now Alberta Culture and Community Spirit) with the support of The Muttart Foundation and is available through the RCVO and Volunteer Calgary. The titles are:

- **Board building - recruiting and developing effective board members for not-for-profit organizations**
- **Developing job descriptions for board members of not-for-profit organizations**
- **Drafting and revising bylaws for not-for-profit organizations in Alberta**
- **Financial responsibilities of not-for-profit boards**
- **Hiring and performance appraisal of the executive director** ☐

This list was compiled by Valerie White, Librarian, Volunteer Calgary in consultation with Lynda Robertson, Coordinator, RCVO, 2008. Valerie can be reached at library@volunteer calgary.ab.ca.

BOOK REVIEW



The Ask: How to Ask Anyone for Any Amount for Any Purpose

by Laura Fredricks
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RCVO Contributors

Laura Berezan
KCI—Ketchum Canada Inc.
Rosanne Tollenaar
Valerie White

Editor: Lynda Robertson
Production: Wendy Kuzio

RCVO CONNECTIONS

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To receive this newsletter, contact the
RCVO at Alberta College Campus,
Room 628, 10050 MacDonald Drive,
Edmonton, Alberta T5J 2B7. Phone
780-497-5616 or toll free in Alberta at
1-877-897-5616. Fax **780-497-5634**.
E-mail: rcvo@macewan.ca

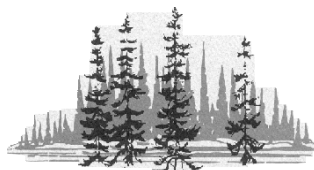
Raising money face-to-face is an essential component of the health and vitality of any nonprofit or for-profit organization. However, most people have little, if any, experience asking for money and often feel out of their element when they try to do the ask. Even professional fundraisers, top administrators, board members, volunteers and salespeople struggle with asking for money.

The Ask is a complete resource for teaching anyone – experienced in fundraising or not – how to ask individuals, in person, for a contribution to a local nonprofit, a special event, or a community project, as well as for an enhanced annual gift, a major or planned gift, or a challenging capital campaign gift.

Step by step, the book reveals how to listen, what to say, and how to follow up on each and every ask until you

receive a solid and definitive answer.

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