



CRITERIA FOR SUCCESS: GOALS & STRATEGIES

AFFILIATE CORE RESPONSIBILITIES

We believe these are core responsibilities for affiliate advisory boards to carry out our mission in their community and successfully execute different strategies to advance their work.

Affiliate advisory boards should adopt and practice procedures outlined in the Affiliate Operating Policies. Boards should meet often and with a quorum to conduct business and carry out goals and strategies. All advisory board members are responsible for attending board meetings, replying to meeting invitations to CLO and president, and participating in meeting discussion, goal setting and education opportunities.

All boards should recommend grants from their community grantmaking fund and/or other funds they advise. Board members should recommend and recruit new board members to serve on the local advisory board.

We believe 100% annual board giving to the affiliate's grantmaking fund through Chairman's Challenge or other campaign demonstrates the board's commitment to the work and encourage other people to join in giving. All affiliates should use NCCF-branded affiliate materials for consistency in brand and to improve messaging and quality of materials.

Finally, all affiliate advisory boards should work together and in partnership with NCCF to set goals and identify strategies they wish to pursue. Boards should continue to evaluate their progress, challenges faced as they execute strategies, and successes.

FOCUS AREA 1: Strong & Committed Board

Goal 1. Commit to strong leadership, succession planning, strategic planning, and education

- Strategy 1: Elect Presidents, Vice Presidents, and Secretaries/Treasurers
- Strategy 2: Develop committee chairs to lead areas of work such as nominating, development, grantmaking, publicity, events
- Strategy 3: Commit to succession planning for all leadership roles, adhering to term limits
- Strategy 4: Board leaders and committee chairs work in partnership with NCCF staff to identify and work toward goals/strategies
- Strategy 5: Board leaders attend and participate in trainings and educational opportunities offered by NCCF, encourage new members to attend orientation

Goal 2. All board members are active, informed, engaged and responsive

- Strategy 1: Attend educational opportunities offered by NCCF
- Strategy 2: Attend and participate in regional or statewide NCCF events
- Strategy 3: Plan a board meeting “get to know you” relationship-building event and/or include agenda items that allow for deeper board relationships.
- Strategy 4: Participate in board recruitment conversations and outreach

Goal 3. Commit to developing a board that reflects the community it serves

- Strategy 1: Utilize the CNA demographic data to help build a board that reflects the diversity of the community as it relates to race, gender, age, geography, and other factors
- Strategy 2: Utilize the board skill matrix to ensure board has representation from a variety of backgrounds, professions, and experiences

FOCUS AREA 2: Inspiring Philanthropy

Goal 1: Understand asset development at a community foundation

- Strategy 1: New board members attend board orientation session on asset development
- Strategy 2: Board members participate in presentations by development team about asset development at a community foundation
- Strategy 3: Board leadership engage with your regional development officer and CLO to create development strategy appropriate for your affiliate
- Strategy 4: Engage regional development officer in providing more specific training or information pertaining to strategy
- Strategy 5: Appoint development chair who will work with the development officer to receive training, guidance, and assess readiness for development committee.

Goal 2: Introduce, educate, and engage local professional advisors

- Strategy 1: Annual review, edits and additions to list of professional advisors serving people in your community. This list is contacted quarterly by NCCF through professional advisor digital newsletter and other communications or conversations.
- Strategy 2: Make personal connections and introductions to one or more professional advisors to your regional development officer. If appropriate, join development officer in conversation with advisor about your local affiliate and services offered by NCCF.
- Strategy 3: Partner with other organizations in your community that engage the professional advisor audience (local estate planning council, CPA associations, county bar association) on opportunities to share our work.
- Strategy 4: Engage local law firm/CPA/wealth advisor groups to host breakfast and encourage them to invite NCCF speaker to meet team and/or clients
- Strategy 5: In partnership with regional development officer, identify professional advisors to invite to local affiliate community gathering events.
- Strategy 6: In partnership with your regional development officer, consider hosting a virtual informational event for professional advisors in your community that shares information about NCCF, the affiliate and philanthropic services available for clients.
- Strategy 7: In partnership with your regional development officer, host in-person educational event for professional advisors
- Strategy 8: In partnership with your regional development officer, host an in-person continuing legal education (CLE) event for attorneys and other advisors

GOAL 3: Identify prospective donors/fundholders, connect them to the Foundation

- Strategy 1: Participate in training from regional development officer to understand characteristics of people and organizations who may be prospective donors and/or fundholders.
- Strategy 2: Identify donors to affiliate's community grantmaking fund who are prospective fundholders.
- Strategy 3: Through board leadership, development chair and/or development committee, develop list of prospective fundholders and/or legacy donors in your community and define development strategy to engage prospects.

GOAL 4: Grow community grantmaking fund

- Strategy 1: Personal outreach to prospective or existing donors to grantmaking fund
- Strategy 2: Through board leadership, development chair and/or development committee, review list of donors to affiliate's endowment to identify and encourage certain donors to "step up" their giving by a \$ or percentage
- Strategy 3: Identify prospective donors to add to annual campaign and/or establish plan for outreach
- Strategy 4: Identify donors who have given to affiliate's community grantmaking fund who are prospective major gift or legacy donors to affiliate and establish development strategy to engage prospects. Board members consider documenting your own planned gift with your regional director of development.
- Strategy 5: Share information about legacy giving to the affiliate's grantmaking fund to your network

GOAL 5: Effective and strategic stewardship of key stakeholders

- Strategy 1: Send handwritten thank you notes to all donors to your affiliate's grantmaking endowment throughout the year
- Strategy 2: In partnership with regional development officer, identify professional advisors to invite to local affiliate community gathering events.
- Strategy 3: Invite donors to affiliate's community grantmaking fund to affiliate community events
- Strategy 4: In partnership with regional development officer and donor engagement officer, identify prospective and existing fundholders or legacy donors to invite to local affiliate community gathering events

FOCUS AREA 3: Effective Grantmaking

GOAL 1. Understand what it means to be an effective, impactful grant maker

- Strategy 1: New board members attend board orientation session on effective grantmaking
- Strategy 2: Board members participate in grantmaking training hosted by NCCF.
- Strategy 3: Appoint a grants chair to work in partnership with regional program officer and lead the affiliate's grantmaking efforts.
- Strategy 4: Grants chair attends and participates in NCCF grants chair training.
- Strategy 5: Grants committee or board participates in grant application review, evaluation, decision-making, and review of follow up grantee reports.

GOAL 2. Get to know and engage with local, regional and statewide nonprofit organizations doing work in your community

- Strategy 1: In partnership with regional program officer, define goals and approach for engaging with grantees, new applicants, and other local nonprofit organizations and mechanisms for grants chair and/or program officer to report to board.
- Strategy 2: Review applications from nonprofits and follow-up reports from grantees to understand work.
- Strategy 3: Introduce nonprofits to your regional program officer and learn about organizations from your regional program officer.
- Strategy 4: In partnership with your regional program officer, coordinate nonprofit visits to learn more about their mission and impact.
- Strategy 5: Create a plan for your affiliate to engage in nonprofit/grantee day(s) of service and share experience with the board.
- Strategy 6: In partnership with your regional program officer, invite your local nonprofits to regional grantseeker workshops.
- Strategy 7: Learn more about what statewide nonprofits are doing in your community and understand why they need local support
- Strategy 8: Create/update list of local nonprofits working on disaster response efforts.

GOAL 3. Understand community needs and use needs assessment in grantmaking

- Strategy 1: Review Community Needs Assessment (CNA) and learn more about current needs in community. Attend NCCF educational opportunities, including presentations from your regional program officer about CNAs.
- Strategy 2: For affiliates with annual grantmaking over \$10,000, work with your regional program officer to use the CNA to establish priority areas for grantmaking, developing strategy and plan for communicating externally before the grant cycle opens.

FOCUS AREA 4: Promoting Philanthropy

GOAL 1: Understand and develop expertise on promoting philanthropy for your affiliate

- Strategy 1: Understand NCCF's marketing and communications offerings for affiliates, including the Affiliate Communications Toolkit.
- Strategy 2: Identify or recruit a board member with an interest in marketing and communications.
- Strategy 3: Appoint a publicity chair for the board to help lead promotional efforts for your affiliate in partnership with your CLO.
- Strategy 4: Attend NCCF or NCCF-recommended training sessions on communications.

GOAL 2: Develop your affiliate story

- Strategy 1: Draft board and personal talking points about your affiliate, using tips provided by the NCCF Marketing & Communications team.
- Strategy 2: Review NCCF tipsheet on generating story ideas and developing content that can be shared with the community to show affiliate impact and highlight nonprofits in the community. Share story ideas with your CLO to help determine the best approach for telling them.
- Strategy 3: Submit annually a blog post idea and/or press release idea to your CLO. After CLO approval, draft the content using NCCF templates and submit it to NCCF for review. Once published, share with the community.

GOAL 3: Share your affiliate story

- Strategy 1: In partnership with CLO, create a communications plan around specific areas of work throughout the year by seeking promotional opportunities, including networking, non-traditional opportunities and those that reach all community demographics, utilizing NCCF affiliate materials.
- Strategy 2: Keep a screenshot of your affiliate's QR code saved on your phone to use at networking events, in community or with friends. Have people scan the QR code with their smartphone camera to go directly to your affiliate's webpage and learn more. Share at board meetings your experience sharing the QR code.

GOAL 4: Engage with the community

- Strategy 1: Use social media to connect with the community using NCCF recommendations and complying with social media guidelines.
- Strategy 2: Share information about your affiliate's grant cycle. Send the email announcing grant cycle opening to your network and share on social media.
- Strategy 3: When hosting community events, use NCCF materials to ensure brand consistency. This includes invitations and programs developed and approved by the NCCF Marketing & Communications Team.
- Strategy 4: Participate in any statewide NCCF events that include local participation.

FOCUS AREA 5: Community Leadership

GOAL 1: Understand what community leadership means and how your affiliate foundation can improve the quality of life in your community

- Strategy 1: Board members participate in educational opportunities about community leadership hosted by NCCF.
- Strategy 2: Review the CNA, understand needs in your community and nonprofits addressing those needs.
- Strategy 3: Routinely share information with board members as it relates to board members' service with other community-based organizations.

GOAL 2: Connect with organizations and local leaders to share and gather additional community information and resources

- Strategy 1: Share NCCF statewide and other funding opportunities with nonprofits and community leaders.
- Strategy 2: Attend local government and education meetings to learn about community issues on local, state and federal funding and share with the board.
- Strategy 3: Attend community nonprofit meetings to learn about their work and share with the board.
- Strategy 5: Invite community members and/or new nonprofits to affiliate or other community gatherings to introduce and connect to community.
- Strategy 6: Identify nonprofit roundtables or community gatherings hosted by other organizations and attend on behalf of your affiliate.
- Strategy 7: Share CNA with other funders or community organizations (hard copy or link to affiliate's webpage) and share outcome of conversations in board meetings.

GOAL 3: Create opportunities to convene stakeholders to elevate and address community needs

- Strategy 1: Utilize affiliate events and receptions to convene members of your community, educate on community needs and lift up the work of the affiliate and stakeholders.
- Strategy 2: In partnership with your CLO and regional team, discuss opportunities that may arise for affiliate participation or leadership.

GOAL 4: Collaborate with other funders for greater impact

- Strategy 1: In partnership with CLO, regional program officer and donor engagement officer, create strategy, goals and plan for sharing information and discussing opportunities for collaboration and identify other funders.
- Strategy 2: Identify other funding opportunities for nonprofits and share with regional program officer and the nonprofit community.
- Strategy 3: Engage with other NCCF affiliates addressing similar community needs or geographic areas to share ideas, successes, lessons learned, opportunities for collaboration