

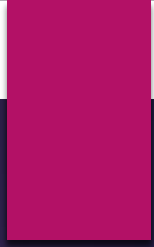


A Non-Profit Board Development Plan for the Cleveland County Abuse Prevention Council

DEOL CONSULTANCY PROJECT EXECUTIVE SUMMARY

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Mission Statement:

Cleveland County Abuse Prevention Council serves as a bridge between being a victim to becoming a survivor of domestic violence, sexual assault, and homelessness through the provision of safe shelter, advocacy, support services, and preventive education.

WHY APC?

Loss of Board members



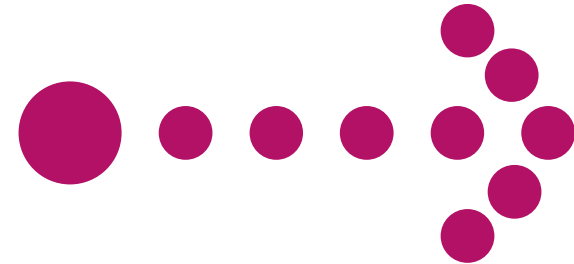
Governance Board only



Over-dependence on state funding for sustainability – looming financial crisis



No long-term sustainability plan



The purpose of this consultancy was to assist in the transformation of the Cleveland County Abuse Prevention Council (APC) from a director-led organization (governance model) to a Board-directed (support model) organization through the development of an active, effective Board of Directors.

| Governance | Support |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>The board acts as body</i> | <i>Board members act as individuals</i> |
| <i>The board is the boss</i> | <i>Board members act with and often under the direction of staff</i> |
| <i>The board represents the community's interests to the organization</i> | <i>Board members represent the organization's interests to the community</i> |
| <ul style="list-style-type: none"> • Big Decisions • Legal oversight • Financial oversight • CEO • Planning • Efficiency and impact | <ul style="list-style-type: none"> • Advice • Supporting the revenue strategy, perhaps by fundraising, perhaps by assisting with earned income, perhaps by working with funders, and so forth • Ambassadors • Volunteering |

Masaoka, J. (2011, September 19). The Governance/Support Model for Nonprofit Boards. Retrieved August 30, 2018, from Blue Avocado: www.blueavocado.org

What are the issues and major concerns?

SWOT Analysis of APC threats and challenges



Casey Foundation Capacity Building Tool (a measure of Non-profit Board capacity)

The following three areas of concern emerged:

- Board Oversight Responsibilities
- Size of the Board and specific expertise needed
- Need for Involved, Functioning Committees including nominating, communications and fundraising.

Creating An Effective Board Through Committees

Fundraising Committee

- ✓ Designed and Implemented Phase II of the Building Hope Capital Campaign
- ✓ Approached individuals, businesses and non-grant based funding sources for support
- ✓ Raised \$230,000 to close

Communications committee

- ✓ Redesigned logo, letterhead, signage
- ✓ Update all social media including website, Facebook, and twitter
- ✓ Created a donor list, tracking system and acknowledgment process

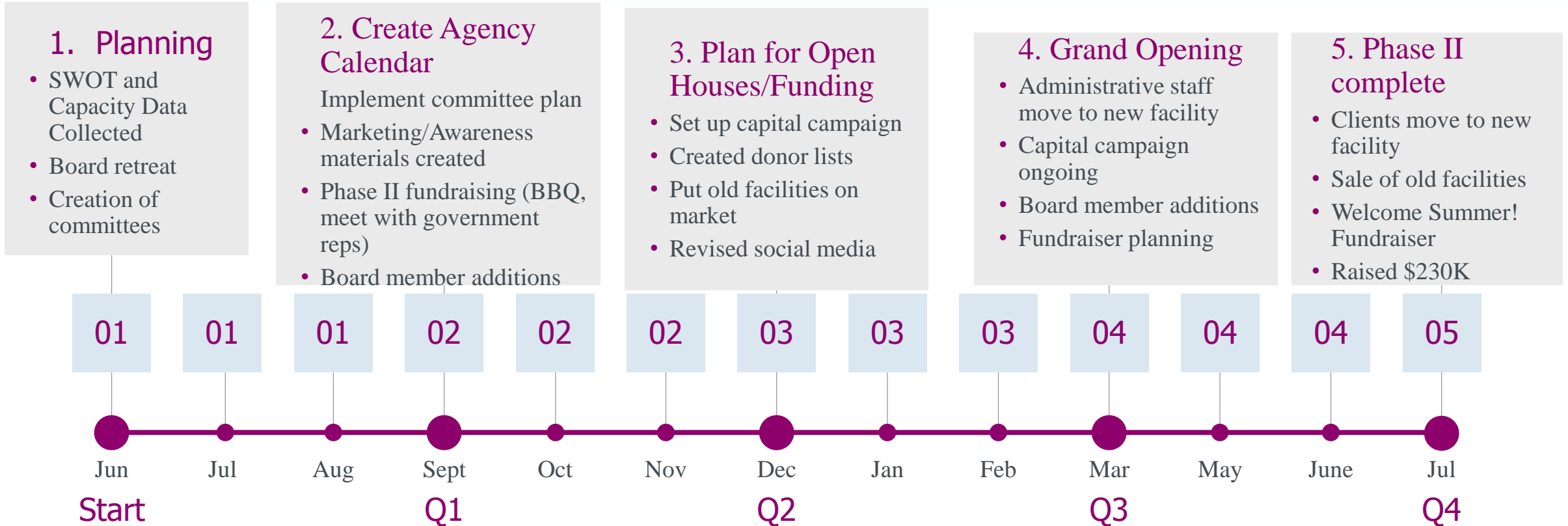
Nominating Committee

- ✓ Increased Board membership bylaws from 15 to 20 members
- ✓ Increased Board membership from eight active members to seventeen members

APC Board Development Plan

2017-18

Implementation Timeline



Lessons Learned:

1. Change takes time – a LOT of time.
2. For non-profit Boards, “the sum of its parts IS greater than the whole”.
3. Non-profit leadership is 100% adaptation!

#1 Takeaway: Every nonprofit Board should take time annually to assess their effectiveness and celebrate their successes.

References:

Brown, W. (2007). Board Development Practices and Competent Board Members. *Nonprofit Management & Leadership*, 301-317.

**Foundation, M. C. (2017, July 12). *Marguerite Casey Foundation* . Retrieved from Caseygrants.org:
https://caseygrants.org/what_we_are_learning/capacity-building-tools/**

Masaoka, J. (2011, September 19). *The Governance/Support Model for Nonprofit Boards*. Retrieved August 30, 2018, from Blue Avocado: www.blueavocado.org

***SWOT Analysis: Discover New Opportunities, Manage and Eliminate Threats*. (2018, August 29). Retrieved from www.mindtools.com**

A Special Thanks

I would like to thank Cathy Robertson, Executive Director and the Board of Directors of the Cleveland County Abuse Prevention Council for their support and willingness to try a new way of doing business.

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