Look back at Chapter 4, focused on the fundraising professional. There is a body of knowledge. Serving on bunches of boards does *not* mean that your board members know the body of knowledge. Operating as the CEO of the biggest and best company doesn't mean you know best practice in fund development.

Photocopy this section and give it to your boss and board. Yes, have the courage to tell them they are wrong. Hey, bosses and board members: Pay attention to qualified fundraisers. Pay attention to the body of knowledge, research, and best practice. Stop the personal opinions. Hey, fundraisers: Make sure you know the body of knowledge and have the research and best practice to back you up. Regularly share tidbits of sector research with your boss and board members. Regularly share comments from good blogs and publications. All of you, bosses, board members, and fundraisers: Don't compound the really big mistake by rejecting facts.

Involving the Board and Individual Board Members

The best development professionals work hard to involve the board of directors, the governing body. The best development professionals work just as hard to involve each individual board member. This is my job and yours. That's why we have to be good enablers, described in Chapter 8.

Please, you're not trying to make fundraising fun. Most board members won't find this fun. Don't set unrealistic expectations. Don't make them suspicious with such a silly statement. All you're trying to do is make it "less worse." You're helping the board and its members understand that this is corporate accountability and a moral and ethical expectation. It's okay if board members are reluctant, as long as they do it.

Sadly, because of "our really big fundraising mistake" and the "corollary to the really big mistake," we've taken the honor out of philanthropy and fund development. By making philanthropy a transaction, we insult. By making fund development a graceless hard-core car sale, we scare people.

Stop focusing on money each time you talk with the board and try to involve individual board members. Stop the madness! Instead, try these strategies to build understanding and ownership, and reduce discomfort. Try these strategies to involve them in the deeper meaning, and foster their respect and admiration.

- Talk about customer-centered; that will resonate with your board of directors and its members. Then draw the link to donor-centered. Invite their experiences (both good and bad). Talk about research. Brainstorm strategies and tactics your organization might introduce.
- Invite board members to share their stories about why they give to your organization. Encourage them to share their emotions. Then "heartstorm"[3] key messages for your case.
- Ask the board what kinds of gifts the organization should not accept. Invent some scenarios and talk them through. Fine-tune the conversation into a policy for board approval.
- Invite board members to share their philanthropic stories with each other. Ask them to help interview donors to collect their stories.

- At a board meeting, compare your organization's performance to the Joyaux-Ahern Donor-Centric Pledge[4]—and talk about how to make improvements.
- With the fund development committee, identify the internal strengths and weaknesses of your organization's relationship-building program. Talk about the results with the board of directors.
- At each board meeting, briefly explain a bit of information from recent sector research. Depending on the available time, talk about the implications for your organization.

Here's another idea, one of my favorites: Conduct a complain and whine session. At a board meeting, ask everyone to share his or her worst experiences as a donor or as a fundraising volunteer. This is a tell-all session. Staff (including development staff) likely have had some bad experiences, too. Share them!

First, complaining and whining can be amusing—and certainly releases tension. Second, listen well to these bad and ugly tales. In my experience, almost all of the tales result from actions that no organization should do. Take this opportunity to promise better performance by your organization. This reassures board members and staff. Donors and prospects would be pleased, too. You could even tell donors and prospects how you plan to behave. And for the few items that are, well, just reality and unavoidable (like calling when someone is eating, because everyone eats at different times)—explain how your organization will handle this as appropriately as possible.

There are so many ways to engage your board and individual board members. There are so many ways to reduce anxiety and make all this "less worse." All this is enabling. You can engage each individual board member in specific work for philanthropy and development, in fact, you must. Remember, fund development is *not* just asking for money. Your board members can make thank-you calls to donors. Your board members can help you nurture relationships at fundraising events and programs, through personal meetings. Your board members can serve on committees and task forces that focus on strategy.

It's up to you, the development professional. Polish up your enabling skills. Look in the mirror. Then go out and do it.[5]

Roles in Fund Development Planning and Execution

You'll recognize some of the roles and positions. They're similar to the roles in strategic planning, Chapter 6. You, the fundraising staff, have to understand this first. So does your CEO. Then you can work on your board chair, your board and committees, and your individual board members.

ROLE OF THE BOARD First, the board of directors—as the governing entity—is accountable for the health and effectiveness of the corporation. Yes, you've heard that before but it bears repeating . . . over and over and . . . And the process of corporate governance is a group activity. Corporate governance is, essentially, the process of due diligence. All governance conversations and decisions belong with the board.

Of course, the staff is talking about all these same issues, making the management decisions, and implementing them. The staff provides the most in-depth body of knowledge and best practice. The staff helps identify the governance issues and enables the board to talk and decide accordingly. Think of this as checks and balances. Management and governance move back and forth on a continuum, addressing the same or highly similar issues. Where on the continuum defines which is management or governance?

The board establishes committees (e.g., fund development) to help the board carry out its governance accountabilities. For example, when it comes to money, the corporate governance responsibility is to ensure that there is money and that it is well managed, appropriately spent, and so forth. Both finance and fund development committees help the board of directors ensure all this. And the board and its committees do this in partnership with the staff, and effectively enabled by the staff.

The board is the final decision-maker for corporate governance issues. Make sure that the board participates in strategic conversation and decision-making regarding fund development. Sometimes these conversations help the board and its members learn. Sometimes these conversations share ideas. Sometimes these conversations produce governance decisions. See Key Roles in Fund Development posted on this book's website.

ROLE OF THE FUND DEVELOPMENT COMMITTEE In summary, the purpose of the Fund Development Committee is to help the board carry out its due diligence function related to assuring fiscal health through philanthropy and fund development. The committee partners with staff to institutionalize the philanthropic process within the board and its individual members, assuring a donor-centered organization.

The Fund Development Committee is not *responsible for raising the money.*

Just like any other committee of the board—that is, a committee that helps the board fulfill its corporate governance accountabilities—the Fund Development Committee works as a group and focuses on governance only. This committee—like all other governing committees—cannot usurp the authority of the board. And this committee does not engage in or direct management. See Appendix 9-B on this book's website, "Job Description of the Fund Development Committee," for the scope of work. Review the "Key Roles in Fund Development" (Appendix 9-C on this book's website) to see how all the roles fit together.

Here in the Fund Development Committee is where board conversation starts and gathers momentum. Usually staff members talk a lot before an issue goes to the Fund Development Committee. They then share trends and preliminary implications with the committee. Staff always brings governance issues to the committee, or directly to the board if unable to meet with the committee in advance.

The committee probes, explores, and may come to some conclusions. Sometimes the committee makes recommendations to the board. But most importantly, the committee presents strategic issues to the board and engages the board in meaningful discussion and decision-making. If you don't have a Fund Development Committee, establish one now. Start its work with the fund development planning process.

ROLE OF THE DEVELOPMENT STAFF Actually, this is the easiest part. See Chapter 4, "The Fund Development Professional," and Chapter 5, "The Art of Leadership." Read the job description of the chief development officer in Appendix 4-A, posted on this book's website.

Now the board of directors, its committee; and the individual board members just need to stay out of management work. Yes, that's hard because board and committee members know all about management and darn little about good governance. But the staff must effectively enable the board and its committees to move into the appropriate points on that continuum, focusing on corporate governance, not management. That requires the body of knowledge in governance and very, very good judgment—an obligation of staff.

Remember the process manager for institutional strategic planning? For fund development, the process manager is the chief development officer. If you don't have development staff, then it's the CEO because she serves as chief development officer. The process manager designs and manages the fund development planning process. The process manager typically writes the plan. (But for heaven's sake don't draft something for committee review without prior conversations!)

ROLE OF THE INDIVIDUAL BOARD MEMBER Here's where the trouble usually starts. Too often, board members do not understand their roles as part of the board. Most often, board members don't recognize that corporate governance is a group process and the individual board member has a voice only as part of the group. That means, for example, the chair of the fund development committee and the chair of the board have *no* authority by virtue of their positions.

Unfortunately, staff members often don't understand these distinctions, either. So the staff doesn't enable appropriately or effectively. There's no excuse for this lapse in staff accountability. Key staff (e.g., the CEO and the chief development officer) are expected to be organizational development specialists, and must understand all this process and enabling work.

But it can get worse. Here goes: Most organizations expect their individual board members to help carry out fund development activities (e.g., relationship building and soliciting). That's not governance work. Now the board members are really confused. And the staff members who don't understand the differences, and don't enable effectively, anyway, are unable to prevent this mess or intervene thereafter.

What to do with this mess? Clean it up! Or make it not happen in the first place. That's your job, Mr. or Ms. Development Officer. Translate board work into individual board member action. Yes, the board of directors functions as a collective, and so do its governing committees. But the development operation requires that each individual board member do specific work.

Staff works with each individual board member. Secure his or her commitment to carry out a portion of the development plan. Do remember, however, not all board members will help solicit gifts. That's okay. Fund development includes many components. Engage your board members in the right components for them and for the organization. That's part of your job as an enabler.

See Exhibit 9.1, my expectations of board members in your philanthropy and fund development program. Visit the Free Download Library at www.simonejoyaux.com to see all my expectations of board members. See

Appendix 9-E on this book's website for the menu of choices offered to board members in the Women's Fund of Rhode Island fund development plan.

Exhibit 9.1 Performance Expectations for Individual Board Members

I believe in board-adopted performance expectations—applicable to all board members regardless of gender, generation, socioeconomic status, and so forth.

I believe that only one small portion of the performance expectations focuses on philanthropy and fund development. Board member performance expectations include much more than fund development, much more! See the entire list in the Free Download Library at www.simonejoyaux.com.

I believe that organizations must secure commitment to performance expectations prior to nominating anyone to the board. I expect organizations to enforce these performance expectations through the board chair and governance committee.

And I believe that board members should resign if unable to fulfill these expectations. Hey, you nonperforming board members: Don't hold the board of directors hostage. Don't make the organization have to ask you to resign.

So here are my expectations in philanthropy and fund development. Every single board member will help support the charitable contributions operation of the organization. Specifically, every single board member will:

- Reach into diverse communities and help identify and cultivate relationships to support the organization as donors, volunteers, and advocates.
- Give an annual financial contribution to the best of personal ability.
- Consider this organization one of your top two or three charitable commitments.[a]
- Participate in fund development by taking on various tasks tailored to your comfort and skills.[b]

[a]Several of my clients suggested this expectation. Do you want to find out that one of your board members doesn't love you nearly as much as he loves another board he serves on?

[b]Every year the staff and development committee help board members select what they'll do from a menu of choices.

ROLE OF OTHER STAFF IN THE ORGANIZATION You're building a culture of philanthropy, so you need to engage staff within the organization. Involve development staff in the planning process. Involve other staff as well, but in lesser ways. (Remember they do have their own jobs.) Staff members have ideas. They have concerns that you must overcome. And the program staff lives the stories that you tell in fund development.

ROLE OF OTHER VOLUNTEERS Great planning processes engage other fund development volunteers, not just those who serve on the board of directors. All board committees can (and I think, should) include nonboard members. Also, a really great development planning process engages donors, prospects, and even the predisposed.

Review Chapter 7, on constituency development. You'll find lots of tips about engaging donors, prospects, and the predisposed. Some of that work affects the development planning process.

The Written Fund Development Plan

It's easier to carry out the process if you have some idea of what the result might look like. What do you want in your written fund development? Remember, this is a strategic plan that the board typically sees, talks about, and endorses. This is not your detailed operating plan. Make sure you find the right balance between sufficient strategic direction and too much operational detail.

The fund development plan is a written document, used regularly by staff, the development committee, and the board of directors. Like the organization's strategic plan, the development plan sets direction, defines boundaries, and guides action.

Keep your fund development plan close at hand. Monitor progress, report on achievements, and develop interventions as necessary.

Decide the content areas of your fund development plan by facilitating a conversation with the development committee. This helps them accept the complexity, scope, and length of the resulting plan. Engage staff colleagues. Also talk briefly with the board about the scope and content of the plan.

Staff decides the format of the plan. Typically, plans include narrative sections as well as an outline of action steps/strategies and financial information. Review the common components, described in detail here. See Exhibit 9.2 for a summary. *Note:* This is neither an all-inclusive nor a requisite list. Invent what works for you. But make sure you keep key elements like relationship building and solicitation strategies, measures, assignments of accountability, and some form of calendar or timetable.

Exhibit 9.2 Contents of the Fund Development Plan

This is just one example. The table of contents of your plan may look very different. That's okay. Personalize your plan to your organization. But remember this:

- A fund development plan is not merely a list of strategies plugged into a calendar.