

**Board and Governance Issues
for Start-up Organizations
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Evolving Role of the Board Member

- Governance (oversight of operations, including financial accountability)
- Support (fundraising, public relations and providing individual expertise)
- Planning (mission and vision statements, and strategic planning)
- Advocacy (strategic thinking/action and public policy)

Five Critical Board Responsibilities

1. Govern (the board evaluates itself and the organization, ensures financial and program accountability and transparency*, sets meeting agendas, creates necessary committees, keeps minutes, and recruits effective member)
2. Plan (creates the mission and vision, sets goals and objectives, develops a strategic plan and fashions organizational procedures)

*includes ---reviews effectiveness of programs; mandates needs assessment of constituency every few years

Responsibilities (continued)

3. Oversee resources (ensures sufficient funds are raised* and spent appropriately)
4. Manage (hires and if necessary fires the executive director; evaluates ED's performance)
5. Comply (conflicts, insurance, file required papers and act as a trustee/fiduciary; creates and abides by the bylaws)

*includes marketing and public relations

Skills Most Boards Need

- Administrative/business
- Planning
- Fundraising
- Financial
- Public relations/media
- Legal knowledge
- Human resources (Facilitation)
- Program/services expertise

Strategic Board Recruitment

- Identify the board member skills and experience your organization needs
- **Job Description** & Training
- Review current board members' skills and talent
- Identify what talents are missing
- Recruit new members with the specific talents and abilities needed to make the board successful

Other Considerations

- Leaders
- Community Representation
- Social and Philanthropic
- Political
- Diversity

Beyond Brainstorming & Token Diversity

- *BoardNetUSA.org* – National Board matching program with over 10,000 candidates in 47 states
- Diversity means going beyond the “token” candidate or client representative, and clarifying why you want each person on your board, emphasizing the skills and perspective he/she brings
- Contact minority-focused professional organizations churches, student alumni associations

Develop A Job Description

- A voluntary position but still a job
- List responsibilities and expectations
 - Meeting requirements
 - Committee tasks
 - Financial responsibilities
 - Desired skills and traits
 - Conflicts of Interest

How Do You Recruit?

- Contacting prospects
- Meeting the prospects
- You can say no
- Orientation & training

Mission, Vision & Plan

- Mission: What is your purpose? What need do you fill? Whom do you serve? How do you service your constituency?
- Your vision should constitute a future image of the organization as effective and successful in carrying out its mission
- Plan- strategies, goals and objectives and action steps for obtaining your vision

Meetings: The Bane of Boards

- How to meet when folks are so busy
- How often to meet
- Social component
- Professionalism
- Facilitation
- Rules (Robert or Roberta)
 - (quorum) to make a decision
 - who gets to vote
 - how many votes are needed for a decision

Agenda & Minutes (underrated)

- Use strategic plan to set the agenda
- Are you meeting your goals and objectives and if not why not?
- Staff and committee reports can be written up in advance
- Consent Items
- Time limits
- Chair, staff & executive committee set agenda

Committees – To Be Or Not To Be?

- Purpose/Mission
- Define limits (time frame, budget, authority, size and composition)
- Reports/recommendations for full board or to carry a project (special event)
- Agenda and minutes
- Cultivation
- Typical committees

Financial Controls & Budget

- The board's role is to oversee the financial control and budget planning process
- Can't delegate this only to the treasurer
- Critical to set up professional financial procedures and controls and approve final budget
- Finance staff more than "good with numbers"
- Train board in how to read financial reports (including annual return IRS Form 990)

Accountability

- Board members are advocates for and to the community
- You want to be able to assure the community that your nonprofit is
 - **wisely spending its resources**
 - **providing a meaningful & effective benefit** (needs assessment & evaluation)

How To Be Transparent

- How much are you and your organization telling the outside community (your donors and stakeholders) about your agency?
 - Give folks what they ask for
 - Tell them to come look it over
 - Mail copies when asked
 - Mail information to all donors/members
 - Put it all on your website
 - Guidestar does it for you

Fiduciary Means "Trust"

- You are legally entrusted with the control of the organization
 - Show up
 - Get a clue
 - Ask for help
 - Act reasonably
 - Put the organization first

Legal Responsibilities

- Duty of care (make reasonable decisions)
- Duty of loyalty (careful about conflicts)
- Duty of obedience (dot your i's & stick to your mission)

Conflicts of Interest

- Develop a board policy- does it pass the fish test?
- It is ok to have a conflict; just don't hide it
- Make sure the agency is paying a reasonably fair price
- Don't vote when you have a conflict or even an appearance of a conflict

Insurance

- Liability
- Director and officer's liability insurance
- Employment
- *Alliance of Nonprofits for Insurance* (ANI-RRG) (www.ani-rrg.org)

Board Fundraising Responsibilities

- A personal financial investment
- Requesting investments from people you know
- Overseeing the organization's fundraising
- Helping with recruitment

Zimmerman's Rules

- People give when asked
- People give to people
- People give to strength
- People give from their perspective
- People love to give
- People need specifics

Fear Gets in the Way

- Fear of asking
- Fear of rejection
- Fear of quid pro quo

Diversified Fundraising (Board's Role)

- Special events
- Direct mail
- Telephone solicitation
- Major investors/donors
- Planned giving
- Businesses
- Fee for service/social enterprise
- Grants

Management

- Boards govern, staff manage
- You are responsible for ensuring that the organization is well managed, rather than managing it yourself
- Hire the best E.D.
- Doing an annual performance evaluation
- Board and staff relationship

Strategic Advocacy Perspective

- This perspective emboldens you to think critically and act strategically for the mission and vision of the organization at all times
- Advocacy on behalf of
 - Organization
 - Community/Stakeholders
 - Constituency/Clients

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Board Members Rule: How to Be a Strategic Advocate for Your Nonprofit

Chapter 5: How Can a Board Recruit New Members Strategically?

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Chapter 5.

How Can a Board Recruit New Members Strategically?

An effective board process is fundamental to ensuring the vigor and breadth of your board of directors. Many organizations engage in what we call “anecdotal board recruitment” in which current board members encourage their friends and colleagues to join the board, without regard to their skills. But it is not enough to have dancers on the board of a dance company, or social workers on the board of a foster care organization. Running a nonprofit organization—be it a school, social service agency, cultural organization, or church—means you are running a *business*, though one with a “community benefit” purpose. Your board needs members with a broad range of talents and skills to ensure that you can run your nonprofit enterprise successfully.

Think of board recruitment as you would if you were filling a top-level position in any organization, and give it the time and focus necessary. While board members are rarely paid, that does not mean you should be thrilled to get whoever walks in the door. If you treat the position with the respect it deserves, you may be surprised to find you can create a qualified and enthusiastic board.

Let’s look at the differences between how we treat a paid staff position and a non-paid board position and see if it makes sense. We will use the example of hiring a new program director.

- You would not begin your hiring process for a new program director without first determining the skills and qualifications for the particular position, yet boards rarely do this when recruiting new members.
- You would not hire a new program director without a job description, and yet often boards do this for board membership.
- You would not hire the program director without some outreach and careful review of his or her qualifications to see if he or she is what you are looking for, and yet boards do this regularly when recruiting new board members.
- You would not expect the program director to be effective without some training or guidance regarding your agency and how it functions, but boards often neglect such training for new board members.

Assessing the needs of your agency, creating a board profile and job description that match the needs of your agency, doing outreach to find the right candidate, carefully reviewing all prospects’ qualifications, and providing an orientation to your agency will go far in ensuring that your board can meet its responsibilities and help the organization implement its vision.

Assessing the Needs of Your Nonprofit

The best way to recruit the right individuals for your board is to approach the process just as an executive recruiter for any professional position would do.

1. Identify board member skills and experience your organization needs for the board to be effective.
2. Review current board members' skills and talent.
3. Identify what talents are missing.
4. Recruit new members with the specific talents and abilities needed to make the board successful.

Let's look at each of those in more depth.

1. Identify board member skills and experience your organization needs for the board to be effective.

Every nonprofit needs to assemble and nurture a group of individuals who can help carry its mission and vision forward. Reviewing your vision for the future and recruiting individuals with the skills and traits necessary to implement the vision are vital. That should be your starting point for any future recruitment.

Typical Nonprofit Board Skills

There are many skills that help boards run effectively. Let's review these:

- *Administrative/Business*: experience in the administration of a nonprofit or running a for-profit business
- *Planning*: knowledge about strategic, business, program and financial planning
- *Fundraising*: special events, grants, government contracts, individual, corporate, or planned giving
- *Financial*: an ability to read and understand financial and fiscal reports and the budgeting process, and to know what it means to be responsible to the public about sharing information
- *Public Relations/Media*: familiarity with marketing and/or working with the press
- *Legal*: experience in the nonprofit or employment area, can help find answers to legal questions, and is an advocate by trade
- *Human Resources*: experience with the broad spectrum of personnel issues and tools to help with teambuilding, facilitation and training (these are necessary for the board but can also be a resource for the organization)
- *Program/Services Expertise*: expertise in whatever field your agency works in
- *Others as Needed*: if your agency is considering buying a building, a real estate broker would be helpful, or if your organization has an endowment or substantial reserves, a financial advisor would be in order

Other traits that ensure a well-rounded and effective board are included in the box below.

5.1 Board Member Traits That Are Critical

Leadership. Leadership is an influence process in which someone is skilled in motivating others to do something, believe something, or act in a certain way. In recruiting for the board, you want to look for folks who have leadership traits and for volunteers who may be great leaders one day. These potential leaders can be groomed and trained.

Strategic/Creative Thinkers. Some individuals naturally think about the big picture and see connections between where you are now and where you want to be; others are naturally creative and look at things differently or from different perspectives. Every board should have a few of these individuals as members.

Community Leaders. Boards need community leaders. High-profile movers and shakers help raise your organization's profile, help with fundraising, and make things happen. Community leaders include folks who have connections to wealth (or who are wealthy), to media stars, and to people with influence.

Political Advocates. Nonprofit boards should look for members who are politically savvy and can connect to policymakers as advocates for the organization and its constituencies. Policy decisions by local, regional or national leaders will sometimes (or often) affect how your organization does business, with rules that affect clients, funding opportunities for the organization, planning issues or regulatory concerns addressing the nonprofit sector. It should not be difficult to find politically active community leaders who care about the issues that matter to your nonprofit.

Diversity. We believe that diversity on your board is essential (gender, race, ethnicity, age, sexual orientation, religion, physical differences, or other characteristics your organization may value). Your board should reflect the diversity of the communities your organization serves. This means going beyond the "token" candidate or client representative, clarifying why you want each person on your board, and emphasizing the skills and perspective he or she brings that will improve your board.

Your board's Nominating Committee will be responsible for assembling this information and refining the list of skills, traits and backgrounds so the specific needs of your organization are addressed.

2. Review Current Board Members' Skills and Traits

Once you have assessed what you need, you must review what you already have. We have developed a Board Member Assessment Grid to help you evaluate your board's strengths. Modify the grid below or create one to fit your agency's needs. Generally, your Nominating Committee will ask individual members to fill this out or sometimes will fill it out for them. This will go a long way toward helping you figure out what skills, traits and characteristics you already have on your board.

5.2 BOARD MEMBER ASSESSMENT GRID						
After copying this form, put a check next to any skill or trait that each board member has, and then analyse the gaps in skills and traits.	Member Name	Member Name	Member Name	Member Name	Member Name	Member Name
Administrative — <i>nonprofit/for-profit experience</i>						
Business/Corporate						
Small Business						
Nonprofit Administration						
Other						
Planning						
Business						
Strategic						
Program						
Fundraising						
Will Make Contributions						
Will Help Raise Money						
Access to Individuals with Money						
Access to Corporations and Foundations						
Personal Wealth						
Corporate Fundraising Experience						
Special Event Fundraising Experience						
Government Fundraising Experience						
Foundation Fundraising Experience						
Influential in Community						
Financial						
Finance/Accounting						
Financial Planning						
Budgeting						
Public Relations/Media						
Marketing/Public Relations						
Sales/Advertising						
Media						

Legal/Advocacy						
Legal						
Legal Specialist (Employment, Nonprofit, etc)						
Advocate						
Connections to Policymakers						
Community Organizing						
Traits						
Leadership						
Leadership Potential						
Facilitation						
Strategic Thinker						
Creative						
Human Resources/Facilitation						
Program/Services Expertise						
Other Traits as Needed						
Demographics/Diversity						
Gender						
Ethnicity/Race						
Sexual Orientation						
Age						
Economic Status						
Residence/Community						
Disability						
Culture/Religion						
Other (as appropriate to your nonprofit)						

For illustration only. Do not fill in blanks above; make copies of blank grid and adapt for your organization's specific needs.

3. Identify What Talents Are Missing

By reviewing what you already have, you can also identify what is missing. Which boxes have no checks or only one check (you will need more than one person who has some fundraising and financial skills)? Identifying the traits or skills that are missing is also generally the job of the Nominating Committee.

4. Recruit New Members with the Specific Talents and Abilities Needed to Make the Board Successful

Once you have determined what you are missing, you can create a board member profile to ensure that you recruit to meet your needs. Below is a typical process your Nominating Committee should utilize to follow the above steps.

The Nominating Committee's strategic report to the board should include:

- Recognition of priorities of the organization that may require board attention in the coming year (e.g., fundraising or program development)
- A review of the backgrounds of all current board members
- Determination of which types of experience are not represented on the current board (e.g., sales/marketing)
- Determination of which types of members are not represented on the current board (e.g., large businesses or minority community members)
- Summary conclusion: Therefore, the Nominating Committee recommends profiles for new board members...(e.g., a salesperson and a person with marketing expertise, preferably from XYZ corporation, preferably from a minority community)

The entire board then discusses these recommendations, comes to a consensus decision about the types of new board members to be recruited, and prioritizes each profile.

Nonprofit Board Recruitment Job Description

Before you can begin the recruitment process, you will need a job description. Developing a board member job description should be a high priority if you do not already have one. You want prospective board members to have a clear understanding of important board responsibilities, including what the organization expects in the fundraising area. On the following page is an example you can modify to create your own.

5.3 XYZ Board Member Recruitment Job Description

Whom We are Seeking. We are seeking individuals to join our board who believe in the importance of ___ (*e.g., saving whales*), who wish to work closely with a dynamic and committed group of individuals (*e.g., locally, regionally, nationally, internationally*) to address this important issue, and who are interested in learning more about the substantive program area of the organization (*e.g., saving whales*). We are seeking individuals who possess a sense of honesty, personal integrity, sensitivity to and tolerance of differing views, a developed sense of values, and a friendly, responsive, and patient approach. Specifically, we are seeking an individual who has the skills, ability, willingness and availability to:

- Listen, analyze, think strategically and creatively
- Work well with people on the board, staff and in our community, individually and in a group
- Ask questions, take responsibility, and follow through on agreed-upon assignments
- Open doors in the community and assist with community-building efforts
- Advocate for the agency and its constituencies, including the public
- Develop skills, if necessary, such as: cultivate and solicit funds; cultivate and recruit board members and other volunteers; read and understand financial statements
- Have the time to participate in board meetings and activities

Nonprofit Board Member Responsibilities. XYZ Nonprofit Organization requests that its board members be willing to commit to the following responsibilities:

- Prepare for and regularly attend board meetings (currently eight per year) and functions, such as special events, as needed.
- Review minutes and agenda in advance, and follow through on agreed-upon action items.
- Actively participate in setting policy, including the mission, vision and action planning for XYZ.
- Provide financial and programmatic oversight, and ensure that effective controls and evaluations are in place.
- If needed, hire or fire the executive director, and participate in performance evaluations, helping to set goals and objectives.
- Participate actively on at least one committee or task force.
- Participate personally and actively in fundraising for XYZ. Contribute annually from personal resources to the extent of capacity, and assist as necessary to ensure adequate resources are available to the organization. This may include actively raising funds for the organization by direct contact with current and prospective donors, including personal friends and colleagues.
- Advocate on behalf of the nonprofit to the community; advocate on behalf of XYZ's constituents to the organization.
- Assist with recruitment and orientation of new board members.
- Abide by conflict of interest policies, and perform responsibilities ethically.
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements, complying with all regulations, and ensuring accountability to the public.

A Board Recruitment Process

Now that you have a profile of who you are looking for and a job description, you can begin your recruitment and outreach to find new prospects who match what you are seeking. More and more boards are seeking professional help in recruiting, but the cost is out of reach for most small to mid-sized nonprofits. Below, we outline a process that you can follow or adapt to meet your needs.

Brainstorming

Typically, boards start this process by brainstorming and prioritizing prospects. The board conducts a brainstorming session to come up with as many appropriate names as possible for each new board member position. The board should look beyond its own personal contacts to find the right individuals. The board then prepares a list of individuals with “most preferred” at the top, taking into account each person’s qualifications, his/her “fit” as a board member, the skills he or she would bring to the board, his/her availability and the need for diversity.

Please see the following table for assistance in finding diverse candidates.

5.4 Finding Diverse Professionals as Prospective Board Members

In a study called “*What Foundation Boards Are Saying About Diversity*,”ⁱ an anonymous comment from a minority board member about how to expand diversity included: “extend invitations to your board members to visit the diverse community that you represent. As minority people, we’ve had to learn about communities beyond our own. Bring it back home. Reverse the role.” There is a wealth of opportunities out there, but you may need to think outside the box to find them. Be inventive. Search the Internet and Yellow Pages for organizations in your community. Here are a few suggestions:

- Contact minority-focused professional organizations (e.g., the National Black MBA Association,ⁱⁱ Association of Latino Professionals in Finance and Accountingⁱⁱⁱ)
- Contact minority-focused philanthropy groups, (e.g., Asian Americans/Pacific Islanders in Philanthropy,^{iv} Association of Black Foundation Executives,^v Hispanics in Philanthropy^{vi})
- Ask local clergy from diverse congregations for recommendations
- Contact diverse social and civic clubs in your community
- Contact minority-affiliated alumni associations (e.g., Stanford Asian/Pacific American Alumni Club, Stanford Chicano/Latino Alumni Association, Stanford National Black Alumni Association^{vii})

Beyond Brainstorming to Identify New Board Prospects

A little creativity can go a long way in recruiting new board members. Board matching programs may be found through local volunteer or resource centers or online. (Type “board match program” in an Internet search engine and see what pops up in your area). Many large businesses have programs to help their staff find volunteer opportunities (contact businesses’ human resources departments to ask about these). Some trade associations, such as accountants or lawyers, have similar volunteer programs (contact your local bar association or professional accountant group). Consider these resources, among others:

VolunteerMatch.com: Internet-based volunteer match program will list your organization’s requirements for board members or other volunteers and invite local (or national) volunteers to contact you to apply for open positions. This site also links with business-based volunteer programs.

Volunteer Centers: Local nonprofits list your organization’s requirements for board and other volunteer positions and encourage volunteer activity.

BoardNetUSA.org: National Board matching program with over 10,000 candidates in 47 states.

Business-based volunteer programs: e.g., CISCO, a technology company, has CISCO volunteers^{viii} as one among many programs matching individual employees and employee teams to philanthropic opportunities in their communities.

Clearinghouse for Volunteer Accounting Services:^{ix} provides accounting services to nonprofit organizations throughout the U.S.

CPA’s for the Public Interest:^x Illinois-based organization that provides matches in that state, as well as links and information for organizations in other locations.

Contacting Prospects

If a board member knows the individual at the top of the list of prospective board members, it is his/her job to contact that person to arrange a face-to-face meeting to discuss the possibility of board membership. One person can meet with prospective board members, or small groups can do the interviews. If the prospect is not known personally to anyone on the board, he or she can be sent a letter briefly describing the organization and indicating that he or she is being considered for board membership. The board chair or chair of the nominating committee can then call to set up a face-to-face meeting.

Meeting the Prospects

When meeting with each board prospect, speak from your heart about the importance of your work with the nonprofit, describe the organization’s exciting programs, and alert the prospect to plans for the future. Be sure to allow enough time to answer the prospect’s questions and to field his or her criticisms. If this sounds like major donor solicitation, that’s because it is indeed very similar.

Allow enough time for successful cultivation. The prospect may not be ready to say yes or no at the close of your initial meeting. Be sure to fix a date when you will get back in touch to answer questions and to find out if the prospect is truly interested in board membership.

What should you bring when you meet with a board prospect?

Annual report, financial statement, newsletter, and other promotional materials

Job description that outlines the responsibilities of board membership

Questions for the prospect—what do you want to know about his or her experience and

interest in your board?

You Can Say No

Be sure that the prospective board member understands that he or she is being *considered* for membership on your board, and that the full board must vote on the candidacy. Never insinuate that the decision to join the board is the prospect's (or yours) alone. There are occasions when the interview reveals that, for whatever reason, the prospect would not be a welcome addition to your board. You may find the person difficult to work with, there could be a conflict of interest, the person may not have enough interest in your project, or he or she may not be willing to assist with fundraising, for example. Available time could be an issue. If this person is already on four other boards, do you really think he or she will be able to focus on your organization? Don't be afraid to say 'no, thank you.' If you are too polite, say yes without forethought, and ask a prospect to join your board before you are sure you want to do so, you might make a decision that could haunt your organization for years to come.

Joining a Board Committee Before Considering Membership

Some organizations ask a prospective board member to join a board committee before being asked to join the full board. For example, we encourage you to consider asking your prospect to serve on your special events or fundraising committee to assess her or his aptitude and interest in service to your board. This gives the prospect the opportunity to get to know the organization without making a significant time commitment, and it affords the organization the opportunity to determine if the prospect would indeed be a good fit for the board.

Board Orientation

Once the person decides to join the board, be sure to orient him/her appropriately and comprehensively to ensure this person gets off to a great start. If your organization does not regularly provide board training, send the new board member to an organization specializing in providing technical assistance to nonprofit volunteers. (There are many technical support centers throughout the country; in San Francisco for example there is CompassPoint Nonprofit Services.^{xi} You can search the national Alliance for Nonprofit Management^{xii} directory for a provider in your area, and also see the National Council of Nonprofit Associations listings in the Appendix.) Provide the new member with an orientation package, including any written materials that he/she does not already have (see full list following).

5.5 Board Orientation Package

Once a new member decides to join your board, it is crucial to provide comprehensive orientation. Each new member should receive a board orientation package, including:

- Job description
- Mission statement
- By-laws
- History of the organization and its programs
- Sources of the organization's funding
- Annual report (current and prior years)
- Website information (printed out)
- Organization's policy manuals
- Current budget, the most recent audited statement, and IRS Federal 990 (annual return for the agency)
- Strategic and development plans
- Organization chart and job titles or descriptions with names of staff members
- Roster of current board members, outside job titles, and contact information
- List of officers, committee chairs, and committee members
- Organization newsletters and brochures
- Minutes from the three most recent board meetings

Board Member Buddy

The board can help new members become effective more quickly by appointing a “buddy” who is responsible for introducing the new member to everyone on the board and answering the questions that inevitably arise. Make sure that the board buddy checks in with the new member after a few months to find out if the new member feels he or she has sufficient information to make informed decisions and contribute to the board.

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- ⁱ **Ellen Bryson and Steve Parsons, *What Foundation Boards Are Saying About Diversity*, Washington, DC: Council on Foundations, 2003.** See also **Ellen Bryson, *The Boardroom: Building Board Diversity*, Foundation News & Commentary, Vol. 45, No. 6, November/December 2004**, Available online at <<http://www.foundationnews.org/CME/article.cfm?id=3063&issueID>> [last viewed 10/1/06].
- ⁱⁱ National Black MBA Association, Inc. Available online at <<http://www.nbmbaa.org>> [last viewed 10/1/06].
- ⁱⁱⁱ The Association of Latino Professionals in Finance and Accounting (ALPFA). Available online at <<http://www.alpfa.org>> [last viewed 10/1/06].
- ^{iv} Asian Americans/Pacific Islanders in Philanthropy (AAPIP). Available online at <<http://www.aapip.org>> [last viewed 10/1/06].
- ^v ABFE, A Philanthropic Partnership for Black Communities. Available online at <<http://www.abfe.org>> [last viewed 10/1/06].
- ^{vi} Hispanics in Philanthropy. Available online at <<http://www.hiponline.org>> [last viewed 10/1/06].
- ^{vii} Stanford Alumni Association: Multicultural Clubs and Associations. Available online at <<http://www.stanfordalumni.org/erc/diversity/clubs.html>> [last viewed 10/1/06].
- ^{viii} CISCO has a “Community and Philanthropy” program which includes a volunteer recruitment program, a board member match through BoardNetUSA, and a philanthropic program. Available online at <http://www.cisco.com/web/about/ac48/about_cisco_community_and_philanthropy_home.html> [last viewed 10/1/06].
- ^{ix} The Clearinghouse for Volunteer Accounting Services (CVAS). CVAS provides accounting services to nonprofit organizations by matching accountants with organizations in need of accounting services. Available online at <<http://www.cvas-usa.org>> [last viewed 10/1/06].
- ^x CPAs for the Public Interest. CPAs for the Public Interest (CPAsPI), the community service arm of the Illinois CPA Society, links the expertise of CPAs and financial professionals with Illinois not-for-profit organizations and community needs. Available online at <<http://www.cpaspi.org/cpaspi/index.htm>> [last viewed 10/1/06].
- ^{xi} CompassPoint Nonprofit Services is a consulting, research, and training organization providing nonprofits with management tools, strategies, and resources to lead change in their communities, with offices in San Francisco and Silicon Valley. Available online at <<http://www.compasspoint.org>> [last viewed 10/1/06].
- ^{xii} Alliance for Nonprofit Management. The Alliance is a professional association of individuals and organizations working on nonprofit management and governance capacity building for nonprofits. It has a searchable directory of nonprofit consultants, management support organizations and other nonprofit capacity builders, including a People of Color Roster, devoted to helping nonprofit organizations increase their effectiveness and impact. Available online at <<http://www.allianceonline.org>> [last viewed 10/1/06].