



ELEMENTS FOR CALENDAR MAPPING

- Board Meetings – Main Topics
- Committee Meetings
- Staff Meetings
- Operational Cycles
- Program Activities and Events
- Fundraising Events/Plan
- Communications Plan
- Budget Process
- Compliance (tax filing, licenses, renewals, etc.)

FIVE TOOLS FOR BUILDING CAPACITY

1. **Strategic Board Recruiting**
2. **Meaningful Meetings**
(Focused Agenda with Time for Engagement aligned to mission, roles and priorities. Materials in Advance!)
3. **Calendar Mapping**
4. **Reflect *Embedded Strategy***
5. **Culture of Inquiry & Accountability**
(Time for reflection and space for curiosity with trusted voices, then action whether refinement or celebration)

STRATEGIC BOARD RECRUITING ELEMENTS

- Are **roles** and responsibilities clearly **defined**?
(all leadership positions – board, officers, committees, volunteers and other support)
- Are board **recruiting priorities** identified? Ideal board described?
(skills, experience, community connections, diversity considerations)
- Has the board clearly defined a **process** to identify board candidates and confirmed timing?
- Does the board use an **intentional** board **application**, review and approval process?
- Does the board receive **strategic support** and communications?

OTHER BOARD RECRUITING RESOURCES:

<https://www.councilofnonprofits.org/tools-resources/finding-the-right-board-members-your-nonprofit>



“EMBEDDED STRATEGY” ASSESSMENT

MISSING: CURRENTLY NOT REFLECTED WITHIN OUR ORGANIZATION

GOOD: YES, EVIDENCE OF THIS ELEMENT WITHIN OUR ORGANIZATION

IDEAL: BEST PRACTICE IN ACTION WITHIN OUR ORGANIZATION



| Element | Missing | Good | Ideal |
|---|---------|------|-------|
| 1. Organizational Mission <ul style="list-style-type: none"> Our organizational mission represents the focus & intention of our work. It was recently confirmed/refined through engagement with stakeholders. | | | |
| 2. Strategic Priorities <ul style="list-style-type: none"> Our board of directors has established a current strategic plan or strategic priorities to guide the organization. The plan/ priorities are well known by internal stakeholders. | | | |
| 3. Know & Support the Network <ul style="list-style-type: none"> Our organization has identified key stakeholders, partners and decision-makers. We actively cultivate this network. We maintain clearly defined goals, roles and responsibilities for all staff, board and volunteer roles at our organization and recruit great talent. We provide clear orientation, training and support to all internal stakeholders (staff, board members, volunteers). | | | |
| 4. Fundraising <ul style="list-style-type: none"> We know who our donors are and document giving in a donor database. Our organization is clear what we are raising money for, and it is reflected in our donor communications. We are transparent in our activities with our donors. | | | |
| 5. Budget (for Break Even or Better) The board approves an annual budget & regularly monitors financial activity. | | | |
| 6. Programs Our programs and services are well designed to meet community need and achieve desired outcomes through a sustainable model with defined goals. | | | |
| 7. Community Connection Our organization regularly partners with others, makes referrals and maintains awareness of allied groups, similar services and needs within our community. | | | |
| 8. Communications & Events <ul style="list-style-type: none"> We regularly update our network through strategic communications. We communicate well internally and provide regular updates. We provide opportunities to engage community through strategic events. | | | |
| 9. Evaluation & Feedback <ul style="list-style-type: none"> We regularly evaluate programs, staff, events to assess outcomes with goals. We refine our operations/activities based on evaluation findings. We annually check-in and provide feedback to volunteers, board & staff. | | | |
| 10. Meetings Matter We meet as needed (not too much/too little) and have productive meetings. | | | |
| TOTAL (please tally number of responses in each category) | | | |