

# Development for Conservation

## Strategies for Recruiting the Board You Need (and Will Need)

Presented at

**River Rally  
Cleveland**

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**David Allen, Development for Conservation**



**DEVELOPMENT  
FOR  
CONSERVATION**

## Job Responsibilities of a Board

- Governance
- Management
- Fundraising
- Celebration



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## Desirable Attributes / Board

- Visible
- Trustworthy / Transparent
- Capable
- Diverse



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## WHY Diversity?

*Any board that agrees on everything is either uninformed or **lazy**. Think about it. If everyone in the meeting has the same opinion, why should any one member do their **homework**?*

*Diversity creates **deeper conversations** which leads to **more thoughtful** decisions.*



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-Network for Good

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## Desirable Attributes / Members

- Passionate About the Mission
- Leadership
- Smart, Curious, and Willing to Learn
- Personal Integrity and Good Judgement
- Credibility
- Strategic and Analytical Thinking Skills
- Sense of Humor



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## Common Complaints

- Our Board is getting older; we need to recruit younger people
- We approached great people to be on the Board, but they turned us down
- We need a <sup>woman, person of color, young person, farmer,</sup> lawyer and a CPA, but we can't find any
- We need rich people on the Board for fundraising, but we don't know any rich people



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## What do Board Members Do?

- Show up
- Give money; Raise money
- Know the projects; Know the finances; Know how to tell the Story
- Advocate / Defend
- Serve as Ambassadors back into their communities



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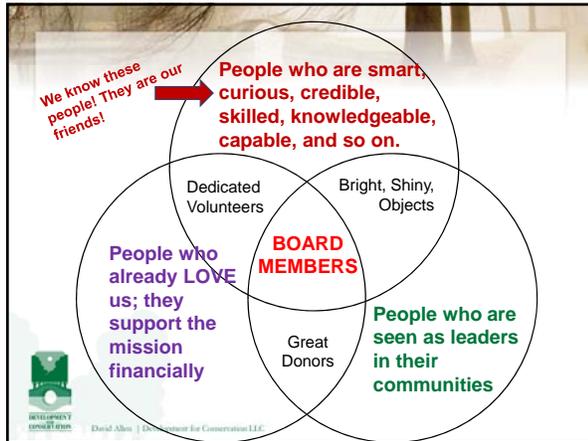
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## Ideas

**Recruit from existing supporters**

- Recruit from a deep Bench
- Recruit ACCESS



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## Ideas

**Establish Term Limits**

- Sustainability comes from capable, orderly self-replication
- Self-replication comes from Term Limits

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## Ideas

### Approach Board recruitment as you would major gift donor cultivation

- Board service is a major gift – for the *donor*. Treat it that way.
- The people you need most are probably not available to you right away.
- They might need to be introduced to the idea, wooed, and ultimately solicited.



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## Ideas

### Cluster Recruiting

- Identify Barriers to Participation




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## Also think about ...

- Ambassadorship  
How will your Board members take your organization back to their communities?
- Long-Term Leadership Needs  
Who will be Chair next year? Five years from now?



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## Re-Think

- Re-Think in terms of showing new board members what you want them to know.
- Re-Think in terms of practice.
- Re-Think in terms of the story they will tell others.



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## 1<sup>st</sup> Year Scavenger Hunt

- Sit in on one meeting of each board committee,
- Sign the Conflict of Interest Policy and Confidentiality Statements,
- Visit a program or work party in progress,
- Develop and practice an “elevator speech,”
- Call a donor to say thank you,
- Attend an organizational event. ✓



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## 1<sup>st</sup> Year Scavenger Hunt

**Serve on the Finance Committee for the first year**



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## Job Responsibilities of a Board Director

- Governance
- Management
- Fundraising
- Celebration



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## The Job – Board Director

- Attend all board meetings and events.
- Serve on committees.
- Give money.
- Raise money.
- Advocate.
- Serve as Ambassadors back into their communities.
- Know the projects. Know the finances.



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## Board Evaluations

- Chair
  - Know, follow, and manage as needed the work of ALL the other committees.
  - ~~Hold other board directors accountable.~~  
Create a culture of Integrity.
  - Annually conduct one-on-one interviews with each board director to discuss current committee assignments, other board related activities, general thoughts and opinions, and his/her own giving for the current year.



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## Board Campaign

### Board

- Chair, FR Chair, ED set Board goal
- Chair sets the tone, makes his/her gift first
- Chair solicits other Board members
- First Quarter Activity
- Pledges OK



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# DAVID ALLEN

I am a non-profit organizational development consultant. I work with nonprofit organization boards to help their members learn how to be better leaders and advocates.

My background includes 30 years working in membership fundraising, major donor development, communications, and marketing. I worked for about half that time for Nature Conservancy (TNC) chapters in Oregon, Texas, and Wisconsin. In addition to my duties for the individual chapters, I served TNC as an internal fundraising consultant and major gift development trainer.



In 2000, I served as the vice-president of operations for the Wisconsin-based, international conservation organization Sand County Foundation, a position I held through mid-2009.

Gathering Waters Conservancy, a land trust service agency based in Wisconsin, called me in 2002 to ask whether I would be interested in teaching a seminar for Wisconsin land trusts on major donor development. From 2002, then, through 2009, I consulted on a nights and weekends basis with just a few clients each year.

In March of 2009, I launched my consulting business full-time using the name **Development for Conservation**.

Also in 2009, I partnered with Nancy Moore to form Conservation Consulting Group. Together we help land trusts prepare for accreditation by providing assessment, planning, and leadership coaching services.

I consider myself a strategic thinker, problem solver, facilitator, educator, and program developer who brings a particular passion for conservation and the environment.

## **Practice Competencies**

### *Fundraising*

- Development Audit
- Staff/Board Training and Development
- Major Gift Coaching
- Capital Campaigns

### *Organizational Development*

- Strategy Development
- Practice & Process Assessment
- Problem Solving Facilitation
- Marketing

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