

Development for Conservation

Diversifying Your Board

Prepared for

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David Allen, Development for Conservation



**DEVELOPMENT
FOR
CONSERVATION**

David Allen

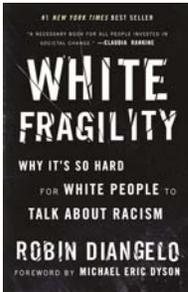


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Agenda

- Why reach for Diversity?
- Responsibilities of a Nonprofit Board
- Dimensions of Diversity
- Representation and Advocacy
- Attributes of a Board Member
- Where to Start Looking
- Tools for Success



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Why reach for Diversity?

- Enhance reputation
- Improve thinking and creativity
- Improve and drive innovation
- Improve organizational relevance and resiliency
- Raise more money



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Why reach for Diversity?

The ONLY Answer:

“Because we need to change our culture.”



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Sequencing

- Pay for help
- Learn more about your own organization
- Learn from other organizations’ experience
- Study your community
- Identify potential candidates
- Cultivate
- Ask



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Cultural Change

- Language – change the way you talk about land conservation
- Photography – change the way you look
- Meetings – change how and when you get together

- Understand that culture is built



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Access

- If you leave a message for someone – voicemail or email – and they respond to you, you have “access.”

- Access can be built, used, and over-used.



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What do Boards Do?

- Strategic and visionary oversight of day-to-day activities
- Sensitive management of human resources
- Fiscal accountability/Fundraising
- Advocacy
- Self-replication



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Dimensions of Diversity

- Gender
- Race/Ethnicity
- Age
- Discipline / Interest / Experience
- Geography



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Representation and Advocacy



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Attributes of a Board Member

- Pre-existing commitment to the mission
- Visible support of the mission
- Deliberative/Analytical
- Strategic/Visionary
- Integrity and Good Judgement
- Curious/Open
- Experience on other Boards



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Where to Start Looking



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Ideas

- Recruit from your existing donors
- Recruit ACCESS
- Recruit LEADERS - people others will respect, take seriously, and follow
- Consider Board service as a major gift – after all, it is for the donor



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Ideas

- Approach Board recruitment as you would major gift donor cultivation:
 - 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.
 - Sounds like donor development.



Tools for Success

- Term Limits
- Cluster Recruiting; Rule of threes
- Board Champion
- Member surveys
- Long-Term Leadership Needs
- Bench Strength



Discussion Questions

- Talk about your organization's authentic commitment to culture change
- Why would culture change be important?
- What are the barriers?



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 gift 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 2004 to ask whether I would be interested in teaching a seminar for Wisconsin land trusts on major donor development. From 2004, 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, strategic 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
- Strategic Fund Development Planning
- Staff/Board Training and Development
- Major Gift Coaching
- Capital Campaigns: Feasibility, Planning, Management

Organizational Development

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

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