Building Capacity:

Governance and Leadership Development

in Nonprofit Corporations in Sedgwick County, Kansas

Prepared for

The Nonprofit Chamber of Service Steering Committee
Sedgwick County, Kansas

July 2003

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The Governance and Leadership Development Pool Committee

Building Capacity: Governance and Leadership Development in Nonprofit Corporations in Sedgwick County, Kansas

Table of Contents

Foreword

Three years ago County Manager Bill Buchanan in cooperation with the Kansas Health Foundation asked Wichita State University through the Hugo Wall School of Urban and Public Affairs and the Self-Help Network of Kansas for assistance with respect to the delivery of public services by nonprofit agencies. One product of the work conducted at that time was a report, *Enhancing the Delivery of Public Service by Nonprofit Agencies*, authored by Professor Nancy McCarthy Snyder of the Hugo Wall School. That report published in November of 2000 helped initiate a community dialogue on building capacity in nonprofit agencies and constructing partnerships among those agencies and providers of funding to nonprofit agencies. That dialogue continues today under the auspices of the Nonprofit Chamber of Service Steering Committee.

In the fall of 2002, the Nonprofit Chamber of Service Steering Committee and its Governance and Leadership Development Pool Committee requested the assistance of the Hugo Wall School in addressing issues of governance and leadership development with respect to local nonprofit agencies in Sedgwick County. This report, *Building Capacity: Governance and Leadership Development in Nonprofit Corporations in Sedgwick County*, prepared by Ms. Lynne McCraw Schall and Margaret E. Flanders of the Hugo Wall School, results from that request. This work was made possible through funding from The Breakthrough Club of Wichita, the Greater Wichita Community Foundation, and Sedgwick County.

The Hugo Wall School is pleased to participate as a partner in these capacity building endeavors. Faculty and staff in the School consider the governance and management in the nonprofit sector to be an integral part of the School's mission. The dramatic growth in the delivery of community services by nonprofit agencies presents a special opportunity for instruction, research, and service through the Hugo Wall School.

H. Edward Flentje
Director and Professor

Executive Summary

**Building Capacity: Governance and Leadership Development
in Nonprofit Corporations in Sedgwick County, Kansas**

Building Capacity: Governance and Leadership Development in Nonprofit Corporations in Sedgwick County, Kansas focuses on the difficulties in maintaining and increasing the number of people who are willing and able to serve on the boards of local nonprofit corporations, and what the proposed Nonprofit Chamber of Service should do to alleviate the complications. The report considers development in the context of governing boards of nonprofit corporations with paid staff in Sedgwick County, Kansas, home to the largest city in the state, Wichita.

Building Capacity examines the four areas of recruiting, training, placing, and retaining board members. The word "board" is used here to refer specifically to governing boards of nonprofit agencies. However, in order to promote a "service ladder" for governing board aspirants, the development services are also recommended for individuals interested in serving on:

- nonprofit governing board committees;
- nonprofit advisory boards (preferably known as councils or committees to distinguish them from governing boards); and,
- local government advisory boards.

Research identified seven current practices impacting the ability of nonprofit corporations in Sedgwick County to recruit, develop, and retain board members:

- lack of an appreciation and understanding by board candidates and current board members of the existing and future needs of the organization and the community-at-large, as well as the resources required to meet those needs;

- inadequate understanding of board governance by board candidates, current board members, and staff;

- diverse training and orientation to board assignments usually required before a new board member is "up to speed";

- skill requirements desired for board membership;

- redundant recruiting of familiar, high profile board members;

- challenge of recruiting board members from minority communities; and,

- personal limitations among board candidates and members regarding the amount of time they can devote to the organization.

The simplistic conclusion that most people are too busy to volunteer for board service hides the multifaceted nature of the difficulty in filling the membership needs of boards. The success rate of boards and potential board members to first, find each other, and second, maintain a mutually beneficial relationship, is a reflection of the attitudes and behaviors held by the board, potential board members, and the community-at-large. The barriers created by each of the three groups, and suggestions to alleviate the obstacles, are discussed throughout the report.

The ability to succeed in the "four-step cycle" of recruiting, placing, training, and retaining board members is directly related to the board's ability to conduct and develop itself, as well as govern the organization, according to best practices. Indeed, best practices not only provide a competitive edge to nonprofit boards and the organizations they govern, but also to the community-at-large which reaps the benefits of the "social capital" created when citizens are able to meet their self-interests by working together.

Recommendations

1. Promote the recruitment, training, placement, and retention of board candidates.

The proposed Nonprofit Chamber of Service should play a significant role in assisting nonprofit corporations to recruit, develop, place, and retain board members. Specifically, the Chamber should offer orientation and development to board aspirants; coordinate leadership opportunities at the board committee and advisory council level as part of a "service ladder" approach to board membership; assist individuals with considerable board experience in one field to translate their experience for board service in an unrelated field; and, create and maintain a board pool. This initiative should "start small" with a pilot project, build upon the pilot project's success, and create a resource characterized by ever-widening rings of collaboration with local nonprofit organizations, government, and business.

2. Secure funding for the creation and operation of a board pool.

The proposed Nonprofit Chamber of Service should seek funding from local funding sources, and foundations with local connections to Kansas, that promote civic engagement through leadership in nonprofit corporations; and determine whether user fees should be charged.

3. Pay attention to the multifaceted nature of promoting the membership needs of local nonprofit boards.

The preparation of a small pilot project to recruit prospective candidates to service on the boards of local nonprofit corporations is proposed as the first step in the creation of a highly valued pool of willing and able candidates. Whatever rate of growth the proposed Nonprofit Chamber of Service chooses to foster in the creation and maintenance of a viable board pool, it is critical to keep in mind the multifaceted nature of meeting the membership needs of boards. The success rate of boards and potential board members to first, find each other, and second, maintain a mutually beneficial relationship, is a reflection of the attitudes and behaviors held by the board, potential board members, and the community-at-large. The willingness and the ability to operate outside of a comfort zone in order to challenge oneself, one's board, and one's community to identify mutual self-interests and solve problems will remain a key factor in filling the chairs around the tables of local boards.

Building Capacity: Governance and Leadership in Nonprofit Corporations in Sedgwick County, Kansas

The purpose of this report is to examine one aspect of capacity building in nonprofit corporations: board development. The report will consider development in the context of governing boards of nonprofit corporations with paid staff in Sedgwick County, Kansas. In addition to addressing the four areas of recruiting, training, placing, and retaining board members, recommendations will be made for promoting and funding the proposed board development. Although the word "board" is used here to refer specifically to governing boards, the members and potential members of nonprofit advisory boards (preferably known as councils or committees to distinguish them from governing boards) and board committees are eligible for the development services recommended in this report.

Introduction

In the spring of 2000, the Board of Commissioners of Sedgwick County and County Manager Bill Buchanan invited the Hugo Wall School of Urban and Public Affairs at Wichita State University to identify best practices among nonprofit organizations that provide human services, and to recommend how the county might improve its contracting procedures with nonprofit corporations. Professors Nancy McCarthy Snyder and H. Edward Flentje accepted the invitation and published the report titled, *Enhancing the Delivery of Public Services by Nonprofit Agencies*, in November 2000. Their recommendations regarding governance, administration, and financial management led to the continuation of Sedgwick County's collaboration with the Kansas Health Foundation and the Self-Help Network Center for Community Support and Research at Wichita State University to facilitate a review and implementation process based on the report and advice from stakeholders.

By October of 2001, twenty representatives of local nonprofit corporations agreed to pursue the creation of a nonprofit association serving the Sedgwick County area. A Nonprofit Chamber of Service Steering Committee* convened and by September of 2002 its subgroup, the Governance and Leadership Pool Development Committee (referred to as the "Board Pool Committee"), secured funding for a graduate student to provide staff support to the Board Pool Committee. Margaret E. Flanders, MPA May 2003, accepted the position supervised by Lynne McCraw Schall, Public Affairs Associate, Hugo Wall School of Urban and Public Affairs. The committee appointed Lynne Schall as a member to the Board Pool Committee and directed Margaret

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* The incorporation date for the Nonprofit Chamber of Service of Sedgwick County, Inc., is June 18, 2003.

Flanders to assist in the research and development of a model to recruit, train, place, and retain members of governing boards, advisory councils, and board committees. The committee anticipated identifying and adapting a successful model to meet the needs of local nonprofit corporations. Due to the lack of successful models, the Board Pool Committee developed a proposal, included in this report, for review and consideration by the Nonprofit Chamber of Service Steering Committee.

In January 2003 approximately seventy people representing an estimated fifty-five local nonprofit corporations convened and developed a one-year start-up plan for a Nonprofit Chamber of Service. A group of incorporators formed from the Nonprofit Chamber of Service Steering Committee will serve until the creation of the charter board of directors in summer 2003. The Governance and Leadership Development Pool Committee will report to the new board. (See Appendix A for a list of the committee members.)

Building Capacity: Governance and Leadership Development in Nonprofit Corporations in Sedgwick County, Kansas reflects the work of the Board Pool Committee and the Hugo Wall School of Urban and Public Affairs. The recommendations are provided for consideration by the Nonprofit Chamber of Service to promote the continuous improvement of nonprofit corporations.

Methodology

The Board Pool Committee initially anticipated developing their recommendations from research on the current models of board development in the United States and the current needs of governing boards in Sedgwick County. Consequently, in October 2002, the committee secured funding for a graduate student from the Master of Public Administration program at the Hugo Wall School of Urban and Public Affairs to conduct the inquiry and draft recommendations. Research began in October via two key methods: an extensive search of library- and Internet-based documents, as well as personal interviews by the graduate student with members of local nonprofit governing boards and management staff. The library and Internet search resulted in ample resources for training board members, and scarce information on "board pools." When no comprehensive model for recruiting, training, placing, and retaining board members surfaced, the committee itself became a resource in the creation of a model based on local needs and resources.

Over twenty people generously shared their expertise during one-on-one interviews conducted by the graduate student assigned to the project. Interviewees were selected from the governing boards and management staff of local nonprofit corporations with paid staff serving Sedgwick County. As the Steering Committee's work on the proposed Nonprofit Chamber of Service progressed, potential Chamber membership expanded from "nonprofit corporations providing human services in Sedgwick County" to "nonprofit corporations providing human services, arts,

and culture in Sedgwick County." Consequently, personal interviews were added to include each group. Telephone interviews were conducted to reach individuals outside Kansas who could

provide insight on the challenges of board pools. The names and contact information of the interviewees are included in Appendix B along with a list of bibliographic and Internet sources. Appendix C contains the core questions used by the interviewer.

Current Practice

Professors Snyder and Flentje reported in *Enhancing the Delivery of Public Services by Nonprofit Agencies,*

> "Social service agencies are generally resource poor relative to other nonprofits. In 1996 human service organizations made up 40 percent of active charities (those that file form 990), but expended only 13 percent of the resources (Boris, 1999). Many lack up-to-date computer technology, appropriate accounting systems, and generally accepted management practices. That is why, in the long run, broad-based capacity building is a more promising approach to improved accountability." (p. 16)

Several of Snyder and Flentje's recommendations included the creation and funding of educational offerings to prepare nonprofit governing board members to govern. They also suggested the initiation of a roster of community volunteers willing and competent to serve. The Nonprofit Chamber of Service Steering Committee acted on these recommendations by establishing the Board Pool Committee for the purpose of researching and recommending methods for development and implementation.

Research conducted for the Board Pool Committee identified seven key practices impacting the ability of nonprofit corporations in Sedgwick County to recruit, develop, and retain board members:

- lack of an appreciation and understanding by board candidates and current board members of the existing and future needs of the organization and the community-at-large, as well as the resources required to meet those needs;

- inadequate understanding of board governance by board candidates, current board members, and staff;

- diverse training and orientation to board assignments usually required before a new board member is "up to speed";

- skill requirements desired for board membership;

- redundant recruiting of familiar, high profile board members;

- challenge of recruiting board members from minority communities; and,

- personal limitations among board candidates and members regarding the amount of time they can devote to the organization.

Lack of an appreciation and understanding of current and future needs of the organization and the community-at-large

Commitment to those for whom the organization's mission is created, and the ability to begin and end each discussion with the question, "What is right," are two essential characteristics each board member should bring to the table. (Carver, 1997, pp. 203-204). The board cannot discern what is right when members of the board lack an appreciation and understanding of the existing and future needs of the organization and the community-at-large, as well as the resources required to meet those needs. Interviewees for this report observed this unfamiliarity with the environment and its negative effect on board decision-making. Colleagues on the board and the executive director must attempt, if they are able and willing, to bring the "green" member up to speed. If too many of the board members share this deficiency, the board will flounder together.

Inadequate understanding of board governance

Inadequate understanding of board governance by board members and executive directors impedes appropriate policy making. Even savvy board members and executive directors can face challenges if John Carver, author of *Boards that Make a Difference*, is correct in his assertion, "The failures of governance are not a problem of people, but of process. The problems lie squarely in our widely accepted approach to governance, including its treatment of board design, board-staff relationships, the chief executive role, performance monitoring, and virtually all aspects of the board management partnership," (Carver, 1997, p. xv).

Although a good board is not possible without good process, a good process does not guarantee a good board. Board turnover and the concomitant orientation and development requirements of new board members are facts of governance. Interviewees for this report, especially those familiar with smaller and less established nonprofit corporations, noted the difficulty in finding and recruiting board candidates and board members who understand board governance. The lack of understanding is complicated by incomplete orientation and development offered by boards to their members.

Diverse training and orientation to board assignments usually required before a new board member is "up to speed"

The topic of governance in the nonprofit sector is addressed in a vast and accessible body of literature available in public libraries, retail stores, and the Internet. BoardSource, formerly the National Center for Nonprofit Boards, is one of many excellent resources available to nonprofit corporations for information and training. In Sedgwick County, a major problem is the lack of competent people willing to govern the approximately 1,400 public charities located in the county. (See Appendix D.)

Interviewees for this report are familiar with the training sources in Sedgwick County. For example, United Way of the Plains provides board training developed specifically for nonprofit boards and conducted on request to individual boards. The Junior League of Wichita conducts training for its board of directors. The Wichita Community Foundation offers periodic workshops with open enrollment for board members and their staffs. Leadership training applicable to the public and the nonprofit sectors is available through the Kansas Health Foundation, Leadership Wichita, and Wichita State University. (See Appendix E for a description of the available programs). Eligibility requirements, cost, and personal time resources impact who will enter and complete the training.

Authors Calhoun W. Wick and Lu Stanton Leon promote the competitive advantage of intentional and continuous learning on the job in their 1993 book *The Learning Edge*. They realize the workplace is the locus for more than half of adult learning (p. 35) and, although they see a limited role for traditional classroom training they write, "Training works best when an individual has the commitment to learn what is being taught and the drive to implement what is learned. When the course also provides information needed for survival at work, the training can be even more valuable." Formal training is excellent, they suggest, "for example, when [one] needs to learn something in a hurry, ...supply a common perspective or baseline knowledge across the organizational spectrum, introduce...new paradigms or tools,...[or] learn interpersonal skills that are not easily learned on the job...." (p. 27). Interviewees for this report indicated "on-the-job training" is the most common way for board members to learn their roles. Unfortunately, a less-than-competent board is a poor instructor for a novice board member and a frustration for a competent member. Since most interviewees indicated formal training in governance is rarely pursued by board members, learning on the job becomes even more critical–and can be counterproductive if the board is a poor model.

Even in a rich learning environment, a new board member needs time to learn the job. Some authors recommend three-year-terms partly because a new board member usually needs one year to feel like he or she has made a contribution (Dees, Emerson, Economy, p. 111). Cyril Houle states in his book, *Governing Boards*, "The tenure must be long enough to provide continuity of

policy and practice but short enough to secure constant freshness of viewpoint," (Houle, 1989, p. 70). Interviewees for this report cite "lack of time" as the reason many good candidates do not serve, or continue to serve, on boards. Respondents likewise identified "lack of time" as one of the reasons board members do not pursue formal board training.

Skill requirements desired for board membership

Carver champions strategic leadership in governance and consequently advises boards to "recruit those who will and can govern." He identifies five characteristics (Carver, 1997, pp. 203-204), among others, for board members:

1. commitment to the ownership [i.e., to those in whose name mission is created] and to the specific mission area;
2. propensity to think in terms of systems and context;
3. ability and eagerness to deal with values, vision, and the long term;
4. ability to participate assertively in deliberation; and,
5. willingness to delegate, to allow others to make decisions.

Before a board recruits anyone, it should possess an accurate assessment of its current board composition and its future needs. Boards often use a "skills matrix" or profile to systematically assess current and prospective board members. BoardSource provides a sample "board profile worksheet: expertise/skills/personal data" in its workbook *The Board Building Cycle* (pp. 13-14). BoardSource reminds organizations that each organization "will look for different skills and strengths from its board members depending on the stage of development and other circumstances" (p. 13). The profile identifies a variety of areas.

- Demographic information
- Resources (e.g., money to give, access to resources)
- Community connections (e.g., religious organizations, education, small businesses)
- Qualities (e.g., leadership skills, personal connection with the organization's mission)
- Personal style (e.g, strategist, visionary)
- Expertise (e.g., administration, entrepreneurship, fund-raising, marketing)
- Number of years on the board

An accurate assessment should enhance a board's ability to not only know what it needs in order to build itself, but also to tell potential recruits what they can contribute. Without it, a board is not ready to recruit.

Interviewees for this report indicated their respective agencies use a skills matrix in succession planning. They all agreed that any board training sponsored by a local board pool should include the following topics in the curriculum:

- commitment to an organization's mission;
- legal responsibilities of the board;
- fiduciary issues (budgeting, the ability to comprehend financial statements);
- fund-raising; and,
- the importance of policy issues.

Respondents identified fund-raising by board members as a critical contribution that is not carried out as much as some local nonprofit corporations would like. Indeed, they interpreted a lack of participation in fund raising as a lack of commitment. As for personal donations from board members, respondents indicated that board members should contribute financially to the organization during their board service; one interviewee indicated that donations as low as ten dollars would suffice as an expression of financial commitment.

Some authors answer the question, "Should a board be responsible for fund-raising?" with "It depends." John Carver writes, "It depends on the kind of organization and its circumstances. From the perspective of governance per se, one can only say that fund-raising may be either delegated or retained, at the board's discretion....'Fund-raising' is an activity, not a result." (Carver, 1996, p. 133.) Others state, "Fund-raising...was once considered one of the most critical roles for a board member....Instead consider *resource development* or *resource mobilization*....The resource function is generating resources–revenue, volunteer support, new partnerships....There should be an explicit expectation and clearly defined tasks for each board member to contribute to the sustainability of the enterprise." (Dees, Emerson, Economy, 2002, p. 99).

Redundant recruiting of familiar, high profile members and the challenge of recruiting board members from minority communities

Interviewees for this report, and indeed, the people who created and/or serve on the Board Pool Committee, voiced strong concern regarding the lack of candidates for boards, advisory councils, and board committees. The larger nonprofit corporations tend to express the greatest interest in "high profile" board candidates who are well-known and regarded within the county, skilled in fund raising, and able to make cash donations to the organization. Proven board members are courted by other boards, accrue significant service on numerous boards, and eventually risk burn-out. Meanwhile, the smaller, medium-size, and less stable nonprofit organizations struggle to keep up with board turnover.

The competition for familiar, high profile board members is stiff. Approximately 1,400 public charities in Sedgwick County seek board members who are willing, competent, committed people with enough time to devote to the organization. More than 260 of these public charities have annual income greater than $100,000 and the likelihood of paid staff. All but a few of the public charities with income greater than $100,000 are located in Wichita, a city of approximately 350,000 people and the largest city in Kansas. (See Appendix D.)

The notion of a local board pool elicited greater interest among interviewees connected with small- and medium-size organizations with short track records and/or scant income. The more established nonprofit corporations tended to express satisfaction with their current practices of securing board members, and curiosity regarding the potential for a board pool.

Nonprofit corporations throughout the United States share a keen interest in ameliorating the difficulties they face in meeting board membership needs. In the early 1990s, the nonprofit corporation Volunteer Consulting Group, Inc., (VCG) founded in 1969 by the Harvard Business School Club of New York to strengthen the governing and management capacity of nonprofit boards, conducted research on this predicament. The VCG published findings in the 1993 report titled, *The Board Marketplace: Bridging the Gap Between Nonprofit Boards and Trustees*. Respondents throughout the United States voiced the complaint so often heard in Sedgwick County, "Why can't nonprofit boards and potential board candidates find each other?" The VCG's research provided a three-part answer focusing on boards, potential board members (also known as trustees), and the community. (Volunteer Consulting Group, Inc., *The Board Marketplace Program*, Appendix II, pp. A2-2 to A2-12 at the website www.vcg.org)

Boards: The Volunteer Consulting Group described the board as a "less than perfect creature" with a "set of idiosyncrasies that limits their outreach and sets them apart." As stated in *The Board Marketplace Program*, boards tend to:

- distrust "aliens";
- maintain a limited concept of the board as a brain trust
  (VCG defines "brain trust" as the ability to bring broad knowledge and experience around the board table as opposed to limiting skills to fund-raising and connections);
- provide minimal mentoring or other welcoming processes;
- disregard sound human resource practices; and,
- fail to coach new board members in the role of persuasion in the non-hierarchical environment of a governing board.

VCG emphasized the critical role of persuasion in board process. Although some board members may have learned group process and consensus prior to their board service, others have

not. A lack of consensus building skills may lead to misunderstandings, even paralysis of the board. Experienced board members are responsible for coaching new members in the consensus process, states VCG, and the failure to do so is deleterious to succession planning.

Potential board members: According to the Volunteer Consulting Group, potential board members tend to be "lost souls" who, when asked why they have not served on a board, often answered, "I don't know where to go." Outsiders who know where to go are unlikely to speak up due to the "private-club" tendency of boards that suggests the outsider should wait for the board to speak first. Some talented potential candidates who seek community service simply do not think of serving on a board. The research also identified aspirants with extensive board experience in their own community who find unexpected barriers when they are ready to pursue board service in a larger, mainstream community. One respondent stated, "For instance, my considerable board experience doesn't translate to the trusteeship of a museum or a university." The Volunteer Consulting Group concluded that "part of the problem is that trustees have no service ladder like people in the professions or the military or politics. In some communities, a comparison with politics is most apt because the path within and between boards resembles nothing so much as a political career."

A "service ladder" for potential nonprofit agency board members in Sedgwick County could be developed via progression through the numerous advisory councils and committees of not only nonprofit organizations, but also local government. Indeed, with state and national trends toward devolution and de-institutionalization, many nonprofit organizations deliver public services financed with tax dollars. Prior service on the advisory councils or committees of local government could enhance a future nonprofit board member's understanding of the use of tax dollars for public purposes.

Community: The VCG's 1993 report posed two key questions regarding the role of community in building board capacity. First, do the boards of nonprofit corporations and businesses share their skills and experience with the boards of other nonprofit corporations in their city or county? Second, how open are boards to the diversity of their community-at-large? The answers are disheartening.

- Membership groups and businesses do not act as sources of trustees.
  (VCG defines membership groups as service organizations, professional associations, churches, synagogues, alumni associations, social and civic groups, etc.)
- Community diversity is barely tapped.
  (diversity in ethnicity, race, socio-economic status, gender, age, skills, values, etc.)

VCG suggested a variety of reasons may exist: an obligation for a nonprofit corporation to honor its own commitments first when recruits are scarce; lack of a tradition of community involvement through board membership; fear of not living up to expectations; and in the case of businesses, hesitancy to share expertise with nonprofit organizations, especially if the nonprofit corporation lacks prestige.*

Interviewees in Sedgwick County in the winter of 2002-2003 stressed the importance of tapping the community-at-large for board members. The smaller nonprofit corporations indicated considerable difficulty in recruiting, training, and retaining board members. Respondents also expressed concern that some organizations serving minority communities encounter difficulty recruiting board members from those same communities. Interviewees suggested several reasons for the lack of participation by minority members: socio-economic boundaries, self-esteem issues, educational boundaries, and cultural barriers. Respondents observed that a board's desire
to create diversity is hindered when the board fails to clearly express its diversity goal.

Personal limitations on board members

"Lack of time" is a major deterrent to board service according to all of the interviewees for this report. Interviewees reported instances of potential board candidates and current board members who declined board nominations or additional terms due to personal work and family obligations, as well as service on numerous boards. The intricacies of balancing family, job, and community obligations require work–and knowing when to cut back. Indeed, boards should appreciate candidates who refuse to accept or continue board membership when they lack the time to govern

Boards should possess enough savvy and self-awareness to recognize when "lack of time" is a polite way of declining to serve without specifying the real reason. Potential candidates may cite "lack of time" when they mean "I do not want to serve because I am more interested in other things." Current board members may decide they do not have time for board meetings which are too long, too frequent, or lack agendas. Weak chairs incapable of managing group process, poor consensus building skills among board members, and confusion regarding roles among board members and between the board and staff can force a board member to conclude he or she no longer has the time to serve. Board members who have been incorrectly pegged at one level of

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* The Volunteer Consulting Group designed a Board Marketplace Program to address the barriers identified in its research. The program manual titled, *The Board Marketplace Program,* is available on the website www.vcg.org. See Appendix II of the manual, pp. A2-2 to A2-12, for complete information on the barriers.) Today, the VCG offers a board match program via the Internet. Telephone conversations in winter 2003 with Ms. Brooke Mahoney, the current executive director of VCG, indicated that VCG's www.boardnetUSA.org offers an improved approach to the VCG-designed Board Marketplace Program because it "unbundles" board recruitment from board training and board retention.

faithful service and overlooked for increasing responsibility may decide to resign in order to serve elsewhere. When the number of board members exceeds the available amount of meaningful work, board recruitment and retention suffer as it becomes increasingly difficult for individuals to see where they add value. As mentioned previously, board tenure "must be long enough to provide continuity of policy and practice but short enough to ensure freshness of viewpoint," (Houle, 1989, p70). Board turnover cannot reach an optimum level as long as detrimental board processes hinder a board's effectiveness and nominees politely decline service due to a personal "lack of time."

The 4-Step Cycle: Recruitment-Training-Placement-Retention

Recruiting, training, placing, and retaining board members forms a critical cycle guaranteed to impact the success–or lack of success–of a nonprofit corporation. The four elements work synergistically to create a team of equals capable of governing the organization. Insufficient attention to what should be a year-round activity can sabotage the best intentions of individual board members.

As research for this report progressed, the Board Pool Committee concluded that a board pool sponsored by a local Chamber of Service must link recruitment and training with the timely placement of candidates on either boards, advisory councils, or board committees. Belated or nonexistent placement would dilute the enthusiasm of candidates and jeopardize the continuation of the pool. The retention of individuals after placement appeared not only as a lynchpin in the cycle, but also as an indicator of the success of a board pool. Indeed, recruitment and retention surfaced as the "book-ends" of a cycle that, if incomplete, would derail.

Recruitment

The recruitment of board members is one of the most critical functions of the nonprofit corporation because the selected board members must be able to form a team of equals and govern. A wealth of information exists on the recruitment process. The nationally recognized BoardSource is an excellent resource. The recruitment process contains four essential steps according to Dees, Emerson, and Economy (*Strategic Tools for Social Entrepreneurs*, 2002, pp. 107-110):

1. What are your needs?
2. What are your assets?
3. Whom do you have?
4. What are the gaps and who do you get to fill them?

The formation of the Board Pool Committee in Sedgwick County, reflects the recurring difficulty experienced by local nonprofit corporations in answering the question, "Who do you get to fill board positions?"

Board pools, also known as board banks or board marketplace programs, attempt to facilitate matches between nonprofit boards and potential board candidates. None of the board pools reviewed for this report provide all four steps in the cycle of recruitment, training, placement, and retention. Their goal is to assist the recruitment process, and in many cases, offer board training via the pool's sponsor. With at least two exceptions (Delaware and the United Kingdom), it is the nonprofit corporation's responsibility to initiate the first contact with individuals who have

registered an interest in serving on a board. Each pool illustrates operational issues worthy of careful consideration.

In April 2003, the National Council of Nonprofit Associations, a 501(c)(3) membership-based organization of state and regional associations, reported that four of the Association's thirty-nine members offer, or have offered, a board pool:

- Delaware Association of Nonprofit Agencies;
- The National Resource Center of Alabama;
- North Carolina Center for Nonprofits; and,
- Utah Nonprofits Association.

The Leadership Delaware program of the Delaware Association of Nonprofits "combines skill-building exercises in board governance and leadership with experiential activities, fieldwork projects, and case studies. All interested graduates are offered placement on the board or committee of a local nonprofit organization." In April 2003, Connie Hughes, director of Leadership Delaware, indicated a program evaluation is underway. The recruiting plan will be expanded by targeting human resource directors of different area agencies for suggestions of potential program candidates. Previously, the program relied solely on mailing application brochures to individuals who had inquired about the program via telephone or e-mail, or in some cases, who were recommended by a company or agency. Tuition: $1,750 per person (corporate and professionals); $500 per person (nonprofit, government, education, and individuals).

The National Resource Center of Alabama offers the Nonprofit Board Marketplace as a mechanism to match participating agencies with individuals who desire board service. The program is statewide and in transition. The original model offered (1) a mechanism for matching participating nonprofit agencies with board aspirants; and (2) education in nonprofit governance and administration for potential board members and the Center's organizational members. James McCrary, associate director, National Resource Center of Alabama, indicated in a telephone conversation in March 2003 that the original model proved too costly in time and money. Conversion is underway to an "Internet-only" board bank dedicated to matching boards with potential board members.

The North Carolina Center for Nonprofits provides an online database via the Internet to individuals seeking board service. The database is also a resource to nonprofit employers, job seekers, and individuals interested in other volunteer service and internships. The database reaches more than 1,400 nonprofit corporations in North Carolina and is cost efficient. Members pay $30 to post "want ads" for 90 days; non-members pay $75. Associates of the Center pay $15 to post their resumes; non-associates pay $25.

The Utah Nonprofits Association operates the Board Matching Program to facilitate matches between for-profit business managers and nonprofit corporation boards. The Association serves nonprofit corporations in social services, the arts, the environment, religion, philanthropy, health, education, housing and economic development. In March 2003, Diane Hartz Warsoff, executive director, Utah Nonprofits Association, indicated the nascent Board Matching Program is unfunded and does not use an online database. Currently, the Association solicits interested candidates and nonprofit boards. As needed, Ms. Warsoff personally matches potential candidates with boards by providing candidate information to nonprofit corporations.

Research revealed other board banks operated by nonprofit corporations in diverse locations.

- California
- Connecticut
- New York
- Canada
- United Kingdom

California: Board Match Plus, operated by the Volunteer Center of San Francisco, California, serves nonprofit corporations and potential board candidates in the San Francisco Bay Area. An online database lists open board positions; candidates submit online profiles directly to their nonprofit corporation(s) of choice. The nonprofit board is responsible for contacting the applicant. There is no fee for service.

Connecticut: Community Leadership Board Bank, United Way of the Capital Area, Hartford, is a partnership between Leadership Greater Hartford and United Way of the Capital Area and a program of the Nonprofit Resource and Training Center. The Board Bank offers an online database of prospective board members; candidates who have experience on a board and/or have had board membership training may enroll online. Nonprofit corporations use the database as a recruiting resource. There is no fee to register or receive referrals from the board bank. Candidates without experience may request information on the Hartford Courant/United Way Board Training Institute.

New York: boardnetUSA, offered by Volunteer Consulting Group, Inc., New York, New York, is the Internet-based board match program mentioned on page 9 of this report. There is no fee for service for nonprofit boards or board candidates because a community partner pays a fee to bring the service to its geographical area. In spring 2003, boardnetUSA listed seven community partners.
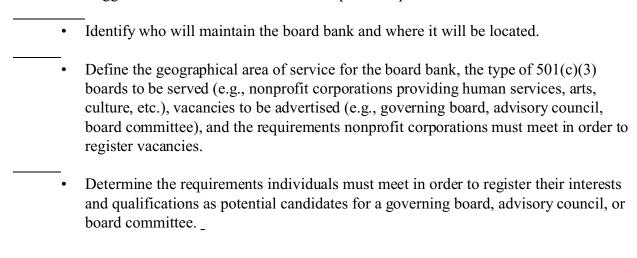
- BoardLink, Sacramento, California
- California Association of Nonprofits, Los Angeles, California

- The Management Center, San Francisco, California
- Raffa/IKNOW.org, Washington, D.C.
- Georgia Center for Nonprofits, Atlanta, Georgia
- Nonprofit Enterprise at Work, Inc., Ann Arbor, Michigan
- Bayer Center for Nonprofit Management, Pittsburg, Pennsylvania

Canada: BoardBank, Volunteer Calgary, Calgary, Alberta, provides "an information exchange between Calgarians interested in volunteering on a nonprofit board and Volunteer Calgary members seeking board members" (website vcbb.volunteercalgary.ab.ca, spring 2003). Volunteer Calgary does not verify the content posted in BoardBank and expects member organizations to interview and screen the validity of the information supplied by applicants. Training information is available online, as well as workshops on governance issues. Fee for service: as a benefit of membership, organizations can post information in BoardBank about current board openings, and read information submitted by individuals. Individuals can read about current board openings online at no charge.

United Kingdom: Board Bank, Business in the Arts, Liverpool, offers a "confidential register of people with business skills offering to share their skills and expertise with the arts and museum boards of management." The Board Bank seeks individuals with specialist experience and approximately five years of management experience. Business in the Arts meets with and matches agencies and candidates, requires candidates to complete 3.5 hours of training titled, "Introduction to Board Membership," and writes agencies to consider candidates for board service. The agency and the candidate meet under no obligation and determine if the match is suitable. Business in the Arts also recently created a pilot project, the Positive Action Board Bank, to recruit people from the African, Asian, Carribean, and Chinese communities.

The Internet-based mechanisms described here for facilitating recruitment via an electronic board bank suggest core decisions should be made prior to operation.

- Identify who will maintain the board bank and where it will be located.

- Define the geographical area of service for the board bank, the type of 501(c)(3) boards to be served (e.g., nonprofit corporations providing human services, arts, culture, etc.), vacancies to be advertised (e.g., governing board, advisory council, board committee), and the requirements nonprofit corporations must meet in order to register vacancies.

- Determine the requirements individuals must meet in order to register their interests and qualifications as potential candidates for a governing board, advisory council, or board committee.

- Determine who pays for service (community sponsor, member, associate member, and/or individual) and the amount, if any, of a fee for service.

- Create a secure, Internet-based, searchable database via a website.

While a board bank may become part of the recruitment process employed by a nonprofit agency, recruitment is only one step in the four-step cycle of recruitment, training, placement, and retention. A board pool's sponsor does not have to execute all four steps in the cycle, but all four steps must be done. Local needs, resources, and interests determine who assumes responsibility for each phase. Locally in Sedgwick County, the Board Pool Committee recommends the creation of a board bank broader than a "want ads column." Specifically, the Committee recommends a board pool that taps the diversity of Sedgwick County, and collaborates with local nonprofit agencies to recruit, train, place, and retain board members.

Diversity: Research for this report included identification of potential "access points" to tap the diversity (ethnicity, age, gender, socio-economic status, skills, etc.) of Sedgwick County for service on the governing boards, advisory councils, and board committees of local nonprofit corporations. Approximately one hundred local organizations are listed in Appendix G as a "starter list" of potential access points to promote participation from all sectors in the governance of nonprofit corporations. Appendix G is divided into three sections.

- Potential access points for recruiting from minority communities
- Potential access points for recruiting from nonprofit corporations that provide public services with federal, state, and or local tax funds
- Other potential access points

Additional access points not listed in Appendix G are small business owners. In an interview conducted in December 2002 for this report, Robert Hernandez, Vice President, Wichita Hispanic Chamber of Commerce, and Yrene Corona de Lewis, Editor, *Mi Gente Hoy*, both strongly recommended small business owners as a resource for recruiting local Hispanics to boards in Sedgwick County, and offered their assistance in recruiting them. They also indicated the need for a personal touch in recruiting: preliminary letters of invitation encouraging individuals to consider board service should be followed, at no obligation, by small group meetings to explain the benefits and requirements of board service.

Leadership in the next generation: Each generation faces the challenge of preparing the next generation for leadership. The current difficulty in recruiting individuals to vacancies in local governing boards, advisory councils, and board committees bodes poorly for grooming the next generation for leadership. Authors Zemke, Raines, and Filipczak describe four American age

cohorts in their book, *Generations at Work*, published in 2000. The age groups overlap a few years on each end (p. 3).

- 1922 - 1943   The Veterans
- 1943 - 1960   The Baby Boomers
- 1960 - 1980   Generation Xers
- 1980 - 2000   Generation Nexters

Generation Xers and Generation Nexters are the two immediate age cohorts relied on by the rest of American society to "learn the ropes" of leadership while the Veterans and the Baby Boomers are available to coach them. How can nonprofit corporations attract and develop younger adults for board service?

Recruiting board leadership from any generation requires answers to two questions: (1) what motivates people to volunteer for a particular job, and (2) what keeps people volunteering for a long time? People volunteer for jobs that match their needs and/or interests. People tend to continue volunteering for long periods of time when they are doing things that help themselves as well as others. The practical advice for nonprofit corporations is to carefully match service to the motivation(s) of the individual recruit. "Ironically, perhaps, it may be those volunteers who themselves are motivated by the most selfish of motivations who, in the long run, end up offering the greatest benefits to other people and making the most 'altruistic' contributions to society." (Mark Snyder, 1993, pp. 257-258). This counsel ties in well with the observations of authors Edward C. Stewart and Milton Bennett in their 1991 book, *American Cultural Patterns: A Cross-Cultural Perspective* (p. 106).

> "One of the reasons Americans can do this [cooperate]–and they are well known for it–is that they do not commit themselves wholeheartedly to a group or organization. They pursue their own personal goals while cooperating with others who, likewise, pursue their own. They accept the goals of the group, but if their expectations are unfulfilled, they then feel free to leave and join another group."

Generations at Work authors Zemke, Raines, and Filipczak observed the greater likelihood of younger candidates to participate in organizations where ideas are evaluated on merit, not long-term experience. A variety of assignments, both lateral and upward, will enhance learning and keep Generation Xers and Nexters interested. Individuals comfortable with computers and stretched with the demands of juggling work, family, and community may be more likely to use training and information resources available via the Internet. Learning "people skills" is an opportunity available in board service that technology-savvy and impatient Generation Xers can use. Useful learning environments for Generations X and Nexter include training and developing, coaching, mentoring, and especially for young Nexters, orienting (Zemke et al,

pp. 122-123 and 146-147). Unfortunately, boards afford minimal attention to these areas according to the report, *The Board Marketplace: Bridging the Gap Between Nonprofit Boards and Trustees* (Volunteer Consulting Group, Inc., 1993).

Personal commitment to the organization's mission and suitability for board service are requirements for any potential board member. Additional incentives for high school aged candidates to serve may include the opportunity to develop leadership skills, engage in high profile events, receive community recognition, and earn letters of recommendation. Minors may not be able to contribute financially to the organization and cannot be held financially liable for poor fiscal decisions. Traditional age high school and college students may be unable to attend board activities during class hours or remain on the board for more than one term. (Taylor, "Including Young People on Nonprofit Board of Directors," *PA Times*, June 2003, p. 4)

While Generation X tends not to "join" organizations there are indications that Generation Nexter "starts to look a lot like a modern, new-fangled version of their World War II grandparents and great-grandparents" (Zemke, Raines, and Filipczak, pp. 138 and 262). Dissimilar values and idiosyncratic styles can explode in multi-generational work groups. If boards, advisory councils, and board committees can model successful intergenerational relations, as well as consensus-building skills, they will have created benefits for service that may not be available elsewhere for members.

Training and placement

"Board member development...begins with orientation and ends with resignation. Everything in between is development," (Dees, Emerson, Economy, 2002, p. 111). Board development is traditionally "on-the-job" training supplemented, according to interviewees for this report, by rare classroom activities outside the boardroom. The tendency for a board's on-the-job training to lack adequate orientation, coaches, and mentors decreases its value for anyone except those rare individuals who do not need it.

The combination of leadership training with placement in board positions occurs at the Community Leadership Institute conducted by the Community Development Foundation, Tupelo, Mississippi. Participants agree to pursue ten days of classroom instruction in traditional community orientation and leadership topics during Year 1, and complete a year of volunteer service during Year 2. Barbara Smith, Vice President, Chamber of Commerce Division, Community Development Foundation, indicated in Spring 2003 that participants serve on governing boards or in other community leadership positions during their year of "community leadership reinvestment." Participants who are already affiliated with a nonprofit corporation usually continue with the same organization in order to meet the Institute's "reinvestment" requirements. If a participant does not have a current community leadership role, the program

secures a placement. The connection to the community remains after the "internship" as Institute graduates continue volunteer service. Barbara Smith also noted the effectiveness of a program change in 2001 which created a "class chair" responsible for keeping the group in touch during and after the program. This addition has proved particularly useful in enhancing the participants' commitment to volunteer service.

The Community Leadership Institute in Tupelo, Mississippi, is only part of the remarkable story of Tupelo's evolution from a town set in one of the poorest counties of the poorest state in the United States to a national and international model for community development. Vaughn L. Grisham, Jr., wrote of these events in his book, *Tupelo: The Evolution of a Community*, published in 1999 by the Kettering Foundation Press. Grisham's introductory comments are noteworthy.

> "In their words, 'community development precedes economic development,' implying, of course, that it is first necessary to build a sense of community before one can achieve meaningful economic development." (p. 5)

> "One of the keys to the success of Tupelo and similarly resourceful communities is that the community has been able to meet self-interest by working together....altruism is not the basis of the success of the community." (p. 6)

Citizens of the City of Tupelo and surrounding Lee County recognize the success of their future depends on their ability to work together–and address and resolve inevitable conflicts. The role of personally modeling civic engagement is critical.

> "Community involvement is expected of all persons in higher positions. Most of the newcomers to the community in prominent positions remark that it is almost impossible to be accepted socially unless you become active in the community development process. Although some approached this involvement reluctantly and skeptically, a majority noted that they, too, now consider their involvement as an opportunity and a privilege.

> It is not simply at the most prominent social level that one finds extensive participation. One finds a large number of constituent involvement in the community development process. As Harold Kaufmann noted 25 years ago, this broad-based involvement is the backbone of the community development process." (Vaughn, 1999, p. 161)

Leadership training in a workshop venue is available locally in Sedgwick County (see Appendix E). Moreover, as mentioned earlier in the Current Practice section of this report, an abundance of excellent literature exists on board member development.

The Board Pool Committee recommends that the Chamber of Service collaborate with existing local leadership programs and for-profit businesses to introduce and encourage service on nonprofit boards, advisory councils, and board committees. The Committee recognized the time and cost factors inherent in classroom training and concluded a short pre-service orientation would not only offer prospective candidates with baseline knowledge and suggestions for continuing their personal development, but also serve as a recruiting tool. The Committee proposes a pilot project to offer a three- to five-hour module designed and developed by the Chamber, for presentation by the Chamber during local leadership development programs. Potential collaborators for a pilot project are:

- Junior League of Wichita, Inc. (Provisional Class);
- Leadership Wichita;
- Urban League of Wichita, Inc.; and
- local businesses that offer professional development to encourage community service.

The intent is to add collaborators as the success of the pilot project grows. Topics for the Chamber-sponsored session are:

- overview of community needs and the critical role of leadership on nonprofit boards to meet those needs;
- overview of the skills necessary for effective leadership on nonprofit boards; and
- initial assessment of personal strengths, talents, and interests needed for service on the boards, advisory councils, and board committees of nonprofit corporations, and local resources for continuous learning.

Each session offered by the Chamber would be customized to complement the core curriculum of the host group and conducted in an engaging and interactive style. After a pilot project is completed, the Committee recommends adding freestanding orientations similar to the pre-service orientations conducted by the Chamber in host groups. Short sessions longer than three to five hours would be necessary for freestanding groups in order to introduce unacquainted participants.

At the conclusion of each session, the Chamber of Service would invite interested participants to complete a questionnaire for inclusion in the Chamber's leadership database. The database would be available as a resource to the Chamber's nonprofit corporation members and associate members. An online database is recommended.

Collaboration with local leadership programs would be especially useful to the Chamber of Service in recruiting past graduates of, and individuals nominated but not accepted for, competitive leadership programs. The use of an Internet-based "board bank" customized to the needs of the Chamber of Service's members and associate members, and complemented with training and placement offered by the Chamber, is envisioned as a process designed to grow from a small pilot project to a valuable and widely used resource in Sedgwick County.

A Chamber of Service website is also an excellent location to link prospective and current board members to local development programs. The cost and time constraints of classroom training can be ameliorated through the 24-hour availability of global learning via the Internet. Indeed, the Nonprofit Resource Center of the Midwest Center for Nonprofit Leadership at the University of Missouri–Kansas City provides a virtual learning center for community building located at website www.bsbpa.umkc.edu/mwcnl. The Nonprofit Resource Center is a collaborative community service which houses print, multi-media and Internet-based resources covering topics of interest to nonprofit corporations. The Chamber of Service in Sedgwick County may wish to leverage its resources through a partnership with local universities.

Retention

Retention of board members is the responsibility of the individual nonprofit corporations. High board turnover is one of the warning signs of a nonprofit organization in difficulty (Snyder and Flentje, *Enhancing the Delivery of Public Services by Nonprofit Agencies*, 2000, p. 19). The critical impact of a well-functioning board indicates the promotion of best practices among nonprofit corporations goes far beyond a board pool. Clearly, a board pool which offers an Internet-based board bank and continuous learning opportunities to boards is only a fraction of the contribution a Chamber of Service can make to promote best practices.

Whatever role the future Chamber determines to take in Sedgwick County, it should keep in mind the power of members to promote best practices by modeling best practices. Connecting nonprofit corporations to a board pool, continuous learning opportunities, technical assistance, and informal networking are endeavors worthy of serious consideration by the Chamber of Service to build the capacity of local boards.

<h1 style="text-align:center">Funding a Proposed Board "Pool"</h1>

The Breakthrough Club, Wichita, Kansas, the Greater Wichita Community Foundation, and the Sedgwick County generously provided funding for this report. The Governance and Leadership Development Pool Committee strongly encourages the continued development of a board pool by the local Chamber of Service. The most likely charitable contributors to this endeavor appear to be local funding sources interested in promoting civic engagement through leadership in

nonprofit corporations, and foundations with local connections to Kansas. The Chamber of Service will also need to determine the role of user fees associated with a board pool.

No contact with any funding sources has been made as of June 2003. Appendix H contains a "starter" list of funding sources recommended for more review. The sources were obtained through "F.C. Search," a database available at participating libraries through the courtesy of the Foundation Center, a philanthropy dedicated to assisting funding research for nonprofit corporations and individuals.

Conclusion

Research conducted for the Board Pool Committee identified seven key practices impacting the ability of nonprofit corporations in Sedgwick County to recruit, develop, and retain board members:

- lack of an appreciation and understanding by board candidates and current board members of the existing and future needs of the organization and the community-at-large, as well as the resources required to meet those needs;

- inadequate understanding of board governance by board candidates, current board members, and staff;

- diverse training and orientation to board assignments usually required before a new board member is "up to speed";

- skill requirements desired for board membership;

- redundant recruiting of familiar, high profile board members;

- challenge of recruiting board members from minority communities; and,

- personal limitations among board candidates and members regarding the amount of time they can devote to the organization.

The ability to address these seven practices and meet the membership needs of a nonprofit board depends on the successful interaction of three groups: the board, potential board members, and the community-at-large. This three-way interaction has the greatest potential for success when the board consistently uses best practices; potential and current board members avoid the negative consequences of the mind-set, "what looks like and thinks like me is best"; and the

community-at-large implements a "service ladder" approach to board membership that "promotes" individuals to service on boards throughout the community.

The proposed Nonprofit Chamber of Service can play a significant role in addressing the seven practices impacting the ability of nonprofit corporations to recruit, develop, and retain board members. Specifically, the Chamber should offer orientation and development to board aspirants; coordinate leadership opportunities at the board committee and advisory council level as part of a "service ladder" approach to board membership; assist individuals with considerable board experience in one field to translate their experience for board service in an unrelated field; and, create and maintain a board pool.

Pending approval from the Chamber of Service, the Governance and Leadership Development Pool Committee will use this report in the design and development of a Chamber-sponsored project to create and maintain a pool of willing and able candidates for service on local boards, advisory councils, and board committees. The Committee proposes to "start small" with a pilot project, build upon the pilot project's success, and create a resource characterized by ever-widening rings of collaboration with local nonprofit organizations, government, and business.

The creation and use of a local "board pool" and a "service ladder" approach for board membership, under the auspices of the proposed Nonprofit Chamber of Service, are two key opportunities to meet the membership needs of local boards and promote best practices in nonprofit agencies throughout Sedgwick County. If successful, the board pool will increase the availability of talent for local boards, advisory councils, and board committees, and serve as a model for other nonprofit associations.

Appendix A

Members, Governance and Leadership Development Pool Committee

Governance and Leadership Development Pool Committee

A Subgroup of the Nonprofit Chamber of Service Steering Committee
Wichita, Kansas

Committee Chair: Sarah Robinson, Executive Director, Wichita Children's Home, Wichita, Kansas.

Committee Members:

Barbara Andres, Executive Director, Breakthrough Club, Wichita, Kansas.

Kevin Bomhoff, Project Facilitator, Self-Help Network Center for Community Support and Research, Wichita State University, Wichita, Kansas.

Jacque Clifton, Outreach Manager, Independent Living, Wichita, Kansas.

Deborah Donaldson, Director, Division of Human Services, Sedgwick County, Kansas.

Dana Hensley, Community Volunteer. Former Member, Board of Directors, Discovery Place Preschool; Fundamental Learning; Roots and Wings; and Past President, Board of Directors, Wichita Junior League, 1992-1993, Wichita, Kansas.

Beth Oaks, Vice President, Community Planning and Resources, United Way of the Plains, Wichita, Kansas.

Lynne McCraw Schall, Public Affairs Associate, Center for Urban Studies, Hugo Wall School of Urban and Public Affairs, Wichita State University, Wichita, Kansas.

Lucy Shifton, Executive Director, The Arc of Sedgwick County, Wichita, Kansas.

Andy Solter, Supervisor, GEAR UP Wichita, Wichita Public Schools, Wichita, Kansas.

Jeff Usher, Program Officer, Kansas Health Foundation, Wichita, Kansas.

Judy Weigel, Executive Director, Independent Living Resource Center, Wichita, Kansas.

Committee Consultant: Ron Holt, Director, Division of Culture, Recreation, and Entertainment, Sedgwick County, Kansas.

Staff Member: Margaret E. Flanders, Graduate Student, M.P.A. May 2003, Hugo Wall School of Urban and Public Affairs, Wichita State University, Wichita, Kansas.

Appendix B

Resources: Print Materials, Personal Interviews, and Electronic Resources

Resources:

Print Materials, Personal Interviews, and Electronic Resources

Print Materials:

Bobowick, Marla J., Sandra R. Hughes and Berit M. Lakey. *The Board Building Cycle*: *Nine Steps to Finding, Recruiting, and Engaging Nonprofit Board Members.* Washington, D.C.:National Center for Nonprofit Boards, 2000.

Carver, John. *Boards That Make A Difference; A New Design for Leadership In Nonprofit And Public Organizations*. Second Edition. San Francisco: Jossey-Bass Inc., 1997.

Chait, Richard P., Thomas P. Holland and Barbara E. Taylor. "The New Work of the Nonprofit Board," *Harvard Business Review.* (September - October, 1996), pp. 5 - 11.

Dees, J. Gregory, Peter Economy and Jed Emerson. *Strategic Tools for Social Entrepreneurs; Enhancing the Performance of Your Enterprising Nonprofit*, New York: John Wiley & Sons, Inc., 2002.

Filipczack, Bob, Claire Raines and Ron Zemke. *Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace.* New York, N.Y.: American Management Association, 2000.

Grishan, Vaughn L. *Tupelo: The Evolution of a Community.* First Edition. Dayton, Ohio: Kettering Foundation Press, 1999.

Houle, Cyril O. *Governing Boards.* San Francisco, CA: The Jossey-Bass Management Series, The Jossey-Bass Public Administration Series, 1989.

Siebenmark, Jerry. "Mi Gente Hoy Reaches Out To Hispanic Community," *Wichita Business Journal*, November, 2000.

Snyder, Mark. "Basic Research and Practical Problems: The Promise of a "Functional" Personality and Social Psychology." *Personality and Social Psychology Bulletin*, Vol. 19, No. 3, June 1993, pp. 251-264.

Stewart, Edward C. and Milton J. Bennett. *American Cultural Patterns - A Cross-Cultural Perspective.* Revised Edition, Yarmouth, Maine: Intercultural Press, Inc., 1991.

Taylor, Heather Getha. "Including Young People on Nonprofit Boards of Directors." *PA Times*, Vol. 26, No. 6, June 2003, p. 4.

Volunteer Consulting Group, Inc. *The Board Marketplace*. New York, New York: Volunteer Consulting Group, Inc., 1993.

Wick, Calhoun W. and Lu Stanton Leon. *The Learning Edge - How Smart Managers and Smart Companies Stay Ahead*. Wilmington, Delaware: McGraw-Hill, Inc., 1993.

Personal Interviews:
(Core Questions for Interviews with Members of Governing Boards and Management Staff of Local Nonprofit Corporations)

1. Bockorny, Lorraine, Executive Director, Rainbows United, Inc. Interview with Margaret E. Flanders, 3 March 2003.

2. Brewer, John, Chair, Board of Directors, Child Care Association. Interview with Margaret E. Flanders, 21 January 2003.

3. Corona de Lewis, Yrene, Editor, *Mi Gente Hoy*; Member, Big Brothers and Sisters. Interview with Margaret E. Flanders, 3 December 2002.

4. Ervin, Francis, Vice Chair, Board of Directors, Child Care Association. Interview with Margaret E. Flanders, 16 January 2003.

5. Graham, Suzanne, past President, Wichita Junior League; Member, Board of Directors, Andover Advantage Foundation. Interview with Margaret E. Flanders, 7 May 2003.

6. Hernandez, Robert, Vice President, Wichita Hispanic Chamber of Commerce; Member, Wichita Hispanic Chamber of Commerce. Interview with Margaret E. Flanders, 3 December 2002.

7. Holman, Gerald, Senior Vice President, Wichita Area Chamber of Commerce; Leadership Wichita contact; Chair, Board of Directors, Arkansas Basin Development Association; Chair, Board of Directors, the Lower Arkansas Basin Advisory Committee; Trustee, First Baptist Church of Wichita. Interview with Margaret E. Flanders, 16 December 2002.

8. Kambampati, Mohan, Director, Wichita Indochinese Center, Inc. Interview with Margaret E. Flanders, 18 December 2002.

9. McCarthy Snyder, Nancy, Associate Professor, Hugo Wall School of Urban and Public Affairs, Wichita State University. Interview with Margaret E. Flanders, 14 January 2003.

10. Melcher, Bob, Chair, Board of Directors, Catholic Charities, Inc. Interview with Margaret E. Flanders, 3 January 2003.

11. Muci, Darren. Purchasing Director, Unified School District 259. Member, Board of Directors, the Arts Council; Member, Board of Directors, Kansas Minority Business Development; Member, Advisory Board of Directors, North Branch YMCA; President, Board of Directors, NETCenter Wichita. Telephone interview with Margaret E. Flanders, 14 February 2003.

12. Nelson, Doris, President, Board of Directors, Wichita Children's Home. Interview with Margaret E. Flanders, 3 February 2003.

13. Oaks, Beth, Vice President, Community Planning and Resources, United Way of the Plains; Member, Board of Directors, Wichita Children's Theatre and Dance Center. Interview with Margaret E. Flanders, 22 November 2002.

14. Pape, Janet Valente, Executive Director, Catholic Charities, Inc. Interview with Margaret E. Flanders, 3 January 2003.

15. Poague, Mike, Pastor, Fairmount United Church of Christ; Vice President, Board of Directors, Global Learning Center; Member, Board of Directors, Esperanza Community Organizing Agency (Tijuana, Mexico). Interview with Margaret E. Flanders, 20 December 2002.

16. Rolph, Barbara, past, President, Board of Directors, Sedgwick County Zoo; Member, United Way of the Plains. Interview with Margaret E. Flanders, 1 April 2003.

17. Rupp, Teresa, Executive Director, Child Care Association. Interview with Margaret E. Flanders, 30 December 2002.

18. Witsman, Tim, President, Wichita Area Chamber of Commerce. Member, Board of Directors, Kansas Food Bank Warehouse; Member, Board of Directors, Salvation Army; Member, Board of Directors, District Export Council; Member, Board of Directors, Wichita Center for Graduate Medical Education. Interview with Deborah Donaldson, Margaret E. Flanders, and Sarah Robinson, 7 October 2002.

Telephone and Electronic Inquiries:

1. Hughes, Connie, Director, Leadership Delaware, Wilmington, Delaware. Telephone interview with Margaret E. Flanders, 28 April 2003.

2. Johns, Karen, Executive Director, Diversity Pipeline Alliance, McLean, VA. Telephone interview with Margaret E. Flanders, 16 April 2003.

3. Lewondowski, Jennifer, Governance Specialist, BoardSource, Washington, D.C. Telephone conversation with Margaret E. Flanders, 24 September 2002.

4. Mason, Marsha, Director, Nonprofit Resource & Training Center, United Way of the Capital Area, Hartford, CT. Telephone interview with Margaret E. Flanders, 12 March 2003.

5. McCrary, James, Associate Director, Nonprofit Resource Center of Alabama, Birmingham, AL. Telephone interview with Margaret E. Flanders 20 March 2003.

6. Orosz, Joel, Director, Dorothy A. Johnson Center for Philanthropy & Nonprofit Leadership, Grand Rapids, Michigan. Telephone conversation with Margaret E. Flanders, 29 September 2002.

7. Renz, David O., Director, Midwest Center for Nonprofit Leadership, University of Missouri at Kansas City, Kansas City, Missouri. Telephone conversation with Margaret E. Flanders, 27 September 2002.

8. Smith, Barbara, Vice President, Chamber of Commerce Division, Community Development Foundation, Tupelo, Mississippi. Telephone interview with Margaret E. Flanders, 27 March 2003. Electronic mail response to Margaret E. Flanders, 8 May 2003.

9. Warsoff, Diane Hartz, Executive Director, Utah Nonprofits Association, Salt Lake City, Utah. Electronic mail response to Margaret E. Flanders, 20 March 2003.

Electronic Resources:

Alberta Community Development
7th Floor, Standard Life Center
10405 Jasper Avenue
Edmonton, Alberta T5J 4R7
(780) 427-2921
(780) 427-6530
www.cd.gov.ab.ca

Alliance for Nonprofit Governance
c/o Better Business Bureau
257 Park Avenue South, 4th Floor
New York, NY 10010
(212) 780-9299
www.angonline.org

Alliance for Nonprofit Management
1899 L Street NW, Suite 600
Washington, D.C. 20036
www.allianceonline.org

Association Magazine
10 King Street East, Suite 100
Toronto, Ontario M5C 1C3
(519) 794-3430
www.associationmagazine.com

Board Match Plus
1676 California Street
San Francisco, CA 94103
(415) 982-8999
boardmatchplus.org

BoardNetUSA
(The Volunteer Consulting Group)
1675 California Street
San Francisco, CA 94109
(415) 982-8999
www.boardnetUSA.org

BoardSeat
(415) 648-0808
info@boardseat.com
boardseat.com

CarverGovernance.com
Carver Governance Design, Inc.
P.O. Box 13007
Atlanta, GA 30324-0007
(404) 728-9444
www.carvergovernance.com

Center for Management Development
1845 Fairmount
Wichita, KS 67260-0086
(800) 992-6345 or (316) 978-3118
www.cmd.wichita.edu

Charity Channel
(949) 589-5938
charitychannel.com

Colorado Association of Nonprofit Organizations
225 East 16th Avenue, Suite 1060
Denver, CO 80203-1614
(303) 832-5710 or (800) 333-6554
www.canpo.org

Community Development Foundation
P.O. Box A
Tupelo, MS 38802-1210
(662) 842-4521 or (800) 523-3463
www.cdms.org

Community Housing Innovations, Inc.
100 Mamaroneck Avenue
White Plains, NY 10601
(914) 683-1010
www.communityhousing.org

CompassPoint Nonprofit Services
706 Mission Street, 5th Floor
San Francisco, CA 94103
(415) 541-9000
www.genie.org

Delaware Association of Nonprofit Agencies
Leadership Delaware
100 W. 10th Street, Suite 102
Wilmington, DE 19801
(302) 777-5500
www.delawarenonprofit.org

Diversity Pipeline Alliance
1600 Tysons Blvd., Suite 1400
McLean, VA 22102
(703) 749-0131
diversitypipeline.org

The Evergreen State Society
P.O. Box 20682
Seattle, WA 98102-0682
www.nonprofits.org

Foraker Group
1057 Fireweed Lane, Suite 206
Anchorage, AK 99503
(907) 263-2011
www.forakergroup.org

The Foundation Center
79 Fifth Avenue
New York, NY 10003
(212) 620-4230
www.fdncenter.org

Georgia Center for Nonprofits
50 Hurt Plaza SE
Suite 220
Atlanta, GA 30303-2914
(404) 688-4845 or (800) 959-5015
www.nonprofitgeorgia.org

Hodiak Development
Box 15515
Seattle, WA 98115
(206) 985-2667
www.drcharity.com

International Center for Not-For-Profit Law
733 15th Street, Suite 420
Washington, D.C. 20005
(202) 624-0766
www.icnl.org

Jacksonville Community Council Inc.
2434 Atlantic Boulevard, Suite 100
Jacksonville, FL 32207
(904) 396-3052
www.jcci.org

Leadership Columbus
37 North High Street
Columbus, OH 43215
(614) 225-6948
www.leadershipcolumbus.org

Management Assistance Program for Nonprofits
2233 University Avenue West, Suite 360
St. Paul, Minnesota 55114
(651) 647-1216
 www.mapnp.org

Management Assistance Program for Nonprofits
2233 University Avenue West, Suite 360
St. Paul, Minnesota 55114
(651) 647-1216
www.managementhelp.org

MAP for Nonprofits
(651) 632-7224
www.leaderscircles.org

Maryland Nonprofits
8720 Georgia Avenue, Suite 303
Silver Spring, MD 20910
(301) 565-0505
www.standardsforexcellence.org

Mentoring Canada
c/o Big Brothers Big Sisters of Canada
3228 South Service Road, Suite 113E
Burlington, ON L7N 3H9
(800) 263-9133
www.mentoringcanada.ca

Minges and Associates LLC
3304 Grey Fox Trail
Greenville, NC 27858
(252) 756-4303
www.fundraisingexpert.com

National CASA Association
100 W. Harrison
North Tower, Suite 500
Seattle, WA 98119
(800) 628-3233
www.casanet.org

National Council for Community Behavioral Welfare
12300 Twinbrook Parkway
Suite 320
Rockville, MD 20852
(301) 984-6200
www.nccbh.org

National Endowment for The Arts
1100 Pennsylvania Avenue NW
Washington, D.C. 20506
(202) 682-5400
arts.endow.gov

Nonprofit Resource Center
Midwest Center for Nonprofit Leadership
Bloch School of Business and Public Administration
University of Missouri - Kansas City
5100 Rockhill Road, Bloch School Room 310
Kansas City, Missouri 64110
(816) 235-2305 or (800) 474-1171 (toll free)
bsbpa.umkc.edu/mwcnl

The Nonprofit Resource Center of Alabama (NRCA)
3324 Independence Drive, Suite 100
Birmingham, Alabama 35209
(205) 879-4712 in the Birmingham area
(888) 466-4777 outside of Birmingham
www.nonprofit-al.org

New York University School of Law
40 Washington Square South
New York, NY 10012
www.law.nyu.edu

Nonprofit Governance and Management Centre
(02) 9879 6674
boards@governance.com.au
www.governance.com.au

Nonprofit Works, Inc.
137 East Avenue, Suite 209
Rochester, NY 14604
(585) 454 4910
www.nonprofitworks.com

North Carolina Center for Nonprofits
North Carolina Nonprofit Jobs & More
1110 Navaho Drive, Suite 200
Raleigh, N.C. 27609-7322
(919) 790-1555
www.ncnonprofits.org

Resource Center
1401 S. Grand Traverse
Flint, MI 48503
(810) 232-6300
www.rescen.org

Smart.FAU
(954) 229-4181
www.smartfau.org

Southern Rural Development Center
Box 9656
410 Bost Extension Building
Mississippi State, MS 39762
(662) 325-3207
http://srdc.msstate.edu

TechRocks
Ebase
38 S Last Chance Gulch, Suite 2A
Helena, MT 59601
info@ebase.org
www.ebase.org

United Way of King County
107 Cherry St.
Seattle, WA 98104-2266
(206) 461-3700
www.uwkc.org

United Way of the Capital Area
30 Laurel Street
Hartford, CT 06106-1374
(860) 493-6800

Utah Nonprofits Association
Board Matching Program
1901 E. South Campus Dr., Room 2120
Salt Lake City, Utah 84112-9363
(801) 581-4883
www.utahnonprofits.org

Vocational And Rehabilitation Research Institute
3304 - 33rd Street NW
Calgary, Alberta, Canada T2L2A6
www.vrri.org

The Volunteer Center of San Francisco
1675 California Street
San Francisco, CA 94109
(415) 982-8999
www.vcsf.org

The Volunteer Consulting Group
6 East 39th Street, Suite 602
New York, NY 10016
(212) 447-0925
www.vcg.org

Youth On Board
58 Day Street
Sommerville, MA 02144
(617) 623-9900, ext. 1242
www.youthonboard.org

Appendix C

Questionnaire:

Core Questions for Interviews with Members of Governing Boards

and Management Staff of Local Nonprofit Corporations

**Core Questions for Interviews
with Members of Governing Boards and Management Staff
of Local Nonprofit Corporations**

1. Would your organization be interested in a pool of potential governing board members?

2. Are you aware of other organizations which might also be interested in such a pool?

3. What obstacles do you feel prevent boards from finding appropriate board members?

4. How would you recommend approaching minority leaders in the community?

5. Who would you recommend as potential members? Colleagues? Volunteers? Donors to organizations? Community leaders? Users of the organization's services?

6. What expectations do you have of potential board members?

7. Have you done any sort of inventory to identify specific skills needed in current and future board members (e.g., law, accounting, public relations, fund-raising)?

8. How does your organization identify potential board members?
    a) What characteristics do you look for in board members?
    b) What recruitment/orientation methods does your organization use?
    c) Are there board member recruitment problems in the Wichita area?
    d) What sort of training would you recommend for board pool participants?

9. What amount of time do you recommend for such training?

10. What methods do you recommend to maintain the interest of people in the board pool who may not be asked to serve immediately on a committee or a board?

11. How might we promote diversity in the recruitment of people to the board pool?

12. At the end of training, what three to five things would you like to be certain that the participants understood?

Note: Additional questions were added as needed during the interview.

Appendix D

Total Number of Public Charities

in Sedgwick County, Kansas,

Listed by City and by Annual Income Greater than $100,000

Total Number of Charities in Sedgwick County, Kansas,
Listed by City and by Annual Income Greater Than $100,000

Guidestar.com is a website produced by the public charity Philanthropic Research, Inc. The website is dedicated to the advancement of the nonprofit sector by serving as a database for almost all 501(c)(3) charities and foundations in the United States. The website provides financial information and other organizational details, as well as resource tools for tasks such as grant writing, charity verification checks, and filing IRS 990 forms. Note that an organization is not required to file an IRS 990 form unless its annual income exceeds $25,000.

The following information compiled from Guidestar.com in March 2003* displays the total number of public charities in all cities within Sedgwick County, Kansas. The number of public charities with annual incomes greater than $100,000 is also listed.

Location	Total # of Public Charities	Public Charities with income >$100,000
Andale	1	0
Bel Aire	0	0
Bentley	0	0
Cheney	13	1
Clearwater	18	0
Clonmel	0	0
Colwich	4	1
Derby	44	1
Eastborough	0	0
Furley	0	0
Garden Plain	8	0
Goddard	12	0
Greenwich	2	0
Haysville	19	0
Kechi	3	0
Maize	5	0
Mount Hope	3	0
Mulvane	23	2
Oaklawn	0	0
Oatville	0	0
Park City	1	0
Schulte	0	0
Valley Center	17	3
Viola	1	0
Wichita	1,201	263
Sedgwick County Total	1,376	271
State of Kansas Total	11,983	1,746

* Note: The information provided above on the Guidestar website is updated and maintained by the nonprofit organizations
        themselves and has been periodically updated throughout the last two years.

Appendix E
Nonprofit Leadership Training and Capacity Building:
What's Available in Sedgwick County, Kansas?

Nonprofit Leadership Training and Capacity Building:
What's Available in Sedgwick County, Kansas?

Organization	Offers Tng to Whom?	Topics	# of Participants	How Is Tng Funded?	Cost to Participant
40 under 40 Contact: (To nominate) John Ek	Honorary organization				
Junior League of Wichita Contact: Joan Moore	In-house training -Board of Directors, Chairs, Asst. Chairs, & Coordinators	-Roles & responsibilities of BOD -Governance -Strategic Planning -Leadership Team Training & Mid Year Leadership Team Training	-13 for BOD training -45 for Leadership Team training	-BOD training built into President's Budget -Leadership Team training built into Training Budget	None
Kansas Health Foundation Contact: Jeff Usher	Train across Kansas	KHF is working with community leadership programs to change their leadership training from community orientation and networking to a skills-based model			
Leadership Wichita Contact: Gerald Holman	Individuals w/in community who have distinguished themselves as effective leaders or who have community involvement	Curriculum changes annually -8 one-day sessions from September through November	20 chosen each year	Participants	$525/participant, w/ host locations providing refreshments

Organization	Offers Tng to Whom?	Topics	# of Participants	How Is Tng Funded?	Cost to Participant
United Way of the Plains Contact: Beth Oaks, Vice President Community Planning and Resources	New and experienced board members	*Board Training* -Essentials of Successful Boards -Agency and Program Evaluation -Financial Decision Making -Legal Issues -Marketing and Public Relations -Personnel -Planning and Research	-Program is flexible. Training depends upon timetable of the agency and the consultant. -At least ½ of agency's board must attend.	Professionals who volunteer knowledge, time, and expertise	Low cost. Administrative fees may apply due to the extent of services provided
	Management staff, volunteers	*Management Assistance and Training* -Accounting and Finance -Computer Selection and Use -Marketing and Public Relations -Personnel Management -Strategic Planning -Volunteer Recruitment and Board Training		Professionals within the community, trained as consultants	Free. Administrative fees may apply due to extent of services provided

Organization	Offers Tng to Whom?	Topics	# of Participants	How Is Tng Funded?	Cost to Participant
University of Kansas School of Medicine-Wichita WALD Center Contact: Becky Gruhn	Public Health Workforce Leadership	-Transformtl. Leadership & Team Development -Leadership in Population Health Promotion & Education & Communication -Leadership in Crisis/Risk Communication & Terrorism -From Public Health 101 to the Ecological Model of Public Health (Curric. will change slightly each year, dependent upon evaluations.)	15-20 people accepted	4-year grant from the Health Foundation	Hope to not cost participants anything (awaiting finalization of funding)
Wichita Community Foundation Contact: Carol Nazar	Board members, staff	Endowment	50-60, depending upon session	Original grant created fund that was supplemented by participant fee	$10 per person, to show commitment

Organization	Offers Tng to Whom?	Topics	# of Participants	How Is Tng Funded?	Cost to Participant
WSU - Center for Management Development Contact: Susan Cherches	Experienced managers, individuals who want to sharpen existing skills	*Leadership Elite* -Leadership: What Is It? -How Leaders Empower Subordinates -How Leaders Instill Trust Within and Between Departments -How Leaders Instill Teamwork and Cooperation -How Leaders Deal With Employee Attitudes -How Leaders Improve Performance and Morale -How Leaders Develop Employees -How Leaders Effect Change		Participants	$1995/person. Covers course materials, refreshments, and parking.

Organization	Offers Tng to Whom?	Topics	# of Participants	How Is Training Funded?	Cost to Participant
WSU - Center for Management Development Contact: Susan Cherches	Professionals and volunteers with direct financial mgmt./acct. responsibilities in a non-profit organization	*Financial Mgmt. For Non-Profits* -Budgets For Planning and Control Purposes -Distinctive Qualities of Non-Profits -Tax Exemption for Non-Profits -Working With The Board of Directors -Controls In The Non-Profit Sector -Accounting For Non-Profits		Participants	$149/person
	Professionals & volunteers with fundraising & event responsibilities in a non-profit organization	*Fundraising For Non-Profits* -Elements Needed For Fundraising Success -The Annual Fund -The Basics of Special Event Fundraising -Corporation & Foundation Gifts -The Use of Volunteer Events -Planned Giving -Individual Problem Solving			$149/person

Organization	Offers Tng to Whom?	Topics	# of Participants	How Is Training Funded?	Cost to Participant
Self-Help Network Center for Support and Research at Wichita State University Contact: Scott Wituk	Employees, managers, board members	SHN uses a multi-disciplinary approach to help organizations: -Assess the changing environment -Develop an organization built on trust -Work more effectively as a team -Listen to customers' needs, strengths, and hopes for the future -Develop mission, vision, and guiding principles -Develop a vision-driven strategic plan -Develop measurable outcomes -Create a reporting structure for personnel -Develop a system for tracking and monitoring your strategic plan	SHN can accommodate large and small groups.	Paid by organization receiving the service. Third-party funding is available in some cases.	Cost varies depending upon group size, group location, length of work, interests, needs, and techniques used. Costs outlined in a customized proposal presented to the client after consultation.

Appendix F

Availability of Board Training and Board Pools

Offered by Members of the

National Council of Nonprofit Associations

as of February 28, 2003

Availability of Board Training Offered by Members of the
National Council of Nonprofit Associations
as of February 28, 2003

State	Organization Name	Year Est.	Offers Board Training (yes/no)	Current Board Members (yes/no)	Potential Board Members (yes/no)	Board Committee or Advisory Board (yes/no)	Offers Board Pool (yes/no)
AL	The Nonprofit Resource Center of Alabama	1995	yes	yes	yes		yes
AK	Association of Nonprofit Corporations						
CA	California Assoc. of Nonprofits	1983	yes	yes			
CO	Colorado Association of Nonprofit Organizations	1984	yes	yes			
CT	Connecticut Association of Nonprofits	1977	yes	yes			
DE	Delaware Association of Nonprofit Agencies	1986	yes	yes	yes		yes
DC	Washington Council of Agencies	1979	yes	yes			
FL	Florida Association of Nonprofit Organizations	1990	yes	yes			
GA	Georgia Center for Nonprofits		yes	yes			
IL	Donors Forum of Chicago	1974	yes	yes			
IN	Indiana Association of Nonprofit Organizations	early 1990s					
KS	Kansas Nonprofit Association	1996	yes	yes			
LA	Louisiana Association of Nonprofit Organizations	1998	yes	yes			
ME	Maine Association of Nonprofits	1994	yes	yes			
MD	Maryland Association of Nonprofit Organizations	1992	yes	yes			
MA	Massachusetts Council of Human Service Providers	1976					
MI	Michigan Nonprofit Association	1990	yes	yes			

MI	Michigan League for Human Services	1912	yes	yes			
MN	Minnesota Council of Nonprofits	1987					
MS	Mississippi Center for Nonprofits	1992	yes	yes			
MO	no current membership						
NE	no current membership						
NH	New Hampshire Center for Nonprofits	1986	yes	yes			
NJ	Center for Nonprofit Corporations	1982	yes	yes			
NY	Council of Comm. Services of New York State	1928	yes	yes			
NY	Nonprofit Coordinating Committee of New York	1984					
NC	North Carolina Center for Nonprofits	1990					yes
ND	North Dakota Assoc. of Nonprofit Organizations	1995	yes	yes			
OH	Ohio Association of Nonprofit Organizations	1994	yes	yes			
OK	no current membership						
OR	Oregon Nonprofit Coalition Coord. Council	1977	yes	yes			
PA	Pennsylvania Assoc. of Nonprofit Organizations	1995	yes	yes			
RI	Nonprofit Resources of Southern New England		yes	yes			
SC	South Carolina Assoc. of Nonprofit Organizations	1997	yes	yes			
SD	South Dakota State Assoc.						
TX	Texas Association of Nonprofit Organizations	1997	yes	yes			
UT	Utah Nonprofits Assoc.	1990	yes	yes			yes
VT	Vermont Alliance of Nonprofit Organizations	1998	yes	yes			
WA	The Evergreen State Soc.	1990					
WA	Northwest Nonprofit Res.	1994	yes	yes	yes	yes	

Appendix G

Potential Access Points

Potential Access Points

Approximately one hundred organizations are included in this "starter list" of potential access points to promote service on local nonprofit corporation boards. Some agencies are listed more than once.

Potential Access Points: Minority Communities

African Chamber of Commerce
520 W. 25th Street North
Wichita, Kansas 67204

An-Noor Islamic School
6655 E. 34th Street North
Wichita, KS 67226
http://www.noornet.com/annoor/

Community Voice
2924 E. Douglas
Wichita, KS 67214
http://www.cvoice.com/

East Wichita News
3700 E. Douglas, #14
Wichita, KS 67208
http://www.eastwichitanews.com/

Hispanic Chamber of Commerce
1150 N. Broadway, Suite 700
Wichita, KS 67214
http://www.wichitahispanicchamber.org

Hispanic Organization For Latino
Advancement (H.O.L.A.)

Hispanos Unidos (Subgroup of
Sunflower Community Action)
1540 N. Broadway
Wichita, Kansas 67214
http://www.sunfloweract.com

Indian Association of
Greater Wichita
Dr. Chandra-Sekhar Kota
President
http://www.iagw.org/

Islamic Society of Wichita
P.O. Box 21272
Wichita, KS 67208
http://www.noornet.com/isw/

Kansas Minority Business
Development Council
350 W. Douglas
Wichita, KS 67201-1241
http://www.kmbdc.org/frameset.htm

Lao Buddhist Association of Kansas
2550 S. Greenwich Rd.
Wichita, KS 67210

Mi Gente Hoy
1150 N. Broadway
Wichita, KS 67214

Mid-American All-Indian Center
650 N. Seneca
Wichita, KS 67203
http://www.theindiancenter.com/

South East Asian Mutual Assistance
Association (SEAMAA)
4101 E. Highway 50, Suite A
Garden City, KS 67846

SER Corporation
Richard Lopez
Executive Director
1020 N. Main Street, Suite B
Wichita, Kansas 67203-3617

The Muslim Wichitan
http://www.noornet.com/ccc

The Urban League of Wichita, Inc.
1802 E. 13th Street North
Wichita, KS 67214
http://www.ulwichita.com/

U.S. Hispanic Leadership Institute
(Wichita chapter)

Wichita Black Nurses
Association
415 S. Main Street
Wichita, KS 67202
http://www.wichitawellness.org/wbna.html

Wichita Buddhist Association
4706 N. Arkansas
Wichita, KS 67204

Wichita Hispanic Coalition

Wichita Indochinese Center
Mohan Kambampati
Director
2502 E. Douglas
Wichita, Kansas 67214

Wichita State University
Hispanic American
Leadership Organization
(H.A.L.O.)
Carlos Guiterrez
Advisor
Wichita State Univeristy
1845 Fairmount
Wichita, KS 67260-0066
http://webs.wichita.edu/halo/

Potential Access Points: Nonprofit Corporations that Provide Public Services with Federal, State, or Local Tax Funds

American Red Cross
Bev Morlan, Executive Director
707 N. Main Street
Wichita, Kansas 67203
http://midwaykansas.redcross.org/

Boys and Girls Club
Evis Cranford
CEO
2408 East 21st Street North
Wichita, Kansas 67214

Big Brothers and Big Sisters of
Sedgwick County
Karl Monger, Executive Director
219 N. Saint Francis Street
Wichita, Kansas 67202
http://www.sedgwickco.ksbbbs.org/

Breakthrough Club
Barbara Andres
Executive Director
P. O. Box 47563
Wichita, Kansas 67201
http://www.links.net/share/96sum/
kansas/breakthru/

Catholic Charities, Inc.
Janet Valente Pape
Executive Director
437 N. Topeka
Wichita, KS 67202
http://www.wkscatholiccharities.org/

Center for Health and Wellness
Arneatha Martin
CEO & Co-President
2707 E. 21st Street North
Wichita, Kansas 67214
http://www.wichitawellness.org/

Cerebral Palsy Research Foundation
of Kansas, Inc.
Pat Jonas
President and CEO
5111 E. 21st Street North
Wichita, Kansas 67208
http://www.cprf.org/

Child Care Association
Teresa Rupp
Executive Director
1069 Glendale
Wichita, KS 67218
http://www.childcareassociation.org/

Communities in Schools
Judy Frick, CEO
412 S. Main Street
Wichita, Kansas 67202
http://www.ciswichita.org/

DCCCA, Inc.
Susan Krogmann, Program Director
Family Preservation Services
1319 W. May
Wichita, Kansas 67213
http://www.dccca.org/

Episcopal Social Services, Inc.
Sandra Lyon, Executive Director
233 S. Saint Francis Street
Wichita, Kansas 67202
http://www.episcopal-ks.org/venture.html

Family Services Institute
Carrie Jones, CEO
1631 E. 17th Street North
Wichita, Kansas 67214

Family Consultation Service
Randall Class, Executive Director
560 N. Exposition
Wichita, Kansas 67203
http://www.fcswichita.org/

Grace Medical Health Clinic
Karlen Jones
CEO
1611 N. Woodland
Wichita, Kansas 67204

Harry Hynes Memorial Hospice
Jerry Kerschen, President
313 S. Market
Wichita, Kansas 67202
http://www.hospiceinc.com/main.asp

Heartspring
Gary Singleton
President
8700 E. 29th Street North
Wichita, Kansas 67226
http://www.heartspring.org/

Hunter Health Clinic
Susan Swartz
CEO
941 N. Broadway
Wichita, Kansas 67214
http://www.hunterhealthclinic.org/

Inter-Faith Ministries
Samuel Muyskens
Executive Director
829 N. Market
Wichita, Kansas 67214
http://www.ifmnet.org/

Kansas Children's Service League
1365 N. Custer
Wichita, Kansas 67203
http://www.kcsl.org/

KANSEL
Carolyn Bunch, CEO
334 N. Topeka
Wichita, Kansas 67202
http://www.kansel.org/

KETCH
Ron Pasmore
President and CEO
1006 E. Waterman
Wichita, Kansas 67211
http://www.ketch.org/

Knox Center, Inc.
Edith D. Knox, Executive Director
1809 N. Broadway
Wichita, KS 67214

Medical Service Bureau
Rosa Molina, Executive Director
1148 S. Hillside, Suite 105
Wichita, Kansas 67211

Mennonite Housing
Andy Bias
CEO
2145 N. Topeka
Wichita, Kansas 67219
http://www.mennonitehousing.com/

Mental Health Association of
South Central Kansas
Rosemary Mohr
CEO
555 N. Woodlawn
Wichita, Kansas 67208
http://www.mhasck.org/

Parallax Program, Inc.
Milton Fowler
Executive Director
3410 E. Funston
Wichita, Kansas 67218

Rainbows United, Inc.
Lorraine Bockorny
CEO
340 S. Broadway
Wichita, Kansas 67202
http://www.rainbowsunited.org/

Roots & Wings, Inc.
Dee Staudt
Executive Director
230 E. William
Wichita, Kansas 67201-1620
http://www.rootsandwings.net/

Salvation Army
Major Charles Smith
City Commander
350 N. Market
Wichita, KS 67202
http://salarmy-mokan.org/

Senior Services, Inc. of Wichita
Laurel Alkire, Executive Director
2208 S. Belmont
Wichita, Kansas 67218

SER Corporation
Richard Lopez
Executive Director
1020 N. Main Street, Suite B
Wichita, Kansas 67203

Starkey, Inc.
Carolyn Risley Hill
CEO
144 S. Young Street
Wichita, KS 67209
http://www.starkey.org/

StepStone
Tim Cunningham
Executive Director
504 E. 3rd Street North
Wichita, Kansas 67202
http://www.stepstoneks.org/

The Arc of Sedgwick County
Lucy Shifton, Executive Director
2919 W. 2nd Street North
Wichita, Kansas 67203
http://www.arc-sedgwickcounty.org/

United Methodist Urban Ministry
Deann Smith
Executive Minister
P.O. Box 2756
Wichita, KS 67201

United Methodist Youthville
John R. Francis
President and CEO
P.O. Box 210
Newton, KS 67114
http://www.youthville.org/

Wichita A.C.T.S. on Truancy
Jaime Lopez, Executive Director
420 E. English, Suite B
Wichita, Kansas 67202

Wichita Child Guidance Center
Walter Thiessen
CEO
415 N. Poplar
Wichita, Kansas 67214
http://www.child-guidance.com

Wichita Children's Home
Sarah Robinson
Executive Director
810 N. Holyoke
Wichita, Kansas 67208
http://www.wch.org/index.html

Wichita Indochinese Center, Inc.
Mohan Kambampati
Director
2502 E. Douglas
Wichita, Kansas 67214

Wichita Habitat for Humanity, Inc.
Hannah McCann
Executive Director
829 N. Market
Wichita, Kansas 67201-0114
http://www.wichitahabitat.org/

Wichita Area Sexual Assault Center
Kathy Williams
Executive Director
355 N. Waco, Suite 100
Wichita, Kansas 67202
http://www.wichitasac.com/

Youth Development Services, Inc.
Frances Jackson
Executive Director
2120 E. 13th Street North
Wichita, Kansas 67214

YMCA
Dennis Schoenebeck
CEO
P.O. Box 3636
Wichita, Kansas 67201
http://www.ymcawichita.org/

YWCA
Chryle Nofsinger-Wiens
CEO
1111 N. Saint Francis Street
Wichita, Kansas 67214
http://www.ywcaofwichita.org

Potential Access Points: Other Organizations

"40 under 40" (sponsored by the *Wichita Business Journal*)
110 S. Main Street, Suite 200
Wichita, KS 67202
http://wichita.bizjournals.com/wichita/

Active Aging
631 S. Glenn St.
Wichita, KS 67213-3953

Citizens Commission On Human Rights
P.O. Box 771051
Wichita, KS 67277-1051

Friends University Student
Activities Committee
Gary Rapp
Sponsor
Friends University
2100 W. University St.
Wichita, KS 67213

Junior League of Wichita
6402 E. 12th Street North
Wichita, KS 67206
http://jlwichita.org/

Kansas Health Foundation
Marni Vliet, President/CEO
309 E. Douglas
Wichita, KS 67202-3405
http://www.kansashealth.org/

Kansas Humane Society
Kim Janzen, Executive Director
4218 Southeast Blvd.
Wichita, KS 67210
http://www.kshumane.org/

Leadership Wichita
Gerald Holman
Senior Vice President of Operations
Wichita Chamber of Commerce
350 W. Douglas
Wichita, KS 67202-2970
http://leadership.wichitakansas.org/

Music Theatre of Wichita
225 W. Douglas, Suite 202
Wichita, KS 67202
http://www.musictheatreofwichita.org/

Neighborhood Initiative
3995 E. Harry, Suite D-12
Wichita, Kansas 67218

Newman University Student
Activities Board
Newman University
3100 McCormick Ave.
Wichita, KS 67213

Peace & Social Justice Center of
South Central Kansas
1407 N. Topeka
Wichita, KS 67214
http://www.peacecenter.net

Pyradomes, Bright Spot for Health
Hugh Riordan, M.D.
President
3100 N. Hillside
Wichita, KS 67219

Sedgwick County Zoo
Mark Reed
Director
5555 Zoo Blvd.
Wichita, KS 67212-1698
http://www.scz.org

South Wichita Business Association
629 E. 47th Street South
Wichita, KS 67216

United Way of the Plains
Patrick J. Hanrahan
President
245 N. Water
Wichita, KS 67202
http.//www.unitedwayplains.org/

U.S.D. 259
Winston Brooks
Superintendent
201 N. Water
Wichita, KS 67202-1292
http://www.usd259.com/

University Greek Organizations
(Wichita State University, Newman
University, Friends University)

Wichita Art Museum
619 Stackman Drive
Wichita, KS 67203-3296
http://www.wichitaartmuseum.org/

Wichita Audubon Society
P.O. Box 47607
Wichita, KS 67201
http://www.wichitaaudubon.org/

Wichita Center for the Arts
9112 E. Central
Wichita, KS 67206
http://www.wcfta.com/

Wichita Chamber of Commerce
350 W. Douglas
Wichita, KS 67202-2970
http://www.wichitakansas.org/

Wichita Festivals, Inc.
1820 E. Douglas
Wichita, KS 67214
http://www.wichitafestivals.com

Wichita Independent
Business Association
Cliff Sones
President
415 S. Main Street
Wichita, KS 67202-3719
http://www.wiba.org/

Wichita Independent
Neighborhoods, Inc.
Elizabeth Bishop
Executive Director
3995 E. Harry
Wichita, KS 67218

Wichita Musician's Association
William Skillman
President
530 E. Harry
Wichita, KS 67211
http://www.wichitamusicians.org/

Wichita Professional Communicators
Nancy Wiebe, President
245 N. Water
Wichita, KS 67202

Wichita Public Library
Cynthia Berner Harris
Director
223 S. Main Street
Wichita, KS 67202
http://www.wichita.lib.ks.us/home.html

Wichita-Sedgwick County
Historical Museum
Robert Puckett
Director
204 S. Main Street
Wichita, KS 67202
http://www.wichitahistory.org/

Wichita State University
Alumni Association
Brad Beets
Executive Director
Wichita State University
1845 Fairmount
Wichita, KS 67260-0054
http://webs.wichita.edu/alumni/

Wichita State University Center for
Student Leadership
Wichita State University
1845 Fairmount
Wichita, KS 67260-0066

WSU-LINK
Philip Gaunt
Executive Director
1845 Fairmount
Wichita, Kansas 67260-0031
http://webs.wichita.edu/depttools/user_
home/?view=wsulink

Wichita Symphony Orchestra
Mitchell Berman
Executive Director
225 W. Douglas, Suite 207
Wichita, KS 67202
http://www.wso.org/

Wichita Veterans Administration
Medical Center
5500 E. Kellogg
Wichita, KS 67218

Appendix H

Potential Funding Sources for Further Review

Potential Funding Sources for Further Review

The following sources were obtained through "F.C. Search," a database available at participating libraries through the courtesy of the Foundation Center, a philanthropy established in 1956 and dedicated to assisting funding research for nonprofit corporations and individuals. F.C. Search is available locally at the Wichita Public Library's main branch. Lois Gordon, supervisor of the Foundation's cooperating collection, provided information regarding the database.

Local Sources Suggested for Further Review

*   Cessna Foundation, Inc.
    Program development, with an emphasis on Wichita, Kansas

*   Charles G. Koch Charitable Foundation
    General/operating support, program development, seed money. National geographic focus

*   David H. Koch Charitable Foundation
    Public interest, general/operating support, program development, seed money. National geographic focus.

*   Dillon Companies, Inc. Corporate Giving Program
    General/operating support.

*   Forrest C. Lattner Foundation, Inc.
    General/operating support. Primarily gives to Wichita, Kansas; St. Louis, Missouri; Palm Beach County, Florida; and Westerly, Rhode Island.

*   Fred C. and Mary R. Koch Foundation, Inc.
    Arts, education, general/operating support, program development. Kansas geographic focus.

*   H.D. Ritchie Charitable Trust
    General/operating support. Kansas geographic focus, primarily in Wichita.

*   INTRUST Bank Charitable Trust
    General/operating support. Kansas geographic focus, primarily in Wichita.

*   Koch Industries, Inc. Charitable Giving Program
    Program development

Non-local Sources Suggested for Further Review

The following sources have connections in Sedgwick County. Their fields of support include community development and general/operating assistance.

*   Bank of America
*   Cargill, Incorporated Corporate Giving Program
*   Galely Coleman Charitable Foundation