

ANNENBERG FOUNDATION



Engage for Impact!

Creating Successful Strategies to Involve Nonprofit Leaders in the Design & Implementation of Grantmaker Programs

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Advancing the Public Well-Being Through Improved Communications

Openness. Accessibility. Empowerment.

exploreSM

GRoW

METABOLIC STUDIO

ANNENBERG SPACE
FOR PHOTOGRAPHY



**Annenberg
Learner**

ANNENBERG
ALCHEMY



**Annenberg Community
Beach House**
AT SANTA MONICA STATE BEACH



THE ANNENBERG PROJECT

- ▶ Welcome & Meeting Objectives
- ▶ History & Development of Stakeholder Engagement
- ▶ Expectations of Nonprofit Leaders
- ▶ Engagement = Leadership Development
- ▶ Breakout Sessions & Reporting
- ▶ Closing

ANNENBERG
ALCHEMY



*Why did Annenberg design
and provide Alchemy?*

Our Grantmaking Lens

Visionary Leadership
Impact
Sustainability
Innovation
Organizational Strength
Network of Partners
+ (P)opulation Served

2,000-3,000 requests
annually for funding



300 - 400 grants
awarded

National Nonprofit GDP - \$1.4T

\$288 Billion - government fees

\$696 Billion - fees from private sources (tuition, dues, etc.)

\$291 Billion - Charitable Giving

2010 - Charitable Giving \$291 B

\$211 B	72%	Individual
\$22 B	7%	Bequests
\$4 B	14%	Foundations
\$15 B	5%	Corporations

Who Gets the \$?

Faith Based	35%	Health	8%
Education	14%	Arts/Cult	5%
Foundations	11%	Int'l Service	5%
Human Service	9%	Env/Animals	2%
Public-Society	8%		

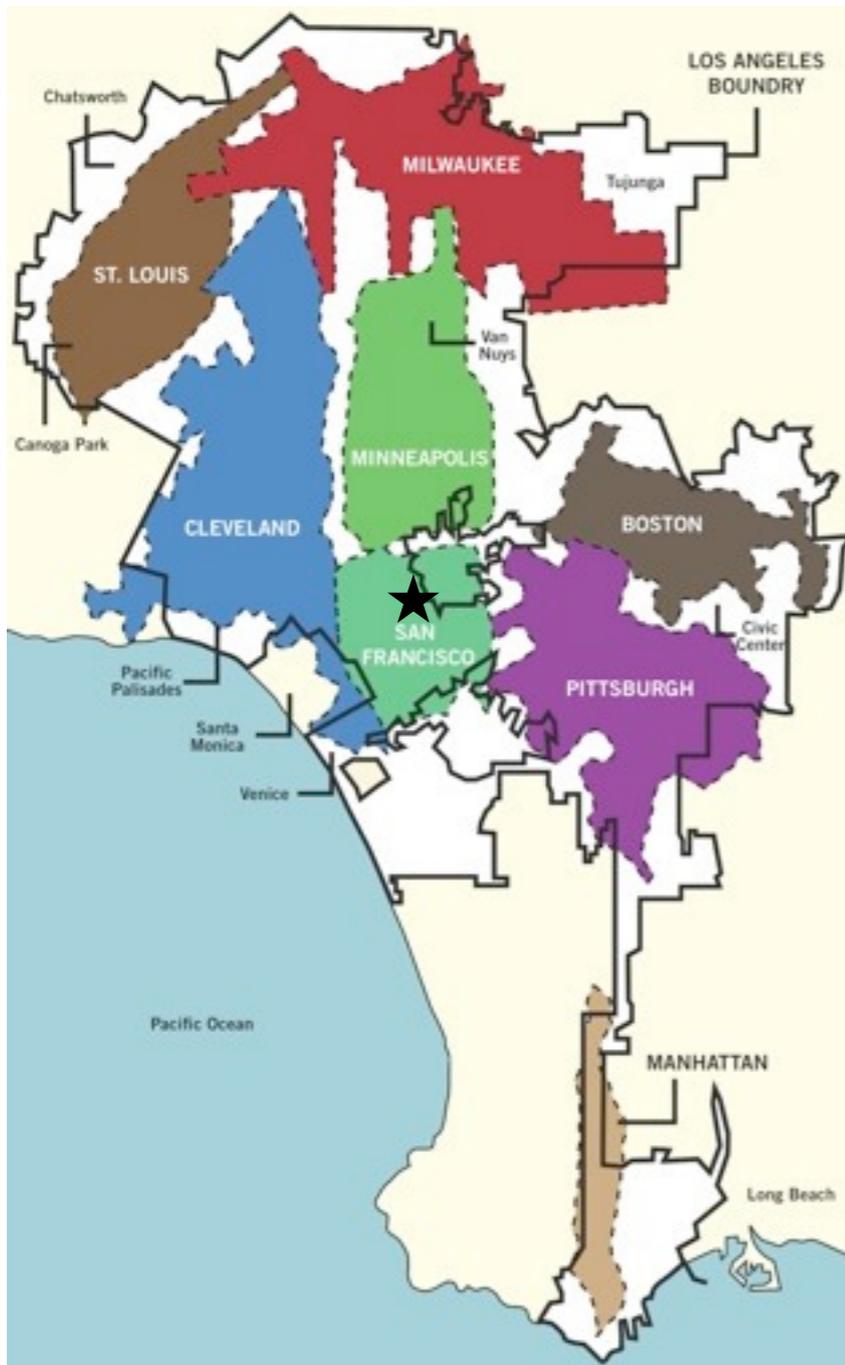
Why is L.A. So Challenging for Nonprofits?

If L.A. County were a state, it would be the country's 8th largest with a population of about 10 million people.

If L.A. County were a country, it would be the 19th largest economic power in the world.

The poverty rate in L.A. County is higher than the nation as a whole*. 15% of people in L.A. County are living in poverty.

Why is L.A. So Challenging for Nonprofits?



Los Angeles MSO
Estimated Capacity
65 FTEs, \$9.2M

Los Angeles County
Foundations
2,412
57% of \$2.2 Billion went to LA
nonprofits

Los Angeles active
nonprofits
18,600
(TCC reports 34,674 which
includes religious groups)

10,717

Less than \$25,000 in revenues

2,764

Less than \$100,000 in revenues

3,424

Between \$100,000 & \$1 million

1,336

Between \$1 million & \$10 million

381

Greater than \$10 million

Source: Hard Times: Impact, Actions, Prospects 2010 Report, UCLA Center for Civil society

Source: Foundations for Los Angeles, 2007: An Analysis of the Scale, Scope & Reach of Philanthropy in LA, USC Center on Philanthropy

** - Estimated at 10% of County GDP of \$518B, per Melissa Brown, Associate Director of Research, Indiana University, Author of Giving USA 2009-2010

- ▶ California lost **1.3 million jobs** in recession.
- ▶ More than 50% of local nonprofits report **revenue declines**, with more than a third reporting that they are operating in deficit.
- ▶ Recovery of recession more likely to be in the **4-5 year range**.
- ▶ Unemployment is estimated to remain in the **double digits** into 2012.
- ▶ This year, 60% of human service nonprofits reported an **increase in need** over 2009 at the same time that 56% reported a **decline in revenue**.

- ▶ What does this mean?
INCREASE IN DEMAND!
DO MORE WITH LESS!

80% of EDs “somewhat satisfied” to “not satisfied at all”
with board performance

60% of EDs reported not getting significant board
support with fund development

Strong correlation between board engagement
and ED job satisfaction

Paradox

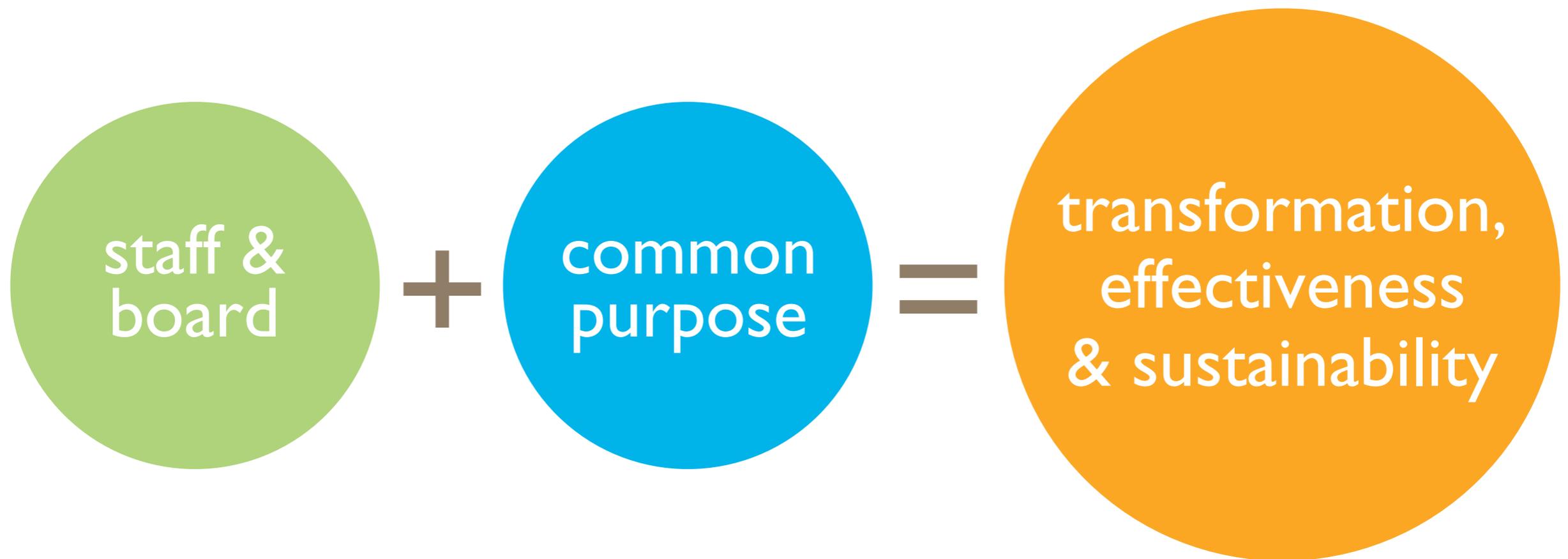
56% of EDs spending less than 10 hrs a month with board development.

Most EDs felt more time should be spent on marketing and fundraising than **board development.**

Why Is AF Investing in Alchemy?

We recognized that we are surrounded by **visionary leaders** leading the nonprofit sector who, with **the right support**, could take their work to **new levels of impact.**

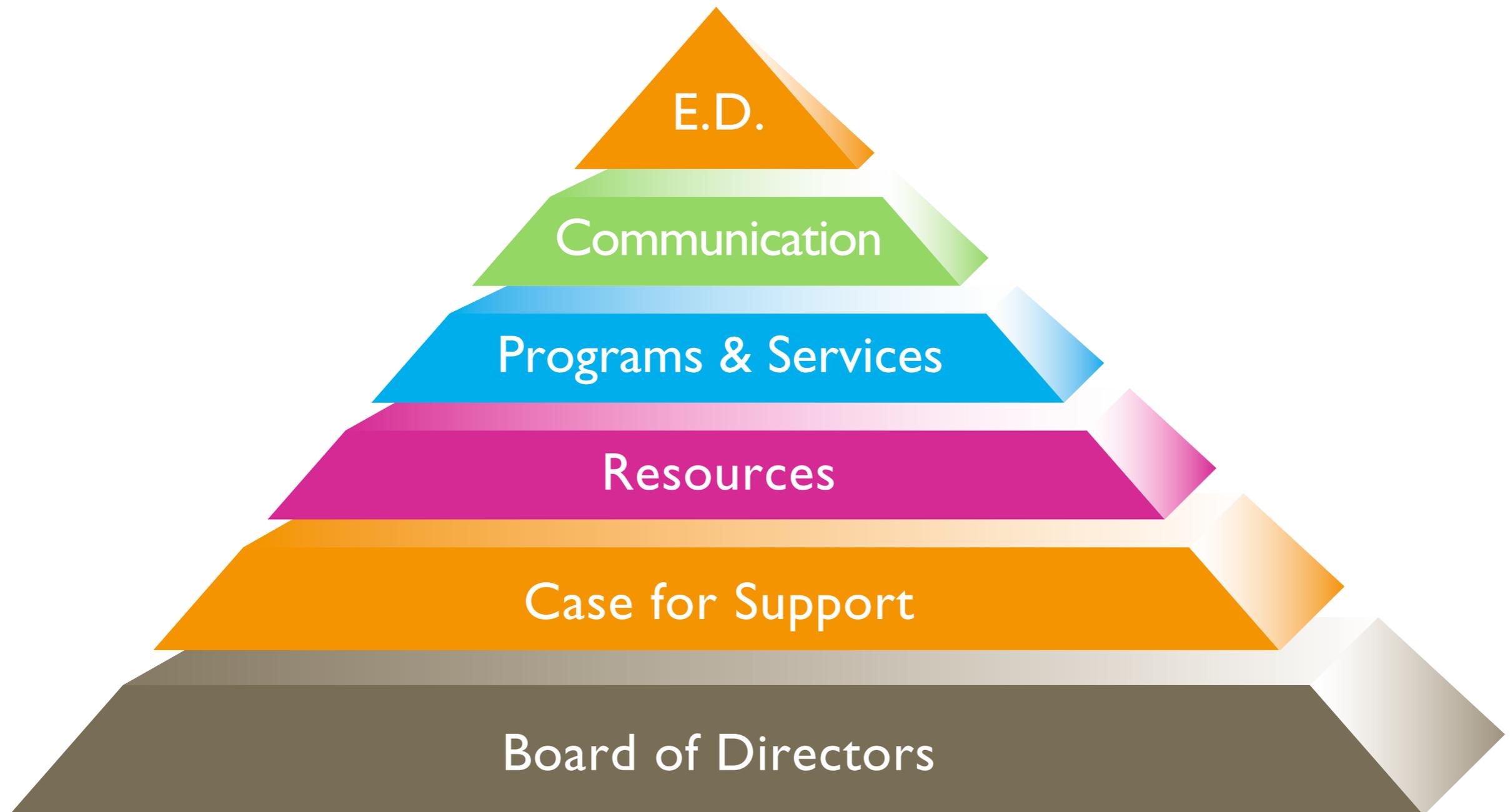
Leadership Seminar Equation



Annenberg's Leadership Seminar
2006-2009

- ▶ Partners = Indiana University & USC
- ▶ Grantees
- ▶ 3 trainings a year for 3 years = 90 orgs/180 leaders
- ▶ Market crash of 2009!!

Hierarchy of Needs & Success



Leaders as Change Agents



Challenged
Nonprofit Leaders



Empowered
Nonprofit Leaders



4 Goals of Leadership Seminar

1. Case for Support
2. Board Member Job Description
3. Board Cultivation Matrix
4. Consent Agenda

Purpose

1. Empower board and staff to powerfully advocate for the organization
2. Develop board member expectations that support culture of accountability and fundraising
3. Strategically cultivate and recruit board members
4. Use board meetings effectively to focus on strategy and fundraising. Create meaningful board experiences for members

*All Organizations Complete and Sign a
“Commitment to Change Form”

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*What did we learn in
the first 3 years?*

Distinguishing Characteristics

Feedback from Alumni

“The most valuable part of this training was the time I spent with my Executive Director or Board Chair.” 

“Can Lawrence and Dave come back and train our whole board?” 

“What you are saying is great, but it doesn’t apply to our community, our nonprofit, or the Los Angeles region.” 

“It’s easier said than done. We could use more help with implementation.” 

“We’d like to continue our training. We want more!” 

Alchemy Solutions

- ▶ Mandate Board Chair and Executive Director attendance
- ▶ Pre/post organization assessment; “Gap Analysis” and “Change in Learning”

- ▶ Expand learning opportunity by inviting a third board member (board champion)

- ▶ Local partners
- ▶ Community Champions
- ▶ Community Partners: Civic Power Grid of Los Angeles

- ▶ Anthology “Implementation Toolkit”
- ▶ Resource guide
- ▶ Community Champions and Annenberg Foundation staff
- ▶ Peer network of alumni through social media platform

Alchemy +

- ▶ 7 month program: 4 half-day sessions
- ▶ Up to \$10K capacity building grant

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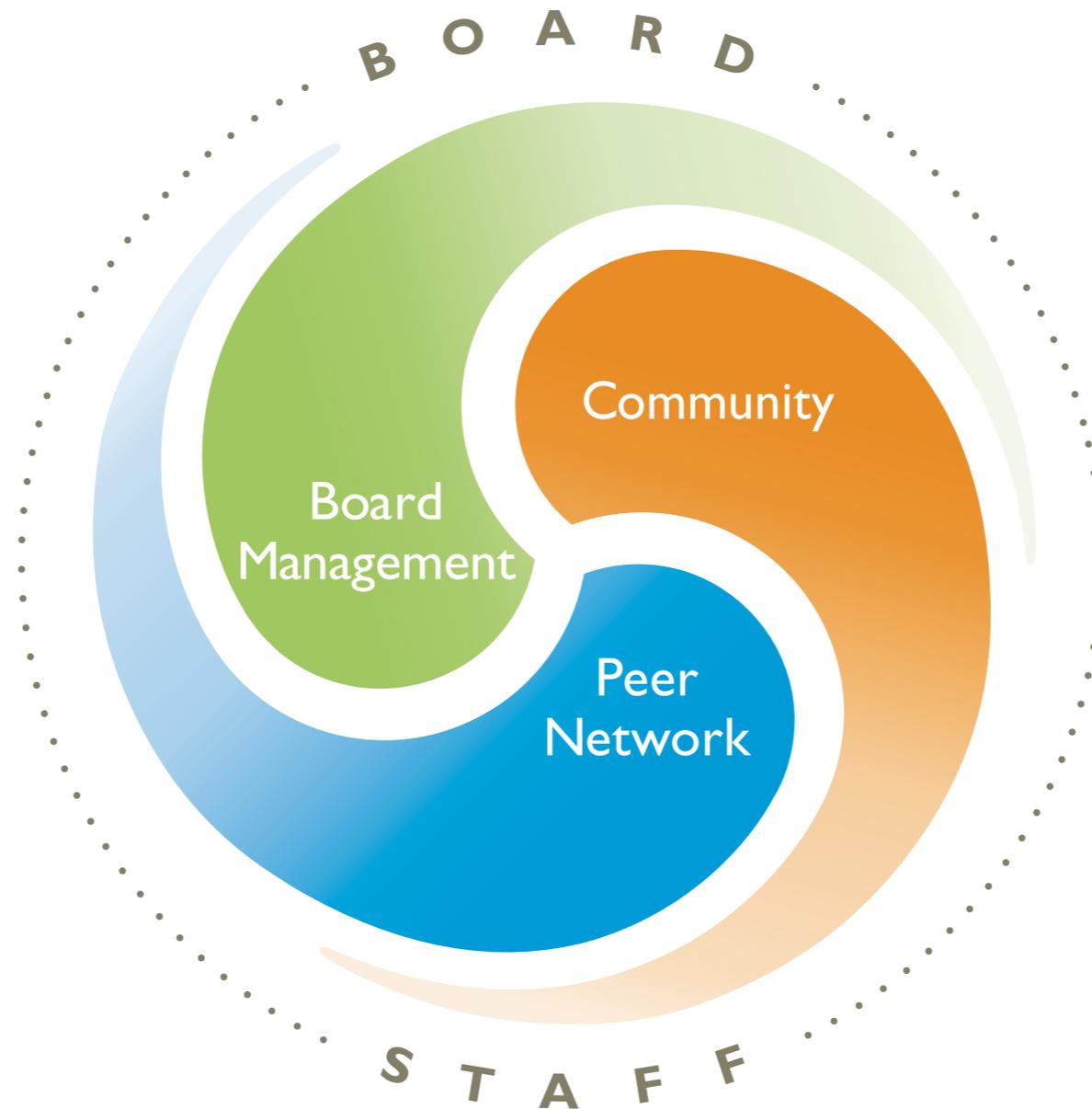
Transforming...

Ordinary

Extraordinary

Inspiring nonprofits to greatness through the leaders among us.

The Alchemy Equation



Board and Staff Equally Committed

Ensures best practices in their board management and governance structure

Understands and integrating with the civic landscape of the communities they serve

Enhances their leadership by building a robust peer network

Each year, over **350** Executive Directors and Board Chairpersons, from over **140** Los Angeles-based nonprofit organizations participate in the **Annenberg Alchemy** training program.

More than **1,000** nonprofit leaders trained in 3 years

How Does Alchemy Work?

Leadership Seminar

ALCHEMY'S SIGNATURE COURSE

Three-day intensive training sessions with implementation supports

- ▶ Program runs from January - June 2012
- ▶ Day One and Day Two of Leadership Seminar are sequential, full day workshops.
- ▶ 90 day implementation period – providing org's with opportunity to work towards critical goals.
- ▶ Day Three "Anthology Review Day" occurs 90 days later to share successes, and discuss continued progress.
- ▶ Community Champions and Foundation staff provide implementation support to all participants.

PEER-TO-PEER

Alchemy+

ADVANCED COURSE FOR LEADERSHIP SEMINAR GRADUATES

Four half-day experiential sessions and additional resources

- ▶ Program runs over 7 months, from October 2011 - March 2012, and again from September 2012 - March 2013
- ▶ Four full-day sessions are held every other month
- ▶ Continued use of the Anthology Toolkit by the Executive Director and Board Chair
- ▶ Capacity building grants of up to \$10,000

UP TO
\$10K
Grant

150 organizations evaluated

1. As a result of your participation in LS, has the board of directors made changes to move in the direction of being a “fundraising board”?

87% = YES 13% = NO

2. As a result of participating in LS, has the organization raised more money?

55% = YES 45% = NO....but moving in that direction

Average of \$40K dollars in 6 months!

Alchemy Statistics to Date (2010-2012)

Over 90% complete or are in progress of completing all four goals by the end of Leadership Seminar

80% of EDs & BCs Graduate together from Alchemy+ and complete all requirements

Alchemy+ Applicants: 150

76% of participants described board cultivation and management as “somewhat difficult” to “challenging”

56% of participants do not have a waiting list of potential board members

HOW DID WE ADDRESS THIS?

Updated Alchemy+ Curriculum to include 1-full day workshop:

“Strengthening your Board through Effective Cultivation, Nomination, and Orientation Strategies”

“Chief Empathy Officers” (CEOs)



Diane Brigham
Ryman Arts



Sue Chen
Reef Check



Lydia Cincore-
Templeton
Children Youth and
Family Collaborative



Lucia Diaz
Mar Vista Family
Center



Spike Dolomite
Ward
Arts in Education
Aid Council



Bill Fox
Grandparents as
Parents



Monica Gomez
Northeast
Community Clinic



Thyonne
Gordon
CoachArt



Bruce Greenspon
Environmental
Charter High School



Cynthia
Harnisch
Inner-City Arts



Irma Muñoz
Mujeres de la
Tierra



Keren Taylor
WriteGirl

Messenger
vs.
Message

Practitioner
Perspective

Shared
Experience
=
Implementation

1st Point of
Contact
& Ongoing
Community
Resource

Humanize the
Implementation
Experience

Curriculum
Feedback

Stakeholder Engagement Matrix

Level of Involvement (How)

		Communicate LOW	▶	Gather Input MEDIUM	▶	Co-Create HIGH	
Stakeholders (Who)	Internal Foundation Stakeholders	Announce at staff meeting		Gather input from staff around changes in funding priorities		Involve diverse group of staff in planning	
	Grantees	Annenberg's Leadership Seminar 2006-2009				Annenberg's Alchemy 2010-NOW	
	Foundation Peers	Alchemy Gold & MSO Collaboration					Goal is to keep moving towards co-creation
	Local Community or Community of Practice						
	Thought Leaders/Experts	Read what they've written and use it to inform your work		Conduct interviews	Co-sponsor a learning event		



What level of nonprofit leadership involvement is reasonable?

The Community Champion

Aspire

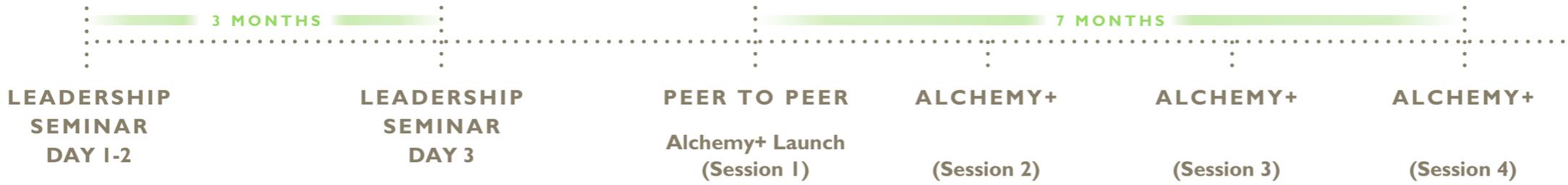
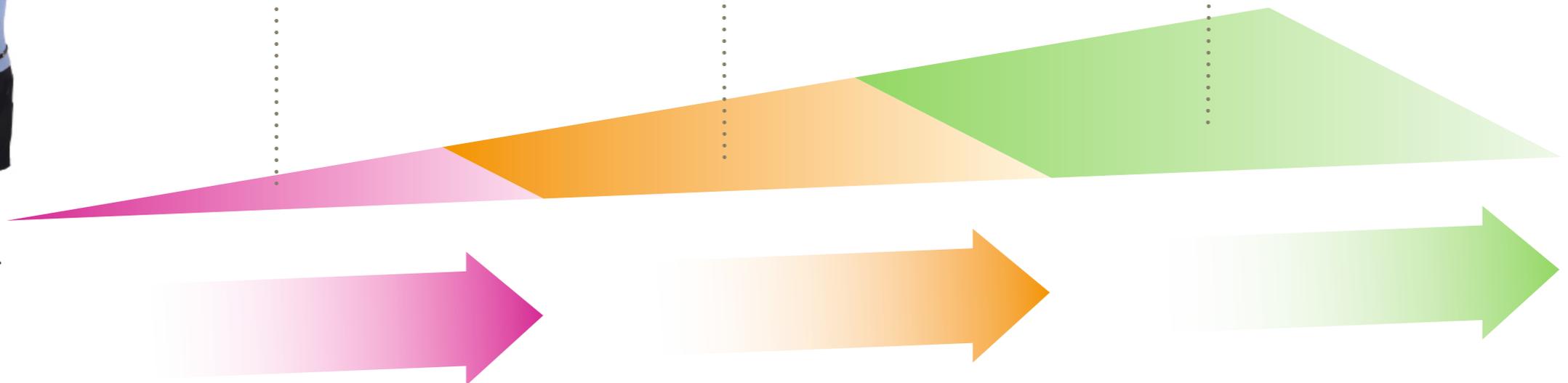
Nonprofit leaders aspire to build their capacity while becoming role models for others to emulate.

Connect

Leaders are provided access to resources, a peer network and tools that ensure an organization's resiliency and provide leadership support.

Lead

Vision-driven leaders are provided a platform to work in close partnership with each other to transform their nonprofit organizations and communities.



Champions Support A Cohort



Champions as Facilitators



Champions Advise Annenberg



Champions Mentor New Leaders





Champions as Coaches





*Community Champion Model =
Leadership Development*

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*What can we learn from
each other today?*

Summary of Key Ideas

Greater trust, understanding and agreement among stakeholders

More effective solutions to complex problems

Increased support for and ownership of proposed solutions

Increased efficiency with respect to time and other resources

Greater scale and reach through the building of robust, diverse, and resilient networks.

Stakeholder Engagement Matrix

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Alchemy Alumni Total To Date

	2006-2009	2010-2012	Total
# of NPO	200	420	620
# of Leaders	384	1,041	1,425