



MAP

MISSION ADVANCEMENT

# UTILIZING YOUR BOARD DURING THE COVID-19 CRISIS



*Our prayers are with you during  
this time of uncertainty!*

*Our MAP team is here to be  
a resource for you!*



Everyone is experiencing the  
same unprecedented anxiety!

But this too shall pass.



# FOUR CHARACTERISTICS TO HAVE TOP OF MIND

## **Board Members should Try to Be:**

- 1** Calm
- 2** Aware
- 3** Knowledgeable
- 4** Convicted





# MINDSET – PEOPLE ARE LOOKING TO YOU NOW

## **YOUR STAFF**

- › They are in need of leadership and reassurance
- › Understand they are feeling anxious and confused
- › Be a trusted advisor on big issues and questions

## **YOUR EXECUTIVE LEADERSHIP AND BOARD**

- › Set proper expectations – don't dictate the details
- › Support them with advice and counsel

## **YOUR DONORS**

- › Also are feeling anxious
- › Likely have questions about your ongoing mission



# MINDSET – THE STORY YOU HAVE TO TELL

## **YOUR MISSION IS STILL VITAL**

- Your organization's mission is just as relevant today as it was three weeks ago – maybe more so
- Your support base is likely concerned about your mission
- Do not be apologetic for keeping your mission before them



# MINDSET – THE ECONOMY AND PHILANTHROPY

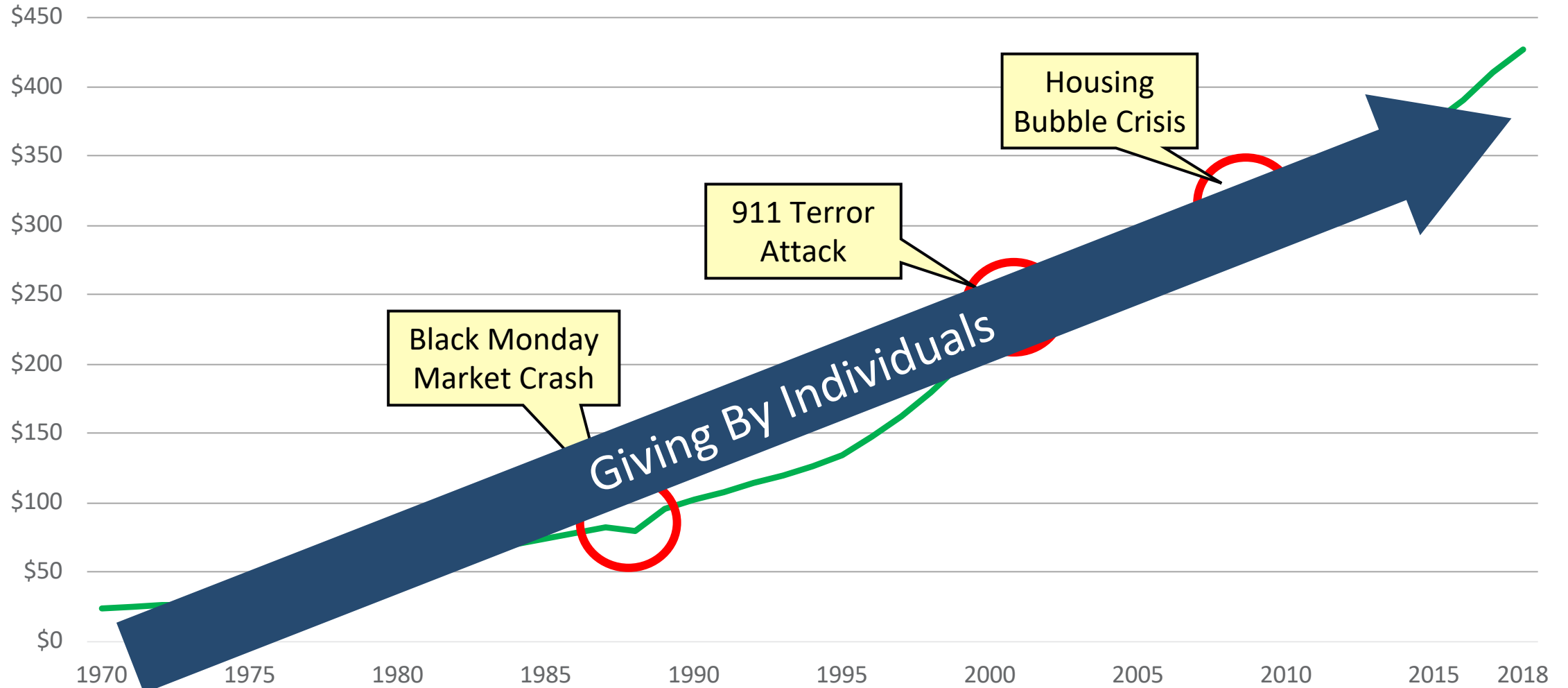
## **YOUR DONORS WILL STILL GIVE!**

- Giving in the U.S.A. has risen consistently over the past 60 years
- There are two exceptions to this year-over-year growth: 1987-88 and 2007-09
- Philanthropy in America in those two time periods fell less than 4% in each instance
- But giving from individuals did not drop in either instance
- Giving from individuals accounts for over 70% of all philanthropy in America and has been the most consistent and sustainable funding



# MINDSET

## USA Giving in Billions



Nonprofit organizations  
with stable & strategic  
leadership will survive &  
thrive in times of crisis



*The greatest distinguishing  
factor of any nonprofit  
organization is its board!*



# What kind of board(s) do you have?

- Advisory Board
- Policy Board
- Managing Board
- Governing Board

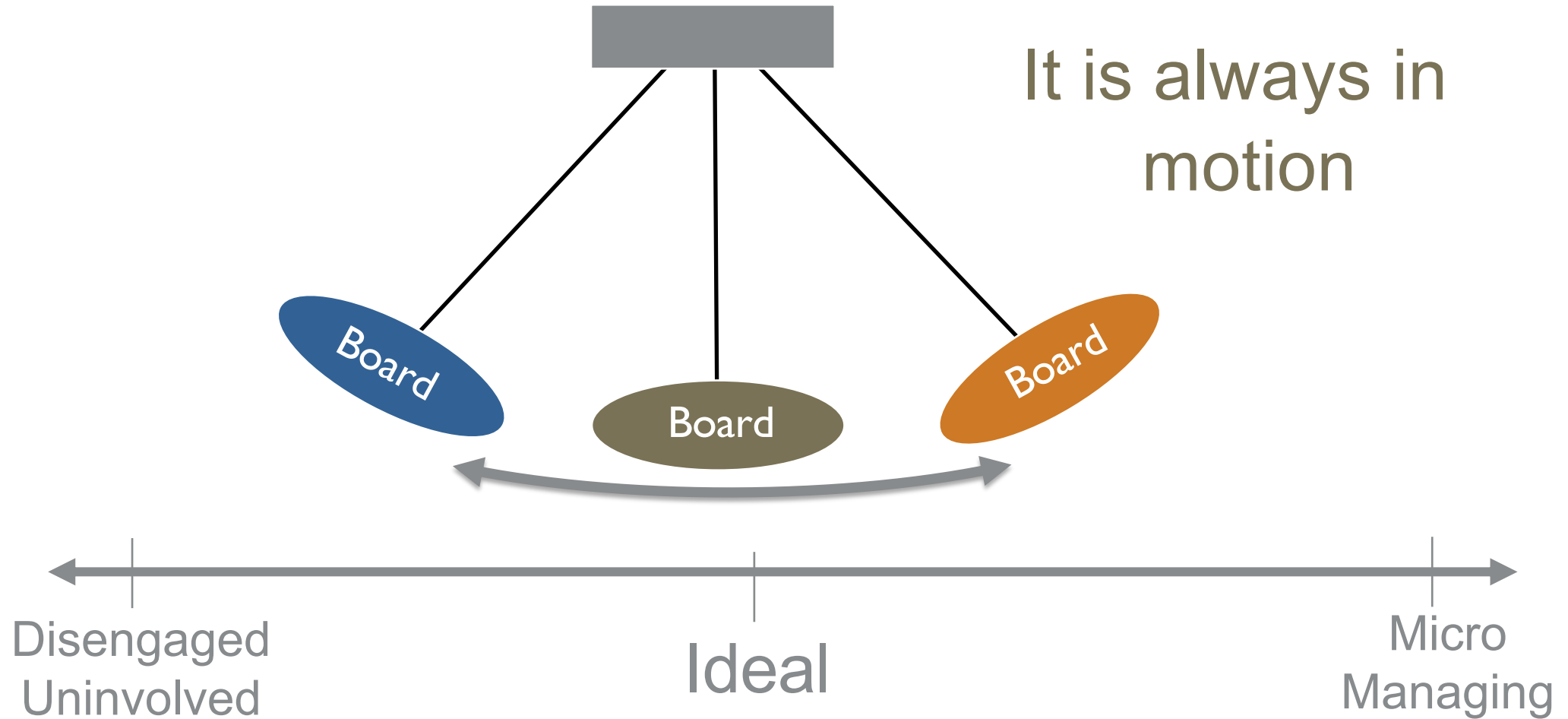


**In most circumstances,  
Board members must  
remember:  
Their role is Governance  
  
NOT management**

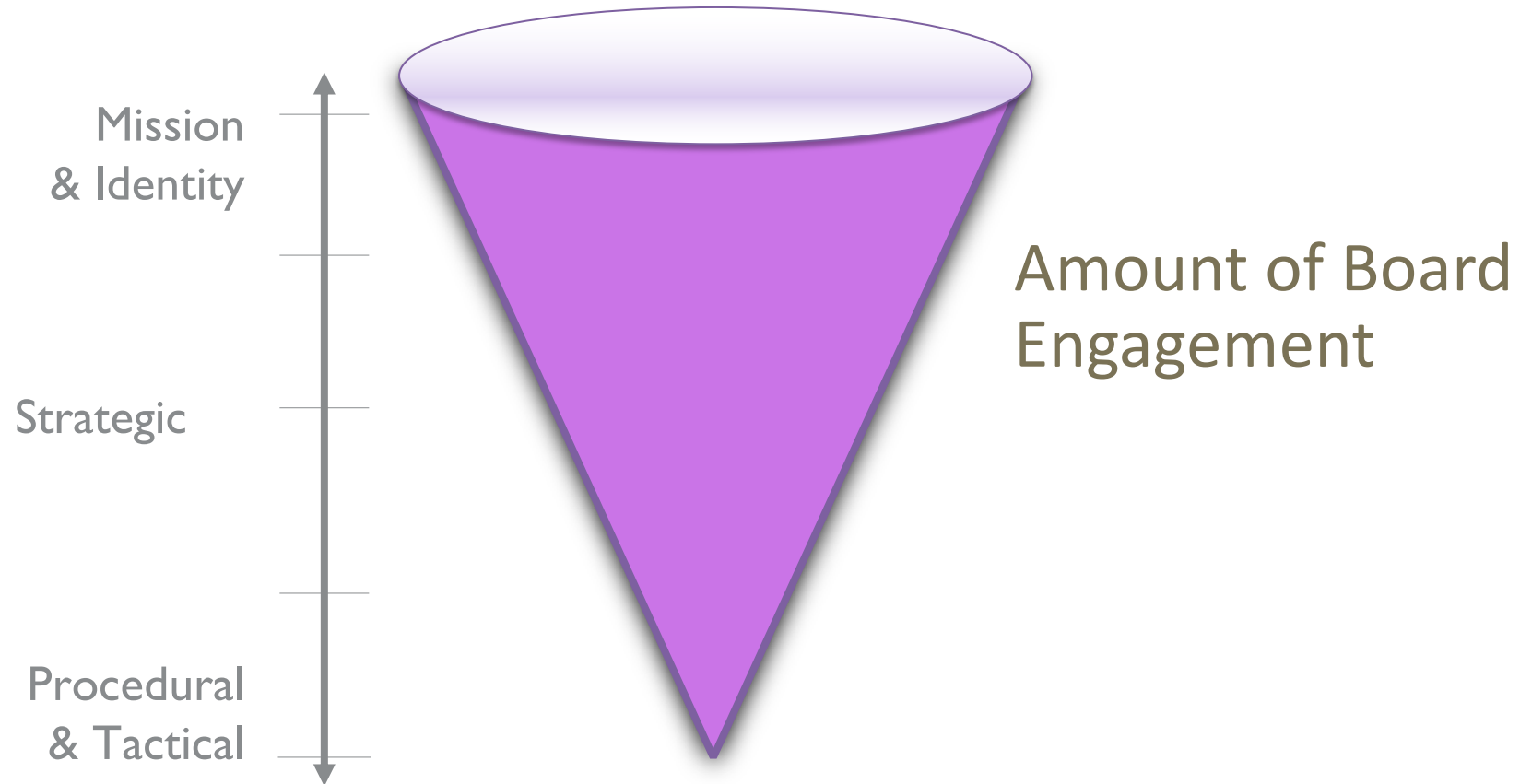


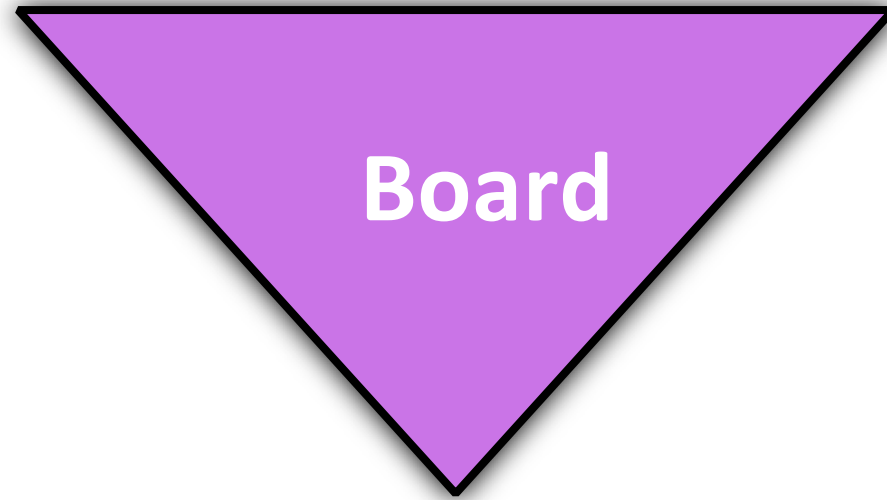


# The Board Pendulum



# GOVERNANCE VS. MANAGEMENT





# Communication and Management Lines





**We are not a  
fundraising Board...**

**Oh Yes You  
Are!**



A board's relationship to its mission  
is like that of a parent to a child

**They are the only Board  
you have!**



Nonprofits that Thrive in  
Fundraising almost always  
have Boards actively  
engaged in donor  
Relationships



# PUTTING IT INTO PRACTICE

**Specific steps you can  
take as board members**



# PUTTING IT INTO PRACTICE

## **THINGS THE BOARD SHOULD EXPECT FROM THE CEO**

- Nonprofit's case or story during this crisis
- A list of extraordinary needs resulting from COVID-19
- Frequently Asked Questions
- Talking points for conversations with stakeholders
- Amended fundraising plans due to COVID-10
- Access to technology for meetings





# PUTTING IT INTO PRACTICE

## **IN GOVERNANCE**

- Allow your CEO to set the direction
- Ask tough questions
- Support your CEO with the resources of the board
- Establish short-term metrics
- Respect the lines of communication and management
- Allow board members to withdraw if personal priorities are too much right now



# PUTTING IT INTO PRACTICE

## **IN SUPPORT FOR THE CEO**

- Keep a level head
- Re-read your mission and vision statements
- Be available to meet through technology more often
- Create a COVID-19 task force to support CEO
- Research giving trends in times of crisis



# PUTTING IT INTO PRACTICE

## **IN LEADERSHIP BY EXAMPLE**

- Make an extra gift, if able, to address extraordinary needs
- Board Chair or other leader should set tone for whole board
- Initiate a Board giving challenge to other donors
- Offer information on donors who are in industries thriving during crisis
- Advocate for the vision and mission you serve



# PUTTING IT INTO PRACTICE

## **IN ENGAGING PERSONALLY WITH DONORS**

- When they are aware of it, donors will instinctively step into the gap left by others negatively impacted
- Take on an assignment of top donors
- Make personal contact by phone (not email)
- Ask how they are doing (family, business, etc.)
- Give an update on your mission
- When asked, be ready to offer ways they can help



# PUTTING IT INTO PRACTICE

## **IN THINKING BEYOND THE CRISIS**

- Be watchful of mission drift during this crisis
- Revisit your overall strategic plan
- Create a Strategic Development Plan
- Make individual donor relationships a priority



*Six months from now,  
what will you wish you would  
have done more and/or  
better during this time?*



# PUTTING IT INTO PRACTICE

## **IN CAPITAL CAMPAIGNS**

- Stay the course after the initial shock dissipates
- Remember the reason why you launched the campaign – it was mission critical!
- These projects are still mission critical
- Your donors will respond in due time



We have never experienced a  
crisis exactly like COVID-19!





# STIMULUS BILL (CARES ACT) – WHAT’S IN IT FOR YOU?

## **YOUR DONORS**

- › \$300 universal charitable deduction (even with standard deduction)
- › AGI limits removed on cash gifts (raises cap from 60% to 100%)
- › Corporate gift and food donation limits also increased

## **YOUR ORGANIZATION**

- › Emergency small business loans – payroll, mortgage, rent, health insurance (best to use a local bank)
- › Deferral of employer payroll taxes
- › Additional funds for government programs (food assistance, Head Start, low-income home energy assistance, childcare, SNAP, CDBG, and more)







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ADVANCEMENT®

**Go to our website: [MissionAdvancement.com](https://MissionAdvancement.com)**

## **Development Strategies During COVID-19 Crisis**

Mission Advancement is offering you and your organization a free 30-minute consultation with one of our development professionals – no strings attached.





# DISCUSSION





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