



# Long Island Center *for* Nonprofit Leadership

at ADELPHI UNIVERSITY

## BUILDING FOR CHANGE

*sound management/strong governance/social impact*

### Sample Menu of Areas for Management Assistance

The following list is an annotated sample of the types of services that Building for Change is designed to provide. It is not a comprehensive list. Particular projects may include some (and not all) of the components described in each category. Some projects may include several areas. The specific needs of the organization will determine the elements of work undertaken through any particular consultancy engagement. An engagement may continue over a period of up to 18 months.

- **Strategic Planning and Program Development**  
Re-examine and affirm or modify mission, vision, values, theory of social change, and social impact; conduct an organizational assessment; set criteria, goals and objectives; develop and implement plan (short and long-term) and evaluation.
- **Coaching for Executive Directors**  
Provide one-on-one support for leaders to solve problems and develop leadership.
- **Strengthening Financial Systems & Financial Literacy among Staff & Board**  
Ensure understanding of the role and dynamics of money in the organization's operations; gain budgeting and financial knowledge; create healthy and accountable organizations; assess the functionality of the organization's financial systems; build staff and board ability to understand and interpret financial reports and data; produce needed and useful financial reports; link financial planning and program development.
- **Strengthening/Assessing Human Resource Systems, Practices, Training**  
Develop job descriptions; compare salary scales and benefits policies; consider organizational structure, culture and roles; develop or modify personnel practices and manuals; implement processes for constructive staff performance reviews; resolve conflicts; enhance work-planning practices; ensure mandatory documentation; improve recruitment, hiring, retention and supervision strategies for staff and volunteers; develop a multicultural workplace; ensure employment law compliance; build staff teams.
- **Succession Planning/Leadership Transitions**  
Develop emergency succession plan; lead a search for a new executive; recruit and hire candidates; ensure knowledge transfer during leadership transitions; work with board to manage process.

- **Program and Organizational Evaluation and Planning**  
 Agree upon what constitutes success; establish program goals and objectives; develop work plans and responsibilities; create measurable outcomes; learn how to gather and interpret data; develop a practice of individual and collective analysis of evaluative information; develop appropriate communication strategies; assess and evaluate technological capacity and make recommendations.
- **Team Building/HR Issues**  
 Utilize creative strategies to foster understanding, cooperation and unity among staff, board and/or members; (re)commit to a set of commonly held values, principles, beliefs and/or goals; examine roles and responsibilities as appropriate; and refine decision-making practices.
- **Board Development and Governance**  
 Develop job descriptions; define roles and responsibilities; develop committee structure, work plans, timelines and goals; ensure good working relations between the board and executive director; establish a constructive executive director performance review practice; create recruitment, retention and appreciation strategies; develop and document orientation, record keeping systems and decision making practices; develop strategies to build strong board culture.
- **Organizational Assessments**  
 Survey staff, board, members (if appropriate), allies or other stakeholders to assess organizational strength, challenges and opportunities. Develop an action plan for working from strength, fortifying weaknesses and taking advantage of opportunities.
- **Communication and Marketing**  
 Evaluate both internal and external communication. Review internal communications; develop an understanding of hierarchies of decisions; engender shared understanding regarding input and feedback regarding decisions. Develop a plan to strengthen communication, revisit brand, web site.
- **Fundraising**  
 Analyze current development approach; develop and implement cost/effect analysis of all fundraising efforts; create a plan to diversify revenue stream.
- **Leadership Development**  
 Review current support for board and staff leadership development; identify areas to strengthen leadership development; identify and invest in staff who would benefit from professional development.
- **Volunteer Management**  
 Analyze current volunteer management practices; develop a strategy to manage and support volunteers; explore opportunities to build volunteers.