



The Community Foundation *for* Greater New Haven

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Working together to build a stronger community – now and forever.

Forecast: Local Nonprofit Leadership

Understanding the *Leadership New England* survey results as they relate to Greater New Haven





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William W. Ginsberg

President & CEO

**The Community Foundation
for Greater New Haven**



Essential Shifts for a Thriving Nonprofit Sector

The Community Foundation *for* Greater New Haven
September 15, 2015

Hez G. Norton
Third Sector New England



The Community Foundation
for Greater New Haven



THIRD SECTOR®
New England

Focus of Today

- Leaders and Nonprofits in Profile
- Key Findings
- Challenges and Concerns of Leaders
- Recommendations Summary

We set out to learn what nonprofits face.

Who are the
leaders?

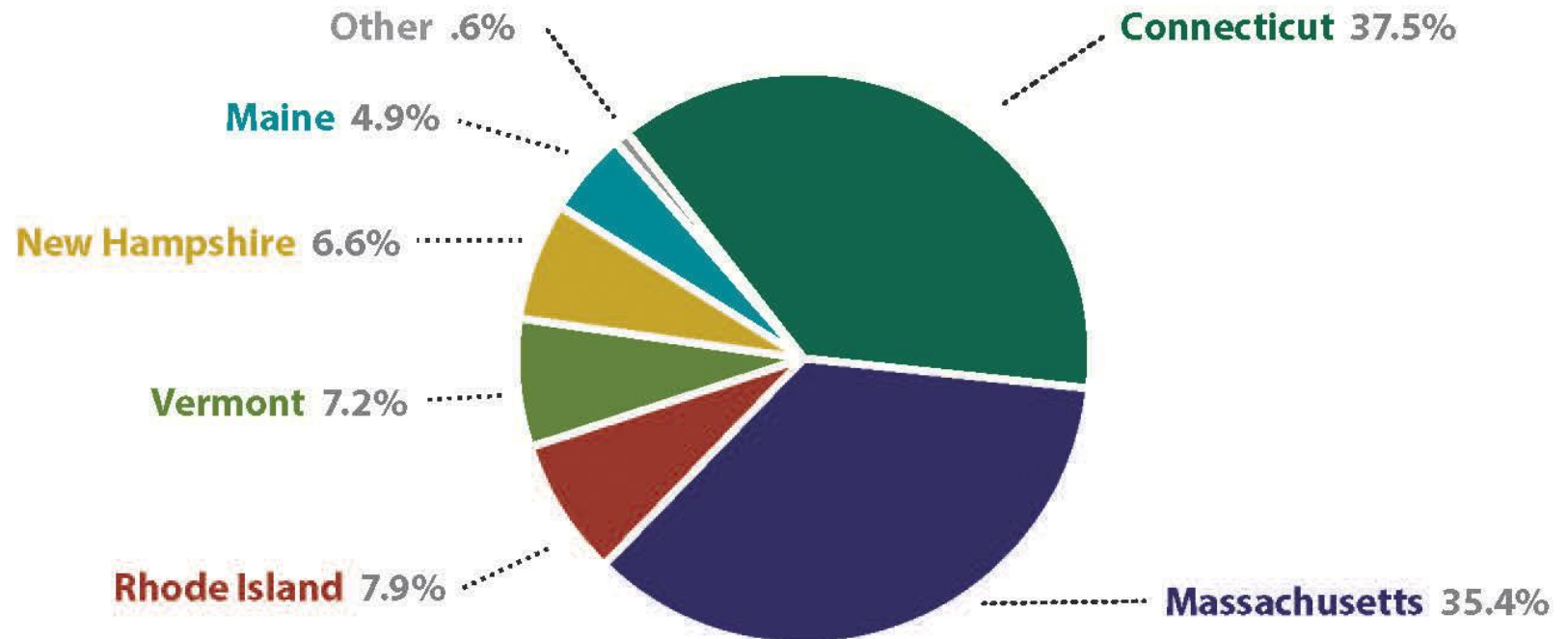
Are they well-
staffed?

Are they
financially
stable?

How do their
boards perform?

Who responded?

Leadership New England Responses by State



Leadership New England sample.

56% of nonprofits have budgets
under **\$1 m.**

51% have **5** or fewer staff.

Diversity: by the numbers (GNH).

87% leaders and board members are white.

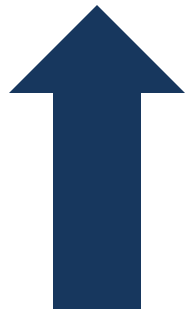
68% leaders female. **42%** board members are female.



17% fewer female board members than **New England** region

Age: by the numbers (GNH).

63% of leaders are over **55**.



10% higher than
New England region.

Job Satisfaction.

*“I like the challenge of my work
and am passionate about the
issues..*

*though the amount of work and
worry does takes its toll.”*

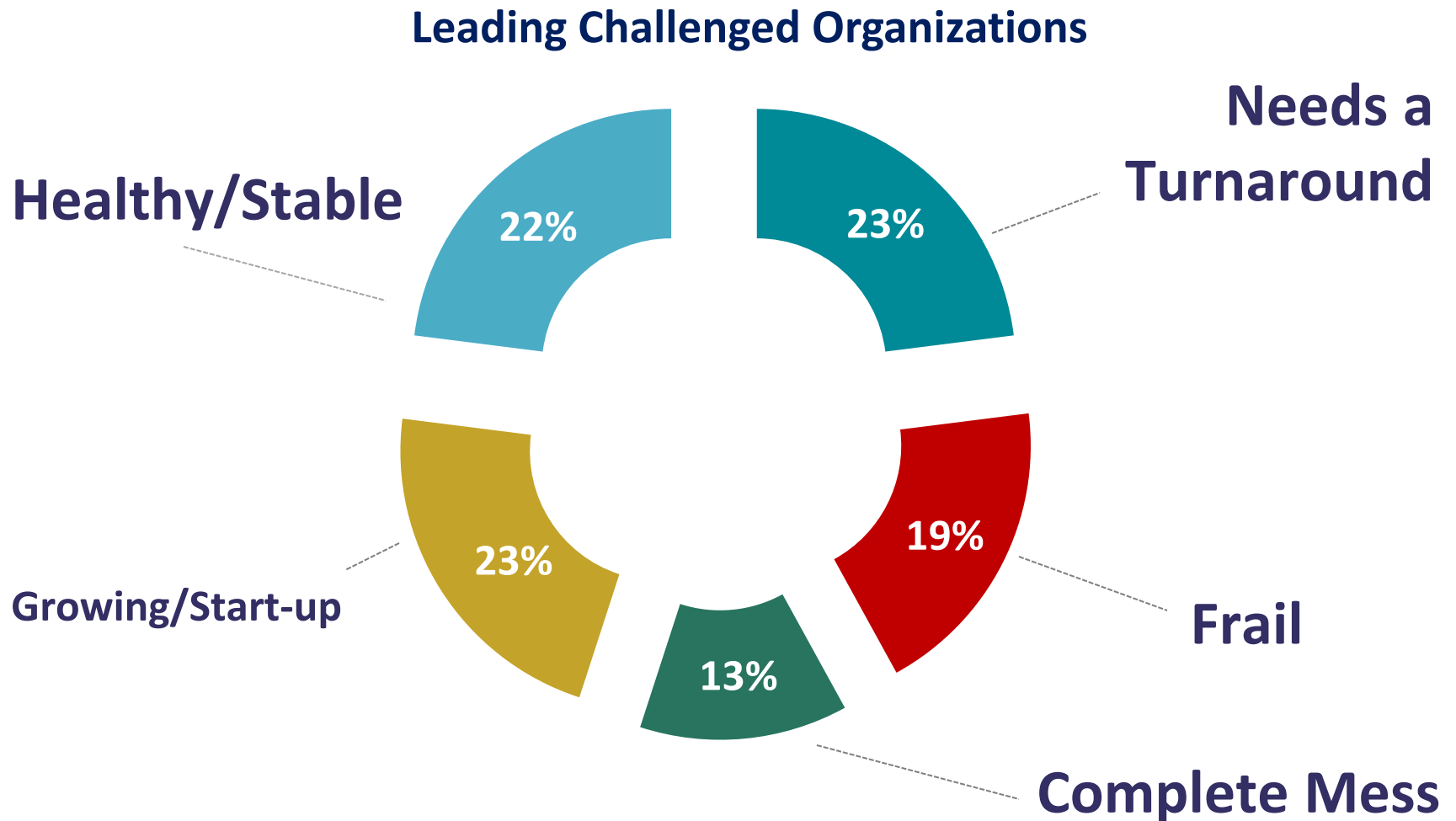
Job Satisfaction.

88% report being happy.

80% feel appreciated.

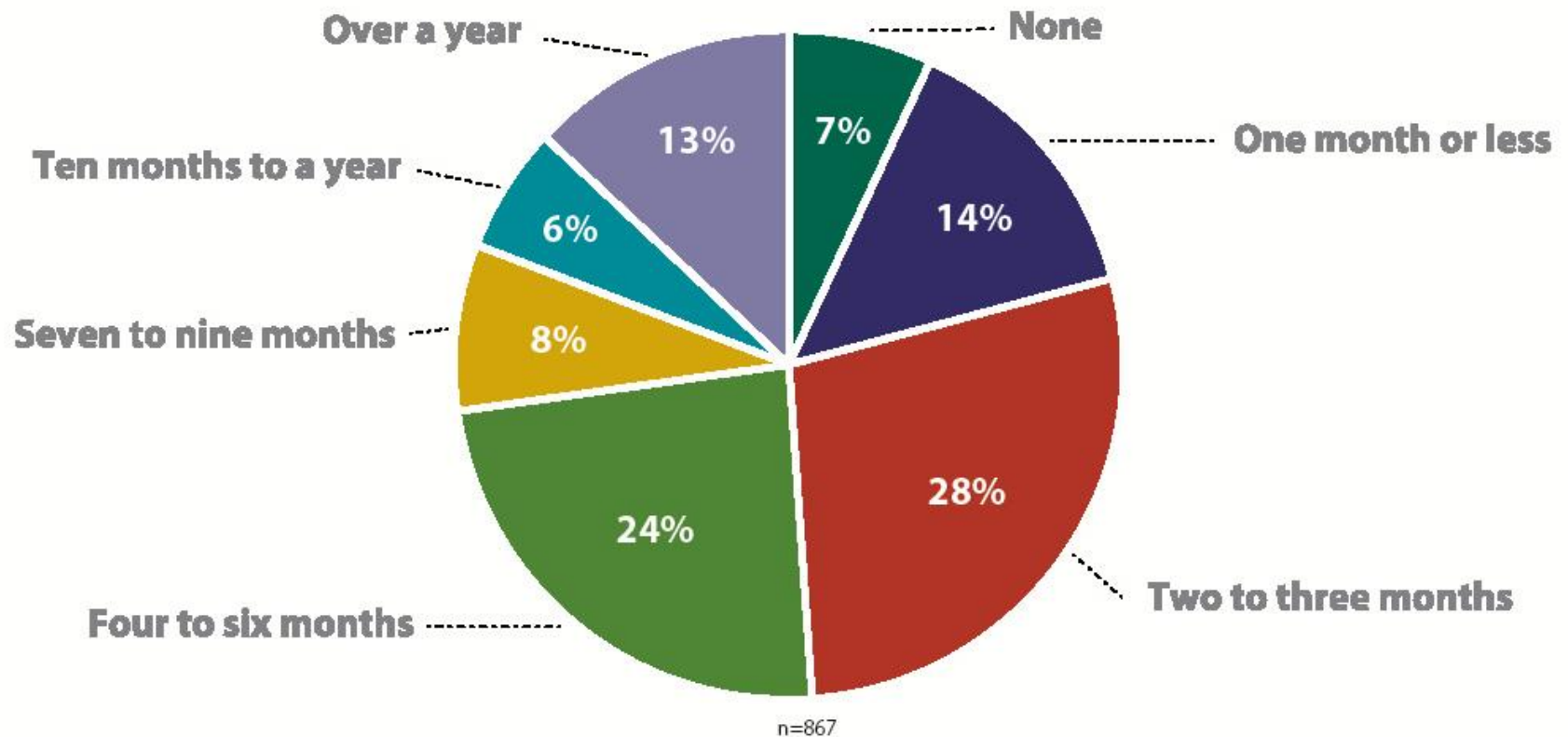
2 out of **5**
feel burnt out.

High expectations of leaders.



Cash flow.

Leaders How many months of cash reserves does your organization have?

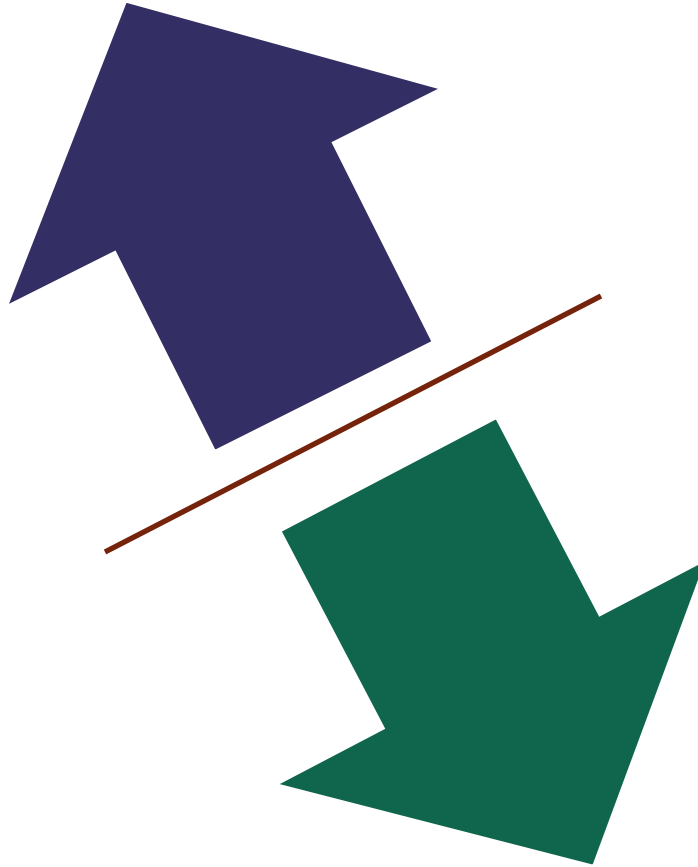


Compensation.

2/3 leaders have salary under **\$99k.**

22% with salary under **\$50k.**

Staff development: $\frac{1}{2}$ have no budget.



**Confidence in
bench increases.**

Stress decreases.

64% of leaders say
they will be **leaving**
in **five years.**

30% of those in the next **two** years.

60% of organizations
have **no succession plan.**

75% have no emergency succession plan.

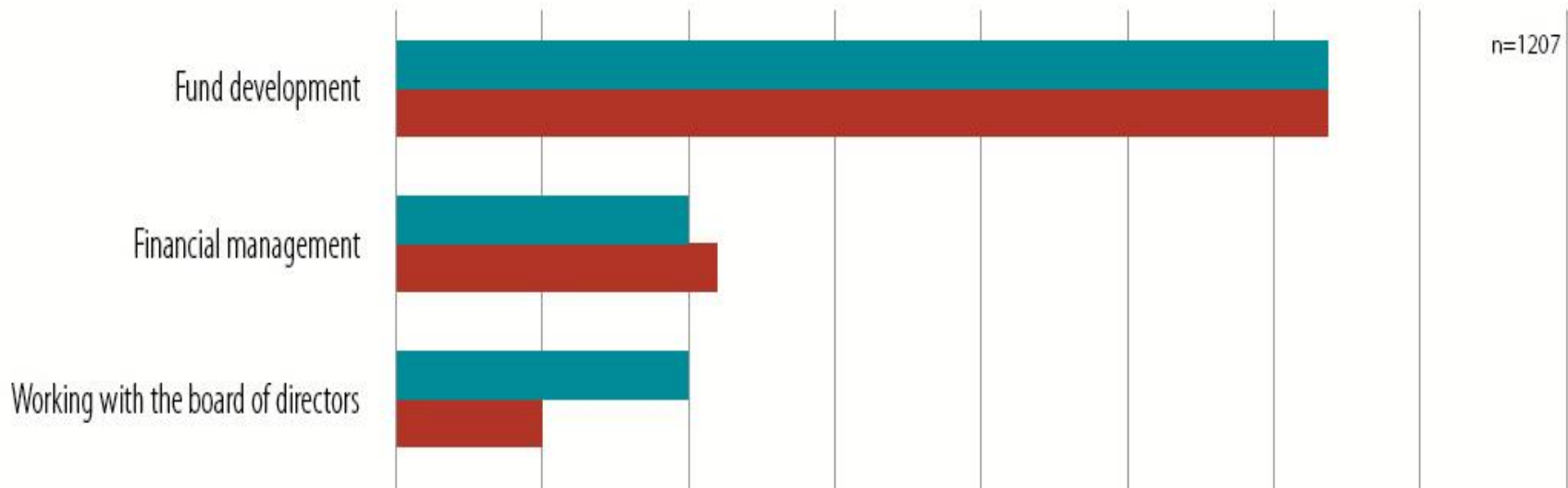
Key findings.

- We are **losing a large number of leaders** and most nonprofits are unprepared.
- **Fundraising creates a cycle of frustration** and challenges board/leader relations.
- The **sector is undercapitalized** and it undermines nonprofit leaders.

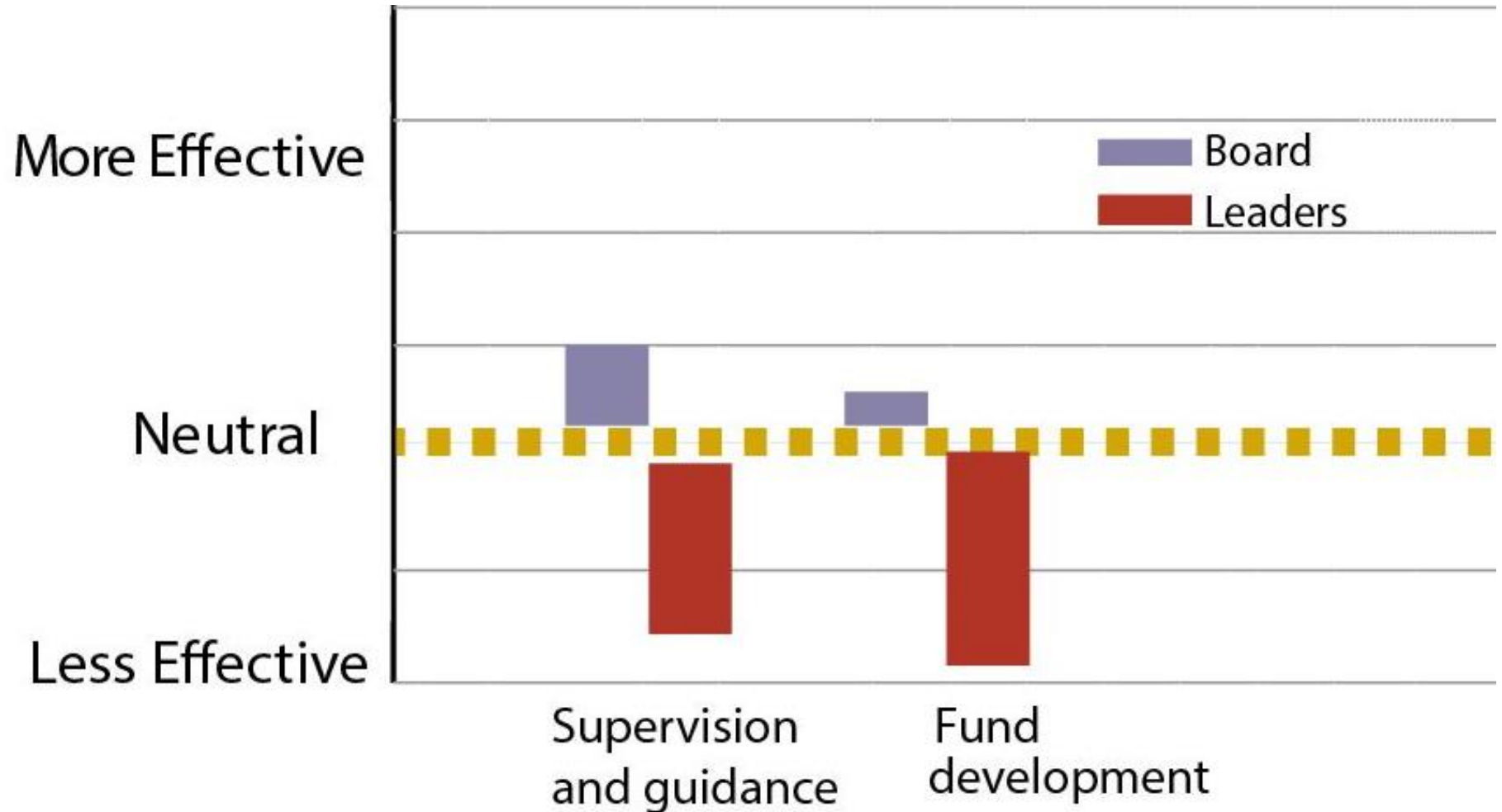
What Most Concerns New England Nonprofit Leaders?

Most Challenging: Fundraising

Received **6 times** as many votes
as the next category



Challenges: Governance

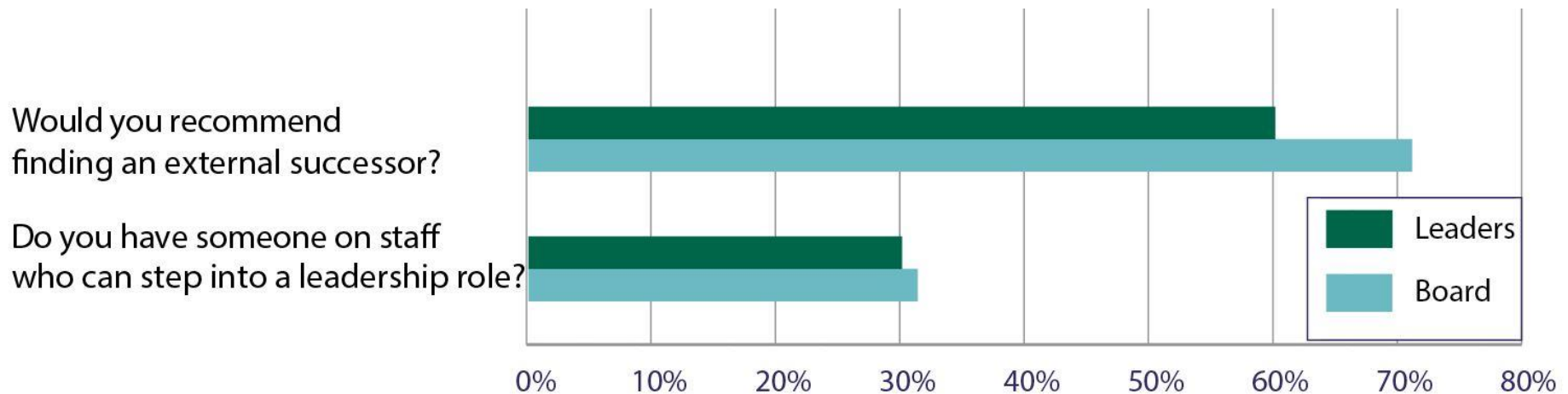


Challenges: Governance

“I want more than an evaluation form.”

“I want a conversation with the board about performance and goals and challenges.”

Challenges: Bench Strength/Staff Development



Challenges: Bench Strength/Staff Development (GNH)

LESS likely to support
distributed / shared leadership.

When considering leadership transition:
(GNH)

More likely to recommend
strategic alliance or merger.

What do nonprofits need
to succeed?

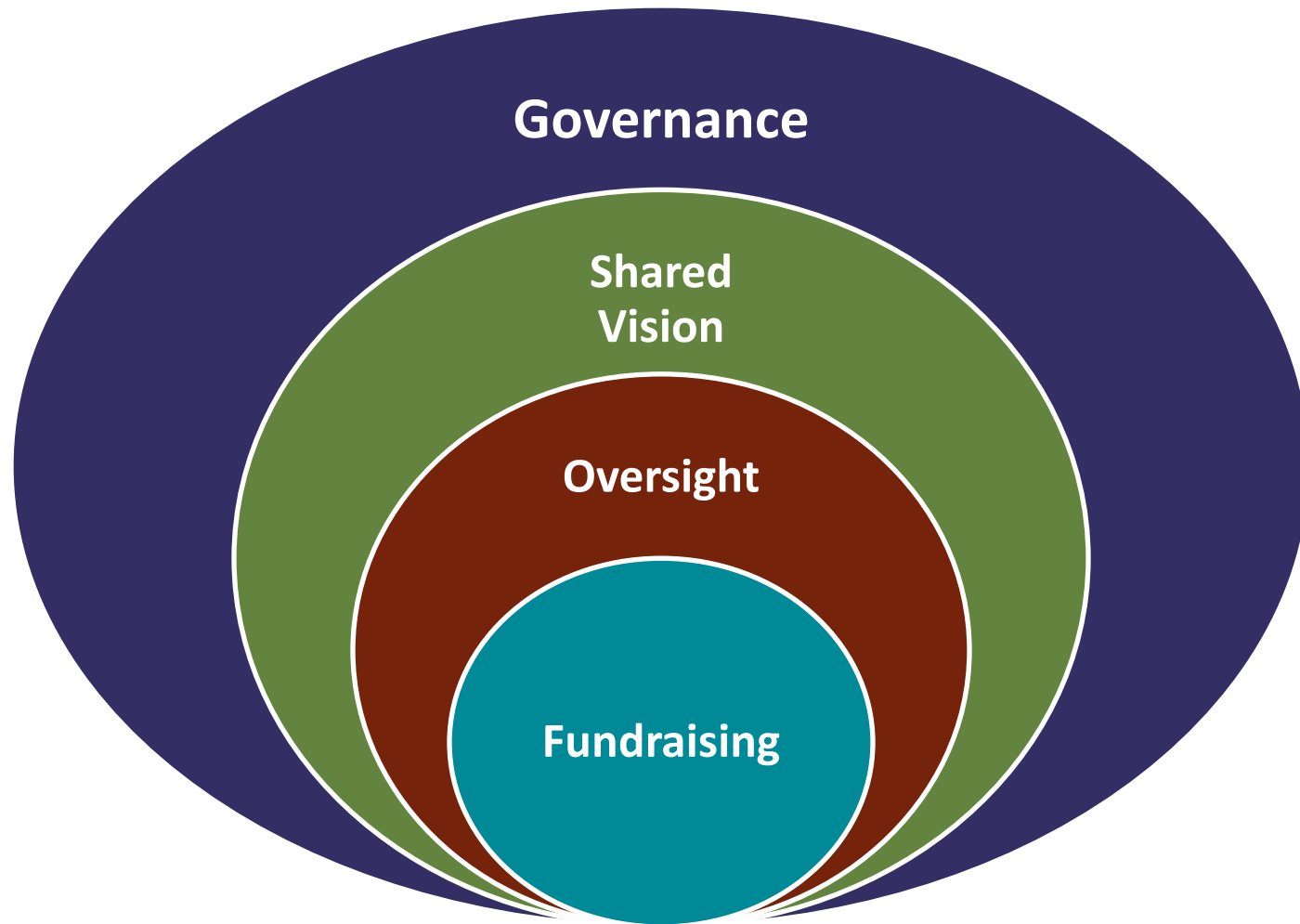
SHIFT the framework
for succession planning to **deep**
sustainability.

SHIFT to deep sustainability.

- Not just about one leader.
- Identifying and addressing key vulnerabilities.
- Framing choices for the future.
- Building 'leaderful' organizations.

SHIFT the vision for
governance.

SHIFT the vision for governance.



SHIFT the structural paradigm to
robust investment
in the sector.

SHIFT to robust investment.



Sustainability. Governance. Investment.

Invest in sustainability planning.

Explore alternative leadership and organizational structures.

Sustainability. Governance. Investment.

Partner Healthy, communicative and productive relationship between board and leader.

Provide Opportunities for board to engage in learning about their governance role.

Sustainability. Governance. Investment.

Support for infrastructure and leadership.

Educate Outdated thinking low overhead = effective management.



Essential Shifts for a Thriving Nonprofit Sector

Download the report:

tsne.org/leadership-new-england

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Shelly Saczynski

Director, Economic & Community Development
UIL Holdings Corporation

Board Member
The Community Foundation
for Greater New Haven



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Mike Burns

BWB Solutions

Andy Eder

Eder Brothers, Inc.

Rev. Bonita Grubbs

Community Action Agency

Shaye Roscoe

***Boys & Girls Club of the
Lower Naugatuck Valley***



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Board Chair Roundtable

Facilitated by Mike Burns

Tuesday, October 6, 2015

8:00 – 9:30 am

The Community Foundation *for* Greater New Haven

[Register here](#)