

We pack each monthly issue with 8 pages of practical tips & ideas just like these...

7 Ways to Keep Your Board Happy

What's the secret of a happy board of directors? Follow these seven guidelines below for success.

1. Make decisions wisely and frequently. Don't bring every minor concern (such as the color of your next brochure) to your board meetings. This only makes your board question your decision-making abilities.

2. Know your board's expectations of you. Without this knowledge, you'll be working blindly and ineffectively. If possible, get the board's expectations in writing.

3. Share the credit. When your non-profit succeeds, acknowledge everyone who helped, from staff to leadership to volunteers.

4. Be a successful leader. Keep your staff and volunteers happy, productive and motivated.

5. Keep the board apprised of any major problems, especially legal or financial ones. Don't wait until you're waist-deep in trouble before you shout for a lifeline. It might be too late.

6. Volunteer for difficult or unpleasant assignments. Doing so may ease the pressure often felt by your board. Plus, your actions set the stage for others to follow.

7. Accept responsibility. When things go wrong, don't blame others. Take responsibility and focus on what you can do to correct the situation quickly and effectively. Then learn from your mistakes.

How to Nurture Corporate Relationships

Building and maintaining corporate relationships takes work. Put in the time and effort, and your cause will be their cause. Here are some hints on how to nurture your relationships in the corporate world.

■ **Include them on your team.** The meeting and recruiting of corporate folks can take place anywhere — at a friend's house, at a wedding or in an airplane. Whenever you meet new people, tell them about your organization and its work. When they show the slightest interest, ask them if there is a time when you could discuss your organization at greater length. Then find a place for them on your team.

■ **Don't just go after the money.** Corporations employ people with a tremendous range of talents. See if they'll join your board

or be a partner with your organization in other ways. Corporations also produce products and dispose of great stuff. Corporate castoffs are frequently more elegant and usable than what you can purchase on a limited budget. Make your needs known and be ready to pick up the goodies.

■ **Tell the world.** Whenever corporate people join your board or do something to help your organization, let the world know. Write glowing letters to their bosses. Make special presentations, and give awards. Send press releases to the newspaper and the corporation's in-house publication. Be sure it includes information about your mission and needs.

Source: Carol E. Weisman writing in *Nonprofit World*, Society for Nonprofit Organizations, 6314 Odana Rd., Suite 1, Madison, WI 53719, (800) 424-7367

Media Relations Checklist

Once you have a media relations program in place, do an occasional "check-up" to see how effective your program is.

I personally met with at least one media contact in the past three months.

I know which media outlets my audiences use and believe.

I updated my media list in the last six months.

My non-profit has a designated spokesperson trained to work with the media.

I monitor the media regularly and distribute press clippings to my staff, board of directors and volunteer leadership.

Source: *The Nuts & Bolts Guide to Media Relations*, Nuts & Bolts Publishing, 4623 Tiffany Woods Circle, Oviedo, FL 32765, (407) 677-6564

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How to Maximize Volunteer Time and Talent

Take a look at the basic values and culture of your organization to determine whether organizational barriers to volunteer effectiveness exist. Once you've done some self-examination to determine your organization's "volunteer friendliness" quotient, the following tips might prove helpful.

- Allow volunteers time to get to know staff and develop trust in your organization. People give time and energy when they feel valued and have developed a trust relationship with the person and organization.

- Seek input from volunteers on all aspects of your program. The more open you are to input, the more opportunity for continuous quality improvement.

- Give appropriate credit to volunteers.

- Show appreciation in many ways. Personal notes, recognition at events, kind words of apprecia-

tion in newsletters, etc., go a long way and mean a lot. Include a small budget line item for entertainment and volunteer appreciation.

- Seek diversity in your volunteer base. Differences yield interesting and exciting dynamics and greatly enhance creativity.

- Keep volunteers informed on a regular basis.

- Help develop new relationships between volunteers. Facilitate the networking of your volunteers by putting people together on projects or committees who don't already know each other.

- Make it fun. Volunteers will give more freely of their precious time and resources if they can have some fun at the same time.

Source: B.J. Scott writing in *Leadership News*, National Association for Community Leadership, 200 S. Meridian St., Indianapolis, IN 46225

Get the Best Advice From Advisory Councils

If you have an advisory council, utilize it. People who have volunteered prefer to be active than to see their names used on letterhead for political clout.

Ask advisors to provide service in two ways: participate in one or two group meetings of the full advisory council per year and also spend a few hours consulting with you one-to-one. Sometimes what you need is the perspective of someone with a very specific point of view. You can best gain this information individually — group meetings will dilute the opinions of any one particular advisor.

The other way to assure the benefit of many diverse points of view is to make sure advisory council meetings never take a vote. Taking a vote implies that the council can make policy, which it cannot, so allowing the majority to express only one opinion is misleading anyway. Instead of trying to distill

all members' perspectives into one, try the following:

- Get the council to list all the pros and cons of any idea under discussion.

- Have the group generate a list of all the questions they can think of in reaction to a particular issue.

- Ask for the minutes to reflect the "minority opinion."

- Ask council members to suggest community resources that might assist with a particular project.

This approach gives you a great deal of advice that you can use and also makes advisor volunteers feel recognized for their input.

Source: *From the Top Down: The Executive Role in Volunteer Program Success, Revised Edition* by Susan J. Ellis, Energize, Inc., 5450 Wissahickon Ave., Philadelphia, PA 19144, (800) 395-9800, Website: www.energizeinc.com

Time-Buster Tips

- ⊕ For meetings, include time limits on the agenda, indicating the amount of time available to discuss each agenda item. Bring a timer to meetings to help keep discussions on schedule.

- ⊕ When someone asks if you have a minute to talk, and you really don't, say so. Be polite in your response and respectful of the person's needs by scheduling a time to talk later. At that time, give the person your undivided attention.

- ⊕ Take lunch at 11:00 a.m. or 1 p.m. to avoid the noon-time lunch crowd. Also, run errands during these off-peak times to avoid waiting in lines. *Fringe benefit:* when everyone else leaves for a noon lunch, you'll have some quiet time in the office to get some work done with minimal interruptions.

Non-Profit
Nuts & Bolts
Practical Tips for Building Better Non-Profits

Publisher: Kevin M. Beach
Editor: Lisa A. Beach

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Recruiting Minorities?

If your non-profit organization seeks new ways to recruit volunteers of color, try this idea. Contact the Faculty Wives Club at one of the 117 historically black colleges and universities across the country. These organizations can serve as a valuable source of African American volunteers, and they're always looking for ongoing service projects in their communities. Call your local library to find the college near you.

Source: *The Executive Newsletter*, Big Brothers/Big Sisters of America, 230 N. 13th St., Philadelphia, PA 19107

Newsletters 101

Thinking about publishing a newsletter? Answer the following questions to help you begin planning an *effective* newsletter.

■ **Goal:** Is your newsletter's goal to inform? Recruit? Motivate? Keep your goal in focus as you plan and produce your newsletter.

■ **Audience:** Whom are you trying to reach? Members? Volunteers? Donors? Community leaders? Don't try to reach too many audiences with one publication.

■ **Format/Design:** Will your newsletter be a standard size (8½" x 11")? How many ink colors? What color paper will you use?

■ **Frequency:** How often will you publish? It's better to publish a brief newsletter frequently than a long newsletter occasionally.

■ **Length:** How many pages will each issue be: two, four, eight?

■ **Distribution:** Will you hand-deliver newsletters or mail them bulk rate? Will they be self-mailers or will they need an envelope?

■ **Content:** What topics will the newsletter cover? Will it have regular columns? Short articles or in-depth feature stories? Photos?

Source: *The Nuts & Bolts Guide to Newsletters*, Nuts & Bolts Publishing, 4623 Tiffany Woods Cir., Oviedo, FL 32765

Improve Your Grant Proposal

Recent grant-making trends have altered how and what you must write when seeking foundation contributions. Here are some ideas for your next proposal.

■ **Keep proposals short and pithy.** Executive summaries or proposal abstracts are helpful.

■ **Be very clear about the design and impact of a program.**

■ **Your program description must be more than clear — it must be accurate.** Make sure the program actually is what you claim.

■ **The long-term financial prospects for a project need to add up.** How will you sustain the work being proposed?

■ **Highlight the niche your program fits.** Be able to name your competitors and explain how what you're doing is different.

■ **Provide documented evidence of success.**

Source: Dana Lichty writing in *FRI Monthly Portfolio*, The Taft Group, 12300 Twinbrook Parkway, Suite 520, Rockville, MD 20852, (800) 877-8238

Motivation on a Dime

Employees need constant motivation, but not always on a grand scale. Try occasional low-cost motivators, such as ordering pizza or Chinese take-out for lunch. During this informal lunch, turn on the TV to watch a funny sitcom for a half hour. (Stay away from the news; it's too depressing!)

For another low-cost motivational idea, take your usual staff meeting to a new location. Try the library, a coffee shop, a museum, a colleague's office across town or a local art gallery. Even better: if it's warm and sunny, head outside, preferably to a park or garden. Be creative!

A User's Guide to Effective Board Retreats

The probability of an effective board retreat will greatly increase if you work the following factors into your retreat plans.

■ **List the desired outcomes.** An outcome can be a plan, a mission statement or a policy. Have such outcomes in mind as you develop the retreat agenda.

■ **Include staff in the retreat.** The number included depends on your organization. A general rule is that you don't want the staff to outnumber the board members.

■ **Use a facilitator.** You — or any staff or board member — may be a gifted and experienced facilitator, but your title will get in the way of effective interaction.

■ **Break up the work sessions.** Though the board is there to think and work, don't wear people out. Give people breaks, and you will get more out of them.

■ **Document the various discussions.** Ask the facilitator to write the key points on a flip chart while a scribe takes down all the details. Develop and distribute a report to all retreat participants.

■ **Stick to the issues at hand.** If you're having a retreat to discuss long-range plans, set a rule at the beginning of the retreat that you will not allow discussion of current events unless they have true long-term implications.

■ **Encourage everyone to participate.** The worst thing that can happen at a retreat is for someone to say nothing. Work with your facilitator to make sure that everyone is politely but firmly forced to add something to the discussion.

Source: Peter C. Brinckerhoff writing in *Association Management*, American Society of Association Executives, 1575 I St. NW, Washington, DC 20005

In a Nutshell

☑ Bring your vision to life when seeking funds, resources, volunteers and other support. *Example:* If you're building a new library wing or office headquarters, get a copy of the architect's rendering to show potential donors what you're trying to accomplish.

☑ Mail monthly "teaser" postcards to highlight programs, volunteer opportunities and new services to potential donors and volunteers. Postcards offer an inexpensive way to keep your non-profit's name in front of potential supporters.

☑ To excite new and veteran-but-jaded board members, invite a client or service recipient to give a brief presentation at a board meeting, orientation or retreat. This personal "case study" will drive your non-profit's mission home in a way that meeting minutes or executive reports cannot.

☑ Involve employees in planning your regular staff meetings. Post a blank agenda and ask employees to write down topics they want to discuss at the next meeting. This ensures you hear what's on their minds.

☑ Offer donors flexible payment options rather than asking for one lump sum. Allowing monthly installments, for example, might increase the size of the total donation you receive.

☑ Rethink how you market volunteer opportunities. *Example #1:* Many senior citizens want to feel useful after they've retired from their jobs, so market volunteering as a "second career." *Example #2:* When recruiting young adults, market volunteer opportunities as a chance to gain job experience.

☑ Ask your staff to create a Top 10 list of ways to increase your non-profit's effectiveness. Then implement the best ideas.

☑ Make it easy for board members to stay informed. Provide quick-read summaries of financial reports, committee minutes, etc., in addition to the "full-scale" version. They'll appreciate such a time-saver.

How to Promote Your Speakers Bureau

How do you promote a speakers bureau? The answer is simple, but more work than most organizations will take on.

Follow this three-step approach and you'll get your message before the groups that matter most to your organization. Scatter-gun approaches using brochures and direct mail will only dilute your impact.

1. Identify all organizations with whom you want to forge or maintain relationships.

2. Select speakers and develop messages that meet the needs and cater to the interests of these groups. Make the message some-

thing your audience wants to hear — not simply one you want to tell. (Sounds simple, but it's the biggest mistake most speakers make.)

3. Contact the targeted organizations one by one. Propose your speaker, send information (bio, message summary, etc.) and follow-up. If it's worth your executive's time to speak to this group, isn't it worth your time to contact them personally and ask for the booking?

Source: William E. Sledzik, APR, Assistant Professor, Kent State University, School of Journalism and Mass Communication, 130 Taylor Hall, Kent, OH 44242

Try This Strategic Planning Exercise

When your non-profit prepares to write a strategic plan, try this eye-opening exercise.

Conduct a brief survey of your non-profit's various constituencies, such as staff, volunteers, leaders, donors, members, clients, etc. Ask each group to describe your organization, its mission and its image in the community. You might

be very surprised at the different answers you receive.

Remember, each group brings a unique perspective to their involvement with your organization. Their answers might help you focus your strategies, your messages and your goals. This information will be invaluable in the strategic planning process.

Simplify Your Event

The most hectic part of an event is often the registration process. Ask these questions to help simplify the process and make your event start smoothly.

■ What are you trying to accomplish in the registration?

■ What needs to be done now and what can wait until later, be dispensed with, or done beforehand?

■ Can you review the components of the registration process and break them up into parts that can be done separately?

■ Are you distributing materials to the attendees? Can some people receive the materials through the mail ahead of time?

■ Can some materials be handed out half-way through the event rather than at the beginning?

■ Can you offer inducements for early replies, such as "receive your registration materials in advance if you register" and move the materials out that way?

■ Can you distribute name tags on bulletin boards, separate from the registration table?

■ Can you include some tasks earlier in the process (such as in the invitation) or later in the process (when you can manage them)?

Source: Julia Emlen, Director of Donor Relations, Development Office, Brown University, Providence, RI 02912

Create a Teamwork Culture

In everything you say and do, be clear that staff, board and volunteers are expected to be team players. Try these ideas to create a teamwork culture.

- Rename staff meetings "team meetings."
- Use the word "teamwork" liberally in your written and spoken communications.
- Send a "welcome to the team" letter to the home of new employees or volunteers.
- Pair all new employees or volunteers with an enthusiastic, team-oriented mentor.

Source: Adapted from *Smart Moves for People in Charge* by Sam Deep and Lyle Sussman, Addison-Wesley, 1 Jacob Way, Reading, MA 01867

Freebies!

☑ *Discover Total Resources* is available free of charge to the non-profit community. This award-winning, invaluable resource gives hundreds of ideas to tap the resources in your community, including money, people, goods and services. The publication includes checklists, suggestions, resources, techniques and much more. Individual orders must be limited to 25 copies or less. Send your written request to: Mellon Bank, Community Affairs Publications, Room 1830, One Mellon Bank Center, Pittsburgh, PA 15258-0001.

☑ The *Volunteer Energy Resource Catalog* is now available for free from Energize, Inc. This annual catalog features over 60 different books, training materials, videos, audiotapes, software and other hard-to-find resources on volunteerism. Subjects include volunteer program development and management, recruitment, recognition and more. For a free copy, call (800) 395-9800 or visit their website at www.energizeinc.com.

Please mention that you saw these offers in *Non-Profit Nuts & Bolts*.

3 Tips on How to Be a Great Leader

What does it take to be a great leader? A lot! But here are three *simple* tips on how to be a great leader.

- 1. Be there.** Show up at all events. If signatures have to be collected on a petition in a downpour or the hotline has to be answered on Christmas Eve, you do it first. Your presence makes the job important, and, because the job is important, you should be there.
- 2. Pay attention to detail.** The best leaders care about small details. They make sure everything

gets done so that people feel good. From giving the first greeting at the door to getting a ride home for the last senior citizen, a leader makes sure the job is done and done right.

- 3. Listen.** A good leader will learn from people in the organization. Give your people a chance to talk, work at listening to them and teach them to listen to each other.

Source: *The Successful Volunteer Organization* by Joan Flanagan, Contemporary Books, 180 N. Michigan Ave., Chicago, IL 60601

How to Reduce Staff Burnout

To prevent staff burnout, try these employee-friendly ideas:

- Invest in laptop computers that allow for worksite flexibility.
- Allow "flex time."
- Establish leave policies that eliminate the distinction between vacation and sick days, perhaps calling them personal days.
- Develop a mechanism for handling conflict.

- Require employees to take five consecutive work days off annually. It rejuvenates them.

- Allow casual dress.
- Create job diversity. It helps an employee stay stimulated and motivated.

Source: Adapted from Elaine Dailey and Joyce Finn writing in *What Works*, Box 256, Orange City, IA 51040, (712) 737-3001

Get Your Hands on Low-Cost Products

Could your organization use some low-cost products?

Gifts in Kind America[®] has channeled over half a billion dollars worth of products to more than 50,000 charities. It directs more than \$100 million worth of products each year, with each member agency receiving an average of \$22,800 worth of products.

Hundreds of companies (including Avon, IBM and Kmart) donate over 1,000 different kinds of products every year. Products include office supplies, office equipment, clothing, furniture, personal care products, housing materials and medical/health care supplies.

Use product donations to increase administrative efficiency, to

satisfy "matching donation" requirements of cash grants or to enhance the quality of life of the needy you serve.

The annual membership registration fee is on a sliding scale, based on your non-profit's total support and revenue for the past year. For 1995, the annual fee ranged from \$65 to \$250.

For current membership fees and information, contact Gifts in Kind America[®], 700 N. Fairfax St., Suite 300, Alexandria, VA 22314, (703) 836-2121.

Source: Submitted by Penelope Court, Georgia Cities in Schools, Inc., 1252 W. Peachtree St., Room 430, Atlanta, GA 30309

Raising More Than Funds

When planning your next event and determining goals, consider these non-financial advantages:

Warm Fuzzies (These good feelings open doors tomorrow.)

- Publicity
- Donor Cultivation
- Image
- Contact with people
- Credibility
- Education
- Motivation
- Good community relations

Hot Toppings (These enhance long-term ability to raise money.)

- Names and addresses of new donors to ask again
- Retention of existing donors
- Leadership training
- New volunteers
- Diversified sources of funding

Source: *Planning Successful Fund Raising Programs, 2nd Edition* by Ken Wyman, The Canadian Centre for Philanthropy, 1329 Bay St., Suite 200, Toronto, Ontario M5R 2C4, Canada

Run Committees Smoothly

To encourage smooth-running committees, follow these four tips:

1. Prepare written statements of committee responsibilities, guidelines and goals. These documents should be approved by the board chairperson.

2. Make committee work assignments based on the background, expertise and schedule of each member. Distribute tasks among members so that everyone participates but no one is overloaded.

3. Create a system of checks and balances to monitor committee members' work and assure that tasks are completed on schedule.

4. Assign a staff member to work with each committee.

Source: National Center for Non-profit Boards, Suite 510, 2000 L St., NW, Washington, DC 20036, (202) 452-6262, Website: www.ncnb.org

Get Staff to Fall in Love With Your Non-Profit

Emancipate your employees by giving them the protection they need to excel and the power to control their own destinies. Here are some action ideas.

■ Challenge your team to come up with one idea a month that is so radical it would shock even Howard Stern.

■ Create with your staff a "Top Ten" list of how management gets in the way of progress. Find ways to minimize or eliminate each item.

■ Hold a bureaucracy bomb party that blows up outdated policies and procedures.

■ Select two actions a month that no longer require your approval. Share them with staff.

■ Give each of your employees a "magic wand" to wave over one member, volunteer, trustee or donor they would like to see disappear. Ask for ideas on how to better handle this difficult person.

■ Ask your staff to share with you what procedures and policies drive them crazy, then try to find ways to change them.

Source: Adapted from *Getting Employees to Fall in Love With Your Company* by Jim Harris, Ph.D., AMACOM Books, 135 West 50th St., New York, NY 10020, (212) 903-8087

Researching Unique Event Ideas

The research for creative new event ideas begins right now! Look around you and learn to steal great ideas and copy their useful elements.

Start your "great ideas" file and put into it anything you can find that catches your eye or tickles your fancy. Some ideas:

- Tear out that special advertisement with the great logo.
- Keep a cool invitation or flyer.

■ Look for those interesting direct mail gimmicks.

■ Collect photographs from great themes and events.

Many great ideas are in simple-to-touch sources all around you including newspaper inserts, magazines, trade publications, national TV specials and similar events.

Source: *Creative Event Development* by Elizabeth A. Wiersma, 2217 S. Nome Ct., Aurora, CO 80014, Website: www.betsywiersma.com

Offer Creative Volunteer Benefits

What volunteer benefits can you offer besides the "warm fuzzies" of doing good? Try these ideas:

- Expense reimbursement
- Optional training
- Longevity indicators: stripes, ribbons, medals
- Designated volunteer office space
- Agency services at a reduced rate or free
- Child care assistance
- Academic credit for training experience

■ Rapid transit coupons

■ Letter of commendation to employer

■ Annual party/dinner

■ Free parking

■ Exchange program with other volunteer organizations

■ Preference in paid employment decisions

Source: *101 Ideas for Volunteer Programs* by Steve McCurley and Sue Vineyard, Heritage Arts Publishing, 1807 Prairie Ave., Downers Grove, IL 60515, (708) 964-1194

A Picture-Perfect Idea

As a special benefit to large donors, give a professional photograph of a subject of their choice. Ask local professional photographers to donate their time. Photo subjects can range from groups of employees to the portrait study of a CEO.

For additional donor recognition, you can feature the photos in the program of an upcoming special event.

Source: *Strategic Philanthropy in the 1990s* by Diane Gingold, Diane Gingold and Associates, 4812 Ellicott St., NW, Washington, DC 20016, (202) 966-7121

Use Volunteers Effectively

In order to use your volunteers effectively, you'll need to:

1. Be specific and clear about what kinds of help you need to better serve your clients.
2. Select those needs that the organization allows volunteers to fill.
3. Determine in which of these needs your volunteers are most interested.
4. Establish a regularly scheduled time to meet person-to-person with the volunteers.
5. Be honest — tell it like it is when you talk with your volunteers.
6. Listen — the volunteers may have some ideas that haven't occurred to you.
7. Both you and the volunteers need to make and keep careful records of activities, especially client contact.

The general rule of thumb: the abilities of the volunteers, the job description, and the client's needs and perceptions should be examined and matched as closely as possible.

Source: *Serving and Surviving as a Human-Service Worker* by J. Robert Russo, Waveland Press, Inc., P.O. Box 400, Prospect Heights, IL 60070, (847) 634-0081

Budget-Stretching Ideas

■ If you use posters to promote your special events, consider printing on both sides. You'll get double the exposure when you hang posters in the window.

■ Develop an in-house pool of temporary employees, such as students, retired seniors, employee referrals, etc. This eliminates the cost of temporary employment agency fees.

■ Coordinate your printing with another organization. If you both use the same ink color and paper, it will lower printing costs.

■ Add \$1 to sales invoices, membership dues statements, seminar registrations, etc., earmarked for a special project. Give people the option of donating to this special project by including a check-off box.

Website Highlights

Periodically, we list web sites we think will interest you. Here are a few you might want to check out.

■ **www.foundations.org** — The Foundations Online web site features a directory of charitable grant makers which enables grant-seekers to browse various foundations and organizations and search its Information Pages for details on grant applications, periodicals and financial reports.

■ **www.communitywealth.org** — This resource highlights entrepreneurial strategies non-profits have employed to generate resources to support their missions. It features more than 80 profiles of non-profit/for-profit partnerships, cause-related marketing programs; social entrepreneurship; venture philanthropy and non-profit business ventures.

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14 Steps to a Better Meeting

1. Plan the meeting carefully: who, what, when, where, why.
2. Prepare and send out an agenda in advance.
3. Start on time.
4. Get participants to state their expectations for the meeting.
5. Clearly define roles.
6. Review, revise and order the agenda.
7. Set clear time limits.
8. Review action items from the previous meeting.
9. Focus on the same problem in the same way at the same time.
10. Establish action items: who, what, when.
11. Set the date and place of the next meeting and develop a preliminary agenda.
12. Evaluate the meeting.
13. Prepare and distribute the meeting minutes.
14. Follow up on action items.

Source: *How to Make Meetings Work!* by Michael Doyle and David Straus, Berkley Publishing Group, 200 Madison Ave., New York, NY 10016

The Last Word . . .

"It is by spending oneself that one becomes rich."

—Sarah Bernhardt

NEXT ISSUE . . .

*What to Offer a
Special Event Sponsor*

*How to Mobilize a
Bored Board*

10 Volunteer Training Tips

*Use the 80/20
Rule of Fundraising*

AND MUCH MORE!

How to Make Donating Fun

When soliciting donations, try painting a "donation picture" to give potential donors a concrete idea of what you need in addition to financial contributions.

One of our subscribers, Providence House of Willingboro, NJ, did just that last winter. Providence House, a shelter for abused women and children, mailed a solicitation appeal which included themed donation ideas.

These ideas included "Warm Our Children," which listed requests for children's hats, gloves

and scarves, and "Entertainment Packs," which requested movie tickets, bowling certificates, etc., to treat the families in the shelter.

The appeal encouraged donors to select a themed category and pool resources with friends and co-workers for a bigger donation.

This creative idea really brings the donation to life and paints a vivid picture of the organization's activities and needs.

Fringe benefits: it gives donors a choice, and it makes the actual donation process *fun*.

Guerrilla Marketing on a Budget

Try these top tactics to enhance your marketing efforts:

- Most publicity stories appear but once; most ads are costly. Gain maximum mileage from both by making inexpensive reprints for mailings and signs.

- Use testimonials from your clients, volunteers or members in your brochures, ads or direct mail-

ings. They're free, easy to obtain, very impressive and they work.

- Billboards are seen by large numbers of motorists and do a good job of telling or reminding people of you. Keys to their success: great locations, short copy.

Source: *Guerrilla Marketing Attack* by Jay Conrad Levinson, Houghton Mifflin Co., 2 Park St., Boston, MA 02108

Flesh Out Your Fantasy Non-Profit

Define your future by fleshing out your fantasy non-profit.

Exercise: Imagine it's four years from now and answer the questions below. As you answer, think big! Freeze your assumptions about limitations. Let your excitement and imagination carry your goals farther than they might otherwise go. At the same time, be realistic; you need a future vision that's grounded in reality.

1. *Fortune* magazine cited a major accomplishment of yours. What did it say?

2. You added five new board members. Who were they?

3. What were your major activities of the year?

4. What did your balance sheet look like?

5. Your calendar was filled with appointments in year three. With whom did you meet?

6. Draw your staff organization chart.

7. You received three fan letters from customers. What did they say?

8. At your year-end party, the staff gave testimonials to what they like about the organization. What did they say?

Using the information: By answering these questions, you've put a lot of flesh on the fantasy of your new entrepreneurial organization; you've made it less a fantasy and more a realizable vision.

Source: Adapted from *Filthy Rich & Other Nonprofit Fantasies* by Dr. Richard Steckel, Ten Speed Press, P.O. Box 7123, Berkeley, CA 94707