

River Voices

The quarterly publication of River Network

Volume 5, Number 1/Spring 1994

Capturing the Magic of the Board

Building a Strong, Healthy Relationship with Your Board of Directors

by Kevin Coyle

Before you begin, check your attitude. Several years ago, before the start of an American Rivers board meeting, I was sitting in my office with head in hand. We were just undertaking a long range planning effort and, already, I was dreading the days of deliberation and arguments that were to follow. Our planning consultant spotted me in my stance and asked me what was the matter. I reported my dread, expecting sympathy, but, to my surprise, he launched into a "you need an attitude adjustment" speech that impressed me beyond words.

He told me I needed a vision of a happy and productive partnership with the board. So what if they knit-pick at times, or get too involved in details, he said. They are talented people, volunteering valuable time and dollars to a cause they support. If there was a problem with how we were working together, it was more with me than with the board. He was right. On



After an intensive campaign in Austin, Texas, the board of the Save Barton Creek Association toast the victory of a watershed protection ordinance approved by a voter referendum.

examination, I wasn't working with them very effectively. I adjusted my attitude immediately and that started American Rivers on a new and productive relationship with its board. Here are a few simple guidelines:

1. Organize open, participatory, and interesting board meetings

Remember that the official meetings can be the best time you have with the

board. It is a time when they are fulfilling their duties as a group. The board will naturally want to discuss budget items and other business matters of the organization, but they should also be brought up-to-date on the programs, in vital, vivid terms, using plain language and graphics (eg. photos, maps, charts) where possible. Think about how many board meetings occur each month among the more than 2,000 river groups where nary a picture of a

river is seen. Have the meeting in an attractive and comfortable setting when possible. Odd as it may seem, pay attention to room temperature, lighting, and refreshments. Organize the board into subcommittees that review the staff work in detail and give advice (not direction) on how to proceed.

In order to have an exemplary relationship with the board, you must keep them excited about the work you are doing.

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River Voices is a forum for information exchange among grassroots, regional and state river groups across the country. River Network welcomes your comments and suggestions.

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River Network is a national nonprofit organization dedicated to helping people save rivers.

We support river conservationists in America at the grassroots, state and regional levels; help them build effective organizations; and through the **River Network Partnership** link them together in a national movement to protect and restore America's rivers and watersheds.

River Network runs the following four programs: **River Clearinghouse** provides river activists with information and referrals on technical river resource and nonprofit organizational issues; **River Leadership Program** develops new leadership and strengthens existing state and regional river advocacy organizations, and provides a link for local and state groups on national legislation; **River Wealth Program** builds the capacity of river organizations to support themselves financially; **Riverlands Conservancy** brings critical riverlands into public ownership, thereby empowering the public to oversee management and protection.

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From the Director

This issue of *River Voices* deals with an organizational subject, rather than a river conservation subject. Whatever your goal, whatever your strategy, you've got to have *staying power* to save a river. "Friends of the Locust Fork," or whatever you call yourselves, needs to develop the credibility and clout that come with long life.

Perhaps the best guarantee of organizational staying power is a strong and active board of directors. Individuals come and go, but the board carries on the mission of the organization.

When you begin an organization, it's important to ask yourselves: "What do we want the organization to look like in 10 years?" Think about credibility, access to business, access to the Legislature, access to money, connections with anglers and landowners, technical expertise, minority involvement. Build your board of directors to reflect your long-range goals for the organization. If you take the easy course in Year 1 and load the board with like-minded cronies, you will regret it down the road. Reach out beyond your obvious constituency, and above all leave room for growth. Many (if not all) organizations eventually find themselves struggling to replace the founding boards they have outgrown.

In short, do it right in the beginning. Bring on people whose primary commitment is to your river and your mission, not to some other organization. Bring on people who are ready to do something for you. Bring on people with whom you will be proud to be identified.

It may take time to find these people. Take the time. You don't need a board like Athena, springing full-grown and fully armed from the forehead of Zeus. Build your board slowly and carefully.

That, at least, is my advice—but here are some words of wisdom from people who know a great deal more than I. Pay special attention to what Kevin Coyle has to say. He's a master at building and working with a board.

My welcome to those of you who have signed on as River Network Partners in the national network of river organizations. We're going to give special attention to you. We're going to work with you to build an effective, informed, united river conservation movement in this country. To those of you who haven't yet signed on as Partners—do it now! (see pages 18-19 for more information)

Sincerely,



Phillip Wallin
Executive Director



"If you take the easy course in Year 1 and load the board with like-minded cronies, you will regret it down the road."



WANTED A New River Network Logo

Our present logo has served us well as we've grown in our first six years. We now want to update our image and are soliciting ideas from the people who know us best—our national network of river organizations and activists.

We invite you to submit graphic ideas of what you think our new logo should look like.

DEADLINE
June 1, 1994

REWARD
\$100 cash and 10 copies of *How to Save a River* (see page 17 for more details about our new book).

Job Announcement

The newly formed Montana River Action Network, a nonprofit, statewide network of organizations and individuals dedicated to ensuring protection of in-stream flows and enhancing the quality of Montana's water resources, seeks an experienced person to serve as its first executive director.

For a complete job description, contact Alan Rollo, Secretary, Montana River Action Network, 808 52nd Street South, Great Falls, MT 59405.

The Power of Organization

by Pete Lavigne

Bylaws can be the smoothly operating, barely noticed, well-designed rules of an organization. Bylaws can also be poorly conceived, badly written, too sketchy to be useful, and a legal liability.

Too often, organization rules and operating procedures are equated with ineffectiveness and paralysis. Bylaws, when well-crafted to the needs of the organization, should provide exactly the opposite. Determining

how power is allocated and used, bylaws give structure to the organization, help prevent conflicts and disagreements, and protect the misuse of funds.

River Network's publication "Model Bylaws for River Advocacy and Protection Organizations" provides a template for "Any River and Watershed Alliance (ARWA)" advocacy groups. Like any model, these bylaws can be modified to fit the needs and structure of your particular group. It's also important to remember that the needs and functions of organizations change over time. Your bylaws should outline steps by which they can be revised when it becomes necessary or desirable.

How Bylaws Protect Your Nonprofit

Two functions with bylaws are paramount. First, they must meet the legal requirements of your state and the Internal Revenue Code. Those requirements, among others, include specified officers of the corporation and specific legal procedures which some times vary from state to state.

It's always a good idea to consult with an attorney, preferably one who regularly works with state nonprofit corporation law and the requirement of the IRS for nonprofit charitable corporations, after you have drafted your bylaws.

Second, the most important and largest part of any set of bylaws concerns the board of directors, their powers, relationship to staff, and legal duties including those regarding conflicts of interest. These sections are critical to the smooth and open function of the organization. Two of the most important features regarding boards and bylaws include: provisions relating to conflict of interest and ethical challenges, and the provisions regarding election and terms of directors.

Conflict of Interest

Your bylaws should cover the duties, election, meetings and other provisions relating to the board of directors.

River Network's model directly addresses one aspect of conflict of interest stating: "Elected members of the board of directors shall not be eligible for any paid positions in the ARWA." Board members may, however, be reimbursed for ARWA-related expenses.

Unlike the directors of for-profit corporations who are often paid for their service and have a personal interest in the financial proceeds of the corporation, nonprofit directors have a duty to represent the public interest by ensuring the organization succeeds with its goals.

This primary duty to the goals of the organization

can easily be confused and misdirected when paid positions are added to the mix of a board member's responsibilities.

Take for example, a board member's duty to financially support the organization. If the board member is also paid for services, even at a reduced rate, the responsibility for financial assistance falls more heavily on the rest of the board. These situations can also confuse board/staff leader relationships, and though not necessarily illegal, they are ripe for abuse and self-dealing, particularly when it comes to budgets.

For a real world example, consider the situation where a board president was pressuring the staff leader to hire the president for an advertised staff position. This situation is not as unusual as it sounds, indeed it is quite common, particularly with new and small groups.

The bylaw provision eliminates these problems before they arise with the potential to paralyze the organization. However, organizations do not have to eliminate the idea of board members becoming staff and vice versa. All a board member has to do to be considered for a paid position is to resign from the board (first!) and then apply for the position without the conflict of interest hanging over the process.

Conflict of interest

Board Member Don'ts

Provisions to consider including in a Board Code of Ethics

As a member of the board, I will not:

- ◆ criticize my fellow board members or their opinions, in or out of the board room.
- ◆ use _____(org.) for my personal advantage or that of my friends or relatives.
- ◆ discuss the confidential proceedings of the board outside the board room.
- ◆ promise how I will vote on any issue before a meeting.
- ◆ interfere with the duties of the staff director or undermine his or her authority with staff members. ▀

statements should address other situations as well. It should expand the ban on paid positions to board members' immediate family.

Directors of nonprofit corporations may, and often do, have interests in conflict with those of the agency.

The legal concept of the "Duty of Loyalty" requires a director to be conscious of the potential for such conflicts and act with candor and care in dealing with such situations. Conflicts of interest involving a director are not inherently illegal, nor are they to be regarded as a reflection on the integrity of the board nor the director. It is the manner in which the director and the board deal with a disclosed conflict which determines the propriety of the transaction.

River Network's model deals with the Duty of Loyalty by employing three principles to guide the board and its directors: the first rule is *awareness*, the second *disclosure*, and the third *disinterested review*.

To implement these principles, the board should consider adopting a written policy on conflicts in addition to the bylaws provisions.

For corporations of any size, it is desirable to have a statement of policy or an appropriate questionnaire signed by each of the directors as well as any officers or employees who are in a position of control or are involved in policy-making

decisions (see model board member statement on page 14 for one example).

Election and Terms of Directors

Second only to the ethical considerations covered above, is a provision critical to the long-term vigor of the corporation and one which is often omitted. This provision states "No director shall serve more than two full and consecutive terms or more than seven consecutive years on the board. Following at least one year's absence from the board an elected member may again serve as director."

This provision ensures a constant effort to recruit new individuals to an organization, and it allows for an easy way to drop ineffective or other board members who have become disinterested over time. It also avoids the "founder's syndrome" where, among other problems of the syndrome, the founders and initial leaders of an organization grip the reins so tightly that they never take a break and bring others into the fold. The end result is often a small number of individuals who run an increasingly tired and ineffective board—often for decades.

Board membership, when taken seriously, is time consuming and filled with responsibility. A time limitation on board membership (it can be three two-year terms, or two three-year terms as suggested in the



Photo by Tim Palmer

River activists can more effectively protect rivers if their organization has solid bylaws which govern their board.

River Network model, with seven years allowing for filling a partial term and completing two full terms) allows founders and other to take a break, brings in new blood which reinvigorates the organization, and helps eliminate deadwood.

One of the best organizations I have been associated with, the Vermont Natural Resources Council (VNRC), exemplifies this model. When a great and long-serving board chair was due to take a sabbatical from the board quite a few years ago, I remember thinking that the board was going to collapse without that individual for a year.

Much to my later delight, the individual in question stayed involved through volunteer work for the Council while enjoying the year break from board meetings. Meanwhile new

and ably trained leadership stepped into the breach and continued the fine tradition of board leadership. The previous board leader eventually rejoined the board for a while and is still and active member of the Council.

VNRC's board has many distinguished alumni who not only didn't burn out from continuous board membership, they have also served as wonderful board recruiters over the years because of their positive experiences.

For a copy of River Network's model bylaws, refer to page 13 "River Network Resources".

Pete Lavigne runs River Network's River Leadership Program and has years of experience in nonprofit management law and environmental law.

Roles and Responsibilities

by Katie Burdick

“In 20 years of working with activist groups I have watched numerous groups sink to oblivion and rise to the stars on the basis of their boards.”

A board of directors can make or break an organization. In 20 years of working with activist groups I have watched numerous groups sink to oblivion and rise to the stars on the basis of their boards.

The National Center for Nonprofit Boards (NCNB) has identified five basic assumptions with respect to boards of directors:

- 1) board and board members' responsibilities are fundamentally the same for all organizations,
- 2) how boards and board members actually fulfill their responsibilities will vary,
- 3) there is no generic model of board size, composition or organization that works for all circumstances,
- 4) all organizations will undergo one or more metamorphoses over time and,
- 5) boards and board members begin to reach their optimum levels of performance when they exercise their responsibilities via asking good questions rather than managing programs, micro managing the organization, or implementing their own policies.

With these basic assumptions in mind the seven primary responsibilities of a board of directors are to:

- Determine the organization's internal policy;
- Select, support, and evaluate the executive director;
- Ensure effective organizational planning;
- Ensure and manage financial resources;
- Serve as a court of appeal;
- Assess its own performance;
- Replace itself;
- Monitor the organization's programs and services.

Each of these responsibilities is, of course, important to the functioning of an organization.

Establish policy

Policies are basically the rules and procedures for how the organization functions. Policies serve as guidelines for managing the organization and, if properly established, should prevent the board from constantly needing to approve staff and committee decisions. The policies set the tone, and in some cases legal structure, for the organization. A board should establish policies on several key areas: Board procedures and operation

(recruitment, orientation, evaluation), financial controls (reporting audits, etc.), public relations (who speaks when, etc.), fundraising (methods to be used, who you will/will not accept money from).

To be effective, policies should be developed with staff assistance, approved by the board, distributed throughout the organization, consistently enforced, regularly reviewed and updated and consistent with the organization's bylaws and mission. The absence of clear policies, or the avoidance of implementation, can create situations that undermine board authority, jeopardize organizational efficiency and risk the smooth functioning of the group.

Executive Director

For many boards the presence of an executive director (ED) is a form of the game chicken ... momentum toward collision until someone gives. The recruitment, hiring, and evaluation of the ED are key aspects of the board's responsibilities. There are many publications, especially from the National Center for Nonprofit Boards, that provide guidance on this challenging role.

Until a board is clear as to the precise job description and expectations for the position of the executive director, little success can be expected. Frequently an ED is hired to 'rein-in' a runaway board chair or founder, break an impasse on policy, implement a new management direction, respond to funding increases, or address board burnout. If these expectations are spoken there is a chance for the position to be successful. However, without a honest group declaration of the actual role of the ED many regrettable (and sometimes litigateable!) confusions will rise.

Ongoing evaluation is another aspect of personnel management that is frequently avoided. A documented, planned, formal, and structured annual review is the responsibility of the board. The development of performance criteria is a process that many boards find uncomfortable, almost as if defining expectations is disloyal or an indicator of lack of faith. Yet more disagreements arise due to lack of such a process than ever arise because of such a process.

Organizational Planning

A yearly program plan/budget and fundraising

plan are essential to a nonprofit organization. These documents and the process by which they are developed are important board responsibilities. Avoiding this process, along with the consideration of longer range planning, is common among boards. "If it isn't broken, don't fix it" is frequently used to justify avoiding this yearly discipline. Yet without the attention of the board, many groups flounder when their fundraising and program goals do not match.

Financial Resources

The intricacies of nonprofit accounting do not lend themselves to board scrutiny. Yet the board is legally responsible for ensuring that the organization follows proper procedures, uses good judgment in administering its affairs, and stays invulnerable to difficulties with financial audits.

Perhaps the most important, avoided, and dreaded of board responsibilities is fundraising. Everyone wants money to implement programs but no one wants to raise it. The reliance on staff to "write lots of grants" is both dangerous and unrealistic. Yet the twin 'demons' of membership and patron/donor programs are avoided due to perceptions of hard work and avoidance of potentially uncomfortable situations. If you were to identify the most chronic and damaging deficiency in boards, it is their unwillingness to fundraise. The executive director is frequently delegated this job and many an ED has left an organization due to unrealistically high (or confused) expectations and lack of assistance and cooperation in meeting fundraising goals.

There are a variety of ways to get assistance on this issue, the most direct being by hiring a consultant to assist you in developing a fundraising program that is based in the "reality" of your organization. Board members may also benefit by attending trainings and workshops, buying or renting tapes and publications, and conducting an in-house workshop or brainstorming session.

Court of Appeal

Although the board should avoid dabbling or interfering in personnel management, there are times when the board can and should serve to resolve internal conflicts. This is not to imply that the board is the place to fight out personality conflicts or the results of rumor mongering. It is the responsibility of the board to differentiate between petty squabbles and important rifts or conflicts. The tone of interpersonal interactions that is set by the board will be reflected by the staff. If the board is split by rampant infighting, that will reflect itself in staff. It is not appropriate for the board to enlist staff to mimic its disputes nor to manipulate staff to justify predictions.

Assess its Own Performance

If the board is not able to assess itself then the organization has little ability to evolve. Avoiding this introspection will not avoid the consequences. The use of term limits, annual needs assessments to identify recruiting needs, creation and regular review of board job descriptions, implementation of a real orientation plan for new members, monitoring of the board's ability to set and keep agendas, monitoring of ability to hold meetings on time and on topic and other similar approaches are necessary to ensure that the emperor does have on new clothes. A board that is afraid of looking at itself has more to fear than a board that is willing to hold up a mirror and really look.

Replace Itself

Board insularity is a common and sometimes fatal disease. Comfort in the status quo, a founder who wants to avoid challenge or loss of control, a ruling clique who wants to keep it that way, or a board that doesn't want to deal with training a newcomer are all vulnerable to the worst consequence of low recruitment rates board burnout.

Monitoring the Organization

Organizational self evaluation is an important and overlooked aspect of the board. Establishing criteria upon which to judge your success, both programmatically and organizationally, is the mark of a mature board. "If I can't see it, it can't hurt me" definitely does not work as a management tool. The more scrutiny (do not read interference) that is brought to the overall functioning of the group, the better able the group is to adapt to changing times and situations.

As the board has ultimate legal responsibility for the organization, this monitoring function is not voluntary. The issue with most boards seems to be the 'how-to' rather than the 'why.' The systems developed to deal with the other board responsibilities listed above should, in the aggregate, be sufficient to achieve the goal. However, if monitoring the organization is not an intentional process, then the data and insights gleaned from the rest of the management responsibilities will not be fully applied. ▀

Katie Burdick is a planning and land use consultant in Montana. She is the former coordinator of consulting and training for the Northern Rockies Action Group. Katie can be reached at Burdick and Company, 30 S. Harrison, Helena, MT 59601.

Does Your Board Fit Your Organization?

by Guadalupe Guajardo

There are boards and then there are boards. I have spent the last 15 years both serving on boards and conducting board development and training. The results of my many years of experience and reflection lead me to believe that the different types of boards are actually on a continuum.

There are six distinct types of boards: Paper, Advisory, Sponsoring, Following, Working and Leading. The type of board is indicated in its name. Discovering where your board lies along this continuum will help you in explaining the behavior of

your board. Organizational leaders should know what kind of a board they have and what kind of a board they want. They should discuss this issue with potential board members before signing on. Below follows a brief summary of the six types of boards.

Paper Board

This board exists on paper only. It fulfills the legal requirement of the state, but does not operate as a board in the traditional sense. This type of board is required to hold an annual meeting to fulfill state legal standing as a nonprofit board. They may meet once a year over lunch in order to fulfill this obligation.

Advisory Board

These individuals are pulled together to form this type of board purely for their experience, ideas and wisdom. No issues of responsibility or accountability enter in. It has the same type of structure as specially appointed board advisory committees that usually work on only one aspect of an organization. The Advisory Board essentially has no power, just advice and opinions, so they can be less threatening to staff members.

Sponsoring Board

If you want to start your organization with a big bang, recruit big name people who will serve as a temporary or initial start-up board. They will establish credibility, lend their name to fundraise, and lay a solid foundation for the organization. Then in two to three years, they are replaced by more grassroots folks who will carry on the organizational mission created by the Sponsoring Board.

Following Board

An executive director who is unable or unwilling to share power with her board will establish this type of a board. The Following Board looks like a board, but its primary mission is to rubber stamp decisions made by the executive director and follow his or her lead.

Working Board

The existence of committees is the key

characteristic of this board. These board members meet between board meetings and participate on committees within their expertise.

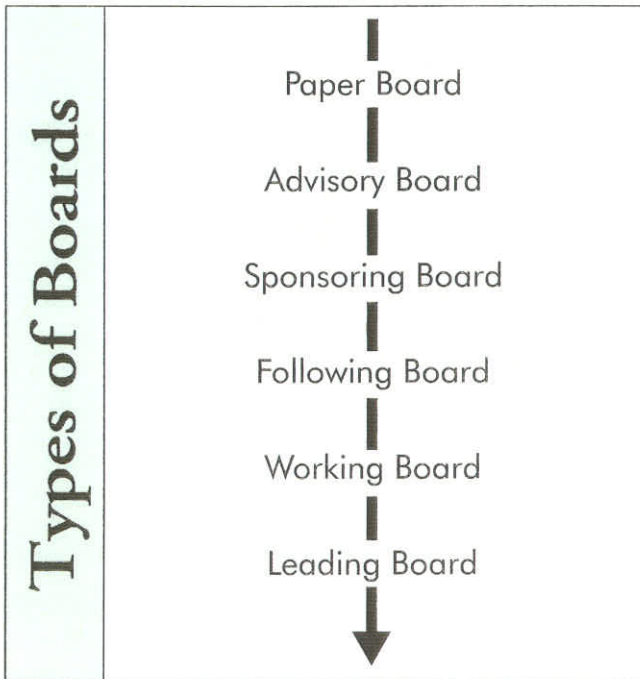
Common committees formed under the Working Board model may include: fundraising, planning, public relations, personnel, and executive. Usually board members will chair at least one committee and participate with as many other committees as she/her wishes to be involved in.

Working Board members are also responsible for recruiting people to fill their committee. By involving many people on committees, the Working Board can accomplish a lot for its organization. Frequently all volunteer organizations have Working Boards.

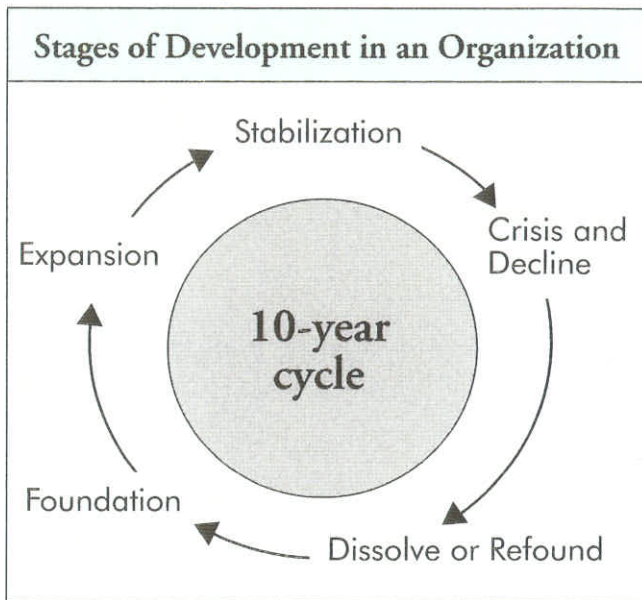
Leading Board

This is a Governing Board. They set direction and establish policy. The staff carries its own in close consultation with the board. Often a Leading Board is also a Working Board as well. Leading Boards are boards which tend to lead the agency, are proactive and often in a position of controlling much of the agency's staff and/or its programs.

These board description summaries can help you define what type of board you are involved with, but it is not always this cut and dry. Some boards may be a hybrid, may jump around or



The above continuum of boards can help you identify where your board is organizationally.



Boards, like people, go through several stages of development.

move “backwards” depending on what is happening in the organization. In times of crises the board should be more leading, but often the crisis makes board members back off.

Depending on the organization and its purpose, each board type can stand independently on its own, i.e., an organization may always find that a Paper Board serves its purpose well.

Stages of Development

Organizations typically go through five stages in a 10-year period. Each stage takes approximately two years. And while this may vary from group to group, what is inevitable for an organization is that it will go through all these stages. It is as predictable as the human development cycle of birth, adolescence, adulthood, and old age. The difference is

that an organization can regenerate rather than die. Once an organization survives five of these cycles it becomes what we commonly call an institution.

Matching Board Types with Organizations

Perhaps the most hidden stress between a board of directors and the organization is that the board has not evolved to keep pace with the development stage of the organization. For a board to be effective, the board composition needs to match the needs of the organization at which ever one of five developmental states it finds itself.

The board that worked best at the start in someone’s kitchen drumming up ideas may not be the same type of persons the board needs when it has reached a stage of maturity and needs a

stronger infrastructure to support the weight of the organization’s work five years down the road.

Identify what stage your organization is in, and recruit people with characteristics to fit those needs.

Foundation stage: The board is made of people with a lot of initiative, people willing to take risks, and who possess abundant energy.

Expansion Stage: Board members who are able to think expansively, able to generate ideas and be creative in an organizational context.

Stabilization Stage: Individuals who have maintenance skills and an understanding of how to establish internal systems.

Crisis and Decline Stage: People who see crisis as an opportunity, rather than people who panic.

Dissolving or Refounding Stage: This stage calls for clear thinking members who are able to bite the bullet if that is the best solution, rather than limp along directionless or who can recommit themselves to the organization but find a new expression for the same vision and goals. ▀

Guadalupe Guajardo is a senior consultant with Technical Assistance Community Services specializing in organizational development transformation, board trainings, leadership development and cultural competency.

Getting to Know Your Board

“...the roots of the organization and how it grew must be understood if one is to understand the board. In addition, one must know the agency’s financial situation and the social, political and economic environment in which it is operating. It is also essential to understand the personal styles and character, strengths and weaknesses of the institution’s leaders—both staff and board, past and present. But most importantly, the historical evolution of relationships between the agency’s board and staff must be grasped and comprehended.”

“It is possible for the staff to become better board nurturers and for the board to become better organization guides if both have a clear understanding of the unique dynamics of board/staff relationships and of the factors that tend to most shape this relationship.”

These excerpts were taken from the paper “The Board of Directors Is a Problem: Exploring the Concept of Following and Leading Boards,” by Karl Mathiasen, January 1983. ▀

So You Want Your Board to Raise Money

by Kim Klein

\$ooner or later, every organization comes to the conclusion that they should try to involve their board of directors in raising money. Sometimes, this conclusion is reached in the first few months of development, when the founders of the organization are discussing the role of the board. Sometimes it is reached after many years of a board serving a purely advisory capacity. At either stage, this kind of involvement is not easy to achieve and, more importantly, it won't happen overnight.

The following article is written primarily for those organizations whose boards of directors have been relatively inactive and involved in little or no fundraising, and it is directed to the staff of those organizations who have concluded that the board's involvement in fundraising is crucial.

What does it take to get a board of directors to fundraise? Perhaps the most essential ingredient in the making of an active fundraising board is motivation. And, for board members to feel motivated, they must feel that they are a part of the organization. For this reason, a staff cannot expect a board to become active in raising funds unless its members are active in other aspects of the work.

It is this "activism" that presents some of the most difficult problems for many organizations. The problem is often stated by staff members as "We want them to raise money, but we want them to leave the decision-making to us." Many staff-run organizations never successfully involve their boards in fundraising simply because, out of fear of losing control, they are unwilling to share ownership.

What does it mean to share ownership?

To share ownership means involving the board in actual decision-making that affects the organization. Often, organizations that are trying to increase the board's involvement in decision-making lose sight of which decisions are board decisions and which should remain with staff. An organization trying to make this transition should be aware that it is easy for the staff to feel resentment at times at the seeming loss of power, and for the board to resist, at times, the burden of new responsibilities. A transition of decision-making responsibilities must be a slow and careful process in which both the staff and the board members must be willing to make changes.

People initially join a board of directors because of their commitment to the work of the organization. However, they often find themselves frustrated by the seeming lack of role for themselves in that work. Particularly where there is an active paid staff doing the day to day work, board members find themselves only being able to contribute advice on an irregular basis. Paid staff often resist asking for more involve-

ment out of a fear of asking for too much. The questions from staff becomes "If we get paid to do the work, why should someone who does not get paid be asked to help?" The answer is, people join boards because they want to help.

Often, the only thing keeping a board member from becoming more active in an organization is simply that they were never asked. Or, if they were asked, it was in terms of "What do you want to do?"

Board members need to be asked to be involved in concrete ways. The staff, being the most involved group of individuals, must help identify areas where assistance is needed. And, these areas should include, but not be limited to, raising money.

To simply ask a board member what they want to do to help is like asking a volunteer who walks in off the street the same question. It will leave the board member feeling that it is her or his complete responsibility to develop an active role in the organization. Given that responsibility, they will probably remain inactive. It can also result in the board member feeling that his or her help isn't really needed. In the case where the board member does come up with something to do, the chances are great that the activity will not fit with the current priorities of the staff, or will simply be inappropriate. The staff will then have to find a way to quell the board member's enthusiasm without alienating him or her and eventually losing him or her as a board member.

A much healthier process is for the staff and the board to discuss areas which need improvement. In this process, the staff must provide leadership. At the beginning, the staff should not be too worried about asking too much of the board members. The board members can say no, and will probably feel flattered that their assistance was valued enough to be requested.

Policy decisions are the most natural decisions for board involvement. Boards, because of their fiscal responsibility for the organization, should be involved in all policy-making decisions related to fundraising, spending, banking, investments and budgeting. This does not mean asking them to approve every check written. But it does mean asking them what kind of investments are acceptable, getting their approval of long-range fundraising plans, and involving them in the review and adoption of an annual budget.

Boards, because of their official role as the body that hires and fires staff, should also be involved in the development of personnel policies.

The board's involvement in long-range planning of any sort can be useful simply because of the objectivity that can be brought by individuals who are not immersed in the day-to-day dealings of the organization.

“In the early stages of involving your board in fundraising, start small. Don’t expect the board to raise your entire budget if, in the past, they have raised no part of it.”

Board members can be helpful in the planning of events. Some will even be willing to help in such seemingly mundane activities as organization of bulk mailings or addressing envelopes. What is essential is to identify all possible areas in which there is a need for assistance, and encourage board members to get involved.

Because each board member brings different experiences and skills to the board, their levels of involvement will be and should be different. One of the first steps in trying to involve board members must be getting to know them.

People contribute time to an organization for the same reasons that they contribute money. At the top of the list of reasons are commitment to the issues and personal relationships with other people involved in the organization.

For board members to want to raise money to pay the salaries of staff, it is helpful for them to feel a sense of personal involvement with and commitment to the staff members. This does not mean that the staff members should make the board members their best friends. It does mean developing some sort of ongoing relationship between staff and board, outside of board meetings. If the organization has an executive director, this should be her or his responsibility. The ongoing relationship could take the form of a phone call every few weeks to chat about the current activities of the staff. It could mean having lunch or a drink every few months. It does mean someone taking the time to get to know why each board member feels strongly enough about their work to be on the board; they should know what kind of time each person has to give, and what their hobbies and other interests are.

Once this kind of familiarity with each board member is developed it will not be that hard to find ways to involve them. For example, if you find out that one person is particularly interested in one project or issue that you are working on, begin to give her or him regular updates on the project’s progress. Send him or her clippings related to the issue. Keep the board member involved. It is this involvement that will motivate the board member to raise money.

Involvement alone however, will not get your board to raise money. For the same reasons that you cannot expect board members to become involved by asking them what they want to do, you cannot expect them to raise money by simply asking them to do so. You, as a staff must identify specific tasks or roles in the fundraising process that board members can take on. Every aspect of fundraising that involve board members involves the staff as well. Ideally, the implementation of any fundraising plan should be a team effort.

For example, you cannot decide that the organization needs to raise some money from foundations and go to the members of the board of directors and ask them to do that. It is the staff’s responsibility to do the research to identify foundations likely to contribute, and to write the proposals and develop support materials. However, a board member might know one of the people on the distribution board of the foundation, in which case a cover letter should go from that board member. It might be helpful to ask board members to be involved in meetings with the foundations representatives to discuss the proposal.

If the organization decides to start looking for contributions from individuals, it is helpful for the staff to begin by presenting names of potential donors for the board to review. Many organizations have made the mistake of going to their board of directors and saying, “We need to raise money from individuals. Do you know anyone who has money?”, and received no suggestions. If you want your board to identify potential donors, provide them with a list and ask them what they know about each person on it. If you want them to solicit contributions for you, you must tell them who to ask, what amount to ask for, and provide them with all of the support materials necessary to enable them to sell your organization.

As you begin to explore ways in which the board can participate and assist you in your fundraising efforts, keep in mind that board members, like anyone else, can be apprehensive about asking for money. They need to be trained, coached, and encouraged throughout the process.

You must remember that, depending on each board member’s level of involvement in the day to day work of your organization, they may or may not be comfortable talking about it. It is the staff’s job to make sure that every board member is familiar enough with the organization’s activities and finances to answer whatever questions might be raised in a fundraising meeting.

One final word. In the early stages of involving your board in fundraising, start small. Don’t expect the board to raise your entire budget if, in the past, they have raised no part of it. Set realistic goals. If your goals are unreasonable and the board fails to meet them, the board will probably become demoralized and unwilling to try raising money in the future. If, on the other hand, they raise more than the goal they will be proud of their efforts and willing to continue to assist in this kind of work for many years to come. ▀

This article was reprinted with permission from The Grassroots Fundraising Journal.

Capturing the Magic (continued from page 1)

“You must not expect a board to do your job for you—they can open doors, but you must walk through them.”

The author of this article, Kevin Coyle, is the President of American Rivers. In addition he serves on River Network's board as an invaluable source of insightful advice.

2. Learn to listen to them—take the good with the bad

Whether at a meeting, or just talking individually, learn to listen to board members and take notes on what they have to say. It is critical that when a board member makes a suggestion that you listen attentively and that you follow through. Often you will find that the suggestions involve more work than you can handle at the time. If that proves to be the case, do not reject the idea outright, but rather, be positive and stall for time while you think about its merits and how to make it fit into a busy schedule.

Especially avoid the “no one knows how hard I work” feeling that so many of us get when presented with board suggestions. At American Rivers, many of our very best ideas and programs—urban rivers program, river restoration emphasis, etc.—have come from board members, even though these ideas were initially resisted by the staff. Be especially patient with new board members who get excited about ideas you have tried and rejected a long time ago. Whatever you do, you should never dampen a board member's enthusiasm.

Keep a running list of board suggestions and go over them when you are calmer (eg. after a board meeting). Follow-up calls on these suggestions are among the most productive conversations you will ever have with a board member.

3. Give them specific assignments—and don't be a “guilt tripper”

Some nonprofit staff members tend to have high expectations of their board members, but are unwilling to put in the time and effort it takes to make the working relationship a success. Boards need staffing and they need specific things they can do in limited time. It is vital that you “manage through” specific items with each board member. This may be the only true golden rule to working effectively with boards. Too often staff develops a general dissatisfaction with a board based on some vague feeling that it should be “out there” raising money or making contacts or doing something else helpful. In these situations, the

board members are often wanting to help but are not clear on what to do. Staffs feel angry. Board members feel guilty. No one is having a good time.

The way out of this syndrome is to find each member's extraordinary talents and develop a plan around them. At American Rivers, board members have: helped organize press conferences, invited 10 friends to join up, written an article for a magazine, testified before Congress, done pro bono legal work, helped interview job candidates, reviewed audit reports, administered emotional CPR to over-stressed staffers, called on a foundation or corporation with staff, and much more.

4. Always remember board members are volunteers—not staff

When times get tough, program or money-wise, a staff member can easily point to the board and say it is not doing its job. It is critical that you remember that they are volunteers and come to the organization on a part-time basis. You must not expect a board to do your job for you—they can open doors, but you must walk through them. They can help you ask for money, but you will probably need to set up the appointment, write the proposal, and do the follow through. It takes a special understanding of the limitations of a volunteer to work with that person effectively. Their time and attention are limited and you become their arms and legs in many cases.

5. Remember that boards have almost no memory from meeting to meeting

How many times has a staff member had to review an issue that was gone over laboriously at the previous board meeting. This may be one of the most frustrating parts of working with a board. Be patient with this fact of life, board members have busy schedules outside of river conservation and between meetings. This goes along with the basic truth that board members tend to read their meeting materials at the last minute or even during the meeting, while all at the same time demanding more reports and documentation. Don't take umbrage when they never read the material or remember the last meeting. Be patient and bring them up to speed as soon as possible so that you can get on with the work of governing your organization. ▶

River Network Resources

6. Maintain a healthy respect for the basics of effective board management

There are some basic rules that must be steadily adhered to to make your relationship with the board as effective as possible.

These include: training board members on appropriate roles and responsibilities of a board, taking time to carefully brief them on complex issues, keeping them up-to-date on activities, avoiding jargon when possible, having a good committee structure, scheduling meetings well in advance, keeping a healthy level of turnover and new blood coming on the board, focusing on a strong relationship with the chair and the other officers, making sure staff has access to board members for their program purposes and much, much more. It is critical that you maintain a healthy respect for these tried and true rules.

7. Celebrate! Celebrate! Celebrate!

When you win one—a law passed, an easement acquired, a grant received, a pollution source plugged—celebrate yourself and make the board part of the celebration. It is their victory too. This will put magic into your relationship with the board and make your organization more successful than you ever imagined. ▀

Publications

Model Bylaws for River Advocacy and Protection Organizations by Pete Lavigne. (1993, 8 pgs, Partners \$3, others \$5)

Board Member Statement of Agreement and Code of Ethics by Pete Lavigne. A model statement clarifying board responsibilities and authority. (1993, 2 pgs, Partners \$1, others \$2)

Protecting Instream Flows: A Resource Guide for River Guardians by Neil Schulman. (1993, 90 pgs, Partners \$8, others \$10)

“Outfitter and Guest Fund Raising: The Pass-Through Contribution Model” by Kevin Wolf and Rob Elliott. (revised 1993, 8 pgs, Partners \$3, others \$5)

C(3) or C(4): Choosing Your Tax Exempt Status by Chris Cook. (1991, 16 pgs, Partners \$3, others \$5)

People Protecting Rivers: A Collection of Lessons from Grassroots Activists by Phillip Wallin and Rita Haberman. (1992, 72 pgs, Partners \$8, others \$10)

River Wise by Kenny Johnson, Shauna Whidden and Lindy Walsh. A collection of public education techniques. (1992, 33 pgs, Partners \$5, others \$7)

River Wealth by Kenny Johnson and Lindy Walsh. A collection of fundraising ideas. Organized by membership, business support, events, sales and services. (1991, 41 pgs, Partners \$5, others \$7)

River Voices (back issues)

(16-20 pgs, Partners \$3, others \$4)

V4N4 ('93)	Floodplain Management
V4N3 ('93)	1993 National Survey Results
V4N2 ('93)	Public Trust Doctrine (photocopy)
V4N1 ('93)	Water Efficiency (photocopy)
V3N4 ('92)	Business & Labor as Allies
V3N3 ('92)	Clean Water Act (photocopy)
V3N2 ('92)	“Wise” Use Movement (photocopy)
V3N1 ('92)	River Corridor Protection
V2N4 ('91)	How to Launch a Campaign
V2N3 ('91)	Volunteer Water Monitoring
V2N2 ('91)	Sorting Through Protection Tools
V2N1 ('91)	1990 National Survey Results
V1N3 ('90)	River Values (free)
V1N2 ('90)	Dealing with Private Land-Use (free)

LOTUS 123 Computer Software

In cooperation with the Lotus Development Corporation, River Network is offering a free copy of Lotus 123 software to River Network Partners. Lotus is a dos version spreadsheet program for use with personal computers. (Sorry we do not have software compatible with Apple computers.) If your group is interested, send River Network a brief letter that includes the following information: 1. a statement of proof that your group is incorporated; 2. a brief description of how your group plans to use it; and 3. the size computer disks (3.5 or 5.25 “) you'd like. (For Partners only.)

Fundraising Videos

River Network has a set of six videos of a fundraising workshop by Kim Klein, a national fundraising trainer and author of *Fundraising for Social Change*. The topics covered in the videos include:

Planning for Fundraising Special Events

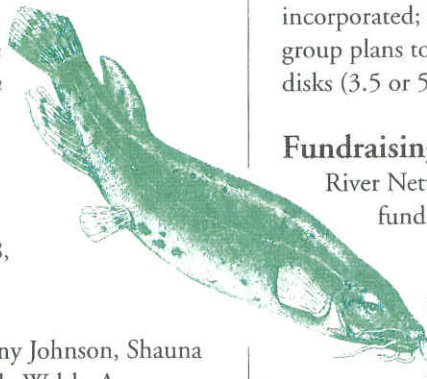
The Role of the Board

Asking for Money & Prospect Identification

Major Gift Solicitation

Raising Money by Mail

River Network loans out the videos free of charge, one at a time with a \$50 refundable deposit. Call us and we'll let you know what videos are available or put you on the waiting list. (For Partners only.)



Board Member

Statement of Agreement

The following is a model statement of agreement to set clear responsibilities and guidelines for board members and staff alike.

Name _____

As a board member of _____, I understand that my duties and responsibilities include the following:

I am fiscally responsible, with the other board members, for this organization. It is my duty to know what our budget is and to take an active part in planning the budget and implementing the fundraising to meet it.

I am legally responsible for this organization. I am responsible to know and approve all policies and programs and to oversee their implementation.

I am morally responsible for the health and well-being of this organization. As a member of the board, I have pledged myself to carry out the mission of _____. I am fully committed and dedicated to this mission.

I will give what is for me a substantial financial donation. I may give this as a onetime donation each year, or I may pledge to give a certain amount several times during the year.

I will actively engage in fundraising for this organization in whatever ways are best suited to me. These may include individual solicitation, undertaking special events, or writing mail appeals and the like.

I will attend _____ (#) board meetings every year and be available for phone consultation. I understand that commitment to this board will involve a good deal of time and will probably not involve less than _____ (#) hours per month.

I understand no quotas have been set and no rigid standards of measurement and achievement have been formed. Every board member is making a statement of faith about every other board member. We are trusting each other to carry out the above agreements to the best of our ability, each in our own way, with knowledge, support and approval of all. I know if I fail to act in good faith I must resign, or someone from the board may ask me to resign.

In its turn, this organization is responsible to me in a number of ways:

I will be sent, without request, quarterly financial reports which allow me to meet the prudent person section of the law.

I can call on the paid staff to discuss programs and policies, goals and objectives.

Board members and staff will respond in a straightforward and thorough fashion to any questions I have that I feel necessary to carry out my fiscal, legal, and moral responsibilities to this organization.

signature

date

Board Member Code of Ethics

As a member of the board team, I will:

- ◆ listen carefully to my teammates.
- ◆ respect the opinion of my fellow board members.
- ◆ respect and support the majority decisions of the board.
- ◆ recognize all authority is vested in the full board only when it meets in legal session.
- ◆ keep well-informed of developments related to issues which may come before the board.
- ◆ participate actively in board meetings and actions.
- ◆ bring to the attention of the board any issues I believe will have an adverse effect on _____(org.) or those we serve.
- ◆ refer complaints to the proper level on the chain of command.
- ◆ recognize my job is to ensure _____(org.) is well-managed, not to manage _____(org.) myself.
- ◆ represent all those this nonprofit serves and not a particular geographic area or interest group.
- ◆ consider myself a trustee of _____(org.) and do my best to ensure it is well-maintained, financially secure, growing and always operating in the best interests of our mission and those we serve. ▮

References on Boards



A Good Place to Start

National Center for Nonprofit Boards (NCNB)—The mission of NCNB is to improve the effectiveness of the nation's more than three million nonprofit organizations by strengthening the capacities of their leadership.

NCNB helps nonprofits design and conduct board development workshops and retreats, provides speakers for conferences and meetings, responds to inquiries, and offers numerous publications and videos.

For more information, contact NCNB at 2000 L Street, NW, Suite 510, Washington, D.C. 20036, (202) 452-6262, fax (202) 452-6299.

The following NCNB publications are highly recommended:

- Fisher Howe's *Fundraising and the Nonprofit Board Member* is a concise, factual guide to five basic principles of board fundraising. Available as a booklet for \$8.
- *Board Passages: Three Key Stages in a Nonprofit Board's Life Cycle* by Karl Mathiasen III.
- *Ten Basic Responsibilities of Nonprofit Boards* by Richard T. Ingram.
- *The Chief Executive's Role in Developing a Nonprofit Board* by Nancy R. Axelrod.



Another Good Resource

The Management Assistance Group has developed a series of papers about boards of directors of nonprofit organizations. For more information contact Management Assistance Group, 1555 Connecticut Avenue, NW, 3rd Floor, Washington, D.C. 20036, (202) 659-1963.

The series consists of the following:

- "Board Membering: What Kinds of People Make Good Board Members? What Kinds of People are Needed to Make Up a Good Board of Directors?" by Karl Mathiasen, III.
- "No Board of Directors is Like Any Other: Some Maxims About Boards" (1982) by Karl Mathiasen, III.
- "The Board of Directors Is a Problem: Exploring the Concept of Following and Leading Boards" by Karl Mathiasen, III.



Books and References

Boards from Hell (1991) Available for \$12.50 from Scribner and Associates, 49 Coronado Avenue, Long Beach, CA 90803.

Strategic Planning Workbook for Nonprofit Organizations by Bryan W. Barry. Available for \$25 from Amherst H. Wilder Foundation, 919 Lafond Avenue, St. Paul, MN 55104, (612) 642-4025.

Managing a Nonprofit Organization by Thomas Wolf. This book offers a good introduction on boards as well as many other nonprofit topics. Available for \$12.95 from Prentice Hall Press, 15 Columbus Circle, New York, NY 10023.

1994 Board Member Manual. Includes useful information about basics of effective board service, board member job descriptions, board/administrator relationships, running productive meetings, managing risks of board service, board service outside of the board room, and board development. Available for \$29 from Aspen Publishers, Inc., 7201 McKinney Circle, Frederick, MD 21701, (800)638-8437.

Guidebook for Directors of Nonprofit Corporations by the American Bar Association. Available for \$19.95 from the Nonprofit Risk Management Center, 1001 Connecticut Avenue NW, Suite 900, Washington, D.C. 20036.

River Network recently received a copy of *Board Basics: A Video for Board Members of Not-for-profit Organizations*, produced by the United Way of Greater St. Louis. The video is available for loan to River Network Partners, for a refundable deposit of \$50. Call River Network for more information. ▶



River Action Alert

River and Watershed Protection and Restoration Act of 1994

To Be Introduced in Mid-March by Congressman Bill Richardson

A task force of river conservationists from around the country worked throughout 1993 to develop a legislative proposal which will help support, initiate, coordinate and foster local river conservation efforts on non-federal lands. The concept has taken shape as a national registry of rivers and watersheds, and is non-regulatory in nature. As such, it will not offer levels of protection like the Wild and Scenic Rivers Act, but it will give local citizens, concerned about their river a tool to mobilize their communities, along with some technical and financial assistance, to begin conservation efforts.

Congressman Bill Richardson (D-NM) is planning to introduce this bill, the River and Watershed Protection and Restoration Act of 1994, in mid-March. As Chairman of the House Natural Resources Subcommittee on Native American Affairs, Congressman Richardson will push for a hearing on the bill yet this spring. The hope is that local river conservationists from around the country could come to testify about what this bill could mean to their local conservation program.

Congressman Richardson is currently seeking original co-sponsors for the River and Watershed Protection and Restoration Act and will continue to add co-sponsors after introduction. After reviewing the bill and related materials we would urge you to contact your Congressman and ask him or her to co-sponsor the Richardson bill.

The bill, a bill summary, as well as other material is, on the ECONET conference and may be accessed using the conference command, mailbox "rivernet.info". It is also on the env.water conference. Updates will be posted periodically so you should check frequently to keep up on the bill's progress.

If you are not networked into ECONET or would like hard copies of the materials for any reason, please contact any of the following persons:

Ben Finsal
Office of Congressman Bill Richardson
2349 Rayburn HOB
U.S. House of Representatives
Washington, D.C. 20515
(202)225-6190
Fax (202)225-5143

Judy Guse-Noritake
Pacific Rivers Council
605 Prince Street
Alexandria, VA 22314
(703)836-3420
Fax (703)739-9481

Pete Lavigne
River Network
P.O. Box 8787
Portland, Oregon 97207
(503)241-3506
Fax (503)241-9256

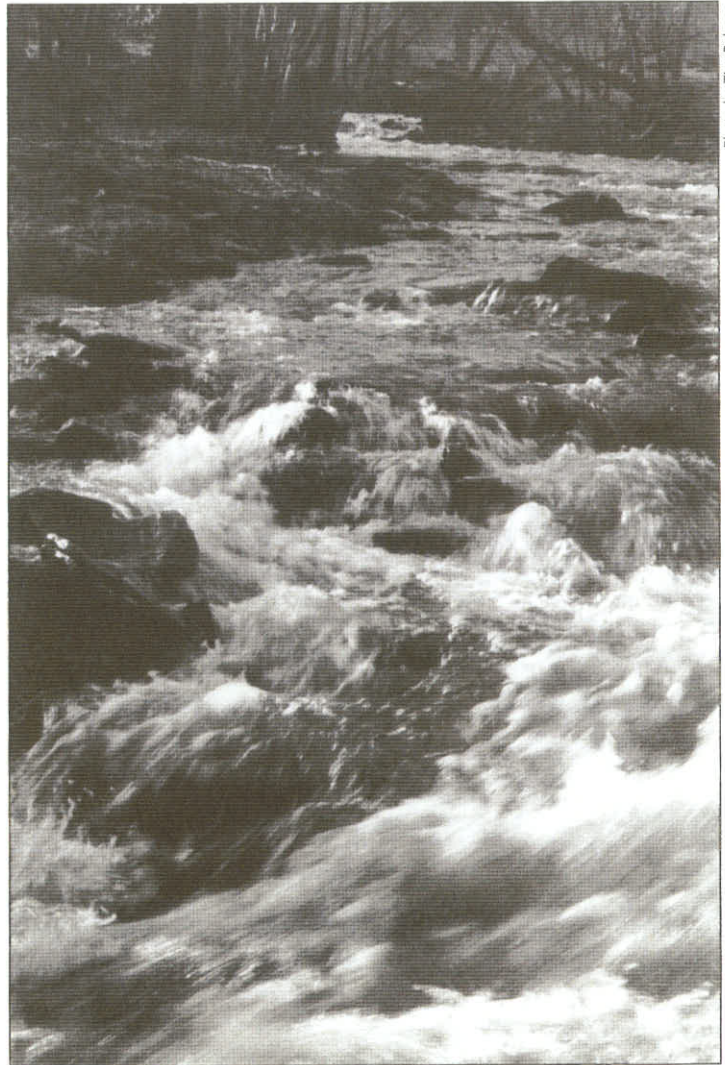


Photo by Tim Palmer

River News

How to Save a River

A New River Network Book Published by Island Press Will Be Available Soon

Rivers represent both one of the most essential and most vulnerable of natural systems. They sustain the ecosystems that support most of life, but are in constant danger from diversion, damming, pollution, development, and a host of other abuses. Such a combination of susceptibility and importance make river protection one of the central environmental missions of our time.

How to Save a River presents in a concise and readable format the wisdom gained from years of grassroots river protection campaigns across the United States. The book begins by defining general principles of action, including getting organized, planning a campaign, building public support, and putting a plan into action. It provides detailed explanations of how to:

- form an organization and raise money;
- develop coalitions with other groups;
- plan a campaign and build public support;
- cultivate the media and other powerful allies;
- develop credible alternatives to damaging projects.

David Bolling, the author, is an award-winning journalist who has written about rivers and river issues for more than 20 years. He is co-founder and president of Friends of the Russian River and former executive director of Friends of the River. The publication runs 300 pages with photos. Available in May 1994.

How to Get a Copy

Become a River Network Partner and receive one free copy. Partners can purchase additional copies for \$12.00 each. (See page 18 and 19 for more information about the River Network Partnership.)

Order copies from River Network for \$14.00 each (suggested price is \$17.00). Please add \$4.00 for shipping and handling of first book, \$1.00 for each additional. Send orders payable and shipping instructions to: River Network, P.O. Box 8787, Portland, OR 97207.

Raise Money for Your Organization

You can also raise money for your group by selling the book. River Network will donate \$1.00 to your river group for every book your river group helps us sell. Placing an ad in your organization's newsletter is an easy way to do this. Contact River Network for details. ▀

River Activist Calendar

May 14-21

Third Annual National River Cleanup Week

Registration forms are available by contacting the National River Cleanup Week office, P.O. Box 1348, Knoxville, TN 37901, or by calling 615-524-4814.

June 3-5

The Appalachian Rivers and Watersheds Symposium in Morgantown, WV, at the University of West Virginia.

Sponsored by the West Virginia Rivers Coalition, the symposium will explore the future of Appalachia's rivers and streams. The weekend includes field trips to acid mine drainage sites, whitewater rafting and wastewater management systems. For more information call Debbie Wise at (304) 293-3721 x445. A grassroots fundraising workshop will also take place, see the fundraising insert for more details.

June 6

The River Roll On Concert. Pine Cabin Run is sponsoring a River Roll On concert at 8:00 p.m. at the Birchmere Restaurant in Alexandria, Virginia. Tickets are \$20, \$6 of which is tax-deductible. The event will feature folk rock singer Jonathan Edwards and bluegrass music from the Gary Ferguson Band. Proceeds from the concert will benefit Pine Cabin Run and River Network. For ticket information, or to reserve seats, call Ron Knipling at (703) 533-2895.

June 19-22

Rivers 200: Building Partnerships for River Conservation

at the Hilton Hotel in Harrisburg, PA. The Rivers 2000 conference will focus on those alliances and joint efforts necessary to conserve our waterways. The goals of this conference will be to: create a vision for the future of Pennsylvania's rivers; highlight the contribution of rivers to the quality of life; conserve and restore Pennsylvania's rivers through education, awareness and stewardship; develop partnerships among diverse interests to enhance Pennsylvania's river resources. For registration information, call the Pennsylvania Recreation and Park Society office at (814) 234-4272. A grassroots fundraising workshop will also take place, see the fundraising insert for more details. ▀

Join the River Network Partnership

Becoming a River Network Partner will help you save your river by:

- Giving you access to assistance on fundraising, river topics, organizational development, and strategies;
- Enabling you to share information and learn from other river guardians;
- Making it possible for you to work collectively with hundreds of other river guardians on national policy issues critical to all of America's rivers.

Benefits for River Network Partners

Fundraising Assistance

Funding Alerts—We'll provide you with quarterly bulletins on new foundation/corporate prospects, free resources, new techniques and hot tips.

Samples of Fundraising Materials—You can receive sample foundation proposals, appeal letters, membership programs—all produced by other river organizations.

Referrals—River Network staff can direct you to professional fundraisers and experienced river guardians willing to share their expertise.

How-to References—Articles, publications and videos about all aspects of fundraising will be available to you at your request. Directories of funding sources for river conservation are also available.

Workshops—You can receive information about invitations and discounts on seminars covering fundraising topics of interest to river groups.

River Issue Information

Directory of River Information Specialists (DORIS)—River Network offers a cutting-edge referral service that links up river guardians to volunteer specialists with expertise in river protection. More than 500 river specialists within conservation or-

ganizations, professional societies, and state and federal agencies, participate in DORIS to share their strategies and provide advice.

River Issue Research—Upon request, staff provide one-on-one advice and assistance in collecting information about river issues, threats, and protection tools.

River Voices—We'll mail you the quarterly publication of River Network covering river-saving issues with background information, feature stories, and more.

River Action Alerts—Timely bulletins with information about significant pending national and state river policy issues with implications for local rivers and information about how you can get involved.

Organizational Materials

How-to References—You can receive articles and books about the many issues related to starting and running a successful non-

profit river organization, and the complex problems that you face.

Model materials—You can save yourself hours of work by requesting our best model materials—mission statements, newsletters, bylaws, and action plans—produced by river groups across the country.

Computer software programs—River Network offers you the incredible advantage of computer databases and spreadsheets to assist you in information management.

Campaign Strategies

Networking—To save you precious time, staff will refer you to other river guardians who have successfully addressed the same river threats that you are working on.

Case Studies—You can learn from documented success stories of river conservation presented as practical lessons transferable to other river campaigns.

Workshops—River Network facilitates gatherings of river guardians statewide to develop strategic plans to protect specific rivers and collectively improve policies related to rivers.

How to Save a River—A comprehensive, masterfully written book covering the essentials of river saving. (Island Press, 1994)

With just one call to River Network, we solved a problem we'd been grappling with for weeks. You sent us information and put us in touch with an expert who gave us an idea that worked. Thanks!

— Patick Reese,
Friends of the Fox River, Elgin, IL

Building a Network... Opportunities for Partners to Contribute

Networking—Sharing Information

Your knowledge and experiences are important to other river advocates. You can share with River Network materials or strategies that you've developed or discovered.

To make the river directory (DORIS) even more valuable, you can provide River Network with the names of helpful river experts to add to our current list of more than 500.

At your convenience, you can provide other river guardians working on similar issues with information and guidance that could help improve the work of both parties.

Participate and mobilize support for national, state or regional policies related to rivers through the network.

Providing Feedback

We'd like your suggestions and assistance on how to make additions or improvements to the River Network Partnership to make the program work better for you and other river activists.

Paying Annual Dues

Organizational Partners—Grassroots and state river groups. Dues are based on a sliding scale according to your organizational budget.

Budget	Annual Dues
\$0-20,000	\$60
\$20,001-\$100,000	\$100
\$100,001-\$200,000	\$200
> \$200,000	\$300

Individual Partners—Individuals committed to taking action or a leadership role to save a particular river stream or watershed. Dues: \$60.

Sustaining Partners—Individuals willing to provide financial support to help others save rivers. Minimum dues: \$100.

Corporate Partners—Corporations willing to sponsor grassroots river groups as partners. Minimum dues: \$100.

Agency Partners—Federal, state, or local agencies wanting to be tied into River Network by receiving our publications, invitations to meetings and workshops, etc. Minimum dues: \$100.



**We invite you to join the River Network Partnership
to further your river-saving goals
and to work collectively for America's rivers.**

Yes, I'd like to become a RIVER NETWORK Partner.

Organizational Partner *Individual Partner* *Sustaining Partner* *Corporate Partner* *Agency Partner*

Amount dues paid \$ _____

NAME _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____ PHONE (____) _____

For more information contact:

RIVER NETWORK, P.O. BOX 8787, PORTLAND, OR 97207-8787 (503) 241-3506 • 1-800-423-6747

The mission of River Network is to help people save rivers. We support river conservationists in America at the grassroots, state and regional levels, help them build effective organizations, and link them together in a national movement to protect and restore America's rivers and watersheds. River Network also works with river conservationists to acquire and conserve riverlands that are critical for wildlife, fisheries, and recreation.

Thanks to All Our River Network Supporters

Organizational Partners

Truckee River Yacht Club, NV Susan Lynn
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