



Latino Board Leadership Academy: the Board's Role in Sustainability

Nelson Layag


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Consulting, and
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Development**

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WHAT IS **SUSTAINABILITY?**



SUSTAINABILITY encompasses
the financial **and**
the programmatic **and**
people **and**
infrastructure



FINANCIAL SUSTAINABILITY:

the ability to generate resources to meet the needs of the present without jeopardizing the future



PROGRAMMATIC SUSTAINABILITY:

the ability to develop, mature, and cycle out programs to be responsive to constituencies over time



PEOPLE SUSTAINABILITY:

the ability to support and sustain people to work at their highest and thrive AND to attend to the inevitable transition in and out of the organization



INFRASTRUCTURE SUSTAINABILITY:

the ability to invest in the organization so they can maintain and protect what they currently have AND support the organization's ability to have the capacity to thrive in the future

The Four Pillars of Sustainability



People

- Staff
- Board
- Community



Program

- Strategy
- Impact
- Change



Money

- Business Model
- Revenue Model
- Budget



Infrastructure

- Systems
- Technology
- Organizational Structure
- Capacity building



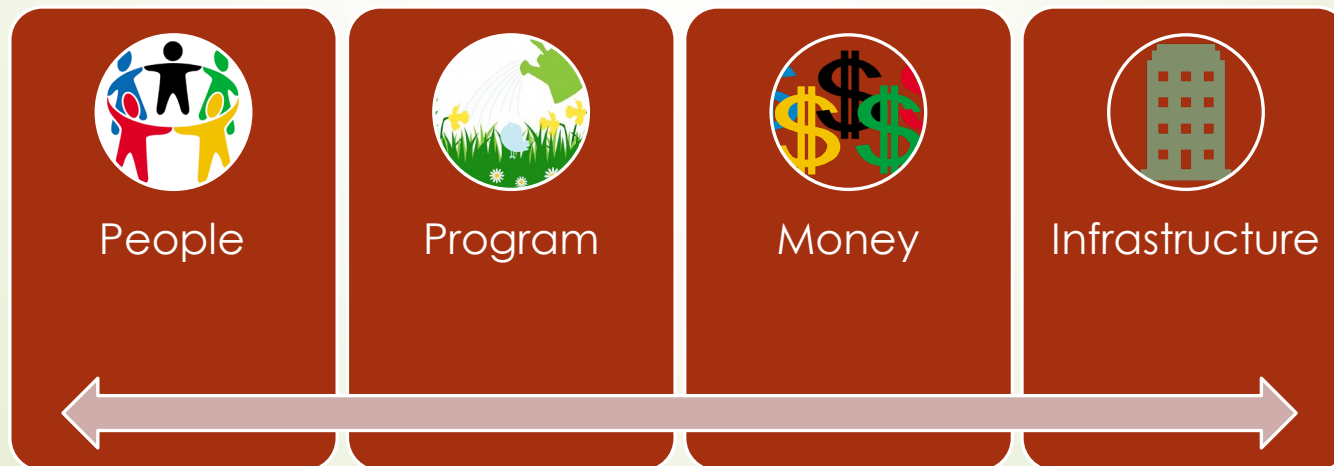
The Four Pillars of Sustainability

Exceptional **programming**
drives strong financial results
AND attracts people

People drive exceptional
programming AND support
financial results AND builds
infrastructure

Strong **financial** results drive
exceptional programming AND
attracts and sustains people and
supports infrastructure

Solid **infrastructure** sustains strong
financial results and supports
exceptional programming AND
sustains people



SUSTAINABILITY
is an
orientation

not a
destination.

Adapted from
CompassPoint's
Boards &
Sustainability
presentation 2015





Introducing your board (role play)



Nelson Layag as CEO

Where Does Generative Thinking Occur?

THE GENERATIVE CURVE

*Opportunity for
Generative Work*



Opportunity to influence generative work declines as issues are framed and converted into strategies, plans, and tactics.




Taking Action



Demand and invest in the
financial literacy of the
entire leadership (board
AND staff)

{ 1 }



Normalize the assumption of
profit.

Many community-based nonprofits
achieve profitability—that is, consistent
annual surpluses—through a mix of
earned and donated income.

{ 2 }



Name, know, and study
the performance of
business lines.

{ 3 }



Be a collaborative partner with staff and fellow board members.

{ 4 }



Apply your strengths and talents AND know your limits and weaknesses.

{ 5 }



Know your nonprofit
*business model and your
lines of business*

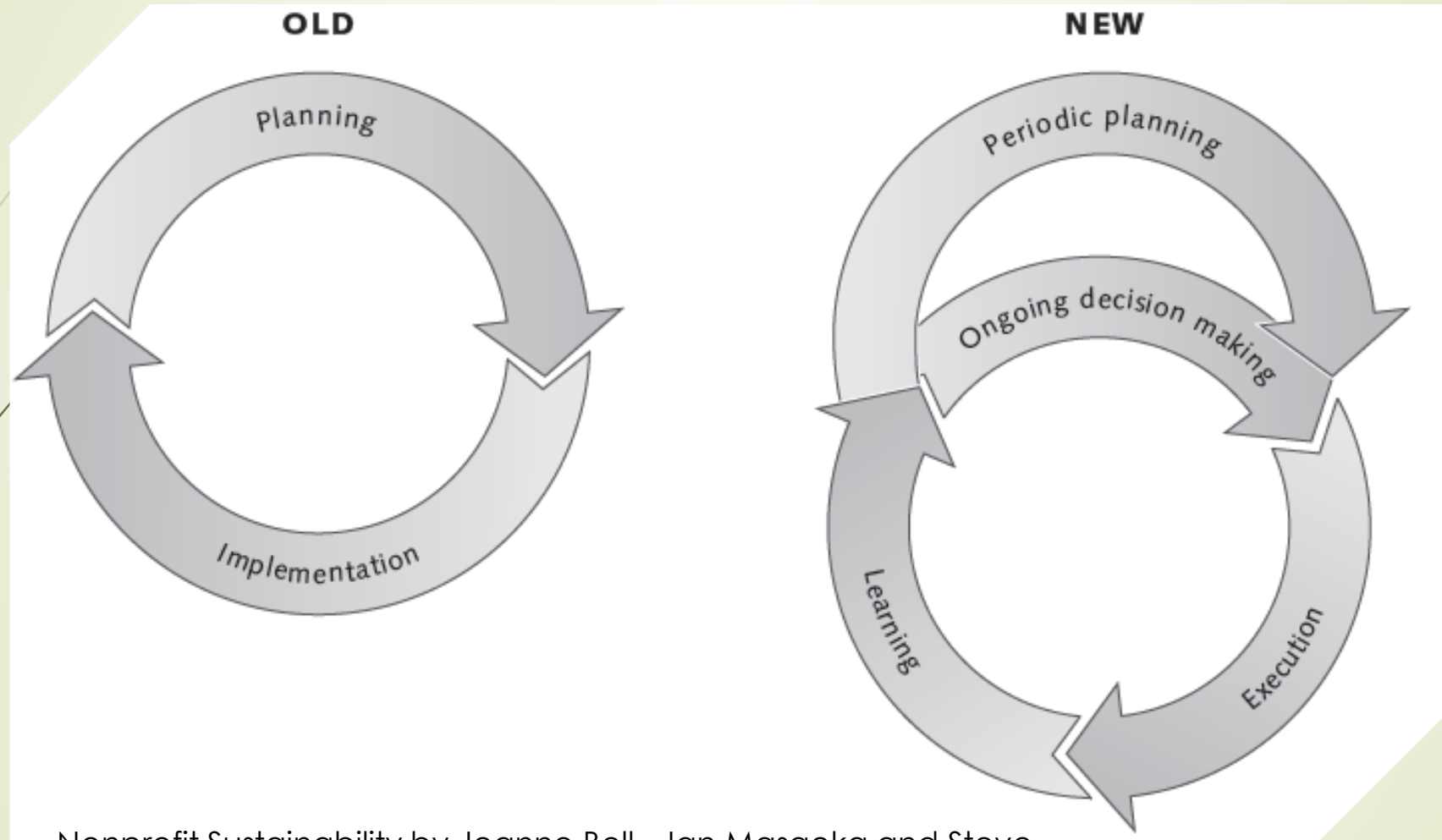
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Shift from episodic
planning to real-time
***strategic decision-
making.***

{ 7 }

Re-think Planning



- Nonprofit Sustainability by Jeanne Bell , Jan Masaoka and Steve Zimmerman



Focus on the *fifth, sixth, seventh* quarter.

{ 6 }



Develop an
understanding of
program/organizational
evaluation.

{ 7 }



Photo credit Angie Babbit Flickr

Nonprofit Evaluations

- **Outputs:** These are the activities done by the nonprofit.
- **Outcomes:** These are the observed effects of the outputs on the beneficiaries of the nonprofit.
- **Impact:** This is the degree to which the outcomes observed by a nonprofit are attributable to its activities.



Photo credit Andrew Schwegler flicker



Your Wicked Question

How can I participate in strategy
and sustainability . . .

AND NOT . . .

have deep programmatic or
financial expertise?

Stay
connected

Sending you
resources

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