



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

Nelson Layag
**Nonprofit Coaching,
Consulting, and Leadership
Development**

www.nelsonlayag.com

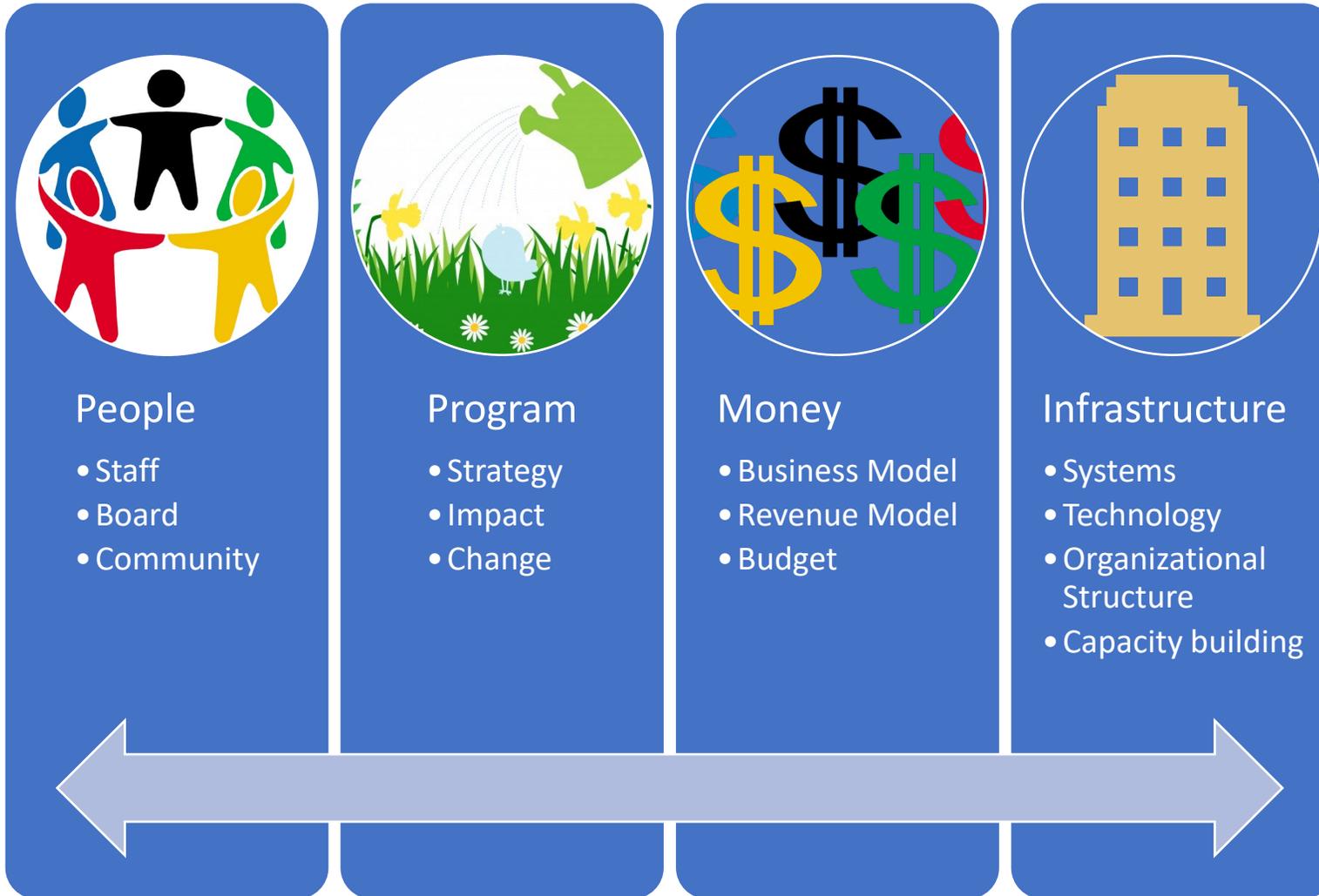
NelsonL@Layag.com

WHAT IS SUSTAINABILITY?



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

The Four Pillars of Sustainability



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

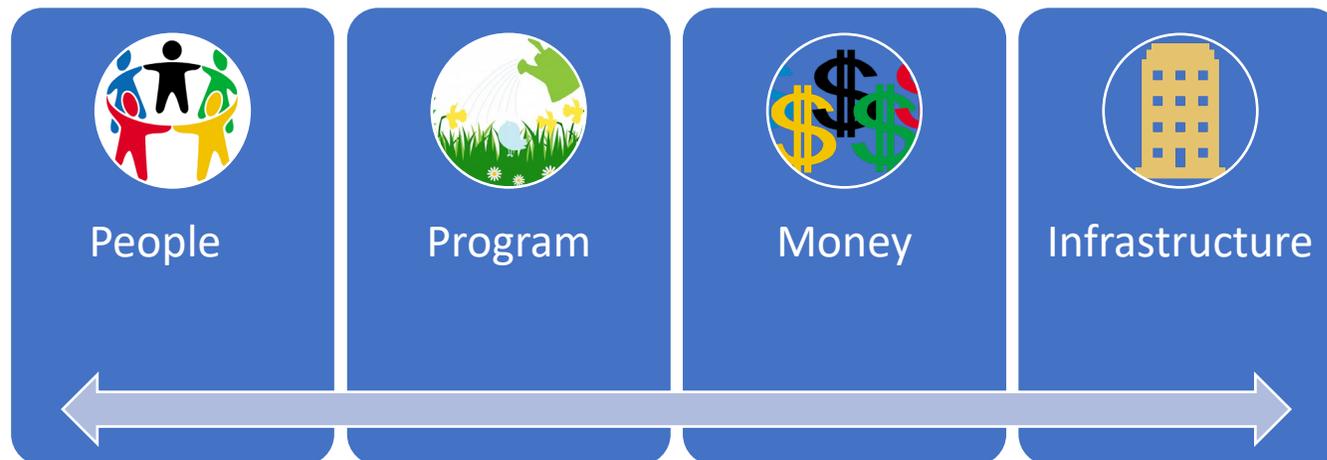
The Four Pillars of Sustainability

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

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

People drive exceptional programming AND support financial results AND builds 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

Case Study



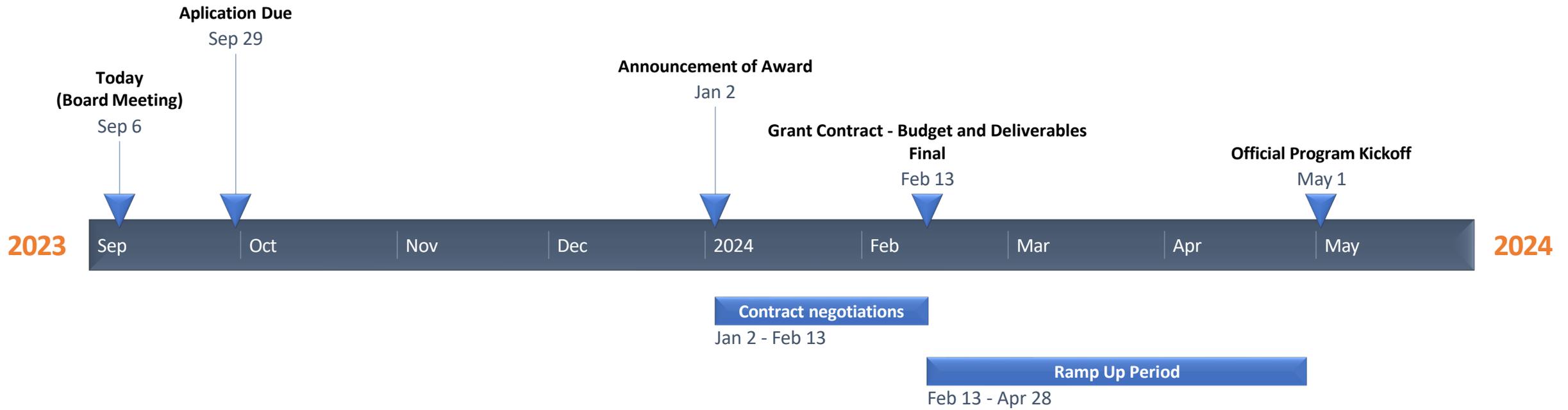
Take 1 minute to review the case study.



2. Go around and everyone gets **1 minute or less** to make an opening comment or reaction (please take turns keeping time)



3. Open discussion – make sure you make space for each other.



Introducing your board (role play)

Nelson Layag as CEO

Board Members:

Board Chair:

“ . . . Next agenda item at the board meeting is Federal Grant Opportunity for National Work (20 minutes) – Nelson will present and board discussion.”

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 }

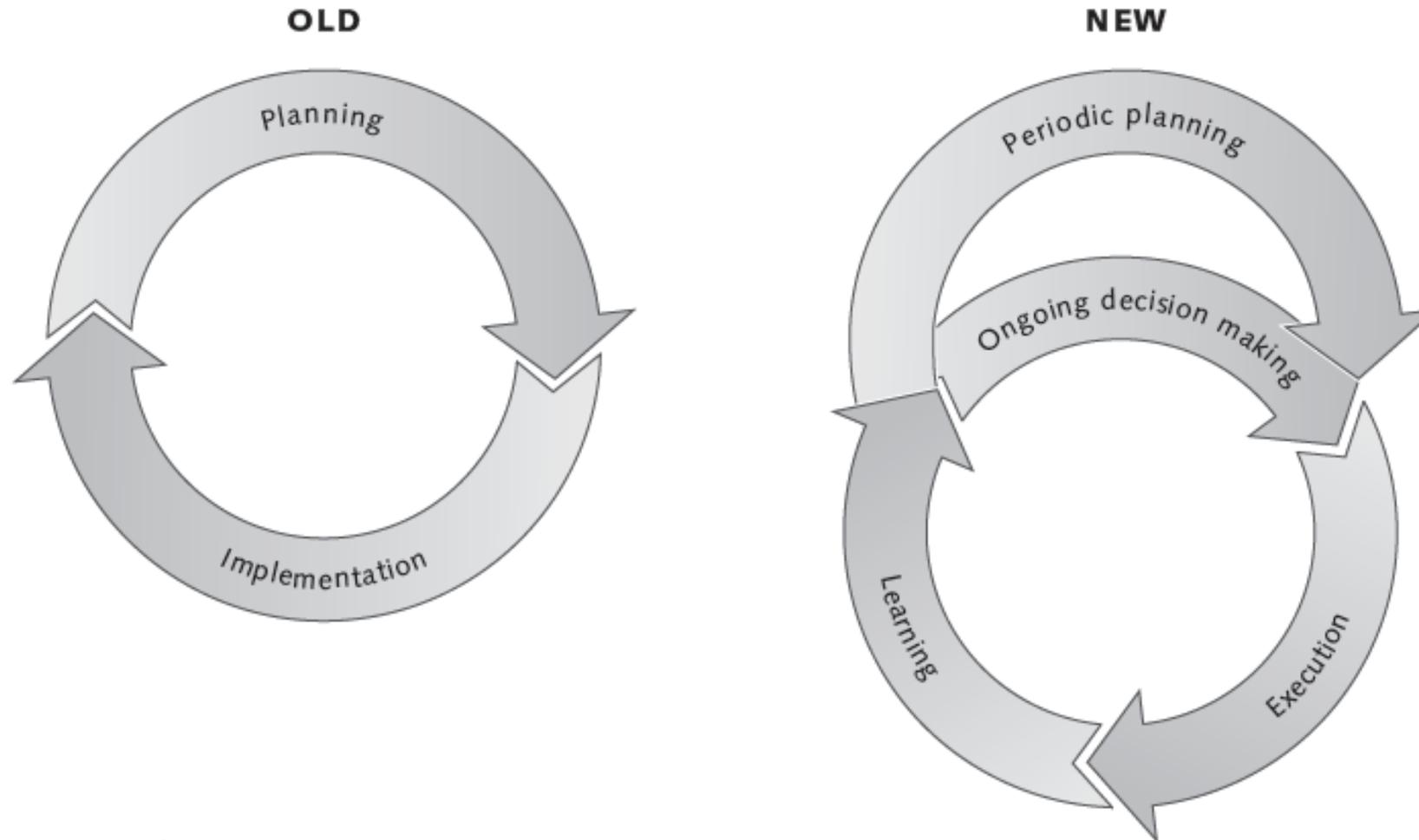
Know your nonprofit *business model and your lines of business*

{ 6 }

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 }



Your Wicked Question

How can I participate in
strategy and
sustainability . . .

AND NOT . . .

have deep programmatic
or financial expertise?