

Board Development & Fundraising

*A Report Prepared for Pacific Autism
Alliance (PAA)*

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Spring 2022

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EXECUTIVE SUMMARY

At the request of Pacific Autism Alliance (PAA) and as part of the University of Utah's Public Administration program, we present the following report on nonprofit capacity building initiatives. The intent of this report is to provide PAA with nonprofit board development and fundraising guidelines and recommendations to guarantee the success of their activities and the eventual growth of the organization, if at all a goal of the organization.

These recommendations were developed through a review of literature, a review of best practices being implemented by organizations similar to Pacific Autism Alliance, and through interviews conducted with relevant, local community organizations. From these findings we propose the following recommendations to PAA:

Building your Board:

1. Outline a development strategy that includes what skills would be beneficial in potential board members. Be deliberate.
2. Decide on a method of recruitment. Look beyond your circles to candidates who bring diversity of thought and skills but also share a passion for your work. Consider community leaders and professionals who will help to link your organization to their networks and to sources of funding.
3. Have your board members be trained in board governance and institute policies early on that will set a professional standard for board operations and financial oversight.

Fundraising: Grants and Partnerships:

1. Apply for both grants referenced in Appendix E
2. Continue with the Westside Leadership Institute and take advantage of the services and grant offerings through University Neighborhood Partners.
3. Use the Potential Partnerships table (Appendix B) to create important connections and professional alliances.

Social Media Fundraising:

As a board, come up with a well-defined social media marketing/fundraising campaign. Make sure that each post aligns with your goals, mission, and organizational voice.

1. Make a video explaining the mission and vision of PAA that potential donors and followers will see. Update followers with tools like Instagram or Facebook Live. Stories are powerful and video is a great way to impact your audience.
2. When you are creating narratives on social media, consider firstly the impact on those you serve and make sure those narratives are respectful. Highlight both the strengths and challenges of autism (appendix F).
3. Add a donation button to your Facebook and other platforms (See Appendix D)
4. Make use of the Birthday Fundraiser tool on Facebook
5. Start an Instagram to broaden your audience. Your Facebook posts can be set to automatically generate an Instagram post.
6. Expand your audience by connecting with other organizations over social media. Linking to other accounts will expand your influence and collaborating with others will grow your following.

INTRODUCTION

After interviewing the founder of the Pacific Autism Alliance (PAA), our team identified two areas of need. Because the organization is growing, there is a great need for board development. All nonprofits are in need of a strong board, with diverse members who bring different skills and experience to the table. Research shows a strong, diverse board will be able to lead the organization to successfully achieving its mission and vision. To help PAA with board development, we researched both how to find qualified and diverse people for the board, as well as the critical skills board members must have. The other area of need we identified was fundraising. Both traditional sources like grants, as well as more modern strategies of social media fundraising are encouraged. Diversifying the funding sources of the organization will build its capacity to fulfill its mission.

With this in mind, we address four themes:

Board Development:

- Theme 1: Finding Qualified/Diverse People for the Board
- Theme 2: Critical Board Skills and Operations

Fundraising

- Theme 3: Fundraising with Grants and Partners
- Theme 4: Social Media Fundraising

The following section explains the design of our study. We used current literature as well as empirical evidence to reach our conclusions. All four themes are explored in a literature review, a review of best practices and the concluding professional recommendations. Appendices follow with many resources and data to support claims made.

It is our hope PAA will be able to implement our recommendations and improve their capacity to achieve their mission.

RESEARCH DESIGN AND METHODS

This research is based on literature review using peer reviewed sources and empirical research of best practices. The empirical research comes from personal interviews with board members of relevant and local non-profit organizations as well as secondary data sources. Web searches were used to identify relevant literature and potential partners. Our research focuses on nonprofit board development (recruiting and skillsets and fundraising (through grants, partnerships and social media campaigns).

Literature Review: *See References for a full list of sources*

- Boardsource 2021 Index of Nonprofit Board Practices *Leading with Intent*
 - *Numerical Data Analysis*
- Boardsource 2019
- The Bridge Span group
- Understanding Nonprofit Organizations: Governance, Leadership, and Management by Ott

Empirical Research: Conducted through interviewing local non-profit board members and reviewing secondary data sources:

- Interview with Latino Behavioral Health Services Board member
- Interview with Rite Passage Board Director
- Interview with Future Scholars of Africa
- Secondary Data Source: 4aGoodCause
- Secondary Data Source: University of Chicago Booth School of Business
- Secondary Data Source: McKinsey & Company

Web Search:

Web searches were conducted using keywords “autism”, “autism & Utah”, “pacific islander & autism”, “fundraising”, “social media & fundraising”, “nonprofit board”, “board development”, “nascent nonprofit”, “board & recruit”, “Polynesian and Utah”, and “autism grant” to identify potential partners and literature review sources.

LITERATURE REVIEW

Researchers in the nonprofit sector have identified key strategies to improve an organization's board composition and competencies. This literature has been critically examined and reviewed. It is broken down into four key themes. First, it can be concluded that finding and recruiting diverse people to serve on the board is a critical step in building the leadership of the organization. Additionally, board members should have skills ranging from financial and fundraising experience to grant writing capabilities. The third theme focuses on traditional means of fundraising like grants to build the capacity of the organization. The literature review concludes with a look at how social media fundraising is changing the industry and how different platforms support the sector.

Theme 1 - Finding Qualified/Diverse People for the Board

Recruiting your board is part of creating a strong foundation for your organization. Your board should embody the mission of PAA and should be chosen to represent the needs of the people you serve. Taking the time to recruit qualified and diverse board members will increase the social capital of your organization. It is natural to allow anyone who wants to be involved to serve on the board, but the literature suggests the importance of intentionally choosing your board with your long-term goals in mind.

When building your board, consider how the organization will fulfill the needs of the community. The current board can take inventory of their expertise and design a strategy for recruiting new members who will be trustworthy and committed to the mission of the organization (Board Source, 2019).

These new members may come from:

- Circle of friends and neighbors
- Professional and business contacts
- Other nonprofits
- Professional associations
- Major corporations and their community outreach programs
- Local businesses
- Local nonprofit support organizations, United Way chapters, or community foundations
- News or printed media featuring community leaders

According to 2021 research by Board Source, most Non-Profit organizations put medium to high priority on the following characteristics when recruiting new board members (see Appendix A)

Listed in order of Priority:

1. Passion for the Mission
2. Desired Skills or Professional Occupation
3. Reputation and/or Networks within the Community
4. Knowledge of the Communities Served
5. Knowledge of Organizations Work or Field
6. Access to a Network of Potential Donors
7. Demographic Characteristics
8. Membership within the Community Served
9. Ability to Contribute Financially to the Organization
10. Reputation/Networks with Key Decision Makers

With your long-term goals and priorities defined, the literature agrees that it is valuable to search for new and diverse board members. Diversity will help your organization navigate innovative ideas, troubleshoot challenges, and lead community initiatives. Diversity also comes in many forms. Recruiting board members from different cultural and racial backgrounds is key, but so is finding people with diverse socioeconomic backgrounds, professional experience, and education (Block, 2016). The different experiences and knowledge these people will bring to the board will make the organization stronger and more adaptable. You may find that a homogeneous board is generally easier to work with and that agreements will be reached faster. However, if your board is composed of people of diverse backgrounds, long discussions and disagreements may be common. This is good! Better, more meaningful solutions and innovations will be found and that can make a world of difference in the efficacy of the organization.

Theme 2 - Critical Board Skills and Operations

Having the right people in place on the board is important for many reasons, but research shows that the skills that affect the board's impact on the organization the most are those related to financial oversight. Lack of financial oversight on your board has the greatest potential to negatively impact your organization (*Board Leadership Research - BoardSource, 2021*). Passion for the mission and community connections are key characteristics, but without effective financial oversight your organization cannot grow into its vision. Nascent nonprofits are particularly vulnerable to poor financial management because of the “liability of newness” and the lack of resources and

expertise (Andersson, 2018). In the beginning phases of your nonprofit, it is natural to focus on the mission and not the finances, but the research shows that your impact as a board will be magnified as you deliberately see board members with the capacity to:

1. Provide Financial Oversight
2. Lead the Organization's Strategy
3. Establish Trust with the Community
4. Raise the needed funds
5. Influence decision makers on policy

(See Appendix A) (*Board Leadership Research - BoardSource, 2021*)

With the board's role in financial oversight in mind, it is also expected the board actively work to improve the financial standing of the organization by organizing fundraisers, finding and acquiring resources, and contributing financially themselves (Block, 1998). It is clear to potential board members that there will be a significant time commitment involved; however, most organizations encourage anonymous giving by all board members. This builds a culture of giving. To further improve the financial standing of the non-profit, board members are often encouraged to reach out to their own networks to not only improve the visibility of the organization and promote its mission, but to also solicit funds. Most organizations will elect a treasurer who will handle the funds and allocate them responsibly. As the organization grows, it is common to create a finance committee to manage the money in ways that will advance the mission and vision, as well as enhance the capacity-building efforts of the non-profit.

Another skill needed for effective board governance is the ability to collaborate and work cohesively as a team. While we discuss the importance of having a diverse team composed of experts in one field or the other, we must also consider the challenges that come with such a team. According to an article published by the Harvard Business Review, such criteria often "make it hard for teams to get anything done." So while those qualities are an advantage for any organization, it can also be a disadvantage as some studies show that members of such teams are "less likely to share knowledge freely, to learn from one another, to shift workloads flexibly to break up unexpected bottlenecks, to help one another complete jobs and meet deadlines, and to share resources—in other words, to collaborate" (Gratton & Erickson, 2007). Therefore, it becomes crucial for organizations to build collaborative teams that will be more likely to share those important resources with other members of their team to get work done.

Theme 3 - Fundraising with Grants and Partners

Fundraising is one of the main problems that nascent nonprofits face (Andersson, 2018). To the extent that you can secure funding for your organization early on, you can focus more time and energy on advancing your mission and helping your constituents. Autism Spectrum Disorder is one of the fastest growing diagnoses in the country and is especially high in Utah (UAI State Plan, 2017). Because of the growing awareness and number of cases in Utah's population, there is an increase in availability of government grants.

“Applying for and acquiring grants can be a tricky process. Grants available at the federal level can be found at [Grants.gov](https://www.grants.gov). Grants available at the Utah state level can be found at utahgrants.utah.gov. You can also search for foundations locally or use an online subscription directory. UNA Members have access to [GrantStation](https://www.grantstation.com), an online grant database, at a discounted rate. (*Utah Nonprofits Association - Nonprofit FAQs, 2020*)”

Research shows that in cross-cutting issues like autism in the Pacific Islander population, community alliances can increase your capacity and strengthen your viability through issue linkage (Wymer & Samu, 2003).

Grants are opportunities to secure vital funding for your organization, but each grant comes with rules and guidelines. When applying for governmental funding, the literature advises that it is important that the funding aligns with the mission of your organization and that it is feasible to comply with and to fulfill all obligations (Cole, 2016). An important part in this process is to ensure you have board members or staff with the skills and experience necessary to write the grant applications. Securing a person with this skill will be an asset to the organization. Echoing back to securing diverse board members, grant writing should be a sought-after skill as the organization is strategically built.

Potential partners and sources of funding may include local corporations. Philanthropists agree that collaboration with these partners is essential and corporations agree. More corporations are teaming up with nonprofits and this can be a powerful tool for any organization. A recent Conference Board survey concluded that for approximately “ $\frac{2}{3}$ of large North American corporations, using philanthropy to advance their business goals is a top priority.” This is especially because with a nonprofit partnership, these corporations can lead to real social change and positively impact their image to the eyes of the public. (Ferry, 2020)

Theme 4 - Social Media Fundraising

For decades, social networking has been a key aspect of organizational fundraising, so it is natural that as the metaverse evolves social media networking has become a primary means for connecting organizations with potential donors. The literature is clear that most nonprofits use social media for fundraising and that having a defined social media strategy is reported to increase donations.

Academic research indicates that the main benefits that nonprofits get from using social media for fundraising include:

- Increased transparency and accountability
- Operational involvement and engagement
- Improved organizational image

The benefits of social media fundraising on your organization's image may have mixed outcomes depending on the effectiveness of the campaign (Di Lauro et al., 2019).

The literature also recognizes the difficulties nonprofits have faced in a time when organizing in-person events are challenging or not possible. Social media fundraising has grown in importance and is a great way these organizations can diversify their funding. Forbes explored the most popular platforms to aid fundraising (Tabas, 2021).

- **Facebook:** This platform still has the most users, making it the most popular choice. Keeping posts short and sweet as well as using hashtag are strategies to help your posts be seen and shared.
- **YouTube:** As is the case with all platforms, video is quickly becoming the preferred way to consume content. Short, engaging videos will quickly build a following and are more likely to get shared than text-posts.
- **Google for Nonprofits:** Having an account with Google for your nonprofit allows you to seamlessly raise money on platforms like YouTube within the platform. In an effort to assist nonprofits, YouTube allows you to run fundraisers, collaborate with other creators to promote the fundraiser, and collect business pledges.
- **Instagram:** This is a great choice if an organization's target audience is younger. Naturally, video is also booming on this platform. Stories and Instagram Live allow an organization to build close relationships with their audience. A Donation button can also be added,

Adding to what has been said above, a study showed that the famous 2014 “Ice Bucket Challenge” campaign generated donations of approximately US\$220 million within a few weeks of its launch. While these campaigns and others like them constantly serve as a tool to explain the link between social media usage and fundraising success, there seems to be a considerable gap in the evidence base in the context of a growing, international trend in fundraising: online Giving Days. Promoted through the Twitter platform using “#GivingTuesday,” in 2016 this 24-hour campaign raised over US\$168 million in charitable donations worldwide, an increase of 44% compared to the previous year (Bhati & McDonnell, 2019). So, knowing that nonprofit supporters around the world have been adopting the use of social networking in their daily lives is just as crucial as understanding that the use of these social networks have a significant impact on any type of fundraising activity as studies show an increase in fundraising through social media to 40% (Barry, 2011). (See Appendix C)

REVIEW OF BEST PRACTICES

With so much information, literature, and research in the field of nonprofits, it is helpful to explore what organizations similar to PAA are doing. These best practices can help guide the organization through challenges and new opportunities. In regards to the report’s four main themes, interviews and secondary data were collected and analyzed to understand the best way to address these issues. The following are the key takeaways on best practices.

Theme 1 - Finding Qualified/Diverse People for the Board

Latino Behavioral Health Services

Latino Behavioral Health Services has been able to provide needed mental health services to the Latino community. The organization started as a passion project of concerned women and has developed considerably in the decade since they started. The board member we interviewed expressed that the organization could have an even greater impact if the board was more professionalized and had a development plan early on. He noted that there was not initially a recruitment plan for qualified board members and that could have really helped in the growing stages. The board is very connected to its constituency, because it is made up of those who run the organization and/or work for the organization. This has advantages and disadvantages. The board decisions always prioritize the people served by LBHS which is important. One of the challenges though has been that the board is so involved with the day-to-day micro needs of the organization that they cannot always step back and make big-picture goals.

It would be advantageous to the organization to:

- Strategically recruit board members who don't have a conflict of interest and who can focus on long-term growth.
 - This may include professionals or policymakers with a passion to serve the Latino community.
- Rotate board members every few years to disburse power and facilitate growth.
 - Founders or others who want to continue to serve the organization in the long term but have reached the limits of their term may be placed on an advisory committee.

YMCA Metropolitan Chicago

The University of Chicago Booth School of Business has surveyed and researched the traits that contribute to effective board members. They interviewed the president and CEO of the YMCA Metropolitan Chicago, Dorri McWhorter, who addressed finding and building leadership at various points in the nonprofit's lifespan or what she calls "maturity" (Conick, 2022). She describes the process from a volunteer perspective and how a volunteer's skills should be able to support and meet the organization where it is. In order to build a qualified board, McWhorter believes board members should immerse themselves in the culture of the organization, ask a lot of questions, and really be open to learning all they can. She recognizes the diverse backgrounds of people are valuable, but they may be unfamiliar with the sector. A prospective board member should show significant interest in the scope of the organization's mission and view themselves as partners-in-change. She also speaks about diversity, equity, and inclusion (DEI) initiatives. The board members should continue to seek out DEI opportunities to improve the internal organization as well as the community they are serving.

Rite Passage

Rite Passage has been able to mentor students on the autism spectrum as well as those facing challenges with their families, to prepare them for adulthood. While this organization has only been around for three years, it has worked hand in hand with the families of these students they serve. While building this organization, their focus was a need which was not filled in the community. Many neurodiverse (living with autism or any other condition) students historically struggle due to learning disability. While some parents are able to get the help they need, others may not have such resources. The board of directors at Rite Passage is composed of experts in the fields of mental health, psychology, and clinical treatment. This collaboration was established after three friends

with experience came together to create an organization that would provide support to adults living with autism and other conditions which prevent them from being successful in their adult life. A need they felt was not being met at treatment centers.

Theme 2 - Skills a Board needs to have and how it operates

Latino Behavioral Health Services

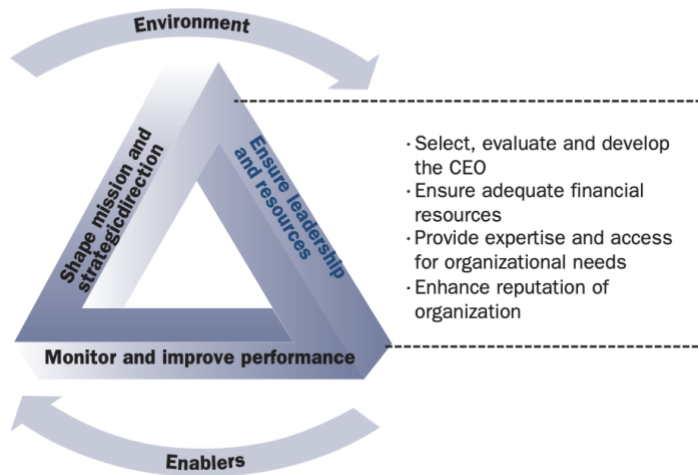
Latino Behavioral Health Services started their board when they got their nonprofit status. In the beginning the board was the founders, full of passion and mission. As they grew, they added others to the board. One important asset to the board was a member who had previously been an accountant and provided skills for financial oversight. Several years into their work, LBHS recruited two board members with professional skills that helped to diversify the board and added important linkage. One of the new board members was a mental health professional who was skilled at research and provided needed data. This data was useful in grant applications to show the impact and relevance of the organization. The second board member was a professional in nonprofit management and brought added value by making recommendations on ways to professionalize the board and create development goals and strategies. He offered the following advice based on his experience.

- In recruiting board members, create a strategy where specific skillsets are identified for ideal board members.
- You may recruit in many ways, usually in informal and organic settings. One option would be to send out a request on your social media for those interested in serving on the board.
 - This request could be accompanied by a document that the potential board member would fill out to identify their skills, schedule, and reasons for wanting to serve on the board.
- It's important to conduct a screening interview, either formally or informally
- If the potential member meets the recruitment criteria their name and qualifications will be presented to the other board members for a vote.

Dynamic Boards - McKinsey Interview

In 2003, McKinsey & Company interviewed 32 of the nation's top board chairs about what skill a board needs to have in order to operate effectively. They sought to find the best practices that set the board up to be a dynamic leader of the organization, capable of handling unforeseen challenges and opportunities. The board is also crucial in ensuring there are adequate financial resources (McKinsey, 2003).

Key responsibilities in ensuring leadership and resources



McKinsey interviewed the co-chair of the International Rescue Committee who stresses the board's ability to individually contribute to the financial needs of the organization, as well as their role in finding funding from other sources. A good board will host trainings and workshops for new board members to help them become more comfortable with fundraising strategies.

Rite Passage

With creating Rite Passage and working with numerous families, Communication has been key. As the organization was starting, the board felt that communicating daily was crucial to the success of all their activities. Despite the occupations that each member has, they made it a priority to check in daily, share resources and assign daily tasks, in order to cover all aspects of their work with the organization. Today, with the success the organization has achieved, not only with parents but even with community partners, the organization receives referrals from former clients and professionals.

Theme 3 – Fundraising: Grants and Partners

Latino Behavioral Health Services

LBHS owes its growth and success in large part to funding partners and grants. Their first grant/partner was through University Neighborhood Partner. UNP provides services to help connect new nonprofits to the greater professional community. One of the founders of LBHS is also the associate director at UNP, which is an example of why networking is key in this work. The linkage is so important.

UNP offers the opportunity to apply for a micro-grant which can be applied to start-up and capacity building. They offer guidance on accessing and writing grants and many other useful skills for a nascent non-profit. UNP helped LBHS to launch and connect to important partners such as NAMI (the National Alliance on Mental Illness).

PAA is very similar to LBHS in that it is addressing a health need for a specific subset of the population. It is tempting to use every bit of grant money towards serving families in need but a lesson learned from LBHS is that by linking to community partners and using grant money to build capacity and hire/train staff you will in the long run be in a position to manage large grants or endowments and be able to help so many more people. Put the time and money into preparing the soil, and planting seeds at this stage of development and your fruits will multiply.

The interviewee emphasized that LBHS came to a point in their development, and most organizations do, where they had to decide whether they wanted to face the reality of continued growth, or remain a small support group. They chose to build capacity and growth and though they still offer peer to peer resources, they also offer professional counseling services. Many of their clients and early staff members have been able to receive training and education that qualifies them to participate as paid employees in a setting where they are passionate and living with purpose.

LoveToKnow Charity Interview with Waddy Thompson

Waddy Thompson wrote *The Complete Idiot's Guide to Grant Writing* had some great insights on ways to locate grant funding. Starting from previous funding sources, look outward from there. While exploring, reach out to similar organizations in the area or organizations that have funded projects similar to yours. Thompson also suggests two databases to find grants.

- Foundation Center - foundationcenter.org/
- GrantStation - grantstation.com

Both sites offer newsletters to inform nonprofits about available and upcoming grants.

Thompson also encourages the budget to be well thought out when applying for grants. The trustees are going to want to choose the best organization to give the money to and they will do their due diligence (Gormandy White). Follow the instructions and formulate the application exactly as they request. Make sure your organization is able and willing to fulfill the goals of the grant. Misalignment can mean your proposal is not chosen.

Future Scholars of Africa

FSA has been able to provide academic resources to Utah students who have immigrated from various African countries. This organization is counted as one of the fast-growing NGOs in the State of Utah. Today the organization counts close to 10 highly-skilled board members but it owes its success to its many partners. From banks to Utah businesses and colleges, the board members have made sure to choose partners who not only believe in their vision but who are also convinced by the work being done for the community. These partners have often donated books, scholarships, electronics, free tickets to some community events and they have also sponsored the entirety of the FSA events from the food to the paying performers during their events.

Theme 4 - Social Media Fundraising

How Nonprofit Organizations Use Social Media for Fundraising: *International Journal of Business and Management*

Best practices point to the building of relationships with your audience through an impactful story. Your story encompasses the mission and vision of your organization in a way that is authentic, relatable, and respectful of those you represent. Nonprofit organizations can use social media fundraising campaigns as a way to emotionally connect to their donors. This connection is strengthened as the organization:

- Harmonizes their fundraising campaign with the organization's voice and tone, which should be clear and consistent
- Enhances an image of friendliness and trustworthiness
- Provides narratives about their activity and human-interest stories.

(Di Lauro et al., 2019)

"One of the best ways to increase understanding and acceptance of autistic people is by sharing their stories. Each week throughout April, or World Autism Month, we're sharing a glimpse into the life of autistic people and their families. (Autism Speaks Twitter April 12, 2022)

Storytelling in the Digital Age - 4aGoodCause Interview

Julia Campbell, author of *Storytelling in the Digital Age: A Guide for Nonprofits*, was interviewed by 4aGoodCause about how social media can be leveraged to increase donations. She focuses her research on modernizing marketing strategies for the social sector and finding innovative ways for nonprofits to grow. She explains that nonprofits do not need a presence on every platform and in fact, should strategically choose the ones they do use (Campbell, 2018). Creating a social media strategy that compliments the organization's other media like website and email list is crucial in creating a go-to

resource for the people they serve. It is a two way street. Social media and followers should help an organization, and an organization should be a valuable resource for information that helps the people they are trying to reach. The best way to do that, Campbell argues, is to tell stories. Storytelling with pictures and video help nonprofits show their donors and followers who or what the money helps. The story that is told and the message should be in line with the nonprofit's mission and vision. It can create an emotional response and motivate people to donate or get involved.

“Donors want to know two things from nonprofits: 1) What did you do with my money? 2) Did it make an impactful difference on a problem that I care about? This is a main factor leading to shamefully low donor retention percentages. Nonprofits tend to only give donors information that the nonprofit wants them to hear – not the stories that the donor is interested in” - Julia Campbell, 2018

PROFESSIONAL RECOMMENDATIONS

Building your Board:

4. Outline a development strategy that includes what skills would be beneficial in potential board members. Be deliberate.
5. Decide on a method of recruitment. Look beyond your circles to candidates who bring diversity of thought and skills but also share a passion for your work. Consider community leaders and professionals who will help to link your organization to their networks and to sources of funding.
6. Have your board members be trained in board governance and institute policies early on that will set a professional standard for board operations and financial oversight.

Fundraising: Grants and Partnerships:

4. Apply for both grants referenced in Appendix E. **Note upcoming deadlines.** These are low-hanging fruit for funding and are not complicated applications. If you are awarded both of these grants at \$5,000 each you will already reach your annual fundraising goal of \$10,000.
5. Continue with the Westside Leadership Institute and take advantage of the services and grant offerings through University Neighborhood Partners.
6. Use the Potential Partnerships table (Appendix B) to create important connections and professional alliances. Be creative. You may reach out digitally, connect at events or even host a FEAST for possible partners and/or donors.

*Note: Colin Kingsbury from the UDOH seems to be an important resource, expert and advocate for autism spectrum disorder in Utah.

Social Media Fundraising:

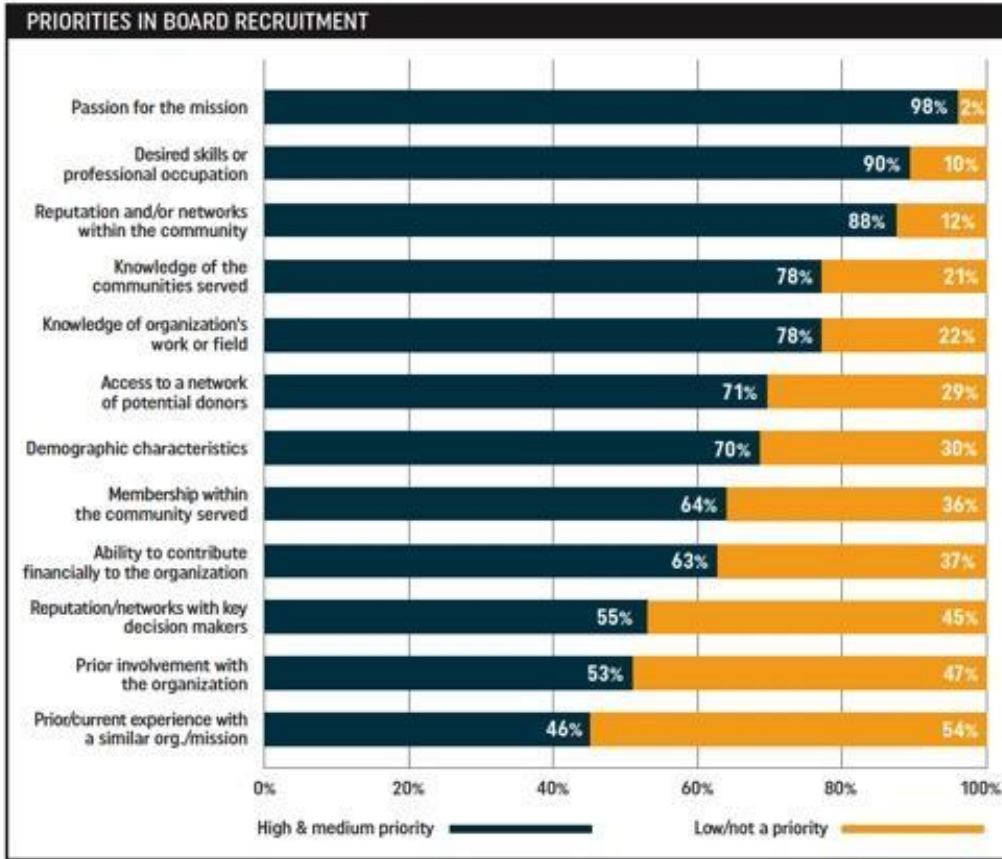
As a board, come up with a well-defined social media marketing/fundraising campaign. Make sure that each post aligns with your goals, mission, and organizational voice.

7. Make a video explaining the mission and vision of PAA that potential donors and followers will see. Update followers with tools like Instagram or Facebook Live. Stories are powerful and video is a great way to impact your audience.
8. When you are creating narratives on social media, consider firstly the impact on those you serve and make sure those narratives are respectful. Highlight both the strengths and challenges of autism (appendix F).
9. Add a donation button to your Facebook and other platforms (See Appendix D)
10. Make use of the Birthday Fundraiser tool on Facebook
11. Start an Instagram to broaden your audience. Your Facebook posts can be set to automatically generate an Instagram post.
12. Expand your audience by connecting with other organizations over social media. Linking to other accounts will expand your influence and collaborating with others will grow your following.

APPENDIX A: BOARDSOURCE LEADING WITH INTENT 2021

Board Recruitment Priorities and Approaches

Leading with Intent invites respondents to share what is important to them when searching for new potential board members. Level of importance is not a forced ranking, which means that all areas could be considered "high priority" by respondents. This makes those areas that are rated as low – or lower – priority of particular interest:



Do you have the right people for...		Board's Impact on the Organization:	
		Positive	Negative
Leading the organization's strategy	Right people	83%	3%
	Not the right people	72%	10%
Establishing trust with the community served	Right people	86%	4%
	Not the right people	71%	8%
Raising the funds needed	Right people	87%	3%
	Not the right people	75%	7%
Influencing decision makers on policy	Right people	88%	2%
	Not the right people	75%	7%
Providing financial oversight	Right people	84%	2%
	Not the right people	48%	26%

APPENDIX B: POTENTIAL PARTNERS

Organization	Mission	Role	Contact Information
Autism Council of Utah	The Autism Council of Utah is an independent council working to foster collaboration, communication, and learning among families and agencies. Our aim is to promote access to resources and responsible information for individuals of all ages who have, or are affected by autism, or related conditions. The Council will accomplish this by supporting statewide partnerships to collaborate on special projects, research, and training.	Potential Community Partner	<p>780 Guardsman Way Salt Lake City, UT 84108</p> <p>Email: autismcouncilofutah@gmail.com</p> <p>WEBSITE http://www.autismcouncilofutah.org</p>
Utah Pacific Islander Health Coalition	The mission of the Utah Pacific Islander Health Coalition is to reduce health disparities and increase access to affordable and culturally responsive wellness services for Utah Pacific Islanders.	Potential Community Partner	admin@upihc.org (385) 274-7121
Autism Speaks	Autism Speaks funds research and services. Our science funding seeks to be a catalyst for research breakthroughs that improve lives today and deliver a spectrum of solutions in the years ahead. Our funding to service providers focuses on programs that provide people with autism with social and educational experiences. We also provided limited funding for individuals and families in financial need due to a catastrophic life event or natural disaster.	National Organization for all things Autism: Resources, Education, Research, Grants	1-888-AUTISM2 1-888-288-4762 help@autismspeaks.org

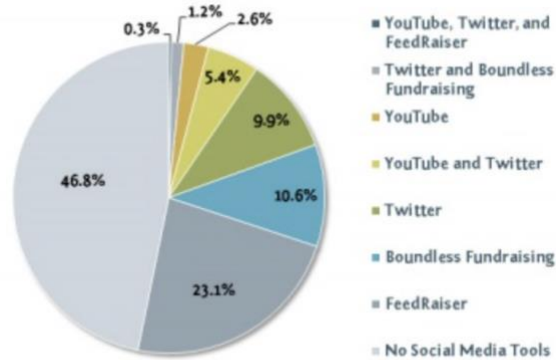
Organization	Mission	Role	Contact Information
Autism Systems Development Program, Utah Department of Health	The Autism Systems Development Program seeks to advance, educate and empower the lives of individuals affected by autism spectrum disorder (ASD) in Utah by monitoring occurrence, reducing the age at first diagnosis, referring to services, facilitating research, and providing education and outreach.	Potential Community Partner Colin Kingsbury seems to be a key community resource for Autism. He might be a great resource for many things, including ideas for board recruitment and grants.	(385) 310-5238 Colin Kingsbury ckingsbury@utah.gov
Utah Department of Health, Office of Health Disparities NATIVE HAWAIIAN & PACIFIC ISLANDER HEALTH	The Office of Health Disparities (OHD) is committed to a vision where all people have a fair opportunity to reach their highest health potential given that health is crucial for well-being, longevity, and economic and social mobility.	<u>Demographic profiles</u> of Utah's racial and ethnic populations <u>Data and reports</u> about diverse populations <u>Resources for providing culturally and linguistically appropriate services</u> <u>Online training videos and resources</u> for professionals and communities	Email: disparities@utah.gov Mailing Address: P.O.Box 141000, Salt Lake City, UT 84114
Pacific Island Knowledge 2 Action Resources (PIK2AR)	Pacific Island Knowledge 2 Action Resources (PIK2AR) is an asset-based community organization whose mission is to help Utah's Pacific Islander communities flourish through providing culturally-relevant resources, opportunities and services to help build alliances, bridge communities, and provide opportunities.	Community Bridge Domestic Violence Resources	801-793-4639 info@pik2ar.info

Organization	Mission	Role	Contact Information
The Mellon-Pasifika Research Fellows program	The Mellon-Pasifika Research Fellows program is key to the development of Pacific Islands Studies at the U. The Pacific Islands Studies Initiative at the U is working to build a fertile, mutualistic relationship between Pacific Islander communities and the U with attention to the intersection of Indigeneity and Diaspora.	Possibly a research resource at the U	Data from the U: https://transform.utah.edu/pi-studies/mellon-pasifika/
Pasifika Autism Support Group (PASG)	New Zealand Based group offering resources and support to Pasifika parents.	Pasifika specific resources and support	http://www.asdpasifika.org.nz/
URADD Utah Registry of Autism and Developmental Disabilities	The goal of URADD is to determine the number and characteristics of persons in Utah with autism spectrum disorder (ASD) and other developmental disabilities (DD). URADD uses a passive, population-based system to identify persons with ASD based on a community medical diagnosis of ASD and/or an autism special education eligibility.	The information gathered by URADD is used to: -Inform public policy decisions -Plan for ASD and DD-related services -Improve community awareness of ASD and DD -Increase community access to ASD and DD screening tools -Lower the age at which a child is first identified with ASD or DD -Study the causes of and outcomes related to ASD	uradd@utah.edu (801) 587-8971
Utah Autism Academy	Utah Autism Academy (UAA) is committed to providing individualized services for children and young adults with Autism Spectrum Disorders and their families. Their unique collaborative approach is designed to meet the various needs of those on the spectrum in a center, community and home-based environment to help individuals gain important skills for reaching their full potential.	Potential Community Partner	http://utahautismacademy.com/ 801-456-9955

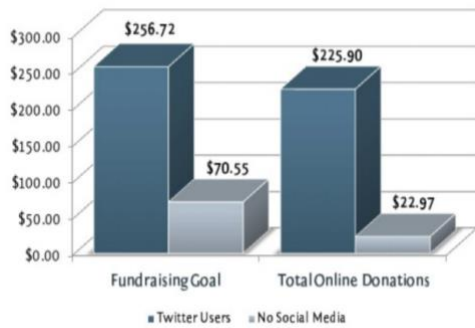
Organization	Mission	Role	Contact Information
The Autistic People of Color Fund	Since the Fund launched in June 2018, we have had one mission: to support autistic people of color who face the severe financial impact of combined racism and ableism. This Fund was created by autistic people of color for autistic people of color – NOT for parents, caregivers, or family members of autistic people of color.	Potential community partner	https://autismandrace.com/

APPENDIX C: SOCIAL MEDIA RESEARCH

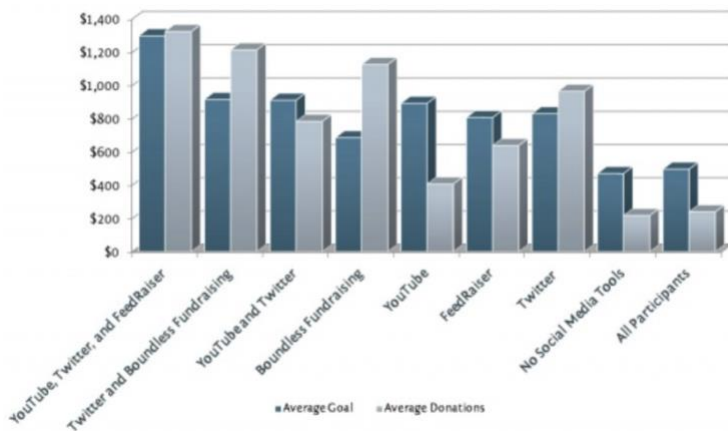
SOURCE: sgENGAGE is the premier resource for trends, best practices, and need-to-know news for organizations across the social good ecosystem



1. Supporter Usage of social media



2. Twitter users multiplying fundraisers and raising more money



3. Overall increase of fundraising by as much as 40 % for participants that adopted integrated social media tools

APPENDIX D: FACEBOOK DONATE BUTTON

How do I add a donate button to my organization's Facebook Page?

In order to add a donate button to your Page, you'll first need to be a Page admin for your organization's Facebook Page. To add a donate button:

1. Go to your organization's Page.
2. Click Add a button. If you've already added a button, hover over the button and select Edit Button to change the text.
3. Select Shop with you or make a donation then click Donate.
4. Select Next and then Donate Through Facebook.
5. Click Finish.

Note: Your charitable organization must be enrolled with Facebook

Payments before people can donate through Facebook. Learn how to sign up.

APPENDIX E: GRANT INFORMATION

The Autism Council of Utah will provide funding to programs, initiatives, research or projects within the State of Utah that support our mission statement:

"The Autism Council of Utah is an independent council working to foster collaboration, communication, and learning among families and agencies. Our aim is to enable each person of any age who has autism or a related disorder, and their families, to have access to resources and responsible information. The Council will accomplish this by promoting statewide partnerships to collaborate on special projects, research and training."

To apply for the ACU Grant, submit a 1-page letter of intent that must include:

1. Organization name and project director.
2. Valid contact information.
3. Statement of need.
4. Purpose of project and description.
5. Budget, including timeframe for project completion, performance measures and expected outcomes.
6. List any licenses, affiliations or certifications that indicate the capability of the applicant
~ business license or 501(c)3.
7. Statement of how many individuals WITH autism will be supported.

Notes:

- Grant monies will be dispersed to organizations rather than individuals.
- Successful letter of intent recipients will be invited to complete a grant application.
- Grant requests for approximately \$100 – \$5,000 will be considered. Requests for amounts above \$5,000 will be considered based on availability of funds.

The ACU meets once a month to discuss grant applications. If you have not heard back from us within a month of sending us all the application information, please feel free to contact us for a status update ~ ckingsbury@utah.gov

Email your letter to autismcouncilofutah@gmail.com or submit the letter to:

Autism Council of Utah
c/o The Carmen B. Pingree Center
780 Guardsman Way
Salt Lake City, UT 84108

Autism Speaks opens applications for Local Impact Grants

NEW YORK (April 15, 2022) - Autism Speaks, the global non-profit dedicated to promoting solutions, across the spectrum and throughout the life span, for the needs of people with autism and their families, today announced the opening of applications for a new cycle of Local Impact Grants.

Local Impact Grants provide awards of up to \$5,000 to nonprofit 501(c)(3) organizations that have been in operation for a minimum of one year. These grants fund programs that provide autistic people with social and educational experiences, enhancing their lives today and accelerating a spectrum of solutions for tomorrow.

Autism Speaks' Local Impact Grants support a variety of programs, including:

- Education and training programs for autistic individuals
- Recreation, athletic and community programs that offer inclusive social opportunities
- Young adult and adult services, including vocational training, life skills, residential services and others
- Assistance for sensory equipment and supportive technology
- Summer camp scholarships for financially disadvantaged people with autism

Since 2013, Autism Speaks has awarded over \$3 million in Local Impact Grants to more than 500 organizations across the country serving tens of thousands of autistic people, their caregivers and families, teachers, therapists and peers.

Timeline:

- **April 15:** Application opens
- **May 16:** Application closes
- **May 23 – June 17:** A group of independent evaluators from across the country reviews and scores applications
- **June 27 – July 8:** Review committees meet and make decisions on recommendations
- **July 11– July 18:** Recommendations are reviewed and grants approved by our leadership team
- **July 25:** All applicants are notified and announcements made on social media
- **Beginning August 15:** Funds are disbursed upon receipt of contracts
- **End of July 2023:** Final Report from recipients due to Autism Speaks

Please click here to apply. The application will remain open until **Monday, May 16.**

For more information, email grants@autismspeaks.org.

APPENDIX F: STRENGTHS AND CHALLENGES OF AUTISM

Strengths of Autism

- Strong long-term memory skills
- Direct communication
- Math, computer, musical, artistic skills
- Thinking in a visual way
- Hyperlexia, which is decoding written language at an early age; some children with autism can decode written language before they can comprehend it
- Punctuality
- Honesty
- Detail oriented
- Average to above average intelligence
- Independent thinking, which is being less concerned about what others may think of them
- Loyalty
- Non-judgmental listening
- Extensive knowledge resulting from deep study in favorite topics
- Understanding rules and sequences
- Logical thinking that is helpful in decision-making process
- Intensive focus when working on a favorite activity

Challenges of Autism

- Hard time motivating
- Difficulty of focusing on something other than interest
- Following unwritten social rules; these rules can be learned through instructions
- Getting the big picture
- Unbalanced set of skills
- Difficulty with generalization concepts
- Having trouble expressing feelings in a way that other people would understand or expect
- Trouble with functioning, hence difficulties in planning long-term activities
- Perceiving emotions of other people
- Having trouble with summarizing information to include in speech

Sources: Adapted from Sally Ozonoff, Geraldine Dawson and James McPartland's A Parent's Guide to Asperger's Syndrome and High-Functioning Autism post at [Autism Speaks 100 Day Kit](#) and from Stephen Shore's own list featured at [Autism Speaks 100 Day Kit](#)

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