

Board Development

A Report Prepared for Sow & Harvest

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Executive Summary

As part of the University of Utah MPA program, our team is providing this report on board development to the startup: Sow & Harvest. The report aims to provide Sow & Harvest action recommendations regarding how to build a strong and diverse board of directors with efficient and effective procedures. A two-fold research approach was used to create these recommendations. The report involves a literature review surrounding board creation, board procedures, and board diversity. The report also presents the findings of interviews with local Salt Lake County nonprofit leaders. Based on these findings, we suggest Sow & Harvest observe the following four recommendations:

1. Identify the key target population of the organization and their needs to provide guidance on building a diverse and representative board.
2. Sow & Harvest develops a larger working board with an emphasis on skills needed to govern a new nonprofit.
3. Establish lasting relationships with current board members who can help develop the board's structure with effective processes and procedures.
4. Partner with a well-established local nonprofit to access free or affordable office space.

Introduction

Sow & Harvest's founder, Emilia Suarez, has great goals for her nonprofit. These show through the agency's values, goals, and mission. Sow & Harvest's mission is "working with those in pain to create a beautiful life through therapy, art, and community, especially for those who need a second, third, and fourth chance (Suarez, 2022)." They plan on achieving this by meeting three main goals: building hope and resilience for those in difficult life transitions, focusing on young adults by giving them resources and support, and making systemic changes along the way (Suarez, 2022).

This goal will be accomplished through their values: honesty, courage, and mercy (Suarez, 2022). We learned about Sow & Harvest's goals and where they are in the process during our two initial consultations. Sow & Harvest currently has Emilia and two others working in an advisory board structure. We created this report to study board development and best practices because a working board filled with many various skills and connections is what is needed to enact a mission, such as Sow & Harvest's. For this reason, our literature review focuses on three main themes. They consist of board creation, board leadership and governance, and board diversity.

Based on the literature and our findings among Salt Lake County nonprofits, we have contained four main recommendations in this report. The first recommendation for Sow & Harvest is to connect with existing nonprofits and members of the target population they seek to serve in an effort to identify service gaps and those disproportionately impacted by them. The second recommendation is to change Sow & Harvest's advisory board to a larger working board with an abundance of skills and experience. The third recommendation is to build good relations with the current board

members and establish a structure for the board with the members' input. A defined structure will allow effective board governance to support the organization's startup phase. The fourth recommendation is to secure a partnership with a local nonprofit to get operations off the ground.

Research Design & Methods

We learned about Sow & Harvest's various goals through our preliminary discussion with Emilia, some short-term and others long-term. Then, as a team, we decided on the direction of our research and subsequent analysis. We chose a two-fold approach involving both secondary and primary research. We have compiled a literature review regarding board creation, board governance, and board diversity. This review provides the foundational knowledge needed to create and operate a relatively new and small board of directors.

We started with a review of the literature to get an idea of what academics recommend regarding board creation, board governance, and board diversity. We focused on the most recent literature, with the majority published in the last decade. While the literature is compelling and ample in these areas, it was not all directly targeted at new organizations such as Sow & Harvest.

For this report, we also conducted qualitative interviews. Sow & Harvest currently has a mission statement and agency values. They also have many foundational goals for what they want to achieve. They are at the point where they need to operationalize the steps to accomplish their goals.

We chose to interview individuals from six different local Salt Lake County nonprofits. Our sampling method was purposive sampling. We decided on interviewees based on specific characteristics because we wanted to interview individuals with the most relevant and recent experience. We only contacted and interviewed board members and executive directors of nonprofits in Salt Lake County for our sample. The goal was to reach out to individuals from relatively new, but established nonprofits. 5-15

years of operation was the goal, and half of our sample fits that demographic. Due to availability and response rate, we interviewed three nonprofits that had been in operation longer than 15 years. While not the original intent, it did provide more complete data and recommendations from Salt Lake County nonprofits.

To conduct the interviews, every interviewer used a set of questions to make sure they asked for the same information. Each interviewer took notes in a Google Form so we could reflect, analyze, and compare the results later. From these responses, we explored the various themes that seemed prevalent across the interviews, which play a major part in developing the recommendations in our report.

Literature Review

Board Creation

This report focuses our research on three main themes: board creation, board leadership and governance, and board diversity. There is a vast swathe of literature on these topics and many opinions, but a common one is that nonprofits have to take specific steps at the beginning to survive, develop, and thrive.

For example, Andersson (2016) says one must complete certain steps to grow a nonprofit. First and foremost, a new nonprofit must have a clear mission and purpose. The business plan can develop and come later, but the nonprofit has to show why its mission is unique and needed. After solidifying a strong purpose, the nonprofit must create and test a product or service. They need to be able to show potential funders and stakeholders exactly what they can do. Andersson describes other characteristics required, such as scaling the targeted beneficiary group to a manageable scale. A new nonprofit cannot target everyone at once because it simply will not have the capacity to do so.

While all of this is important, the people involved in the nonprofit are equally vital. Andersson points out that while a nonprofit may start as a one-person endeavor, it needs to expand quickly for two reasons. First, no one person has all the skills or abilities to manage the whole organization as it grows. Second, bringing in others with management experience will prevent the entrepreneur from making improper and biased decisions due to their zeal and drive. For an organization to grow, the entrepreneur has to quickly let others step in, make decisions, and shape the

organization. In other writings, Andersson (2017) clarifies that forming a nonprofit is not a single event in time, but an ongoing development process, involving idea creation, development, and irreplaceable board recruitment. In other words, nonprofit development has necessary steps, but they can be revisited multiple times throughout the organization's lifetime.

This concept goes hand-in-hand with Keeley and Pearce's work on the nonprofit cycle (Keeley and Pearce, 2020). They describe how nonprofits advance from an idea and go through various phases. One of these phases is "start-up." They describe this stage as one where "...there is always more work than people, meaning everyone does everything: Think a hands-on, working board that's very engaged in doing, rather than governing. This is the place for a business plan, with annual implementation plans, and a strong fundraising plan focused on implementation (Keeley and Pearce, 2020)." This stage is fundamental and formative to any nonprofit. It can only be accomplished through a dedicated working board, willing to work hard and do more with less.

Board Leadership & Governance

Each nonprofit board requires good leadership and governance to be effective. A lack of board effectiveness has several consequences, including the inability to recruit new board members. There is no one-size-fits-all board governance model; it is determined by various factors such as the type of nonprofit, its stakeholders, and the roles and responsibilities of the board and management (Jaskyte & Holland, 2015). However, studies have illustrated specific characteristics are crucial to building good leadership and governance that can produce an impactful organization. Working as a

team, understanding roles and responsibilities, effective processes and procedures, engagement, and accountability are key components for any board.

Growing evidence suggests the overall effectiveness of a nonprofit is determined by how well the board operates as a team (Nicholson, 2012). Such teamwork requires healthy interpersonal relations and a robust culture on the board and with the executive director. Linell (2002) describes that these relations can often be determined by where the nonprofit is in its lifecycle (see figure 1). The nonprofit cycle includes the idea, startup, growth, maturity, decline, turnaround, and terminal phases for an organization. For a nonprofit in its startup phase, the board is usually a working board composed of the founder's friends and colleagues (Keeley & Pearce, 2020). Linell (2002) advises good communication skills, strategic planning, and a grounded mindset are instrumental in building teamwork for a startup nonprofit.

BoardSource (2021) explains how organizing the board into committees is an efficient method for designating specific responsibilities to specific individuals. Board members who understand their roles and responsibilities have a more substantial impact on a nonprofit. Committees allow smaller groups of the board to discuss particular projects or issues of the organization in detail. It also allows the board to address larger discussions in board meetings and committee meetings to focus on the details. According to BoardSource (2021), the most common committees on a board are 1) Audit & Finance, 2) Development & Fundraising, and 3) Governance.

Research describes that a board exists to uphold public trust and reassure the stakeholders that the organization is in good hands. They assume responsibility for achievements and shortcomings in the organization (BoardSource, 2010). In its startup

phase, the board is responsible for creating structure within the nonprofit and its board. Establishing a set of bylaws is one of a board's first steps to take for implementing systems. Bylaws detail how the organization and board will function. Research suggests they should be broad, straightforward, and include structure for the board. This structure consists of the number of members, length and number of terms, titles and roles of board members, how often to meet, and how business will be conducted (Linell, 2002).

Small boards are recommended to have at least 11 members and no more than 25. The board chair or executive director determines how often a board meets. Most boards meet once a month or once a quarter, depending on where the nonprofit is in the organization's life cycle. However, it is common for startups with working boards to meet at least once a month.

Board Diversity

As communities grapple with a rapidly changing societal and political landscape transforming the needs of target populations, nonprofit organizations must develop a diverse board of directors to help organizations pivot and adjust service programs alongside the changing landscape.

Diversity is defined as any attribute that another person may use to detect differences (Lee, 2021, p. 564). Diversity within the board of directors of nonprofit organizations is multifaceted, just as the identity of each board member is composed of many intersecting social categorizations. Such social categorizations include race, ethnicity, gender identity, age, sexual orientation, class, disability, etc. For the purposes of building a diverse board of directors for newly forming nonprofit organizations, the

reviewed literature considers the social categories of race/ethnicity, gender identity, socioeconomic status, and professional experience. Developing a diverse board of directors impacts the governance practices, including community engagement, capacity building, and cohesion.

Lee (2021) discusses in their article “Nonprofit Arts Organizations’ Pursuit of Public Interests: The Role of Board Diversity” the importance of racial and ethnic diversity. Governing boards with higher racial and ethnic diversity are more likely to shift toward public goals of community development and civic engagement rather than remain oriented on private goals. Increased diversity creates inclusive policies and practices enacted by diverse members that adjust the nonprofits’ programs to more appropriately reflect the interests and needs of the target population or community.

Similarly, Buse (2016) found that the “diversity within nonprofit boards holds potential for ensuring that organizational programs and services reflect the needs and interests of the community” (p. 180). However, the potential for ensuring representation of community needs rests on whether the board implemented diversity-oriented policies—inclusive actions of board members that enable minority and marginalized members to fully and safely participate in board activities. Buse found racial and ethnic diversity alone negatively correlated to board effectiveness as cohesion between members was not attainable due to the absence of inclusive behaviors.

In addition to meeting the needs of represented communities through increased engagement, diverse boards also increase an organization’s capacity-building potential. Kapucu (2012) found that constructing a diverse board representative of its target community is an effective tool for building capacity in smaller nonprofit organizations as

racially diverse organizations—board, staff, and volunteers—are “significantly associated with higher percentages of government funding” (179). Harris (2014) also found a positive correlation between diverse boards of nonprofit organizations and the increased accumulation of direct and indirect donations and government grants. The racial diversity of board members translates into credibility and legitimacy for diverse constituents resulting in increased monetary contributions.

Board members of minority or marginalized communities, although desired by nonprofit organizations throughout the sector, are challenging to recruit due to accessibility barriers such as financial contribution and previous board experience requirements impede such members from serving, as Kapucu found. Yet, Fredette (2021) found that external pressures from government mandates and funders upon nonprofit organizations to respond to increasing calls of new communities to move governing bodies toward inclusive and equitable processes. These pressures can result in the renegotiation and dissolution of prior truces as the decision-making power is reordered and redistributed among board members of traditionally marginalized communities. By granting power to such members, boards can adjust policies to continue building and strengthening diversity.

In addition to racial diversity, boards composed of members with various professional backgrounds also impact the resource capacity of a nonprofit. Boards with a broader pool of backgrounds can significantly contribute to the organization by using their social capital to secure the resources needed to implement programs (Jaskyte, 2018). Boards with ample social capital also increase the credibility of a newly-forming nonprofit, which is critical to their viability due to a reliance upon the community for

donations (Aulgur, 2016). Harris (2014) found that board members working in the same industry as the organization possess an increased knowledge of the field and, therefore, can support critical areas and activities such as marketing and fundraising. However, board members who serve on multiple boards while bringing diverse experience and knowledge have a negative financial impact as board financial contributions decrease. Yet as background diversity increases, board cohesion can decrease due to reduced levels of social integration and difficulties effectively communicating. A decrease in cohesion can result in high conflict and increased board turnover (Jaskyte, 2018).

Review of Best Practices

Determining Roles and Responsibilities

During our interviews, we asked two questions that had many connections. First, we asked every nonprofit leader: “How do you determine roles & delegate responsibilities (referencing their board members)?” A few questions later, we asked them, “What skills need to be present on the board?” The overarching themes were they need many diverse skills, and ultimately those skills determine the roles that board members fill.

For example, when the Emerald Project faces issues or disagreements about religious information, they defer heavily to their two religious scholars (Tashnizi, 2022). When the executive director of Fit to Recover was asked about delegating responsibilities, he responded by explaining their finance board member has experience at Wells Fargo. Their policy and procedure head is operationally strong, while their development board member is someone well known within the community (Acker, 2022). Their roles are directly related to their skillset and experience. The roles and responsibilities of Salt Lake County board members are closely associated with the skills and background the board member brings with them.

The other theme prevalent in determining roles and responsibilities was simply the bylaws and board structure. For example, Friends of the Great Salt Lake executive director Lynn De Freitas (2022) described how new board members sit on a committee for their first year and then move into a leadership position within one to two years. Their leadership responsibilities fall most heavily on the members with more experience

with the organization. Wasatch Community Gardens determines leadership in a similar capacity (Griffith-Yates, 2022). The board's vice-chair eventually becomes the chair and allows the vice-chair to learn and grow in a leadership capacity before being given greater responsibility.

All the interviewed nonprofits wanted a vast range of skills present on their board based on this correlation. Satin Tashnizi (2022) explained how they have the following abilities on their board: marketing, finance, law, Islamic compliance, social skills, and instructional design. She immediately pointed out that while this is a lot of diverse and valuable skills, it is not enough for what they want to accomplish. They still need board members with data research skills, someone politically savvy, a community influencer, and a fundraiser. It was essential for all the nonprofits we interviewed to have vast skills on their boards, similar to the ones described by Emerald Project.

Common Issues

Because each nonprofit varies in its services, governance, and structure, they all encounter various problems. However, information gathered from our interviews indicates that small nonprofits in Salt Lake County struggle with board engagement, accountability, and clear communication.

Board members are often working professionals who donate their time and skills. Executive directors, founders, and CEOs often spend a significant amount of time giving them the necessary information to fulfill their roles (Tashnizi, 2022). It is common for boards of new nonprofits to have heavily involved members and disconnected members. Several of the board members and directors we interviewed expressed

concern over the lack of engagement of their boards. The majority of the organizations we interviewed are not working boards but governing boards. Governing boards are hands-off and are often not engaged with the day-to-day functions. Wasatch Community Gardens recognized this disconnect and now requires their board members each quarter to attend a board meeting, a committee meeting, and engage with the organization in any way they choose. When asked if they have seen increased engagement since this change, executive director Griffith-Yates (2022) responded with a resounding yes. Two board members that contemplated vacating their positions on the board before the policy change are now excited to stay. Allowing board members the opportunity to engage with the organization in the way they choose is instrumental in building trust and commitment (De Freitas, 2022).

Boards are comprised of individuals invested in the organization and its mission. They are also individuals who donate their time and are not always capable of following through on their assignments or commitment to the board (De Freitas, 2022). Accountability of the board, or lack thereof, is one of the most central concepts discussed in our interviews. Tashnizi of the Emerald Project explained she does not have access to board members' time and Cencak at REDO expressed that not all board members attend meetings (Cencak, 2022; Tashnizi, 2022). Both organizations do not have a model to help keep boards and their members accountable to the organization.

Communication efforts among boards and the organization always prove challenging, and our Salt Lake nonprofits are not an exception. Miscommunication can lead to overstepping roles (De Freitas, 2022), and a lack of communication can create a bottleneck (Tashnizi, 2022) or loss of engagement (Cencak, 2022). Because board

members and executive directors are incredibly busy, it can be challenging to communicate effectively and efficiently (Griffiths-Yates, 2022).

Representation

“Nothing about us, without us, is for us” (Wolff, 2017).

Nonprofit organizations are often created to provide goods and services to communities adversely impacted by the market or government failures—often, these underserved communities are minority populations. However, most nonprofit organizations are steered by boards predominantly composed of white male-identifying individuals. Minority communities experience different needs. Without the representation of diverse communities in nonprofit leadership and board positions, nonprofits may not be adequately serving their target population. Information gathered in the sample of local nonprofit leaders and board members interviewed demonstrates the importance of identifying the various diversity, such as geographic, race, and age diversity, within the organization’s target population to develop a board with similar representation.

Identifying who benefits from the nonprofit’s mission is an excellent starting point in developing a representative board. For example, Friends of Great Salt Lake is a nonprofit organization dedicated to preserving and protecting the Great Salt Lake ecosystem—an ecosystem within the lines of five counties. Because more than one county benefits from the services of this organization, their executive director, Lynn De Freitas, advocates for geographic diversity within her board because they know the needs of their community/shoreline more intimately (2022). A nonprofit that serves

communities within a broad geographic area should have a board with representation from the various regions, as each area's needs may differ.

Although data from the interviews did not demonstrate much racial diversity, those interviewed stressed the importance of racial and ethnic diversity among board members—the board reflects who you are (Griffiths-Yates, 2022). Such diversity provides minority communities with a voice and additional perspectives in the leadership of organizations. Including marginalized voices allows nonprofits to tailor goods and services to meet the target population's needs. Another example: YWCA Utah is a nonprofit organization dedicated to eliminating racism and empowering women. They execute their mission by providing shelter and services to survivors of domestic violence. Racial and ethnic minority populations are statistically more likely to experience domestic violence. For this reason, Liz Owens, Chief Executive Officer of YWCA Utah, seeks to build a board that is as racially diverse as those who experience domestic violence (2022). Having racial and ethnically diverse board members provides the nonprofit with knowledge of the experiences of minority communities.

Additionally, Owens and Tashnizi advocate for recruiting board members with lived experience of the societal issue the nonprofit seeks to address (2022). For example, it would be advantageous for an organization to address the complex needs of those experiencing homelessness to have board members who have experienced homelessness. Although society continuously underscores putting oneself in the shoes of another, when it comes to developing the services and programs of a nonprofit organization, lived experience is more valuable than an imagined perspective.

Board Experience

Additionally, our interviews produced information highlighting the commonality of boards composed of members with previous board experience. The benefits of having a large percentage of board members with expertise revolve around effective governance—members know what to expect and are practiced in committees and conflict resolution (Acker, 2022). For newly forming nonprofits, board members with previous experience serving on a board can be the linchpin to the success and survival of the organization. However, by placing a preference upon potential board members with previous board experience, the result is often a “club” or a who's who of the sector, which can exclude new perspectives, voices, and diversity (Owens, 2022).

There is tension between the best practices of building a diverse board that is equipped with previous board experience. Information gathered from our interviews reflects national findings: nonprofit leadership is overwhelmingly white (Wilson, 2020), the majority of organizations interviewed have boards, and the majority of board members have previous board experience. However, each organization stresses the importance of having members from minority communities on the board. We can assume that minority communities have little to no representation on nonprofit boards. However, we did not seek data regarding minorities in these interviews, and we recommend further research into these matters. However, it is noteworthy that these best practices are conflicting, as minority community members are not commonly on boards and therefore do not possess the sought-after board experience requirement many organizations implement.

Recommendations

Recommendation One: Target Population & Service Gap Identification

Our first recommendation is that Sow & Harvest identify their key target population within their selected demographic of ‘youth’—they must find their niche. Before the newly forming organization can begin to develop a board of directors, the organization must pin down who they intend to serve and the needs of this specific population.

As previously mentioned, Sow & Harvest’s mission is to work with those in pain to create a beautiful life through therapy, art, and community to create a beautiful life, especially for those who need a second, third, and fourth chance. During the initial meeting with our team, Suarez identified youth as the population the organization seeks to serve through a community center. However, as the research began, several organizations providing community centers for youth came to light, namely Volunteers of America Youth Resource Center and Encircle. These nonprofits serve a subgroup of the youth demographic—homeless youth and LGBTQ+ youth, respectively. These organizations found a demand for services in the youth population and developed the organization around that need.

We recommend that Sow & Harvest connect with established organizations providing similar services to discuss program details and gaps and connect with at-risk youth to survey their needs and what programs Suarez could provide to offer them a “beautiful life.” By identifying gaps in existing service, Sow & Harvest can better identify their target population. This identification is critical to recruiting a board that represents the people the organization serves. For example, YWCA Utah recruited a board

member under twenty-one to provide a youth perspective, as domestic violence does not discriminate by age.

However, our recommendation is not to develop a board strictly composed of youth simply because the organization seeks to serve youth. Instead, Sow & Harvest may consider recruiting a bigger board to provide space for members with board experience and members with unique and diverse perspectives, such as age, race/ethnicity, gender identity, and socioeconomic status.

Recommendation Two: Board Expansion and Skill Diversity

Our second recommendation is that Sow & Harvest build their small advisory board into a larger working board. In pursuing this, they will need to have an exhaustive list of the responsibilities they need fulfilled and the skills required to complete those. These skills can be what they decide is most prudent, but we recommend Sow & Harvest secure certain skills when forming this working board. These include legal skills, community stakeholders, financial skills, and someone comfortable and familiar with fundraising.

To decide on the skills most needed during the formative years of Sow & Harvest, they need to know what short-term goals they want to accomplish as stepping stones for the long-term goals. For example, one of Sow & Harvest's goals is to have a community resource center for people to come to connect to services. If they want to accomplish this, they should recruit a board member with experience in social services and possible connections to organizations that would potentially partner with Sow & Harvest.

Recommendation Three: Board Governance

Our third recommendation is that Sow & Harvest build its board strategically. The foundations necessary for a solid board to meet the goals are building good relations, creating board structure, and determining roles and responsibilities.

Teamwork is essential for the overall effectiveness of a nonprofit. We suggest building relations with current board members and continuing consistent and regular communication with them and other stakeholders. As communication with them develops, a method will naturally surface, whether it is through email, messaging, or phone calls. Strong working relations with current board members are crucial as responsibilities are delegated to board members, and the structure of your organization and board is built. The essential components to include in Sow & Harvest's board are the type of board, the number of desired board members, and establishing bylaws.

Most startup nonprofits begin with a working board where board members provide strategic planning, fiduciary support, and the managerial and technical labor involved. Working boards often transition to an advisory or governance capacity when sufficient staff is hired, and board members are no longer required to carry out the organization's daily functions.

Utah requires all nonprofits to have at least three board members to qualify for 501(c)(3) status; academic resources suggest using somewhere between 11 and 25 people for a board; and small, local nonprofits suggest at least four, no more than 15. Based on these recommendations, we recommend anywhere between 5 and 9 people

for the working board of Sow & Harvest. As the board transitions from a working to an advisory capacity, we suggest increasing the board to be between 11 and 25 people.

Bylaws exist to add structure and accountability to the board. They should be broad and include:

- Number of minimum and maximum board members
- Term limits
- Committees
- Roles and responsibilities
- Voting procedures
- Meeting frequency
- Provisions to change bylaws
- Dissolution process

Establishing bylaws will help board members engage in the nonprofit and give the organization more accountability. Delegating roles, creating committees, and understanding and adhering to the board's bylaws are crucial for an accountable working board. As boards are held accountable by each other and the executive director, they will be able to keep the organization accountable to its mission, goals, and other expectations.

Our literature review and surveys indicate that understanding roles and responsibilities within an organization is crucial for success. Roles within a board can include a chair, vice-chair, treasurer, secretary, and committees. The executive director or CEO of the organization also plays a role in board governance. However, for a startup, we recommend the positions of chair, vice-chair, and treasurer be implemented

first, closely followed by the implementation of committees. The role of executive director can be filled by the founder of the nonprofit until it is deemed necessary to hire one. We propose the chair be succeeded by the vice-chair once they have reached the end of their terms. These and the other roles should be filled by individuals who match the needed skill set mentioned in the previous recommendation and whose skillset fits the role.

Creating committees within the board is the last step to solidifying the board's structure. Committees allow the board to focus on big picture items because it can delegate action items to them. Each committee should comprise a chair and at least one other member. We advise two committees to start: Audit & Finance and Development & Fundraising. We recommend each board member be on at least one committee and no more than two.

Recommendation Four: Partnership

Our last recommendation is to secure a partnership with a well-established nonprofit. Established nonprofits generally have more stability, resources, and physical office space, making them great candidates to partner with to assist newer nonprofits as they start their operations. The ultimate goal for the initial partnership is to try and secure an arrangement with a group that would allow Sow & Harvest to occupy a part of their office so they can have a spot to start networking, connecting with clients, and developing Sow & Harvest's materials and procedures.

Appendices

Appendix A - Resources

1. Glossary of Terms

Board Diversity: a quality of a board of directors that includes a range of ethnic, religious, economic, educational, gender, age, and professional perspectives.

Capacity Building: the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and individuals need to succeed and thrive.

Governance: the process of providing strategic leadership to a nonprofit organization.

Purposive Sampling: a form of non-probability sampling in which researchers rely on their own judgment when choosing members of the population to participate in their surveys.

Social Capital: the networks of relationships among people who live and work in a particular society, enabling that society to function effectively.

2. Potential Nonprofit Partners/Mentors

These are potential community partners and/or mentors for Sow & Harvest. Some may be able to provide insight of how their nonprofit functions while others, like the YWCA, may be able to provide space until S&H gets their own space.

a. Lifestart Village

i. <https://www.familysupportcenter.org/>

ii. Heidi Lund; Program Director

b. Encircle

i. <https://encircletogether.org/>

c. Volunteers of America: Youth Resource Center (VOA YRC)

i. <https://www.voaut.org/ycr>

- d. UCA
 - i. <http://utahca.org>
- e. YWCA Utah
 - i. <https://www.ywcautah.org/>

3. Additional Resources

- a. BoardSource
 - i. A nonprofit organization that provides resources to help nonprofit leaders know how to lead with purpose.
- b. Utah Nonprofit Association
 - i. A nonprofit organization in Utah specifically to be a resource and a network for Utah's nonprofit organizations.
- c. Nonprofitready.org
 - i. A free service for nonprofit professionals that offers courses and research to learn skills to help any nonprofit be successful.

Figure 1

THE NONPROFIT LIFECYCLE



(Keeley & Pearce, 2020).

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