Nonprofit Organizational Assessment Tool

By: Prof. Andrew Lewis*
University of Wisconsin Extension

The Nonprofit Organizational Assessment Tool can help guide a group discussion about the operations of a nonprofit organization. This group discussion ideally should include board members, staff, volunteers, and service recipients, but could be used as a self-assessment tool by anyone associated with a nonprofit organization.

First, check the indicators that have been completed or accomplished. Next, indicate the amount of improvement that you think is needed for that indicator (None or Not Applicable, Some, or Much Improvement needed). It is your perception of the organization. There are no right or wrong answers. If used with a group, each individual should complete the assessment tool. After allowing adequate time, compare responses and discuss any areas where there were different perceptions. As a final step, identify the top 2-3 priorities where there was a high level of consensus on an indicator needing "much" improvement. If you are doing this as a group, have each individual select their top three priorities and then tally the "votes" for the group to identify the top three. Begin developing an action plan that would address these issues (A suggested action plan format can be found at the end of the document). After successfully implementing your action plans that address your top priorities, revisit your assessment tool and begin developing action plans for the other indicators which require attention.

The complete Nonprofit Organizational Assessment Tool is comprised of eight sections based on the content presented in the eight programs that make up the curriculum of the Learning Institute for Nonprofit Organizations***. Those topics include Strategic Planning, Resource Development, Board Development, Marketing, Financial Empowerment, Social Entrepreneurship, Volunteer Management, and Strategic Alliances. Those complete programs can be purchased from the Society for Nonprofit Organizations (5820 Canton Center Road, Suite 165, Canton, MI 48187; Ph: (734) 451-3582; Fax: (734) 451-5935; E-Mail: info@snpo.org). These programs (VHS videotape and print materials are also available in the U.W. Extension Media collection. See: http://www.uwex.edu/ces/media/catalog/nonprof.html

This instrument is also available on the web at: http://www.uwex.edu/ces/cced/nonprofits/management/documents/assessment.pdf

<u>Strategic Planning Assessment Tool**</u>

Operational

Indicator	Done?	Needs Improvement ?		
		None/N.A.	Some	Much
1. The organization has a written, updated strategic plan.				
2. The organization periodically reviews its written strategic plan.				
3. If no formal written strategic plan exists, has the organization convened a meeting to discuss strategic planning and its relevance to the organization in the past year?				
4. The organization encourages strategic thinking.				
5. The organization includes outsiders in the planning process.				
6. The organization is strongly committed to the strategic planning process.				
7. The organization has oriented its board, staff and volunteers to the strategic planning process.				
8. The organization has developed a structure for ongoing board planning and the development of strategic planning skills within the staff.				

Information Gathering & Analysis

Indicator	Done?	Needs Improvement ?		
	✔	None/N.A.	Some	Much
1. A written strategic plan has been developed by researching the internal and external environment.				
2. The organization frequently evaluates its relevancy by soliciting community input. Does its mission and activities provide benefit to the community?				
3. The organization purchases, or has access to resources that can help it think about changes and trends that will affect the organization.				
4. Board, staff, service recipients, volunteers, key constituents and general members of the community participate in the planning process.				
5. The strategic plan identifies the changing community needs including the agency's strengths, weaknesses, opportunities and threats.				
6. The strategic plan identifies key constituents, their service expectations, and how the organization will respond to them.				

Identification of Critical Issues Facing the Organization

Indicator	Done?	Needs Improvement ?		
	✓	None/N.A.	Some	Much
1. The organization has a planning process to identify the critical issues facing the organization.				
2. The organization takes the time to identify challenges facing the organization				
3. The organization encourages and examines major shifts in the process used by individuals and the agency to examine problems and opportunities.				
4. The organization has invested time in identifying potential blocks or impediments that could get in the way of progress.				

Development of a Strategic Vision and Mission Statement

Indicator	Done?	Needs Improvement ?		
	✓	None/N.A.	Some	Much
1. The organization has a clear, meaningful written mission statement, which reflects its fundamental purpose, values and people served.				
2. The board and staff periodically review the mission statement and modify it to reflect changes in the environment.				

3. The organization has developed a vision statement which communicates the organizations "future direction" and desired results.				
4. Does the mission statement duplicate the mission of any other organization?				
5. Programs of the organization are congruent with the agency's mission identified in the strategic plan.				
6. The mission statement is widely understood, agreed upon, and communicated, by the board, staff, volunteers, constituents, and community.				

Development of Goals and Strategies

Indicator	**Done?**	**Needs Improvement ?**		
	✓	**None/NA**	**Some**	**Much**
1. The strategic plan sets goals and measurable objectives to address identified critical issues for the next 3-5 years.				
2. The plan integrates all the organization's activities around a focused mission.				
3. The plan prioritizes the agency goals and develops timelines for their accomplishments.				
4. Strategies have been developed that clearly describe the approach or method for attaining goals and resolving specific issues.				

Development of Operational Plans

Indicator	Done?	Needs Improvement ?		
		None/N.A.	Some	Much
1. The plan establishes an evaluation process and performance indicators to measure the progress toward the achievement of goals and objectives.				
2. Through work plans, human and financial resources are allocated to insure the accomplishment of the goals in a timely fashion.				
3. The plan is communicated to all stakeholders of the agency -- service recipients, board, staff, volunteers and the general community.				
4. The organization networks and/or collaborates with other organizations to produce the most comprehensive and effective services to clients.				
5. Stakeholders are involved in the evaluation process.				
6. The evaluation includes a review of the organizational programs and systems to insure that they comply with the organization's mission, values and goals.				
7. The results of the evaluation are reflected in the revised plan.				
8. Periodically, the organization conducts a comprehensive evaluation of its programs. This evaluation measures program outcomes.				

Sample Action Plans:

Use the following format to begin formulating an action plan that would improve your organization's performance relative to a specific indicator listed above.

Indicator: ***The Organization purchases or has access to resources that can help it think about changes and trends that will affect the organization.***

Task	Time Line	Who	Will Do What	Evaluation Measure
Task #1	7 Days	Jim (chair), Claudette, and Jill	Research written publications (Jim), web (Claudette), and other resources (Jill) that would assist with identifying external trends, changes	# of resources identified at next weeks staff meeting.
Task #2	14 days	Jim	Determine costs of resources and/or public access locations.	Number of public access points identified, costs identified for all resources.
Task #3	30 days	Staff - mtg. Called by Jim	Prioritize resources that need to be purchased, and recommend public access points for other resources.	Budget for resources prepared, resources purchased.

Resource Development Assessment Tool**

Internal Procedures

Indicator	Done?	Needs Improvement ?		
	✓	None/N.A.	Some	Much
1. The organization monitors trends in philanthropy and analyzes the diversity of their funding support. Is the organization dependent upon a limited number of income sources? Do your funding sources reflect changes in the "market place"?				
2. The organization periodically reviews its written strategic plan. Short and long term funding goals are defined in a 3-5 year plan.				
3. A common organizational vision has been created to build consensus for mission and programs.				
4. The organization has established a recruitment and relationship building committee charged with developing, evaluating and monitoring resource development policies, practices, and goals. A resource development framework has been established.				
5. Budgets, and resource needs, are shared with and understood by Board members, staff, and volunteers.				

6. Board members, the executive director, staff, volunteers, and established resource development committee all participate in the total fundraising process, including the identification of funding needs, cultivation, solicitation, donor "upgrades" and recognition. Their specific resource development responsibilities are communicated and understood.				
7. The organization has invested in technology that builds capacity for resource development.				
8. The organization does prospect research and maintains records of past giving to assist with the cultivation and development of donors.				
9. Funds are raised in an ethical manner through activities and are consistent with the mission of the organization.				
10. The fundraising program is staffed (internal or outside fundraiser) and funded at a level consistent with the funding expectations.				

Communication

Indicator	Done?	Needs Improvement ?		
	✓	None/N.A.	Some	Much
1. The organization regularly evaluates how the community views the nonprofit.				
2. Marketing/communication efforts clearly communicate the organizations mission and funding needs. There is direct communications and relationships between information services or marketing with the funding needs of the organization.				
3. Budgets, and resource needs, are shared with and understood by Board members, staff, and volunteers. Their roles in fundraising are clearly communicated and understood.				
4. Board members, staff and volunteers are provided orientation to concepts like the Engagement Continuum™ of fund raising, techniques for upgrading gifts, and solicitation techniques.				
5. The organization has developed programs to inform, educate and involve the public.				
6. The organization regularly recognizes established donors and focuses on individual donors.				

7. The organization is accountable to its donors and key constituencies and demonstrates stewardship through timely annual reports, budget updates, and accurate state and federal financial reports.				
8. The organization clearly communicates that it is the best organization to be doing what it is doing.				
9. The organization utilizes donor surveys to learn more about their donors.				

Sample Action Plans:

Use the following format to begin formulating an action plan that would improve your organizations performance relative to a specific indicator listed above.

Indicator: ***Board members, staff and volunteers are provided orientation to concepts like the Engagement Continuum™ of fund raising, techniques for upgrading gifts, and solicitation techniques.***

Task	**Time Line**	**Who**	**Will Do What**	**Evaluation Measure**
Task #2	14 days	Jim	Develop a short orientation session that teaches the fund raising techniques taught by Jimmie Alford.	Orientation outline completed Print materials identified Date established
Task #3	30 days	Staff/board - mtg. Called by Jim	Deliver orientation session at mutually agreed upon time.	Appropriate persons attend. Evaluations indicate an improved understanding of fund raising techniques

Board Development Assessment Tool**

Internal Procedures

Indicator	**Done?**	**Needs Improvement ?**		
	✓	None/N.A.	Some	Much
1. The organization has a clear sense of who they are and has spent time thinking about the kinds of people they want on their board.				
2. The organization has completed a formal review of its current board profile and has identified deficiencies (i.e. using an instrument such as the board profile worksheet).				
3. The organization has identified individuals who have characteristics lacking on the board and have developed a recruitment strategy.				
4. The organization has a nominating committee in place.				
5. Have there been any major changes in the mission of the organization which might require a change in the make-up of the board?				
6. The organization and governing board have spent time discussing the advantages of having a diverse board.				
7. The organization cooperates with other nonprofits in the community to develop and maintain a board bank.				
8. Potential board members are recruited from within the organization (volunteers, past employees, members etc.) as well as outside the organization.				

9. The board chair and staff (if any) have developed "tools" to keep board meetings interesting, fun and productive. Meetings are evaluated for productivity intermittently.				
10. Board members serve without payment unless the agency has a policy identifying reimbursable out-of-pocket expenses.				
11. Board members are accessible to stakeholders and to staff (volunteer and paid).				
12. The Board plays an active role in developing and reviewing a strategic plan for the organization.				

Operational Procedures

Indicator	**Done?**	**<u>Needs Improvement ?</u>**		
	✔	None/N.A.	Some	Much
1. The roles of the board are clearly stated and communicated. Board members commit to those responsibilities by signing a board commitment letter.				
2. Board meetings are well attended.				
3. When a board member misses a board meeting without providing a reason, another board member or the director of the organization calls them.				
4. Potential board members are interviewed before they are asked to serve.				
5. The board members receive orientation, regular training, and information about responsibilities. Orientation includes organization's mission, bylaws, policies, practices, and programs, governance roles and responsibilities as board members.				
6. The board has a nominating process which ensures the board remains appropriately diverse with respect to ethnicity, gender, economic status, culture, disabilities, age, skills and/or expertise.				
7. Each member has an operations manual which summarizes responsibilities (including job descriptions for officers) and operation procedures. Manual includes a copy of organization's bylaws.				

8. The number of current board members is consistent with required bylaws or state statutes.				
9. The board reviews the bylaws on an annual basis. Bylaws should clearly state the organization's: purpose; service area; defined members, board of directors, officers and committees; guidelines for amending bylaws, meetings, dissolution of the organization, financial and legal procedures.				
10. The board has developed an annual meeting calendar with tasks that routinely need to be done at specific board meetings…i.e. review bylaws in November, Prepare for Audit in August, Nomination Committee prepares slate of nominations in July etc.				
11. The board has a policy and procedure for handling urgent matters between regularly scheduled meetings.				
12. The organization maintains a conflict-of-interest policy, all board members and staff review and sign to acknowledge and comply with the policy (Could be part of the Board Commitment letter).				
13. The board has a written policy prohibiting employees and members of their immediate families from serving as board chair or treasurer.				
14. All Board meetings have written agendas and materials, these are given to the board in advance of the meetings. Board reports/minutes are recorded and action taken on the minutes of all meetings.				

Fiscal Management

Indicator	Done?	Needs Improvement ?		
		None/N.A.	Some	Much
1. Board members have made a strong individual financial commitment to the organization.				
2. Members take a leadership role in fundraising and financial management.				
3. Members oversee the annual audit and use it to strengthen the organization's financial policies.				
4. The board insures the organization is fulfilling its regulatory and financial requirements.				
5. The board prepares a budget (based on a recommendation from the executive director if one exists) which allocates funds to the major priorities identified in the strategic plan of the organization.				
6. A financial plan has been developed to ensure financial stability for 3-5 years and is consistent with the organizations strategic plan.				
7. The board involves individuals knowledgeable about programs and activities in preparing the budget.				
8. The board understands the annual budget.				
9. The board reviews monthly reports of expenditures and revenues.				
10. The board compares actual revenues and expenditures to budgeted revenues and expenditures on a monthly basis.				

11. Adjustments to the budget during the year are made based on actual or anticipated changes. The board approves all adjustments/revisions to the budget.				
12. The current budget information is used as a base for future budgeting.				

Action Plans:

Use the following format to begin formulating an action plan that would improve your organizations performance relative to a specific indicator listed above. Indicator: ***The organization has completed a formal review of its current board profile and has identified deficiencies (i.e. by using an instrument such as the board profile worksheet).***

Task	**Time Line**	**Who**	**Will Do What**	**Evaluation Measure**
Task #1	Next board meeting…30 days	Jill (chair)	Will add review of the board profile to the next board agenda. Copies of Carol Weisman's board profile worksheet will be mailed to board members with the next month's meeting agenda. Board members are asked to complete the profile and return it prior to the next meeting.	Agenda item is added to the agenda and mailed to board members. Number of board members that completed the profile worksheet for themselves. The summary profile is completed and shared at the meeting.
Task #2	Next board meeting	The entire board of directors and executive director.	Review the board profile as it was summarized.	Number of board members participating in the process.
Task #3	Next board meeting	Jill	Leads a discussion, which begins to identify important skill deficiencies in the current board. Asks the board to come to the next meeting with a list of people who have the skills identified.	Consensus is developed on deficiencies.
Task #4	60 days	Jill	The board reviews a list of potential board candidates who have the skills identified in the last meeting.	Number of potential candidates.
Task #5	90 days	Bob, Nomination Committee Chair	The nomination committee takes the list of names generated by the board and prepares a recruitment strategy.	Persons with the skills identified by the board are successfully recruited to serve on the board.

Marketing Assessment Tool**

Internal Planning

Indicator	**Done?**	**Needs Improvement ?**		
		None/N.A.	Some	Much
1. The organization has a clear mission statement used to guide the overall marketing strategy.				
2. The organization has a strategic plan that clearly communicates goals and is reviewed on a regular basis.				
3. The strategic plan identifies clear goals for the organization that drive the marketing activities.				
4. The organization has a written marketing plan which is consistent with the strategic plan.				
5. The organization understands and values the role of marketing. The leadership of the organization is committed to marketing and supported throughout the organization.				
6. Marketing is perceived as an effective way to serve some area of human need and as a means of making wise use of limited resources.				

Basic Marketing Tasks/The 7 "P's"

Indicator	Done?	Needs Improvement ?		
	✓	None/N.A.	Some	Much
1. The organization has a written marketing plan to identify benefits offered to attract employees, volunteers, donors, clients, and positive media/public attention.				
2. The organization has conducted market research to identify effective programs to meet the needs of clients.				
3. The organization has strategically identified convenient places and channels for delivering programs.				
4. An affordable price for programs, products, and services has been established that takes into account monetary, time, energy, and psychic costs for its constituents/customers.				
5. The organization has a promotion plan to communicate with key constituents.				
6. The organization regularly receives favorable coverage from the media.				
7. Individuals have been identified to provide the products, programs and services required and their roles are clearly identified and understood.				
8. The organization has processes and procedures to provide valued services.				
9. The organization has a clear understanding of its image in the community.				
10. The physical infrastructure of the organization has a sensory feel which supports the programs, products and services being delivered.				

Market Research/Understanding the "Customer"

Indicator	Done?	Needs Improvement ?		
	✓	None/N.A.	Some	Much
1. As a means of understanding constituencies, identifies distinctive groups or segments that make up constituencies (staff, clients, donors volunteers, and other sub-segments.)				
2. Research conducted to gain a better understanding of the needs and wants of each constituency segment.				
3. Market Research (surveys, focus groups, interviews, etc.) to tailor programs, services, and products to the needs of various constituencies (As opposed to research used to identify who will use a product created without a full understanding of the clients needs).				

Action Plans:

Use the following format to begin formulating an action plan that would improve your organizations performance relative to a specific indicator listed above.

Indicator: ***As a means of understanding constituencies, the organization has identified distinctive groups or segments who make up its constituencies (staff, clients, volunteers, donors, and other sub-segments of each).***

Task	Time Line	Who	Will Do What	Evaluation Measure
Task #1	7 days	Cindy (Executive Director)	Will schedule a staff meeting devoted to identifying the various constituencies the organization serves.	Constituency segments are identified. Staff and volunteers can identify customers
Task #2	14 days	Brian (Board Chair)	Reviews constituencies identified by the staff and volunteers with the Board of Directors. Board contributes to further identification of constituencies.	Consensus is developed around who the organization needs to serve to fulfill its mission. Exercise leads to additional steps being taken to develop a marketing plan.

Financial Empowerment Assessment Tool**

Revenue Generation

Indicator	Done?	Needs Improvement ?		
	✔	None/N.A.	Some	Much
1. The organization had more revenue than expenses in at least seven of the past 10 years?				
2. The organization knows and follows funders' policies relative to unexpended income (does it need to be returned?) and the need to spend unrestricted income prior to grant awards.				
3. A written strategy has been developed which encourages the organization to retain what it earns through restricted accounts or other mechanisms.				
4. The organization has a fundraising plan and has determined whether or not additional internal or external expertise in fundraising is needed.				
5. The organization has a strategic plan that calls for profitable operations, assesses new markets, and includes the establishment of an endowment, an operating reserve, a mission reserve, and additional staff training.				
6. The organization receives at least 5% of its total income from earnings on its endowment.				
7. A restricted account or separate corporation has been created to hold an endowment.				
8. There is a funding mechanism for the endowment as a means of putting money aside.				

9. The organization has an established goal for the size of an endowment for the end of each of the next five years.				
10. There are written policies to address the use (including which uses are permitted) of the endowment.				
11. The organization has diversified funding with sources of revenue from non-traditional, non-governmental sources.				
12. The organization has an outside business which brings in adequate net revenues.				
13. The organization has established goals for business development to define how much income is needed from new sources over the next five to ten years.				

Operating Reserve

Indicator	**Done?**	**Needs Improvement ?**		
	✓	None/N.A.	Some	Much
1. The organization maintains a cash operating reserve of at least 90 days.				
2. The organization has a policy, stating how many days of cash operating reserves are best for the organization.				
3. The treasurer regularly reports the number of days of cash on hand at the end of each reporting period.				
4. The organization has established levels of cash (and credit) reserves that allow you to invest in new services or expand current ones.				

5. The organization is financially flexible enough to accommodate changes in service delivery.				
6. Board maintains policy on cash operating reserves which includes appropriate uses of reserve, and who authorizes depletion below minimum.				

Financial Information

Indicator	**Done?**	**Needs Improvement ?**		
	✔	None/N.A.	Some	Much
1. The organization follows accounting practices, GAAP, to meet Internal Revenue Service requirements.				
2. The organization shares financial information, and practices bottoms-up budgeting (Versus actual and/or comparative financials).				
3. The organization has ongoing training programs for staff and board members to address how to read, interpret, and use financial statements.				
4. Board members and finance committee, CPA, and bankers offer input as to which financial reports and displays would be of most useful. Financials are provided upon request.				
5. The executive director regularly meets with staff to discuss both financial and non-financial information.				
6. The organization has documented internal controls, to include handling of cash and deposits, and approval of spending and disbursements.				
7. The organization periodically forecasts year-end revenues and expenses to				

assist the Board in making sound management decisions.				
8. The organization develops an annual comprehensive operating budget, to include all expenses and revenue sources. Budget is reviewed and approved by the Board of Directors.				
9. The board of directors reviews assets and liabilities every 12 months to determine if the organization has enough liquidity.				

Mission Reserve

Indicator	**Done?**	**Needs Improvement ?**		
		None/N.A.	Some	Much
1. The organization supports its mission directly by establishing and using a rapid-response mission reserve.				
2. The organization holds the mission reserve as a restricted account.				
3. The organization maintains a policy to address the funding mechanism for the mission reserve.				
4. Rules are established to outline how mission reserve funds are distributed, by whom, to who, and when.				
5. The organization has an established goal to determine the size of the mission reserve for each of the next five years, as well as goals for how much of the fund is to be distributed.				
6. The organization decides which projects will be funded from the mission reserve, information is shared with the staff and board.				

Debt Management

Indicator	Done?	**Needs Improvement ?**		
	✔	None/N.A.	Some	Much
1. The organization is considered to be appropriately leveraged.				
2. The board reviews the status of all debt every 18 months, and refinancing is considered.				
3. The organization has established appropriate debt-to-net-worth benchmarks.				
4. The organization is satisfied by the services that are provided by its financial institution.				
5. The organization has a pre-approved line of credit with its selected bank.				
6. There is a five-year capital expenditure plan that is updated annually.				
7. There are written guidelines on who can authorize debt.				

Action Plans:

Use the following format to begin formulating an action plan that would improve your organizations performance relative to a specific indicator listed above.

Indicator: ***The executive director regularly meets with staff to discuss both financial and non-financial information.***

Task	**Time Line**	**Who**	**Will Do What**	**Evaluation Measure**
Task #1	7 days	Samantha (Executive Director)	Will schedule a series of staff (volunteer and paid) meetings devoted to reviewing the existing budget as well as identifying program and capital expenditure items that are needed by the organization. Brainstorm on potential revenue sources to fund new initiatives and capital budget items.	Meetings are scheduled and attended. Staff evaluations are positive and are eagerly engaged.
Task #2	28 days	Samantha & Bill (Board Chair)	Review Program and capital budget items identified by the staff as resources which are needed by the organization. Present these recommendations to the board for review to begin the budgeting process for the next year.	Potential new capital expenditures and programs are presented to the board along with potential sources of

Task #3	3 months	Board of Directors	The Board begins formulating an operating budget for the next year that is based on furthering the mission of the organization and incorporates staff and board input.	An operating budget is formulated and adopted that balances revenue, and expenses and maintains an acceptable level of reserves. This operating budget is based in part on the needs and opportunities identified by staff.
Task #4	Every 3 months	Executive Director and staff	Budget updates are scheduled during regularly scheduled meetings.	Staff understands and has input into financial decisions which fund the mission activities of the organization.

Social Entrepreneurship Assessment Tool**

Programs

Indicator	**Done?**	**Needs Improvement ?**		
	✓	None/N.A.	Some	Much
1. The organization has developed a formal process to identify and expand its most effective and needed programs.				
2. The organization is committed to being the market leader or number two in each of its programmatic areas and is willing to dispose of programs not meeting the criteria.				
3. The organization, committed to the concept of "organized abandonment," reviews its programs on a regular basis and makes tough decisions about reducing, divesting or terminating specific programs.				
4. The organization listens to the needs of clients and customers on a regular basis in order to selectively add new programs and to develop positioning strategies and marketing plans for all of its programs.				

Basic Principles

Indicator	Done?	Needs Improvement ?		
	✓	None/N.A.	Some	Much
1. The organization routinely works to increase the percentage of its operating budget that comes from earned income.				
2. Leadership within the organization pays increasing attention to market forces without losing sight of the underlying mission of the organization.				
3. The organization attempts to match skills and assets with marketplace opportunities as a means of generating more revenue for mission related activities.				
4. The organization values the collective wisdom and experience of the organization and its key stakeholders.				
5. Leadership focuses on building the long-term capacity of the organization.				
6. New ideas are based on the organization's mission and core competencies.				
7. Profit is viewed as a means of fulfilling the organization's mission.				
8. The organization is increasingly in charge of its own destiny as opposed to being dependent on the priorities of its contributors.				

Organizational Culture

Indicator	Done?	Needs Improvement ?		
	✔	None/N.A.	Some	Much
1. The organization is willing to take reasonable risks.				
2. The organization is guided by sound business principles.				
3. The organization proceeds conservatively but is not hesitant in making changes.				
4. Leadership is capable of making tough staff choices.				
5. Leadership is willing to open up the organization’s control systems.				
6. The organization is able to end programs which are no longer working or necessary.				
7. The organization has accepted the importance of earning money.				

Critical Success Factors

Indicator	Done?	Needs Improvement ?		
	✔	None/N.A.	Some	Much
1. The organization values candor and is honest about its products, services, market, competition and resources.				
2. The organization is interested in being entrepreneurial because its board, staff and volunteers are passionate about what may be accomplished for the organization.				

3. The organization is clear about why it would be interested in heading down the path of social entrepreneurship.				
4. Leadership is committed to adopting entrepreneurial strategies.				
5. Leadership has the courage to embrace change.				
6. The organization has a set of three to five core values that are clearly articulated, institutionalized, and constantly reinforced.				
7. The organization focuses on the needs of customers rather than on the organization itself.				
8. There is a willingness to engage in entrepreneurial planning and a determination not to take shortcuts.				
9. The entrepreneurial planning process is well understood by people at the Board level, the senior management level and the staff level.				
10. The organization thinks like a business at all times.				
11. The organization is not afraid to act prior to the development of the "perfect plan."				
12. The organization has analyzed potential earned income activities by using the Mission/Money Matrix©.				
13. The organization exhibits the flexibility necessary to adapt quickly to market forces.				

Action Plans:

Use the following format to begin formulating an action plan that would improve your organizations performance relative to a specific indicator listed above.

Indicator: **The organization has a set of three to five core values that are clearly articulated, institutionalized, and constantly reinforced.**

Task	**Time Line**	**Who**	**Will Do What**	**Evaluation Measure**
Task #1	7 days	Karla	Schedule a series of Board/Staff/Volunteer meetings to focus on identifying 3-5 core values clearly defined by the organization.	Board/Staff Meetings are held. Attendance is high with all members participating in the process.
Task #2	30 days	Sub-committees made up of staff, volunteer and board members	Will analyze ways in which the core values could be clearly defined in organizational reports, advertising, press releases, physical office, and external communication pieces.	The number of times core values are communicated in materials generated by the organization.
Task #3	On-Going	Director/Board	Will weigh business decisions based on the guiding principles identified by the organization	Actions taken by the board and director are consistent with the guiding principles that have been adopted by the organization.

Volunteer Involvement Assessment Tool**

Organizational Culture

Indicator	**Done?**	**Needs Improvement ?**		
	✓	None/N.A.	Some	Much
1. The organization has a broad view of what volunteer participation can do for the organization and the people it serves.				
2. Volunteers within the organization represent the diversity within the community.				
3. The organization has strategically thought about the benefits and challenges related to volunteer involvement within the organization.				
4. The organization has developed a written statement of philosophy as to why the organization welcomes volunteers.				
5. Volunteers are viewed as the non-salaried personnel department.				

Elements of a Successful Volunteer Program

Indicator	**Done?**	**Needs Improvement ?**		
	✓	None/N.A.	Some	Much
1. The organization has planned for the resources necessary to support their volunteers.				
2. Training and supervision resources for volunteers have been identified.				
3. Job descriptions have been developed for volunteer positions.				
4. Flexibility has been built into volunteer positions as a means of accommodating different skills and schedules.				

5. People in the community understand what the organization does and are eager to support its efforts.				
6. There is a screening and selection process in place to aid in matching new volunteers with appropriate positions.				
7. All volunteers participate in an orientation session that provides them with an understanding of policies, procedures, rights and responsibilities.				
8. Volunteers receive start-up and ongoing in-service training.				
9. Positive volunteer/employee relationships are nurtured and problems are dealt with quickly.				
10. There is a clear leader within the organization he/she is seen as having the responsibility for coordinating and staffing volunteer programs.				
11. Supervision is provided for all volunteers to provide support, communication, and accountability.				
12. The work of volunteers and the impact of their activities are evaluated on a regular basis.				
13. Volunteers receive formal and informal recognition of their contributions.				
14. Records are kept of volunteer activities, and results are reported and shared with the volunteers, administration, and community and funding sources.				
15. The organization regularly seeks input from volunteers.				

Planning

Indicator	Done?	<u>Needs Improvement ?</u>		
	✔	None/N.A.	Some	Much
1. There is a clear vision for the potential of volunteers within the organization.				
2. There are clear goals for what volunteers are expected to accomplish.				
3. There are written policies for and about volunteers.				
4. The organization has allocated appropriate resources (financial, space, training, supervision).				
5. The organization has developed a risk management plan for paid and volunteer staff.				

Volunteer Work Design

Indicator	Done?	<u>Needs Improvement ?</u>		
	✔	None/N.A.	Some	Much
1. Tasks based on agency and client needs have been identified.				
2. Discrete volunteer job assignments that can be completed in 2-3 hour blocks of time have been identified.				
3. The organization has a plan for seeking out volunteers with the potential to do a good job.				
4. Written job descriptions have been developed for each volunteer work assignment.				

Volunteer/Employee Relationship*

Indicator	Done?	Needs Improvement ?		
	✓	None/N.A.	Some	Much
1. The managers of the organization have anticipated and addressed the causes of tension between employees and volunteers.				
2. Employees are consulted relative to the role of volunteers within the organization.				
3. Problems between staff and volunteers are resolved quickly.				
4. There are strategies and events in place to build relationships between employees and volunteers.				

Recruitment

Indicator	Done?	Needs Improvement ?		
	✓	None/N.A.	Some	Much
1. The organization determines where to obtain the most desirable candidates, and selects a technique to match the source.				
2. Targeted recruitment efforts based on individual job descriptions are conducted instead of generic volunteer recruitment campaigns.				
3. Maintain strong publicity, public relations, and marketing campaigns to build a positive image of the organization within the community.				
4. Maintain a strategic effort to diagnose and address reasons why people might NOT want to get involved in the organization.				

5. The organization has a clear understanding of why people would want to volunteer.				
6. The organization is prepared to accept applications and is welcoming to prospective volunteers.				

Action Plans:

Use the following format to begin formulating an action plan that would improve your organizations performance relative to a specific indicator listed above.

Indicator: ***Written job descriptions have been developed for each volunteer work assignment.***

Task	**Time Line**	**Who**	**Will Do What**	**Evaluation Measure**
Task #1	21 days	Staff and director of volunteer programs	Schedule a series of board/staff/volunteer meetings to focus on identifying tasks, which need to be completed within the organization.	A creative and exhaustive list of tasks intended to benefit clients and the organization is developed.
Task #2	30 days	Director of volunteer programs	Tasks, which are identified, are broken down into jobs that can be completed in 2-3 hour blocks of time.	A written list of tasks broken down into 2-3 hour increments is developed.
Task #3	90 Days	Director of volunteer programs	Job descriptions are developed based on the Volunteer Job Description worksheet in the LI participant packet.	Job descriptions are developed for all identified volunteer opportunities and are readily available for anyone expressing an interest in volunteering.

Strategic Alliances Assessment Tool**

Conditions within the Organization

Indicator	Done?	Needs Improvement ?		
	✔	None/N.A.	Some	Much
1. The organization is regularly faced with financial resource challenges.				
2. The organization considers its long term (five year) financial future to be secure.				
3. The organization has the administrative capacity needed to meet current funding requirements and management needs.				
4. The organization has the administrative capacity needed to meet future funding requirements and management needs.				
5. The organization uses its resources efficiently.				
6. The organization is sufficiently regarded by its stakeholders.				
7. The organization is sufficiently regarded by its stakeholders to ensure its long term competitiveness.				
8. The organization has the clout it needs to be successful today.				
9. The organization has the clout it needs to be successful over the long term.				
10. The organization's cost of doing business is competitive.				
11. The organization is well positioned to compete successfully for future needs.				

12. The organization is capable of quickly responding to emerging community needs.				
13. The organization has the resources it needs to accomplish its strategic objectives.				

Organizational Process

Indicator	**Done?**	**Needs Improvement ?**		
		None/N.A.	**Some**	**Much**
1. A Strategic Plan or Strategic Direction has been articulated within the past two years?				
2. Organizational needs have been identified in that plan or elsewhere within the past two years?				
3. The need for strategic alliances has been articulated in the organization's strategic plan?				
4. The value added by strategic alliances has been identified by the organization?				
5. A plan for pursuing alliances has been established?				
6. Potential partners and their value have been identified and assessed?				
7. A target list of partners has been developed and reviewed among senior staff and Board?				

Action Plans:

Use the following format to begin formulating an action plan that would improve your organizations performance relative to a specific indicator listed above.

Indicator: ***Potential partners and their value have been identified and assessed.***

Task	Time Line	Who	Will Do What	Evaluation Measure
Task #1	**7 days**	**Executive Director and Board**	**Have a working session focusing on the identification of potential partners and what they would bring to the table.**	**A matrix with organizations and the assets that they would bring to an alliance would be completed.**

**** Part of an 8-part series of assessment tools that address critical management issues within nonprofit organizations. This tool was developed by Andy Lewis in collaboration with the following faculty members as part of the Learning Institute for Nonprofit Organizations collaboration***:**

Strategic Planning: Frank Martinelli, President of the Center for Public Skills Training, Milwaukee, Wisconsin.

Resource Development: Jimmie Alford, The Alford Group Inc., Skokie, IL

Board Governance: Carol Weisman, Board Builders, St. Louis, MO

Marketing: Karen F.A. Fox, Santa Clara University, Santa Clara, CA

Mission-Based Management: Peter Brinckerhoff, Corporate Alternatives Inc, Springfield, IL

Social Entrepreneurship: Jerr Boschee, The Institute for Social Entrepreneurs, Eden Prairie, MN

Volunteer Management: Susan J. Ellis, ENERGIZE, Inc., Philadelphia, PA

Strategic Alliances: David Campbell, Community Service Society of New York

This tool is based in part on the approach taken in the following assessment tools:

***Community Organizational Assessment Tool*, Bright, Robert D., University of Wisconsin Extension 1995 (Adapted from Citizens Involvement Training Program., University of Massachusetts, Amherst.**

***Checklist of Nonprofit Indicators*, United Way of Minneapolis Area, 1998.**

*** The formal collaboration between the University of Wisconsin Extension and the Society for Nonprofit Organizations has ended, but the programs produced by this collaboration can be purchased through the Society for Nonprofit Organizations (5820 Canton Center Road, Suite 165, Canton, MI 48187; Ph: (734) 451-3582; Fax: (734) 451-5935; E-Mail: info@snpo.org).