

Third Annual Brooke W. Mahoney Award for Outstanding Board Leadership

1. VCG Governance Matters & The Brooke W. Mahoney Award

Dear Nonprofit,

Just twelve months ago, we were beginning to talk about some stability in what the nonprofit sector was experiencing as normal! How quaint those good old days seem now as 2011 draws to a close. The Boards and organizations that managed successfully in 2011 spent the year adapting to wave after wave of changes in the program and funding environment.

We continue to WANT TO HEAR YOUR GOVERNANCE STORY— how you have thrived in this unprecedented downturn. Our goal is to showcase the best examples so others can learn from what you have done!

If you think your Board is among the best, we invite you to apply for the 3rd Annual Brooke W. Mahoney Award for Outstanding Board Leadership. If you win, your organization will be recognized and win a \$2,500 grand prize. Now more than ever, organizations have a need for strong Boards to achieve their mission. These Boards embody our founder's vision of the board of directors as a "brain trust" comprised of a diverse group of strong individuals!

In this application process, we ask organizations to share their year in their Board room. We want you to describe how your Board has helped your organization respond to this new world. We believe that a Board's outstanding work is critical to an organization's success.

We are excited about this award, and are delighted to showcase the critical volunteer experience we call nonprofit Board service. We are truly grateful to The Rauch Foundation for their support of this award--and their support of all of our work!

Congratulations to the over 350,000 nonprofit Board members in our community--and to the dedicated staffs that provide an amazing array of services to those in need of nurturing their bodies, minds and spirits!

With best regards,

David M. LaGreca
Executive Director

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2. A CALL FOR NOMINATIONS

An Executive Director and/or Board Chair may nominate the Board for its outstanding leadership efforts during the past year.

The nomination form includes three sections:

- * Organization and Board Background Information
- * Identifying & Celebrating Board Leadership (Essays)
- * Board Demographics & Practices

A good Board of directors is invaluable to an organization. We want to learn--and to showcase--how your Board maximized that value during calendar year 2011.

The competition is open to any 501(c)(3) nonprofit organization located within the Tri-State (NY/NJ/CT) area. There is no entry fee. Nonprofits of any size, structure, and program service area - regardless of mission, religious affiliation, ethnicity, socioeconomic grouping, ideological perspective, or sexual orientation - are encouraged to apply. Organizations DO NOT need to register on boardnetUSA nor be members of VCG Governance Matters to apply.

RULE CHANGE: Previous winners must wait five years to re-apply, and previous finalists must wait three years to re-apply.

Application content will remain confidential and becomes the property of VCG Governance Matters, which may aggregate and use the materials for research purposes. No data will be attributed to individual respondents **APPLICATIONS CAN ONLY BE SUBMITTED ONLINE.**

APPLICATIONS ARE DUE NO LATER THAN 5:00 PM, December 8, 2011.

NOTIFICATION: All applications will be reviewed by a panel of nonprofit and foundation leaders who will select the finalists. Finalists may be required to support their application with additional information and a possible face to face visit in early 2012.

The winner will receive an award and a \$2,500 gift which will be presented at an event in early March 2012. All finalists will receive a plaque and a year's membership in VCG Governance Matters for all their Board members.

If you have any questions about the award process, please submit them to cbostic@vcg.org.

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3. Organization & Board Background Information - Section 1

*** 1. Name of Organization:**

*** 2. Please provide your organization's contact information below:**

Address:

Address 2:

City/Town:

State:

ZIP/Postal Code:

Country:

Email Address:

Phone Number:

*** 3. Organization's website(s):**

*** 4. Organization's Mission Statement:**

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4. Organization & Board Background Information - Section 2

***1. Most recent annual operating budget size:**

***2. What percentage of your budget comes from (please total to 100%):**

Your Board Members?

Private & Corporate

Foundations and individual donors?

Public Sources (city, state, federal government grants or contracts)?

Earned Revenue (program or memberships fees, tuition, investment income, events, etc.)?

***3. Does your organization meet all the Better Business Bureau of NY Philanthropic Advisory Service Standards for Charity Accountability (www.newyork.bbb.org)?**

- Yes
- No
- Did not apply

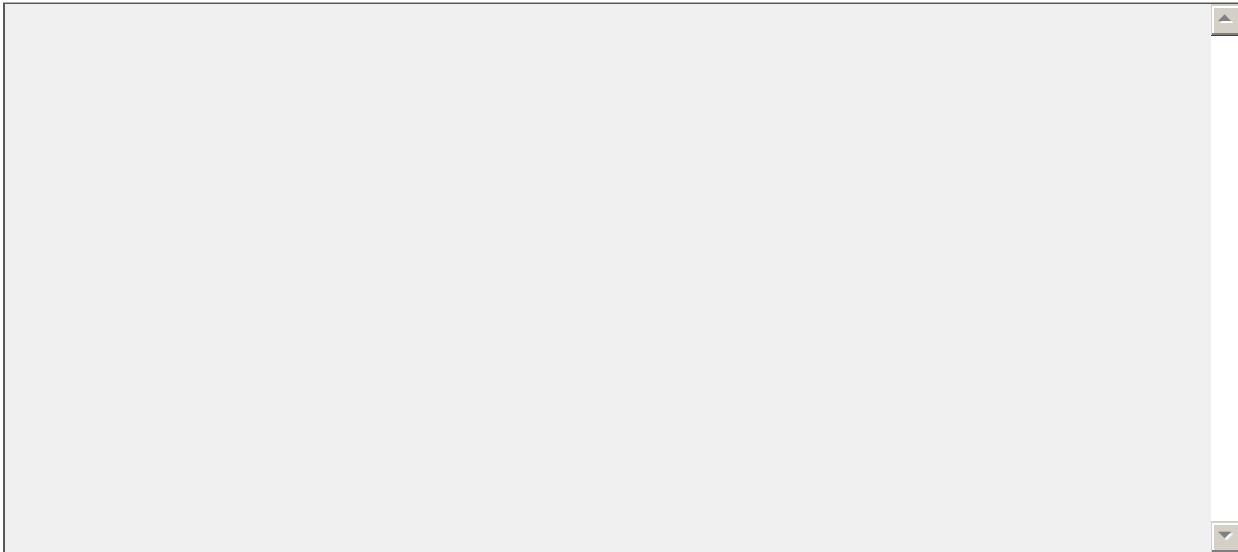
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5. Identifying & Celebrating Board Leadership - Section 1

The selection committee will consider the key factors highlighted in the five essay questions that follow. We want a sense of how these aspects of nonprofit Board leadership helped your organization respond to the program and funding environment in 2011 "no recovery" economy.

Before you start, this first question asks you to describe the challenges that brought out the best and most creative response from your Board last year in concrete terms.

***1. What was the event/challenge that sparked the best and most creative response from your Board to the changes in your operating environment in 2011 (500 word maximum)?**



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6. Identifying & Celebrating Board Leadership - Section 2

The next five questions ask you to describe how your Board operates. We remain interested in how these practices helped your Board respond better to the challenges you faced:

1. Board Recruitment & Bringing New Members on Board
2. Board Expertise & Experience
3. Using Diverse Voices at the Board Table
4. Clarity of Board Roles & Expectations
5. Other Strategies

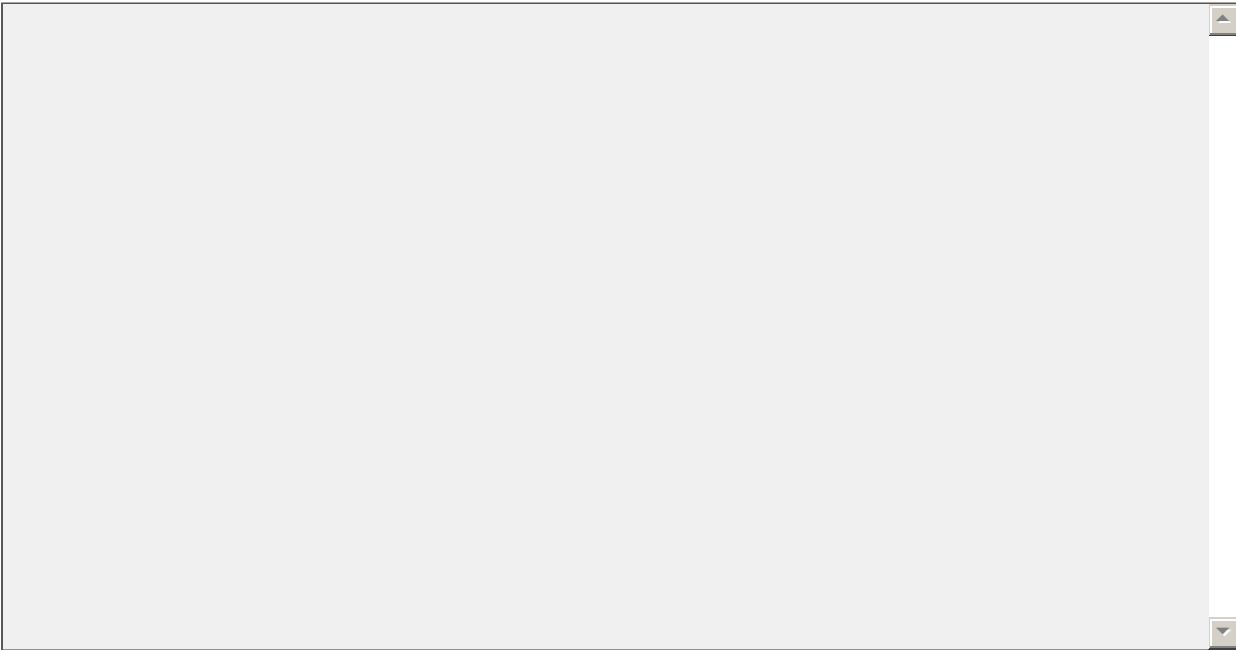
We provide you with some suggestions for how you might shape your response for each essay -- but remember these are only suggestions and not meant to limit your response in any way.

The strongest applications are expected from those organizations that mounted a creative response to the challenges of 2011 -- and were able to successfully further their mission.

Our hope is that the Brooke W. Mahoney Award for Outstanding Board Leadership, and this application process, will promote excellence in Board practices, help further the field -- and that your individual story will be a valuable guide for others.

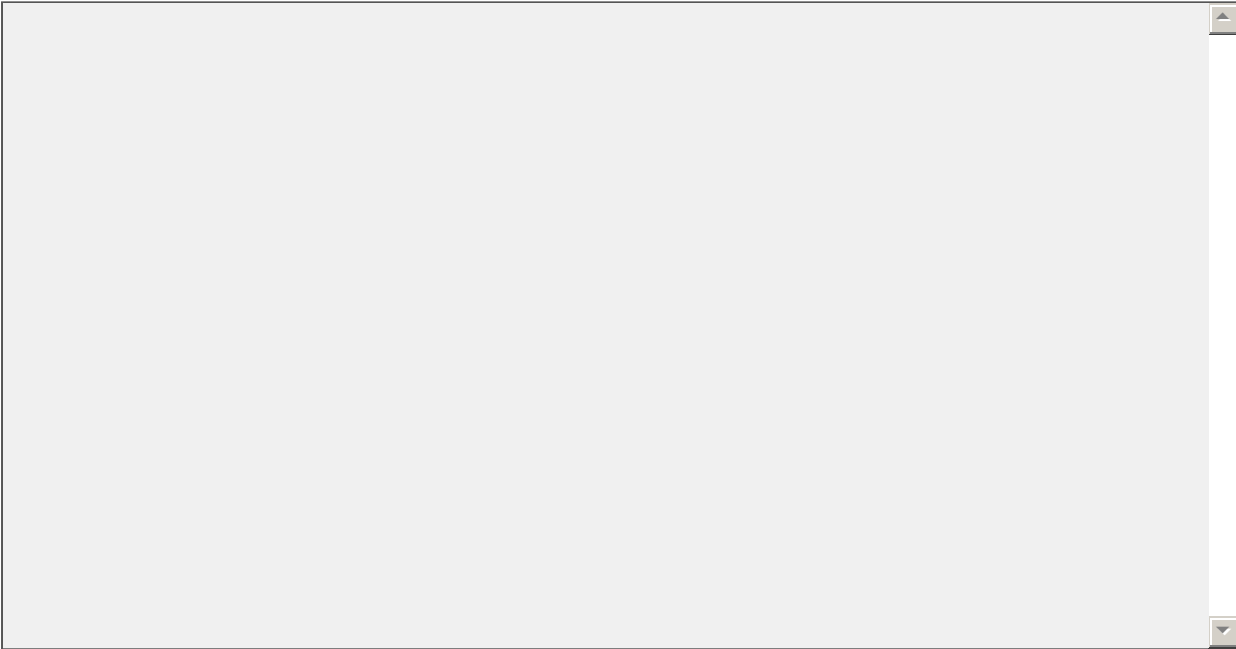
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***1. BOARD RECRUITMENT & BRINGING NEW MEMBERS TO THE TABLE:** The way that Board members are identified, elected and brought into the Board room can have a real impact on how effectively a Board operates. How did your Board recruitment and orientation practices allow you to respond to the shifting 2011 environment? (Did your Board recruit the skills, expertise and experience necessary to allow you to achieve your mission? Did your Board's approach to recruitment and integration of new Board members change in response to the external shifts? How did your recruitment and integration of new Board members affect your organization's success? etc.). Be as specific and concrete as possible (500 word maximum).



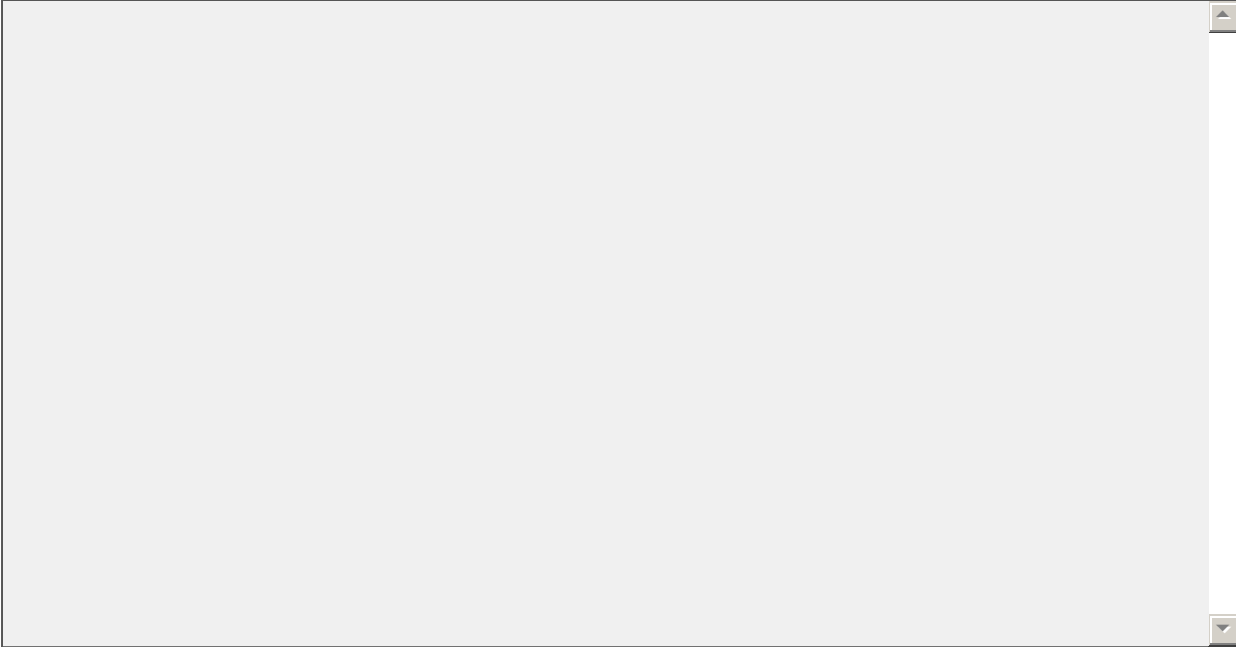
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***2. BOARD MEMBERS' EXPERTISE & EXPERIENCE:** To meet different challenges effectively, a Board needs to be composed of -- and utilize -- members with different skills and experiences. Describe how your Board uses your Board members' individual expertise (training, competency, skill, professional degree) and experience (industry/profession in which they put that expertise to work), e.g., a Board member who is an intellectual property lawyer may work in the entertainment industry) to support your organization? Give specific examples (500 word maximum).



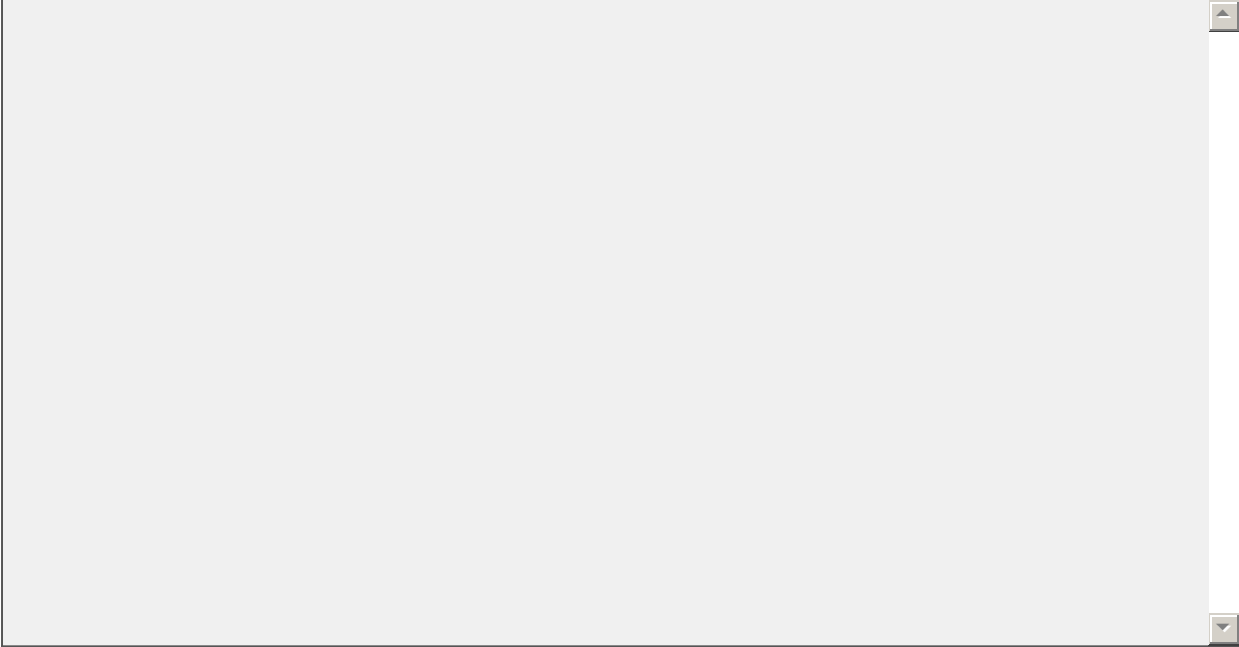
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***3. USING VOICES AT THE TABLE:** Board success often hinges on having the right people around the table to respond in good times as well as challenging times -- and listening to them. How did your Board ensure that it had the voices at the table it needed to be successful in 2011 (e.g., diversity of age, gender, racial/ethnic background, profession/career, geography, etc)? How did the Board work to ensure that all voices at the table are heard and can speak out? (500 word maximum)



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***4. BOARD ROLES & EXPECTATIONS:** When an individual joins a nonprofit Board, he/she enters into a "social contract" (explicitly or implicitly) that defines what the organization will do for the individual, and what the individual will do for the organization. How did clear Board roles and responsibilities help your Board and staff respond to the opportunities and challenges of 2011? How does your Board maintain a clear understanding of each member's role, and define an individual Board member's expectations? How does your Board provide feedback to individual Board members on their performance? Provide concrete details (500 word maximum).



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5. OTHER: In facing this past year, please describe in detail any other ways that your Board helped your organization (500 word maximum). Optional



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7. Board Background - Section 1

*1. Please tell us the number of Board members:

At the beginning of 2011

How many left the Board in 2011

Projected number of Board members at the beginning of 2012

*2. Maximum Board members allowed by current by-laws:

*3. How many full Board meetings are held annually?

4. What is the average attendance over a period of one year (%)?

*5. Does your Board have:

	Yes	No
Terms of Office	<input type="radio"/>	<input type="radio"/>
Term Limits	<input type="radio"/>	<input type="radio"/>
Give/Get Policy	<input type="radio"/>	<input type="radio"/>
Committee Structure	<input type="radio"/>	<input type="radio"/>

*6. Percentage of your Board members that contributed financially to your organization in 2011:

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8. Board Background - Section 2

*1. Your Board includes how many:

Men?

Women?

*2. How many of your Board members identify as:

African American?

Asian?

Caucasian?

Hispanic?

Other?

*3. Concerning the age of your Board members, how many do you identify as:

Under 20 Years of Age?

20-29 Years?

30-39 Years?

40-49 Years?

50-59 Years?

60 or older?

9. Board Practices

1. During 2011, did your Board have (check all that apply):

- A separately scheduled planning retreat?
- An extended meeting on one topic?
- An emergency meeting to deal with outside challenges?
- A strategic planning process underway?

Other (please specify)

2. Does your organization have a Board adopted strategic plan?

What year was it adopted?

3. How were you introduced to the person most recently elected to your Board?

4. Have you identified a person to become the NEXT chair of your Board?

10. Last Page

***1. Contact information for Person Submitting This Nomination**

Name:

Address:

Address 2:

City/Town:

State:

ZIP/Postal Code:

Country:

Email Address:

Phone Number:

11. For Additional Information

For information about the award and application process, contact cbostic@vcg.org.

For information about the March 2012 event, please contact w.gonzalez@vcg.org.