

SAME Foundation Stewardship Assessment, Options, and Proposal

INTRODUCTION:

In February 2023, the SAME Foundation Stewardship Committee, with great support by Kathy Off, Susan Thames, Bob Schlesinger, Mario Burgos, Ed Jackson, Sal Nodjoman, and Mercedes Enrique, began a **Review and Update of the SAME Foundation Stewardship Policy** to:

- update with the recently revised Foundation Board Organization
- assess to ensure that the Policy is practical and doable
- clarify appropriate roles and responsibilities between the SAME National Staff (technical advice and execution ... can we do it) and the SAME Foundation Stewardship Committee (policy decisions ... do we want to do it)
- ensure the Policy supports/enables new Fundraising initiatives
- ensure guardrails in place for stewardship responsibilities as defined by Charity Ratings best practices, etc.

SAME Foundation Board Members were asked to participate in the input phase of this initiative by:

- providing Stewardship planning criteria for today and the future
- identifying out-of-date sections and providing specific updates
- identifying Stewardship Best Practices (Board Source, etc.)
- identifying important Fundraising/Stewardship relationships
- identifying inhibitors and enablers that impact SAME Foundation mission success

Products resulting from this initiative and presented for approval include:

- Revised and updated SAME Foundation Stewardship Policy
- SAME Foundation Stewardship Matrix
- SAME Foundation Stewardship Assessment, Options, and Proposal

REVISED AND UPDATED SAME FOUNDATION STEWARDSHIP POLICY:

The major features of the Revised and Updated Stewardship Policy presented for approval include:

- updated to the current SAME Foundation Board organization
- eliminated material not directly relevant to Stewardship Policy
- made the Stewardship Policy more practical and doable
- clarify appropriate roles and responsibilities between the SAME National Staff (technical advice and execution ... can we do it) and the SAME Foundation Stewardship Committee (policy decisions ... do we want to do it)
- made improvements by adding references to Stewardship and Charity Ratings best practices
- improved Stewardship Policy supporting/enabling Fundraising initiatives

SAME FOUNDATION STEWARDSHIP MATRIX:

During our efforts, Kathy Off identified a **Charity Stewardship Matrix** that we felt would be an excellent complement to our Stewardship Policy paper. This **Stewardship Matrix was edited to best fit our SAME Foundation and Stewardship Policy and is presented for approval.** It is not intended that the Matrix be a part of the Stewardship Policy but be a standalone supplement that would be easily updated and be a handy one-page reference for use by the SAME Foundation Board and the SAME National Staff.

SAME FOUNDATION STEWARDSHIP ASSESSMENT, OPTIONS, AND PROPOSAL:

ASSESSMENT: The previous Stewardship Policy defined **what to be done**, but resourcing **who will do it** is currently problematic and needs to be addressed. The **most significant issues to highlight in the effort to revise the Foundation Stewardship Policy is the absence of qualified and experienced resources (people and/or support services ... either on the SAME Foundation Board, including volunteers, or on the SAME National Staff) to execute:**

- **many of the provisions of the Stewardship Policy, especially for some of the more complicated/complex forms of donations requiring legal, investment, insurance, real property, etc. expertise and experience ...**
for example:
 - Marketable Securities
 - Closely Held Securities
 - Tangible Personal Properties
 - Retirement Plans

- Real Estate
- Deferred Gifts
- Gifts by Wills
- Charitable Remainder Trusts
- Charitable Trusts
- Deferred Gifts from Retirement Plans
- Gifts of Insurance
- Charitable Gift Annuities
- Donor Advised Funds and Community Foundation Donor Funds
- Challenge Grants and Gifts

However, as these donations may be infrequent, how to handle each one should be determined before the need arises so we can be responsive to the opportunity and display that we are professional and know what we are doing.

- **an improved SAME Charities Ratings standing to be credentialled using charity industry best practices (especially important for seeking donations from external donors)**

As we source members of the SAME Foundation Board from proven SAME membership leaders, it seems unlikely that we will be able to find SAME Foundation board members, on a sustainable basis, with the requisite knowledge, skills and experience to fill the need to execute the stewardship requirements nonmonetary donations to the SAME Foundation and make the Charity Ratings improvements to be competitive for charity dollars. Additionally, it appears that SAME National Staff is currently not staffed for these functions.

OPTIONS:

The following Options were considered:

- **Do nothing** - Results in no nonmonetary donations accepted and no improvement in SAME Charity Ratings
- **Find new SAME Foundation Board members with requisite knowledge, skills and experience (KSE)** - This option is highly problematic as SAME members don't typically have these KSEs and we haven't found nonmembers with required KSEs willing to serve
- **SAME National outsource these SAME Foundation functions** - Not really sure if this option is even practical or desirable as there are Nonprofit

Management consultants, but not sure if there are Nonprofit Management service providers

- **SAME National Staff create a position for a SAME National Staff team member (such as Kathy Off) to be trained in all the KSEs required and be credentialed as a Certificate in Nonprofit Management (CNM).** Recommend that this position has functions that support both the SAME and the SAME Foundation. Succession/redundancy planning would be required.
- **SAME National Staff create a position to be filled with a person with a Degree in Nonprofit Management or a Certificate in Nonprofit Management (CNM) position (or equivalent experience) and bring onboard a person with the requisite KSE that can help fill the KSE gap that the SAME and SAME Foundation has in Nonprofit Management, specifically regarding Stewardship, Fundraising, Charity Ratings and other related SAME National Staff functions.** Recommend that this position has functions that support both the SAME and the SAME Foundation. Succession/redundancy planning would be required.

PROPOSAL:

SAME National Staff create a position to be filled with a person with a degree in Nonprofit Management or a Certificate in Nonprofit Management (CNM) position (or equivalent experience) and bring onboard a person with the requisite KSE that can help fill the KSE gap that the SAME and SAME Foundation has in Nonprofit Management, specifically regarding Stewardship, Fundraising, Charity Ratings and other related SAME National Staff functions. Recommend that this position has functions that support both the SAME and the SAME Foundation. Succession/redundancy planning would be required.

or,

SAME National Staff create a position to be filled with a person with a Certificate in Nonprofit Management (CNM) and allow an experienced SAME National Staff team member (such as Kathy Off) to be trained in all the KSEs required and be credentialed as a CNM. Recommend that this position has functions that support both the SAME and the SAME Foundation. Succession/redundancy planning would be required.

CONCLUSION:

After final review and comments, the following documents resulting from this initiative will be presented for approval at the next SAME Foundation Board meeting on 14 August 2023:

- Revised and Updated SAME Foundation Stewardship Policy
- SAME Foundation Stewardship Matrix
- SAME Foundation Stewardship Assessment, Options, and Proposal