



AMHERST H.
WILDER
FOUNDATION
ESTABLISHED 1906

Coping with Cutbacks

Great Valley Center

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WORKBOOK

Emil W. Angelica
Wilder Center for Communities
Amherst H. Wilder Foundation
ewa@wilder.org

Organization Life-Cycle Stages

Wilder Foundation – Emil Angelica

	Founding Mother Founding Father Stage	Indicators of Change	Taking Care of Business Stage	Indicators of Change	Automatic Pilot Stage	Indicators of Change
Length of Time	5 – 15 Years	Burnout Conflict over role Want a job not a lifestyle Inadequate to meet reporting requirements Funders unhappy Problems abound Challenge image	5 – 10 Years	Disconnect from staff and customers Too inward looking Out of touch with leadership connected with customers Improvements costly part of budget Less personal connection with funders Rethink outcomes of core programs Lose connection with leaders	10 – 30 Years	New leader Change agent Board dissatisfied with staff “Just a job” Lose “stars” Keep “dead wood” Become the reason for the organization’s existence Losing some key funders, variable support Drifting from mission Outcomes not achieved
Staff Leadership	Founder carries organization, mission, vision		Executive director experienced manager, often directive		Well rounded executive director, associate/assistant director	
Board	Small, “friends” support passion Friends of founder		Expand to include “strangers”, skilled in systems areas		Well established board – committees, decision making process, roles and responsibilities	
Staff/Volunteers	Dedicated volunteers Often self-interest in mission		Paid staff, organized volunteers, “job” orientation		Peak size, experienced managers, staff managed volunteers	
Administrative Systems	“Kitchen Table” Few systems “Semper Flexibus”		Develop systems, expand administration, install technology and develop policies		Maintain systems, high functioning, policy and procedure manuals	
Funding	Start-up funds, few donors, in-kind, and founder money “shoestring”		Grow funding Diversify funding Greater efficiency in securing funds		Stable core, excellent at securing funds, expansion opportunities	
Programming	Focused or varied mix related to customers		Expand programs, evaluate and refine/ drop		Strong core programs, excellent planning, expansion/contraction	
Customers/Clients	Close ties to founder, volunteers participate in organization		Expand numbers of customers and clients		Customers/clients connected with direct service, large numbers	

1. Where are you in the organization's lifecycle?

2. What are your core programs? Supporting programs? Spin-offs? Cores of the future?

Core Program Analysis

Place your programs according to whether they are low or high mission and cost.

Mission = What good for whom?

Cost = All resources needed for the program (staff, space, volunteers, etc.)



3. a) For the high cost programs: Are there other program model(s)?
What are they?

b) Do the other program models need to be researched?
How will this happen?

7. a) What criteria relate to values, mission, or vision?

b) What criteria relate to customers or clients?

c) What financial conditions must be part of any solutions?

d) What other factors, if any, should be part of any solution?

e) Circle the top 3-6 criteria that must be used for screening.

Thinking Through the Strategy Development Process

Steps	Who do you need to hear from?	What do you want from them?	How do you want to hear from them?	By when?
ESTABLISH CRITERIA FOR SUCCESS				
BRAINSTORM STRATEGIES				
SELECT THE VIABLE STRATEGIES				

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Participant Feedback

In order to help us improve the quality of future workshops, please complete this evaluation form. Your thoughtful comments, criticisms and ideas are very much appreciated.

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Please rate the following aspects of the workshop:

	<i>Terrible</i>	<i>Poor</i>	<i>O.K.</i>	<i>Good</i>	<i>Very Good</i>	<i>Excellent</i>
The material covered in the workshop:	1	2	3	4	5	6
The usefulness of the discussion:	1	2	3	4	5	6
The amount of time allowed for audience participation and discussion:	1	2	3	4	5	6
The extent to which you can apply the information presented to your work:	1	2	3	4	5	6
The presenters' knowledge and ability:	1	2	3	4	5	6
The overall value and usefulness of this workshop to you:	1	2	3	4	5	6

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What are the 1-3 most useful things you learned in this workshop?

1. _____
2. _____
3. _____

How might you apply some of the things you've learned in this workshop?

What suggestions do you have for improving this workshop?
