



Supporting Organizational Sustainability to Address Violence Against Women Institute

SOS INSTITUTE

RESOURCES

We offer this toolkit of resources as a reference. Their content does not represent the views of FUTURES.

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MISSION, CORE VALUES & ORGANIZATIONAL CULTURE

- **Developing Mission and Vision Statements**
<http://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/vision-mission-statements/main>
- **Mission and Values – Nevada Network –** (sample process for developing mission & values)
<http://www.navaa.org/sp/nnadv-5.pdf> <http://www.navaa.org/sp/nnadv-2.pdf>
- **50 Example Organizational Mission Statements**
<https://topnonprofits.com/examples/nonprofit-mission-statements/>
<https://topnonprofits.com/wp-content/uploads/2012/09/Mission-Vision-Worksheet.pdf>
- **Culture Handbook (Futures Without Violence)**
<http://www.futureswithoutviolence.org/userfiles/file/ImmigrantWomen/Culture%20Handbook.pdf>
- **How to Create a Culture Manifesto for Your Organization - and Why It's a Good Idea**
http://ssir.org/articles/entry/how_to_create_a_culture_manifesto_for_your_organization_and_why_its_a_good?utm_source=Enews&utm_medium=Email&utm_campaign=SSIR_Now&utm_content=Title
- **Lead Your Culture. Or your culture will lead you. (Gates Foundation)**
<http://media.ccl.org/wp-content/uploads/2016/02/Gates-Ftdn.pdf>
- **Building Cultures of Care: A Guide for Sexual Assault Service Programs** (trauma informed care)
http://www.nsvrc.org/sites/default/files/publications_nsvrc_guides_building-cultures-of-care.pdf
- **Building Culturally Competent Organizations**
<http://ctb.ku.edu/en/table-of-contents/culture/cultural-competence/culturally-competent-organizations/main>

TRANSITION AND ORGANIZATIONAL CHANGE

- **Building Leaderful Organizations: Succession Planning for Nonprofits**
<http://www.aecf.org/m/resourcedoc/AECF-BuildingLeaderfulOrganizations-2008-Full.pdf>
- **Next Generation Organizations: 9 Key Traits, Compass Point**
https://www.compasspoint.org/sites/default/files/documents/CompassPoint_Next%20Generation%20Orgs_2011_0.pdf
- **Table for Two: Can Founders and Successors Co-Exist So Everyone Wins?**
<http://leadershipintransition.org/docs/tablefortwo.pdf>
- **Ten Ways to Set a New Executive Director on a Path for Success**
<https://www.compasspoint.org/board-cafe/getting-new-executive-director-right-start>
- **Emergency Succession Plan Template**
https://www.compasspoint.org/sites/default/files/documents/520_emergencysuccessionplanmo.pdf
- **Succession Readiness Checklist**
https://www.compasspoint.org/sites/default/files/documents/724_successionreadinesscheckl.pdf
- **Executive Transition Initiative: Strategic Leadership Development Toolkit** (Milwaukee Foundation)
http://www.leadingtransitions.com/pdfs/ETIToolkit_4.pdf
- **Current Trends and Emerging Best Practices in Succession Planning (10/2016)**
http://www.minnesotanonprofits.org/events-training/annual-conference-handouts/2016/Succession_Planning_2.pdf
- **The Locator Assessment:** www.change-cycle.com (can be ordered for \$6.95)

LEADERSHIP

- **Leading a Nonprofit Organization: Tips and Tools for Executive Directors and Team Leaders**
http://strengtheningnonprofits.org/resources/guidebooks/Leading_a_Nonprofit_Organization.pdf
- **Structuring Leadership: Alternative Models for Distributing Power and Decision-Making in Nonprofit Organizations** http://www.buildingmovement.org/pdf/bmp_structuringleadership_1.pdf
- **Doing More with More: Putting Shared Leadership into Practice**
<https://nonprofitquarterly.org/2014/04/21/doing-more-with-more-putting-shared-leadership-into-practice/>
- **Compass Point Tools: Leadership, Coaching, Executive Transitions, Board & Governance**
<https://www.compasspoint.org/tools-and-resources>
- **The Situational Leadership Model (Directing, Coaching, Supporting, Delegating)**
<http://greeks.cofc.edu/documents/The%20Situational%20Leadership%20Model.pdf>

COACHING, STAFF DEVELOPMENT & HUMAN RESOURCES

- **Coaching and Philanthropy, An Action Guide for Non Profits - Tool kit on Coaching**
<http://groups.compasspoint.org/coachingnonprofits/tiki-index.php>
<https://www.compasspoint.org/tools-and-resources/coaching-and-philanthropy>
https://www.compasspoint.org/sites/default/files/documents/1010_capactionguideforonprofi.pdf
- **Practicing Culturally Aware Coaching**
<https://www.compasspoint.org/sites/default/files/CulturallyAwareCoaching.pdf>
- **Development Opportunities for Nonprofit Staff** (Ideas for free opportunities within organization)
<https://www.bridgespan.org/insights/library/leadership-development/52-free-development-opportunities>
- **Benefits Summary Template**
http://www.roadmapconsulting.org/latest-resources/item/download/117_38877dc1dce11974d360846eee33ff65
- **Social Justice Survey Salaries Executive Summary**
http://www.roadmapconsulting.org/latest-resources/item/download/112_bfdb5e3acf71d45d00df8395ab75552f
- **Salary Review Policy - Sample**
http://roadmapconsulting.org/latest-resources/item/download/116_7f33054b2b925dfe6d3893bf68b3f60c
- **Supervision and Hiring Human Resources Tools**
https://roadmapconsulting.org/resources/?_sft_resource_type=human-resources&_sfm_year_published=2011+2016&sf_paged=2
- **The Profession Of Shelter Work a Manual and Hiring Tools for Domestic Violence Shelters, Feb. 2014**
<http://pathssk.org/wp-content/uploads/2011/04/PATHS-Profession-of-Shelter-Service-Work-web.pdf>
- **Volunteer Management (planning tools)**
<http://www.501commons.org/resources/tools-and-best-practices/volunteer-management>
- **Non Profit Resource Center – Human Resources** <http://www.nprcenter.org/human-resources>
- **Nonprofit Human Resources, Non-profit Resource Toolkit**
https://www.taprootfoundation.org/sites/default/files/imce/Nonprofit%20HR%20Best%20Practices%20Guides_Taproot%20Foundation%20and%20Warner%20Bros_0.pdf
- **Annual Evaluation of the Executive Director**
<https://www.compasspoint.org/board-cafe/annual-evaluation-executive-director>
- **A Supervisor's Checklist for Preparing for Employee Performance Reviews**
<https://www.opm.gov/policy-data-oversight/performance-management/performance-management-cycle/rating/supervisors-checklist-for-preparing-for-employee-performance-reviews/>

SELF-CARE

- **Compassion Fatigue & Self-Care for Individuals and Organizations (FUTURES)**
<https://www.futureswithoutviolence.org/compassion-fatigue-self-care-individuals-organizations/>
- **Self-care & Organizational Self-care Checklist**
<http://promising.futureswithoutviolence.org/files/2012/01/Org-and-Self-Care.pdf>
- **A Parent's Self-care and Self-reflection**
<http://www.defendingchildhood.org/wp-content/uploads/2015/04/FUTURES-NCTSN-Factsheet-2.pdf>
- **What About You? A Workbook for Those that Work with Others**
<http://508.center4si.com/SelfCareforCareGivers.pdf>
- **Strategies for Preventing Compassion Fatigue and Burnout**
https://www.ovcttac.gov/downloads/SAACT/files/prev_comp_fatg.pdf
- **Building a Culture of Care: A Guide for Sexual Assault Programs (National SA Coalition)**
http://www.nsvrc.org/sites/default/files/publications_nsvrc_guides_building-cultures-of-care.pdf
- **Compassion Fatigue Awareness Project** <http://www.compassionfatigue.org/index.html>
- **Poster** <https://socialwork.buffalo.edu/content/dam/socialwork/home/self-care-kit/self-care-poster.pdf>
- **Self-care Assessment Check-list** https://mnliteracy.org/sites/default/files/self-care_assesment.pdf
- **Secondary Traumatic Stress Webinar**
<https://www.futureswithoutviolence.org/secondary-traumatic-stress-workshop/>
- **Self-care and Trauma Work**
http://www.nsvrc.org/sites/default/files/Publication_NSVRC_Overview_Self-Care.pdf

- **Sustainability in your Work and Personal Life – Reflections on Time Management**
http://roadmapconsulting.org/wp-content/uploads/2012/04/Sustainability_in_Your_Work_and_Personal_Life.pdf
- **Organizational Self-Care: Why It Matters and What It Could Look Like in Your Organization**
<https://www.compasspoint.org/blog/organizational-self-care-why-it-matters-and-what-it-could-look-your-organization>
- **Organizational Prevention of Vicarious Trauma**
<http://www.mass.gov/mova/docs/mvaa/precarious-trauma-reading.pdf>
- **Mindfulness, Getting Started** <http://www.mindful.org/meditation/mindfulness-getting-started/>
- **21-Day Challenge: Self-Care for Sustainability & Impact**
<http://www.movetoendviolence.org/lp/21-day-evergreen-challenge/>

BOARD: BUILDING A STRONG GOVERNING BODY

- **Boards Matter: Board Building Tools for the Busy Social Justice Executive**
<http://www.managementassistance.org/board-building-tools-social-justice/>
- **Building an Effective Board of Directors: Recruiting, Fundraising, Demographics, Performance, Vision**
<http://www.afpnet.org/files/ContentDocuments/5%20Building%20an%20Effective%20Board%20of%20Directors-1.pdf>
- **Your Board of Directors: The Basics, Your Guide to Understanding and Developing the Board of a Rape Crisis Center**
http://www.resourcesharingproject.org/sites/resourcesharingproject.org/files/Your_Board_of_Directors_0.pdf
- **Board Member and Chair Best Practice Packet (includes 50 fundraising ideas)**
http://www.oregon.gov/os/LD/docs/Board_Member_Packet.pdf
- **Board member sample job descriptions**
<http://managementhelp.org/boards/job-descriptions.htm>
<https://www.bridgespan.org/insights/library/boards/board-member-job-description-sample>
<https://www.oneoc.org/media/1051/board-member-job-descriptions-7-samples.pdf>
<https://www.snpo.org/resources/documents/BoardMemberandOfficerAgreements-Sample.pdf>
- **Board minutes** <http://www.nonprofitlawblog.com/board-meeting-minutes/>
<http://www.nonprofitlawblog.com/home/2011/02/board-meeting-minutes-part-ii.html>
- **Board Profile Worksheet**
<https://www.oneoc.org/media/1057/board-profile-matrix-worksheet.pdf>
- **Boardsource Recommended Governance Practices (2015)**
<http://leadingwithintent.org/wp-content/uploads/2015/01/Recommended-Gov-Practices.pdf>
- **Board Engagement**
http://majorgivingnow.org/downloads/pdf/Engage_Board.pdf
<http://www.nonprofitresourcenetwork.org/resources/engageboard.php>
- **Fundraising, A Partnership Between Board and Staff**
http://www.firstnonprofit.org/wp-content/uploads/2014/04/Fundraising_A-Partnership-Between-Board-and-Staff.pdf
- **Managing Conflict, A Guide for Volunteer Boards**
http://www.tctontario.ca/user_files/File/ManagingConflict-AGuideforVolunteerBoards.pdf
<http://ppmgmt.ca/resources-for-board-of-directors/dealing-effectively-with-non-profit-board-conflicts/>
- **Board Self-assessment (Rating list)**
https://www.compasspoint.org/sites/default/files/documents/725_boardselfassessmentdraft.pdf
- **Board Café Archives** (Board Governance Templates & Articles)
<https://www.compasspoint.org/board-caf%C3%A9-archives>
- **AAA Board (Advocate, Ambassador, and Asker)** (survey & commitment checklist)
<http://americanorchestras.org/conference2016/wp-content/uploads/2016/06/Orchestra2016AAAGenericSurvey.pdf>
- **Principles and Practices for Nonprofit Excellence**, a Guide for nonprofit staff and Board members.
<http://www.minnesotanonprofits.org/PrinciplesPractices.pdf>
- **Board Recruitment Outline**
http://www.resourcesharingproject.org/sites/resourcesharingproject.org/files/Board_Recruitment_Outline_0.pdf
- **Board Resources - Governance** <http://www.ctnonprofits.org/resources/governance>

FINANCIAL DEVELOPMENT

- **Fundraising and Capacity Building Manual**, NC Coalition Against Domestic Violence
http://www.ncdsv.org/images/Fundraising%20and%20Capacity%20Bldg%20Man_NCCADV.pdf
- **Financial Internal Control Check List**
https://www.compasspoint.org/sites/default/files/documents/646_internalcontrolschecklist.pdf
- **10 Step Annual Budgeting Checklist**
https://nonprofitsassistancefund.org/sites/default/files/publications/budgeting_checklist.pdf
- **Projecting Reserves Worksheet** https://www.funwithfinancials.net/_asset/bjg5hj/Projecting-Reserves.pdf
- **National Online Resource Center on Violence Against Women, VAWNet -Grants & Funding Resources**
<http://www.vawnet.org/grants-funding/>
- **Creating an Effective Fundraising Plan**
<http://www.gnof.org/wp-content/uploads/2014/06/CreatingFRplan-manual.pdf> *Compass Point*
http://www.peoplepoweredmovement.org/site/images/uploads/Fundraising_Guide_1_-_Creating_a_Plan.pdf
http://www.fundraising123.org/files/KleinNP911_Fund_Plan_Worksheet.pdf *Worksheet*
- **Fundraising for People Community Powered Radio**
http://www.amarc.org/documents/manuals/KYRS_Fundraising_Handbook.pdf
- **5 Effective Tools & Tips for Effective Fundraising**
<https://globalgenes.org/toolkits/5-essential-tips-tools-for-effective-fundraising/introduction/>
- **Beyond Fundraising: What does it mean to build a culture of philanthropy? (Haas Jr. Fund)**
http://www.haasjr.org/sites/default/files/perspectives/Haas_CultureofPhilanthropy_F1_0.pdf
- **Civil Rights Obligations of Recipients of Federal Financial Assistance**
<https://ta2ta.org/events/webinars/ovw-webinars.html>
- **Financial Terms** <http://www.nonprofitfinancefund.org/financial-terms/a?title=>

PLANNING RESOURCES

- **Strategic Planning Process- Nevada Network Against Domestic Violence**
<http://www.navaa.org/sp/nnadv.pdf>
- **Strategic Planning Toolkit, OVC Training Technical Assistance Center**
<https://www.ovcttac.gov/views/resources/dspStrategicPlan.cfm>
- **Guide to Self-Assessment and Planning for Domestic Violence Programs (Immigrant Comm. Advocacy)**
http://www.doj.state.or.us/victims/pdf/self-assessment_and_planning_for_domestic_violence_programs.pdf
- **Strategic Planning Process Chart**
<http://leading-resources.com/strategic-planning/the-six-rings-planning-model/>
- **Developing Strategic and Action Plans** <http://ctb.ku.edu/en/developing-strategic-and-action-plans>
- **Individual Development Plan – Sample Template** http://hrcouncil.ca/docs/Template_Ind_Dev_Plan.doc
- **Annual Operating Plan – Template**
<http://www.352express.com/wpm/files/78/ANNUAL%20OPERATING%20PLAN.pdf>
- **Logic Model Development Guide - Kellogg Foundation**
<http://www.wkkf.org/resource-directory/resource/2006/02/wk-kellogg-foundation-logic-model-development-guide>
- **Developing an Action Plan (tools)**
<http://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/develop-action-plans/main>
- **Event Planning Template** <http://www.thenonprofitpartnership.org/files/eventplanningtemplate.doc>

COMMUNICATION, STORY TELLING & CONFLICT RESOLUTION

- **The Written Voice** (Articles, Papers & Presentations on Fund-Raising Language) www.thewrittenvoice.org
- **Beyond Bullet Points**, Cliff Atkinson. Free template www.sociablemedia.com
- **Stories Worth Telling: A Guide to Strategic and Sustainable Nonprofit Storytelling & Toolkit**
<http://meyerfoundation.org/how-we-work/strategies/stories-worth-telling>
<http://meyerfoundation.org/developing-storytelling-culture-16-crucial-questions-ask-yourself>
- **Andy Goodman's information and tools** (storytelling, presenting, strategic communications)
www.agoodmanonline.com or www.thegoodmancenter.com
- **You've Have Something to Talk About: Amplifying your Organization's Greatness**
http://www.grassrootsfundraising.org/wp-content/uploads/2014/03/Amplify_Org_Greatness_MarApr_2014_GFJ.pdf
- **Conflict Resolution Tools for Domestic Violence Staff & Shelter**
<http://vawnet.org/sc/conflict-resolution-tools-domestic-violence-shelter-staff>
- **Problem Resolution Policy, National Organization example**
http://hrcouncil.ca/docs/POL_Conflict_Res.pdf
- **Workplaces that Work: Conflict at Work HR & Interpersonal Communication**
<http://hrcouncil.ca/hr-toolkit/workplaces-conflict.cfm>
<http://hrcouncil.ca/hr-toolkit/workplaces-interpersonal.cfm>
- **Resolving Differences Using the Circle of Conflict**
<http://www.aecf.org/blog/results-based-leadership-video-resolving-differences-using-the-circle-of-conflict>
- **Conflict Resolution Skills** <https://www.edcc.edu/counseling/documents/Conflict.pdf>
- **Emotional Intelligence and Communication Resources**
<http://lrc.vgcc.edu/content.php?pid=687076&sid=5702042>
- **Communicating in Color** http://www.slideshare.net/kirstenadachi/your-true-colors?next_slideshow=1
- **Conflict resolution kit- 12 Skills:** <http://www.crnhq.org/12-Skills-Summary.aspx?rw=c>

COLLABORATION STRATEGIES

- **Forging New Collaborations: A Guide For Rape Crisis, Domestic Violence, & Disability Organizations**
<http://www.vera.org/sites/default/files/resources/downloads/Collaboration-pub-v4-corrected.pdf>
- **How to Collaborate- Collaborative Justice**
<http://www.collaborativejustice.org/how.htm>
- **Collaboration Survey**
<http://www.collaborativejustice.org/assess/survey.htm>
- **Sample collaboration MOU**
<http://www.ovw.usdoj.gov/docs/sample-mou.pdf>
http://www.doj.state.or.us/victims/pdf/mou_sample_guidelines.pdf
<http://nnedv.org/resources/dv-hiv-aids-toolkit/167-service-provider-templates/4325-mou-template.html>
- **Successful Collaborative Partnerships: Key Elements and a Self-Assessment Inventory**
<http://survey.trq-inc.com/resources/PartnershipSelf-assessmentformwithcover2.pdf>
- **Model Guidelines for Nonprofits Evaluating Proposed Relationships With Other Organizations**
<http://www.tobaccofreekids.org/research/factsheets/pdf/0151.pdf>
- **What does it mean for us to collaborate? Kansas Coalition**
<http://www.kcsdv.org/images/pdfs/Collaborate.pdf>
- **Collaboration Tools**
<https://www.centerforprofitexcellence.org/resources/collaboration>
http://www.serve.gov/new-images/council/pdf/CommunityCollaborativeToolkit_all%20materials.pdf
- **Building Collaboration from the Inside Out**
http://www.issuelab.org/resource/building_collaboration_from_the_inside_out?_ga=1.192156782.515324231.1473976635

WEBINARS

- **Assembling the Pieces: Tools to Build an Effective Board (FUTURES)**
<https://www.futureswithoutviolence.org/assembling-the-pieces-tools-to-build-an-effective-board/>
- **Compassion Fatigue & Self-Care for Individuals and Organizations (FUTURES)**
<https://www.futureswithoutviolence.org/compassion-fatigue-self-care-individuals-organizations/>
- **Navigating Fund Development Strategies during Transition (FUTURES)**
<http://www.futureswithoutviolence.org/navigating-fund-development-strategies-during-transition/>
- **Overview of Nonprofit Digital Strategy (FUTURES)**
<https://www.futureswithoutviolence.org/overview-of-nonprofit-digital-strategy/>
- **Measuring Trauma-Informed Practice: Tools for Organizations (FUTURES)**
<https://www.futureswithoutviolence.org/measuring-trauma-informed-practice-tools-for-organizations/>
- **Secondary Traumatic Stress (FUTURES)** (burnout, compassion fatigue, vicarious trauma, self-care)
<https://www.futureswithoutviolence.org/secondary-traumatic-stress-workshop/>
- **OVW Financial Management Practices**
<http://resourcesharingproject.org/ovw-financial-management-practices>
- **OVW New Uniform Guidance 2015: The Impact on Your Nonprofit Agency's Financial Management**
<http://resourcesharingproject.org/new-uniform-guidance-series-2015>
- **Empowering your Board to Lead: Understanding the Roles & Responsibilities of your Board**
<http://resourcesharingproject.org/empowering-your-board-lead-understanding-roles-and-responsibilities-your-board-directors-series>
- **Basic Financial Management for Coalitions**
http://resourcesharingproject.org/sites/resourcesharingproject.org/files/Basic%20Financial%20Management%20for%20Coalitions_0.pdf
- **Nonprofit Webinar: the Sustainability Mindset**
https://www.youtube.com/watch?v=cG_ya7xvQO4
- **Preparing for the Inevitable: The Board's Role in Succession Planning**
<https://nonprofitquarterly.org/2015/06/24/preparing-for-the-inevitable-the-boards-role-in-succession-planning/>
- **CEO Confidential: Planning, Communicating and Implementing Your Organizational Exit**
<https://nonprofitquarterly.org/2015/05/04/ceo-confidential-planning-communicating-and-implementing-your-organizational-exit/>
- **An Organizational Sustainability Framework for Executive Transitions**
<https://nonprofitquarterly.org/2015/04/03/webinar-organizational-sustainability-executive-transitions/>
- **The Completely Revised Guide to Great Board Recruitment**
<https://nonprofitquarterly.org/2016/02/29/the-completely-revised-guide-to-great-board-recruitment/>
- **Writing to Make a Difference (Story Telling)** (Foundation Center 2012)
<http://grantspace.org/tools/multimedia/webinars/Storytelling-for-Fundraising-Success-2012-08-02>
- **Introduction to Proposal Writing** (Foundation Center 2015)
<http://grantspace.org/tools/multimedia/webinars/introduction-to-proposal-writing>
- **Introduction to Project Budgets** (Foundation Center 2015)
<http://grantspace.org/tools/multimedia/webinars/introduction-to-project-budgets>
- **Practical Strategies for Creating Trauma-Informed Services and Organizations**
<http://www.nationalcenterdvtraumamh.org/trainingta/webinars-seminars/2013-practical-strategies-for-creating-trauma-informed-services-and-organizations/>

ADDITIONAL WEBSITES WITH RESOURCES:

- **Blue Avocado** (Magazine of American Nonprofits) <http://www.blueavocado.org/>
- **Board Café Archives** <https://www.compasspoint.org/board-caf%C3%A9-archives>
- **Boardsource:** www.boardsource.org
- **Chronicle of Philanthropy** <https://www.philanthropy.com/>
- **Community Toolbox** (resources on sustainability) <http://ctb.ku.edu/en/toolkits>
- **CompassPoint** <https://www.compasspoint.org/>
- **Foundation Center** www.foundationcenter.org
- **Guide Star** www.guidestar.org
- **Human Resources Links** http://www.iknow.org/human_resources/Pages/hr.aspx
- **HR Council** (Based in Canada) <http://hrcouncil.ca/hr-toolkit/home.cfm>
- **Idealist Resources for Non Profit Organizations,** <http://www.idealist.org/info/Nonprofits>
- **Management Library for Nonprofit and for-Profit Organizations,** <http://www.managementhelp.org/>
- **Managing the Non-Profit Organization, Minnesota Council of Nonprofits,** <http://www.mncn.org/index.htm>
- **Minnesota Council of Nonprofits** <http://www.minnesotanonprofits.org/nonprofit-resources>
- **Roadmap Consulting (Resources for Social Justice Organizations)** <http://roadmapconsulting.org/>
- **Stanford Social Innovation Review** <http://ssir.org/>
- **Strong Field Project** <http://strongfieldproject.org/>
- **TechSoup:** Technology products for nonprofits. www.techsoup.org
- **The Nonprofit Quarterly** <https://nonprofitquarterly.org/>
- **National Resource Center Nonprofit Management Resources:**
http://www.vawnet.org/grants-funding/print-document.php?doc_id=335&find_type=web_desc_NRCDV

We offer this toolkit of resources as a reference. Their content does not represent the views of Futures Without Violence or the Office on Violence Against Women, U.S. Department of Justice.

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