

Board Governance Crucial to Non Profits

Board governance is a deciding component of organizational effectiveness and a crucial part of the functioning life of the nonprofit sector. For MAS, Board Governance is a thriving practice area, and one that is continually being developed.

In an effort to grow our Governance practice and to meet a growing client demand, MAS has organized a group of consultants with a specific interest in Governance. These consultants would like to refine our Governance offering and begin to take on additional Governance projects. This group has held numerous meetings and made notable headway in furthering the practice and realizing professional development goals in this area.

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New President for MAS

MAS is pleased to announce that Rita Daniel has been elected as the new President of the organization.

Rita is an economist who has worked in both the public and private sectors in economics and in marketing. She has served at management levels in both areas.

After retiring, Rita joined MAS in 2003 and has been the head of the Marketing and Finance Committees, along with doing projects in fund raising and marketing. Rita has also served on other nonprofit boards and currently also volunteers at the Art Gallery of Ontario.

MAS looks forward to the impact Rita will have on the organization and warmly welcomes her to the Presidency. Please see page 2 for Rita's *President's Corner*.

March is AGM Time

The 2010 Annual General Meeting was a time to recognize the long term contributions of many; to highlight the incredible growth of the organization; and to welcome volunteers into new roles. MAS bids Ed Monahan a fond farewell from his role as President, but looks forward to his continued involvement as a volunteer consultant.

Nation Cheong from the Youth Challenge Fund attended the meeting as the invited guest speaker. Nation provided his insight into how MAS can continue to offer support to the YCF funded initiatives within the thirteen priority neighbourhoods.

We've moved!

MAS has a new home, so please update your records with our new details. Here is our new address:

375 University Avenue, 6th Floor
Toronto, ON
M5G 2J5

Our telephone number and email address remain the same:

416-963-5792

info@masadvise.ca



MAS volunteers take their seats for the AGM

President's Corner: Sustaining Growth Challenge for MAS

As I take over as President of MAS from Ed Monahan, the organization is doing very well. We completed 150 projects in 2009 and are projected to complete 180 this year. Most of the increase in business has come from referrals, word of mouth and centres of influence, such as the Youth Challenge Fund, showing that client satisfaction is high. Donations have also increased and we have a number of new highly qualified volunteers.

The growth in client demand has been excellent, but it does present us with the new challenge of the threat of inadequate capacity to support the requests. We have had trouble filling our Practice Leaders roles and a couple of the practices do not have sufficient volunteers to meet the increasing requests. If we are to continue to grow, MAS must make some changes.

To that end, members of the MAS Board, Management and other volunteers met one Saturday in May to review the strategic plan developed in 2007 and begin the process of developing a new plan. The session was designed, facilitated and documented by Margaret Tsuji and led by Chris Govern and Fred Simons, our Co-Executive Directors. We have met most of the targets we set for ourselves in the 2007 plan, which is commendable for a volunteer organization.

Based on the vision outlined for MAS in 2007, the current state and identified gaps, those attending made suggestions on what MAS should start and stop doing to better meet our goals. A number of the ideas discussed at the session came out of the focus groups and interviews that were held with MAS volunteers.

Some of the suggestions can be implemented fairly quickly, However, there were five areas identified as being critical to continue our growth which need further work. These are our mission, vision and values, the structure of MAS, marketing and branding, recruitment and management of volunteers and client services offered, and fundraising. Work groups were set up to make recommendations on each of these.

The work groups had until the beginning of June to come up with their scope, approach and timing. By the beginning of July, they are to have their final recommendations and work plan ready. Some of the work will obviously have to be done before others. The mission, vision and values is being finalized quickly in order to feed into the work of the other committees. We hope that by mid-summer, a new structure will be identified.

Two other things were addressed at that Saturday session. One was whether MAS should continue to offer services in all areas or limit our consulting to those practices where we have the greatest demand. It was decided that MAS will continue to consider all client requests and respond to those we are able, but will not promote the less active practices.

The other item that was discussed in depth was that of the role of the Practice Leader. The role is considered too large for a volunteer position. The various aspects of the role were thought to be important, but some could be shifted to others or done in a different way. The Practice Leader role as currently described will be phased out. The Structure team will examine the consequences of not having Practice Leader and develop recommendations on how to address this.

We will keep you up-to-date on the outcome of this work. It should put MAS in a much better position to move forward and continue to grow.

Rita Daniel

DOES YOUR ORGANIZATION NEED OUR HELP IN ONE OF THESE AREAS?

- Governance
- Facilitation
- Strategic Planning
- Human Resources
- Finance
- Fund Raising
- Leadership Coaching

Do you want to help?

Volunteer
Call us if you have experience in one of our service areas and you'd like to make a difference

Refer a client
Call us if you know a nonprofit organization that could benefit from some assistance at no charge

Donate
Help us to help even more organizations

CONTACT US: info@masadvise.ca 416-963-5792

MAS Helps Black Daddies Club Support Fathers

Brandon Hay is the Executive Director and founder of the Black Daddies Club. He lives with his wife Aqueelah and their three young sons in Scarborough. In 1990, he and his mother moved from Jamaica to Toronto. He was deeply affected when his father, who owned a bar near Kingston, was shot and killed while working. The suspect was an 11-year-old boy. The boy was later shot himself. The event left many questions unanswered.

After his father's funeral, Brandon asked the Jamaican police why the investigation was moving slowly. He was told "this kind of thing happens all the time". In an interview with Toronto Star reporter Donovan Vincent, Brandon said the lesson he took from that comment was, "there is no point simply trying to fix problems in one's own family or home. Ills in the broader community are just as important".

In looking at the ills in the broader community, Brandon could see a need to help fill the gap left by the high rate of black households led by single mothers. This problem is often associated with crime and alienation among young black men. In 2007, he founded the Black Daddies Club. With a goal of providing positive male role models in the Black community, he and a core group of volunteers have organized a number of successful community events and programs, including the Barbershop sessions and H.I.P.

The Holistic Integration Program ("H.I.P.") focuses on helping incarcerated youth to make different choices and to prevent repeat convictions.

The BDC Barbershop sessions focus on providing support for fathers by offering a platform for open dialogue on specific topics related to being a father. Barbershops are a favourite meeting place in the community.

Black Daddies Club came to MAS after attending a MAS led presentation. Volunteer Consultant Danette Romard says her role will be to help firm up the club's mission statement and develop a strategic plan to help them grow. Stability and sustainability are the key factors which need to be addressed. Danette has sent out a questionnaire to core members and will organize the feedback to help the group with internal review and brainstorming. MAS volunteer Jim Campbell, another MAS VC, will provide counsel on setting up a searchable database for tracking volunteer information.

In the meantime, BDC has several events planned over May and June. Like many grassroots organizations they are struggling to provide much needed community support with very limited resources. The group is still developing and if anyone would like to become involved in a more direct manner, please feel free to contact Brandon Hay for more information. Brandon can be reached by email: info@blackdaddiesclub.com.



GENDER MIX NO PROBLEM FOR NONPROFITS

The HR Resource Centre, a federally funded organization, reports that the nonprofit sector is somewhat unique in that it is female-dominated (about 75%), so that gender equity is not about strategies for encouraging more equal representation of women. A recent study showed, however, that in most areas, men occupy a disproportionate number of senior management positions while women are over represented in administrative and support positions. An exception is the Health and Social Service sector where women are better represented in senior positions.

Both men and women expressed high levels of commitment to and satisfaction with their work for nonprofits. Roughly nine in 10 paid employees in the sector rate their job satisfaction as high, and more than eight in 10 men and women report a sense of commitment to the missions of their organizations.



Volunteer Dedication Recognized by MAS

In its nearly 20 years of existence, Management Advisory Service has been fortunate to have had so many volunteers who have contributed so much to our mission of providing help to nonprofit organizations in the Toronto area. It was decided that at this year's annual general meeting those long-service volunteers still active would be recognized. In addition, the David M. Ferguson Memorial Award for long and distinguished service was presented by Joanne Ferguson to Fred Simons.

Fred, currently Co-Executive Director, has served MAS for many years in various capacities and with great dedication. He has been instrumental in the creation and growth of the facilitation and strategic planning practices, both of which are thriving areas for MAS. Fred will continue to contribute as a very active volunteer in both of those specialties and on various committees.

Ed Monahan was also recognized for his work as President and many years of service. Ed, a MAS "original" has been our host for many meetings at 130 Carlton Street, where the AGM was held again this year. The presentation was made by Co-ED, Chris Govern.



Ed Monahan and Chris Govern

The volunteers recognized and presented with a handsome pen are:

David Ptolemy (1994)
 Inder Mehta (1995)
 Geoff Owen (1995)
 Fred Simons (1995)
 Arnold Agnew (1996)
 Ed Monahan (1996)
 Peter Morgan (1996)
 Donald Pollock (1996)
 Michael Landa (1997)
 Nevin McDiarmid (1997)

Michael McKenzie (1997)
 Ronald Purcell (1997)
 Gerry Rowat (1997)
 Bobby Siu (1997)
 Oliver Carroll (1998)
 Murray Craik (1998)
 Al Falcao (1998)
 Brian Thompson (1998)
 Gail Whitbeck (1998)
 Jim Evans (1999)

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As part of our on-going work with Youth Challenge Funded organizations, MAS has put together a Governance seminar. This seminar is geared towards maximizing the valuable skill sets that these youth led organizations bring to the table, while recognizing the unique challenges faced by such groups in the area of Governance. The goal is to first assess the need for Governance help within these organizations, and ultimately design a process that MAS can engage in with these groups that will provide the required support.

As mentioned, MAS is focusing on growing our roster of Governance consultants so that we can meet client demand; however, MAS has been able to provide the non profit community with a great deal of Governance support over the years due to the talent and generous time donation of a small group of governance experts who have managed a large number of governance projects. MAS warmly thanks those and all volunteers who help the non profit community.

Wondering what type of Governance help we provide? Here's one example:

The chair person of a long established social agency was encountering difficulty in getting her board to focus on its external responsibilities—public education, fund raising and stakeholder engagement. MAS designed and delivered a half day workshop that gained unanimous acceptance from the board of the need to refocus its efforts and a commitment to an action plan to bring it about.



Left to right top: David Ptolemy, Nevin McDiarmid, Jim Evans

Left to right bottom: Arnold Agnew, Oliver Carroll, Ronald Purcell, Brian Thompson, Fred Simons

New Directors Join MAS

JASVIR NIJJAR

Jasvir has a Bachelor of Arts degree in Psychology from York University and previously studied Business Administration and Marketing at Centennial College. With 10 years of private sector work experience and five years in the nonprofit sector, she is currently a Major Gifts Officer with United Way, Toronto, responsible for cultivating, soliciting and stewarding major United Way donors. She also manages a network of volunteers who help build awareness during the annual UW campaign. Previously, Jasvir worked for six years with Manulife Financial as a Senior Client Account Representative.

Jasvir has served as Board Chair of the South Asian Women's Centre and as a volunteer mentor for women fleeing abusive relationships at the Victims Services of Peel Region.

Growing up in a very challenged neighbourhood, she has first hand knowledge of the issues some Toronto neighbourhoods face and is passionate about building strong local social services in this diverse city. She looks forward to employing her volunteer skills on the MAS Board of Directors.

KENNETH GOLDBERG

Kenneth Goldberg is a retired social worker. He joined EarlsCourt Child and Family Centre as Clinical Director in 1975 and was the centre's Executive Director from 1979 until early 2004. He has extensive experience developing the infrastructure necessary to support empirically based interventions and scaling up model programs. EarlsCourt's SNAP® license is now held by over 80 agencies across Canada, the United States, and Europe.

Mr. Goldberg is currently a Humanist Officiant performing non-religious namings, weddings, and funerals. He has served on numerous Boards of Directors in the social service sector and currently leads English conversation sessions with internationally trained journalists. He was appointed to the Ontario Trillium Foundation's Board of Directors in September 2004. He has been Chair of the Foundation's Province-Wide Committee and Future Fund Committees. As OTF responsibilities wind down, Ken is interested in continuing to support the non-profit sector through MAS.



MAS Board of Directors, clockwise from top left: Fred Simons, Chris Govern, Steve Gittins, Elizabeth Greaves, Jim Campbell, Jeannette MacDonald, Rita Daniel, Kenneth Goldberg, Tom Watson, and Program Coordinator, Lisa Cunningham.
Missing: Jasvir Nijjar

TOM WATSON

Tom has had a long career with P&G, Campbell Soup and Xerox. In his 30 years with Xerox, he held a number of senior positions in Canada, the U.S. and Europe and was a member of the Canada board of directors for eight years. In 1993 he established a consulting business for Xerox and on retirement set up his own HR consulting business.

Later, Tom and his wife spent five and a half years in Costa Rica. During this "sabbatical" he served as a volunteer HR advisor to the University for Peace, a UN chartered university in Costa Rica. On his return in 1993, Tom re-activated his consulting business and joined MAS as a consultant. He has handled a number of projects and served as HR co-ordinator. He served a one-year term as a member of the board of directors of SPRINT, a MAS client.

Tom believes MAS provides a valuable service to the community and looks forward to his continuing participation as a member of the Board of Directors.

Contact Us

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375 University Avenue, 6th Floor
Toronto, ON
M5G 2J5