

Evaluating Committees, Events and Activities

Committees – The number of committees grows, seldom shrinking. The reason: Bylaws call for standing committees. The board has an idea for a few more. The chairman appoints a few task forces.

An **evaluation** determines if every committee serves a purpose, has a mission statement, is working on current year assignments and produces results? Is there a “sacred cow committee” – nobody admitting it lost its value.

Few boards realize that every committee requires staff time to manage. In the landscape of committees, more of them require resources than they generate.

It is fitting to **evaluate** the structure and functions of committees as they fit in the big picture, (often conducted by a governance task force.)

Committee	Chair Staff Liaison	Authority to Exist (bylaws, appointed, task force?)	Purpose and Clear Mission Statement?	Recommendations: Phase Out/Eliminate Combine/Merge Revamp/Redesign
1. Executive		Bylaws	Described in bylaws.	Continue as required by bylaws.
2. Finance				
3. Membership				
4. Programs				
5. Legislative				
6. PAC				
7. Land Development				
8. Nominations				
9. Governance				
10. Trade Show				
11. Scholarship				

Create a table listing the committees in the left column. Indicate their board/staff liaisons in the next column. Review their authority to exist (bylaws, current year appointment?) in the middle column. The fourth column ensures that every committee has a purpose statement or mission. The right column is for task force recommendations: maintain, merge, eliminate, enhance, suspend, etc.

Events and Activities – Nonprofits tend to add events and seldom delete them. “We can squeeze one more activity in, and we’ll find volunteers to help the staff.”

If the number of events and activities is disproportionate to staff, consider a thorough program **evaluation**.

Create a table listing all events and activities through the year in the left column. *Determine in advance what should be measured.* For example, does it benefit members and the community, what’s the financial cost and income, what percentage of members attends or participates, etc.

A program **evaluation** task force should recommend which events fit within the mission and goals of the organization, what can be cut, delegated, etc. The aim is a manageable number of events commensurate with the workforce.

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Attachments

- Committee Analysis Template
- Activities Assessment Template

Committee Review

Introduction: Committees work for the board to advance the mission and goals. Their authority comes from either the bylaws (standing committees) or the appointment by the current term president. Committees do not have authority to act on their own, speak for the board or contract on behalf of the association. Every committee requires staff time to maintain, monitor and assist.

In recent years, organizations have downsized committees that were not effective or had minimal return on investment. Quite often an organization will align all committees with the goals in the strategic plan. Committees that do not easily align may be eliminated or merged with other committees.

Purpose: The purpose of the committee review is to determine if committees are effective and offer a ROI. Are there committees that have existed but no longer know their purpose? Do all committees generate income and resources, or are they a cost to the association? Should any committees be merged, transitioned to a task force (called upon only as needed.)

- Strategic Goals**
- **Membership**
 - **Government Relations**
 - **Public Awareness**
 - **Association Leadership, Management and Resources**

The first two columns identify the committee, chair person and staff liaison. The third column questions the authority to exist – was it appointed as a current year task force or is it specified in the bylaws? The fourth column asks if the purpose statement or mission statement exists and is clear to the committee? The final column calls for the recommendations to keep, eliminate, revamp or merge.

Committee	Chair Staff Liaison	Authority to Exist (bylaws, appointed, task force?)	Purpose and Clear Mission Statement?	Recommendations: Phase Out/Eliminate Combine/Merge Revamp/Redesign
1. Executive		Bylaws	Described in bylaws.	Continue as required by bylaws.
2. Finance				
3. Membership				
4. Programs				
5. Legislative				
6. PAC				
7. Land Development				
8. Nominations				
9. Governance				
10. Trade Show				
11. Scholarship				
12. Training/Educ				
13. Past Presidents				
14. Life Ach. Award				

Committee	Chair Staff Liaison	Authority to Exist (bylaws, appointed, task force?)	Purpose and Clear Mission Statement?	Recommendations: Phase Out/Eliminate Combine/Merge Revamp/Redesign
15. Golf Tourn.				
16. Golf Classic				
17. Suppliers Council				
18. Awards				
19. Community Service				
20. Scholarship				
21. Ambassadors				
22. Expo				
23. Women's Council				
24. Marketing Advisory				
25. Insurance Trust				

Note: OK to adapt to any organization. rch

Bob Harris, CAE
www.nonprofitcenter.com
bob@rchcae.com

Committee Analysis 4-09.doc

Activities and Events Assessment (4/09)

Purpose: The association should focus its limited resources (staff, funds, committees, time) on programs, services, events and activities that have the greatest value (ROI) for members. Assoc. has a high number of events and activities --- disproportionate to the number of staff. (The workload will further increase noting that in leadership at the strategic planning meeting identified the need to add marketing and government affairs duties to staff.)

Process: Committee to evaluate each activity and discuss its value to the association. The left columns identify activities. Keep in mind these activities are on top of staff managing the not-for-profit corporation, serving the members and managing the headquarters.

The right four columns identify the performance measures set at the planning meeting. This process will take more than one setting of the Task Force. The result should be a focus on the most important activities and events, eliminating or merging activities where possible, outsourcing activities to consultants, or revamping activities. (In many associations it common to ask, “If we ADD this project – what project, activity or goal do you want to DROP because we have limited staff and resources?”)

	Activity Name	Activity items	Performance Measures			
			Attendance (% of members, prospective members, member satisfaction, increase from prior meeting, trending, etc.)	Expense (return on investment, allocation of actual staff costs, costs compared to budget, marketing time, committee time, etc.)	Profitability (income generated <u>directly</u> and <u>indirectly</u> as a result of the event, ROI, etc.)	Supplemental Value (non-economic impact, community benefit, member service, etc.)
1.	Community Service	Wheel chair ramps				
		Large Community Project				
		Annual Charity of Choice Donation				
2.	Home Show					
3.	Parade of Homes	scattered site				
		Parade of Homes Guidebook				

Activities and Events Assessment Template (4/09)

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		kickoff breakfast				
		Gala Event				
4.	Programs	General Membership Meetings				
		Installation Banquet				
		Board Holiday Party				
		Associate Member Event				
		Member Picnic				
5.	Golf Outings	Member Golf				
		Golf Classic				
6.	Legislative	Political Action Committee				
		Land Development				
		UCC Coalition				
7.	Scholarship	School of Tech tool awards				
		College Scholarships				
8.	Training & Education					

Activities and Events Assessment Template (4/09)

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9.	Remodeling Awards of Excellence	Banquet				
10.	Community Design Awards	Banquet				
11.	Remodelors Council	membership group				
12.	Womens Council	membership group				
	Other activities					
13.	Consumer Guide	publication to support CAP				
14.	Membership Directory	publication, tool for members				
15.	Member Palooza	Retention tool				
16.	Ambassadors Club	Retention tool				
17.	Consumer Assurance Program	Retention tool				

Activities and Events Assessment Template (4/09)

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18.	Newsletter	publication for membership retention				
	Other Activities, Events, Programs					
19.						
20.						
21.	Marketing and PR					
22.						
23.						
24.	Government Affairs					
25.						
26.						
27.						

<p>Bob Harris, CAE www.nonprofitcenter.com bob@rchcae.com</p>
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