

THE CORPORATE FUND
Nonprofit Management Award
presented in memory of
Walter J. Dunfey

**Anthem Blue Cross and
Blue Shield**

Bank of America

Citizens Bank

FairPoint Communications

Fidelity Investments

**Hitchiner Manufacturing
Company, Inc.**

Lincoln Financial Group

**New Hampshire Charitable
Foundation**

Northeast Delta Dental

**Public Service
of New Hampshire**

TD Banknorth



WALTER J. DUNFEY
1932-1989



Annual awards for excellence in management are made in tribute to Walter J. Dunfey, New Hampshire businessman, philanthropist and leader. Walter J. Dunfey was a successful entrepreneur and business executive, a co-founder and director of Dunfey Hotels (now known as Omni International Hotels) and subsequently The Dunfey Group. In 1983, as Chairman of the New Hampshire Charitable Fund, he took the lead in establishing The Corporate Fund, approaching other New Hampshire business leaders with a novel concept: that companies pool their financial resources and management expertise to strengthen the state's nonprofit organizations.

The Awards for Excellence in Management are given annually in Walter J. Dunfey's name to recognize his contributions to philanthropy in New Hampshire and his role in founding The Corporate Fund.

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About the program:

The Corporate Fund recognizes that management in the nonprofit sector is among the most demanding and most important work in our society. Often, effective management within the nonprofit community goes unrecognized. The Corporate Fund created this award to recognize outstanding management skill and talent within the nonprofit sector, and named it for Walter J. Dunfey, noted businessman, philanthropist and co-founder of The Corporate Fund.

Awards may be given to up to two organizations each year, rating their effectiveness based on written submissions and interviews. They are asked to address the following areas of organizational capacity:

- Program Delivery and Impact
- Mission, Vision and Strategy
- Governance and Leadership
- Strategic Relationships
- Resource Development
- Internal Operations and Management

(See pages 4 and 5 for detailed information about these areas of organizational capacity.)

Winners receive an unrestricted award of \$3,500.

Application process:

Award recipients are selected by a review panel of representatives from The Corporate Fund member companies.

Applications are due by August 3rd by 5 pm at New Hampshire Charitable Foundation, 37 Pleasant Street, Concord, NH 03301 or email to grantapp@nhcf.org.

For questions, contact Ellen Koenig, Senior Program Officer at the New Hampshire Charitable Foundation at 1-800-464-6641 x 1257 or ek@nhcf.org.

Eligibility:

Applications from small and large nonprofits in New Hampshire are welcome. Local chapters of national organizations may apply, provided their organizations are locally managed and have full financial information available on a local basis.

All organizations applying must be public charities tax-exempt under Section 501(c)3 of the IRS code.

In keeping with The Corporate Fund's general guidelines, the competition is not open to hospitals or colleges. Social, religious, fraternal, labor, and athletic groups are also not eligible to apply.

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The Corporate Fund is attempting to evaluate the success of the management of your organization. Question 1 gives you a chance to tell us WHY you deserve the award and questions 2 - 7 are designed to support your opinion with details. Important points:

- *Limit total responses to ALL questions to 6 pages.*
- *Number your responses to correspond to the question you are answering.*
- *Each category of questions is equally important. Please do not skip or combine questions.*
- *The reviewers are looking for clarity, measurable outcomes and logical planning in your responses, as well as how each segment ties to the whole organization. In addition, the reviewers want to understand the passion and energy your organization has for its mission. Make sure this comes across in your application.*
- *Finalists will be asked to attend an interview with the reviewers.*
- **Materials are due on August 3rd by 5 pm at New Hampshire Charitable Foundation, 37 Pleasant Street, Concord, NH 03301 or email to grantapp@nhcf.org.**

1. Why do you think your organization deserves The Corporate Fund Nonprofit Management Award?
Please focus on major improvements and achievements, including how your organization meets its mission. Be specific about when these achievements occurred and how they have helped to move the organization forward. Be sure to convey the passion and energy your organization has for its mission and why there is no other organization quite like yours. State the mission of your organization and its key guiding principles or values.

2. Program Delivery and Impact: *Briefly describe your organization, its current programs and services. How do you evaluate the impact of your programs?*

3. Mission, Vision and Strategy:

What strategic issues confront your organization? What does your organization hope to accomplish within the next year? In the next 2-5 years? How does your organization create these objectives? How do you measure your success against these objectives?






4. Governance and Leadership: *What are the most significant contributions the board has made in the past few years? How is leadership cultivated in your organization and succession anticipated? How does the organization's leadership monitor and respond to changing community needs and realities?*

5. Strategic Relationships: *What are the key relationships for your organization? How are they developed and maintained? How do they advance the mission of your organization?*

6. Resource Development: *Briefly discuss the financial stability of your organization, including diversification of funding and the role of fundraising. How has your organization responded to the economic climate?*

7. Internal Operations and Management: *Describe the most significant management decision made recently within your organization and what happened as a result.*

Attachments:

-  Application Form
-  Most recent operating budget
-  Most recent financial statement
-  Organizational chart, if used
-  Completed NH Nonprofit Checklist

Capacity: the ability of an organization to fulfill its mission through a blend of sound management, strong governance, financial sustainability, and a persistent rededication to achieving results.

Adapted from *Grantmakers for Effective Organizations, Report from 2000 GEN-GEO Conference*.
(Grantmakers Evaluation Network and Grantmakers for Effective Organizations, 2000)

Components of organizational capacity

From *Strengthening Nonprofit Performance: A Funder's Guide to Capacity Building*.
(Paul Connolly and Carol Lukas. Amherst H. Wilder Foundation, 2002)



Mission, Vision and Strategy

The organization has a vital mission and a clear understanding of its identity. It is actively involved in regular, results-oriented, strategic, and self-reflective thinking and planning that aligns strategies with the mission and organizational capacity. The planning process involves stakeholders in an ongoing dialogue that ensures that the organization's mission and programs are valuable to the neighborhood or constituency it serves.

Capacity Building Activities:

- Strategic Planning
- Scenario Planning
- Organizational Assessment
- Organizational Development

Governance and Leadership:

The organization's board of directors is engaged and representative, with defined governance practices. The board effectively oversees the policies, programs, and organizational operations including review of achievement of strategic goals, financial status, and executive director performance. The organization is accomplished at recruiting, developing, and retaining capable staff and technical resources. The organization's leadership is alert to changing community needs and realities.

Capacity Building Activities:

- Leadership Development
- Board Development
- Executive Transition

Components of organizational capacity (continued)

Program Delivery and Impact

The organization operates programs that demonstrate tangible outcomes commensurate with the resources invested. Programs are high quality and well regarded. The organization utilizes program evaluation results to inform its strategic goals. The organization has formal mechanisms for assessing internal and external factors that affect achievement of goals.

Capacity Building Activities:

- Program Design and Development
- Evaluation

Strategic Relationships

The organization is a respected and active participant and leader in the community, and maintains strong connections with its constituents. It participates in strategic alliances and partnerships that significantly advance their goals and expand their influence.

Capacity Building Activities:

- Collaboration and Strategic Restructuring
- Marketing and Communication

Resource Development

The organization successfully secures support from a variety of sources to ensure that the organization's revenues are diversified, stable, and sufficient for the mission and goals. The resource development plan is aligned with the mission, long-term goals, and strategic direction. The organization has high visibility with key stakeholders, and links clear, strategic messages to its resource development efforts.

Capacity Building Activities:

- Fund Development
- Business Planning for Revenue Generating Activities

Internal Operations and Management

The organization has efficient and effective operations, and strong management support systems. Financial operations are responsibly managed and reflect sound accounting principles. The organization utilizes information effectively for organizational and project management purposes. Asset, risk, and technology management are strong and appropriate to the organization's purpose.

Capacity Building Activities:

- Human Resource Management and Training
- Financial Management
- Operations
- Technology and Information Systems
- Facility Planning
- Legal Issues
- Volunteer Recruitment and Management
- Conflict Resolution

TYPES OF CAPACITY BUILDING ASSISTANCE

- Information and Referral
 - Research
 - Publications
- Education and Training
 - Peer Exchanges
 - Convening
 - Consulting
 - Funding