

# Alliance for Nonprofit Excellence

## Core Values

### Integrity

- Honesty—
  - Tell people when they are ready or not (especially grant writing)
  - Giving honest feedback
  - Providing honest assessments and telling people what they need
- Not just dealing with the attractive issues but also taking on the thorny ones
- Acting with transparency
- Trusting and being trustworthy
- Listening
- Acting with the best interests of clients and the community in mind

### Stewardship

- Reaching out to organizations even if they don't think they want the help (in retrospect they are glad we helped)
- Being stewards of community resources
  - Collaborating for the sake of maximizing value in the community
  - Not taking people's money when it's not in the best interest of the community
  - Helping non-profits improve their benefits to the community

### Availability/accessibility/making connections/being partners in the community

- Providing services to large and small nonprofit clients alike
- Serve as a linking pin in the community by helping others make connections
- Breaking down barriers and boundaries—not being territorial re our knowledge and services
- Reaching out to marginalized populations
- Making certain services are culturally competent

### Education/learning

- Creating a vibrant learning community
- Everyone is a teacher/ learner—the whole organization benefits from the learning
- Helping others learn and grow
  - Helping people understand the bigger picture
  - Providing insights/aha moments (not just around getting money)

- Teaching things people don't think they need to know
- Chipping away to assure learning takes place
- Connecting the dots for people until they are able to do it themselves
- Encouraging everyone to be open and share knowledge
- Being the radar screen for the community re new knowledge, ideas and approaches
- Helping leaders take on complex leadership challenges (e.g. how to deal with the board)

### **Building a sustainable community**

- Helping create desire in people to learn, particularly from one another
- Helping create change and change agents in the community
- Staying relevant to the community and to the nonprofits we serve
- Taking a long term view in developing an economically more vibrant community with equity among people of different races and ethnicities
- Helping non-profit leaders Infuse energy, passion and focus into their work, their organizations and the community

### **Acting with compassion**

- Responding with empathy in dealing with tough client situations; being humble
- Understanding each client's uniqueness and helping with that understanding in mind
- Being a trusted advisor and mentor

### **Walking our talk**

- Communicating openly—we don't surprise each other
- Working as partners with each other and our clients
- Serving as role models for the community
- Constantly improving and reinventing ourselves
- Actively seeking feedback and hearing it with openness
- Encouraging diversity of thought, people and ideas
- Staff continuously building their own capacity
- Carefully and rigorously evaluate our own work to make sure we're doing the best possible job
- When something is told in confidence, we keep it in confidence unless it puts somebody at risk or is illegal

# Code of Ethics

## I. Personal and Professional Integrity

As representatives of the Alliance, all staff, board members and volunteers act with honesty, integrity, and openness. The Alliance promotes a working environment that values respect, fairness, and integrity.

## II. Mission

The Alliance's mission is to strengthen organizations that meet community needs. All of our programs support this mission, and we are loyal and passionate about this mission. We also ensure that all those who work on behalf of the Alliance are committed to the mission.

## III. Governance

The Alliance's Board of Directors is responsible for setting the mission and strategic direction and overseeing the organization's finances, operations, and policies. The Board ensures that:

- Board members have the requisite skills and experience to carry out their duties and understand and fulfill their governance duties acting for the benefit of the organization and the greater good of the community;
- There is a conflict of interest policy and any conflicts of interest or the appearance thereof are avoided or appropriately managed through disclosure, recusal, or other means. Examples of conflicts include (but are not limited to):
  - Doing business with a board member or his/her firm;
  - Pressuring the organization to hire a friend, relative or business associate.
- It is responsible for the hiring, firing and regular review of the performance of the chief executive officer and that the compensation of the chief executive officer is reasonable and appropriate;
- The CEO provides the board with timely and comprehensive information to carry out its duties;
- The Alliance conducts all transactions and dealings with integrity and honesty;
- The Alliance promotes working relationships with board members, staff, volunteers and members that are based on mutual respect, fairness, and openness;
- The Alliance is fair and inclusive in the selection of board, staff, and volunteers;
- Policies of the organization are in writing, clearly articulated and officially adopted;
- The resources of the organization are responsibly and prudently managed;
- The Alliance has the capacity to carry out its programs effectively; and
- The business and information of the Alliance are treated as confidential and proprietary.

## IV. Legal Compliance

The Alliance is knowledgeable of and complies with all local, state and federal laws and regulations.

## V. Responsible Stewardship

The Alliance manages its funds responsibly and prudently. We:

- Use our resources to further our mission.
- Allocate resources to ensure effective financial systems, internal controls, competent staff, and professional management;
- Compensate staff and consultants reasonably and appropriately;
- Maintain reasonable fundraising costs;
- Do not accumulate excessive operating funds;
- Prudently draw from our endowment fund consistent with donor intent and the public purpose of the Alliance;
- Ensure all spending practices and policies are fair, reasonable, and appropriate in fulfilling our mission; and
- Create financial reports that are timely, accurate, and used as a tool in managing resources.

#### **VI. Openness and Disclosure**

The Alliance provides comprehensive and timely information to the public, the media, and all stakeholders and is responsive to reasonable requests for information. All information about the Alliance fully and honestly reflects our policies and practices. The current 990 tax return and audited financial statements are posted on our website and available to the public. All solicitation materials accurately represent our policies and practices and reflect the dignity of our members.

#### **VII. Program Evaluation**

The Alliance is committed to continuous improvement and regularly reviews program effectiveness. We take the lead in bringing new ideas to our members and promote education and learning as a key to successfully meeting community needs.

#### **VIII. Inclusiveness and Diversity**

The Alliance promotes inclusiveness and diversity in its staff, board and volunteers through recruitment, hiring, retention, and promotion. We understand that diversity enriches our programs, and we strive to serve large and small nonprofits alike, as well as reach out to marginalized populations.

#### **IX. Fundraising**

We are open, honest and prudent in our fundraising practices. We respect the privacy of our donors and use resources consistent with their intent. We:

- Inform donors of our mission, the way resources will be used and our capacity to use donations effectively;
- Inform donors of the identity of board members and that we expect the board to exercise prudent judgment in its stewardship responsibilities;
- Provide access to our most recent financial reports;
- Assure donors that their gifts will be used for the purposes for which they are given;
- Provide appropriate acknowledgement and recognition of gifts;
- Assure donors that the information about their donations is handled with respect and with confidentiality to the extent provided by law;

- Assure donors that their relationship with us will be of the highest professional nature;
- Inform donors whether those seeking donations are volunteers, employees of the Alliance or hired solicitors;
- Keep mailing lists confidential; and
- Encourage donors to ask questions when making a donation, and we provide prompt, truthful and forthright answers.

#### **X. Membership**

The Alliance ensures that our members are committed to the public good, are trustworthy, open, honest, and use their resources responsibly. The Alliance:

- Provides members with honest assessments and feedback about their readiness;
- Listens to members, responds with empathy, and acts with humility and transparency;
- Keeps the best interests of our members and the community in mind;
- Encourages diversity of thought, people and ideas;
- Maintains in confidence any information shared; and
- Helps our members to improve their impact in the community.

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