STRATEGIES FOR SUCCESS
A Short Course for Project Directors

June 9-11, 2015
The Conference Center at the Maritime Institute
Linthicum Heights, MD

Presented by the Ecological Society of America

Sponsored by the National Science Foundation
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MECO Case Study Materials: The Museum of the Emerald City of Oz

Glossary of Financial and Grant Administration Terms

Resources and Bibliography
Strategies for Success: Course Objectives

This course will provide you with the key financial planning, analytical, and communication skills you need to enhance your project or program’s continuing development and financial sustainability. Expert faculty will use lectures, group work, discussions, and case studies to:

- Provide tools and tips that you will use to assess your project and enhance its programmatic and financial sustainability;
- Introduce essential strategies for effective communication with stakeholders; and
- Provide guidance and best practices to help you succeed as you innovate and add value to your project or program.

Strategies for Success: Agenda

**Monday, June 8, 2015**

6:00 pm  **Welcome Dinner and Introductions**  
*Dinner available in the CCMIT dining room until 7:00 pm*  
*(All dinners are included in the accommodation package for overnight guests)*

7:00 pm  Adjourn

**Tuesday, June 9, 2015**

8:15 am  **Session 1: Introduction**  
*Cliff Duke, Jon Anderson, and Jill Parsons*

This session is about getting to know one another. We’ll review the course structure, introduce the SBI Team, and give you each a chance to introduce yourselves.

What you will learn and do:

- Give a mini-pitch to introduce yourself and your project
- Discuss your goals and objectives for attending the course
- Learn about your fellow participants and the expertise in the room
10:00 am  Break

10:15 am  Session 2: Evaluate Your Current Sustainability  
          *Lynda Ramirez-Blust*

What is sustainability? How sustainable are your current activities? This session will help you determine where you are now and provide you with tools to assess your financial and programmatic sustainability.

What you will learn and do:

- Learn how to build a Matrix Map
- Identify your project’s business lines and their profitability and mission impact

12:15 pm  Lunch  
          *Served in the CCMIT Dining Room*

1:15 pm  Guest Lecture  
          *Willie Wilson*

*Head of Science, Plymouth Marine Laboratory (PML), and former Director of the National Center for Marine Algae and Microbiota (NCMA)*

2:15 pm  Session 3: Finance 101  
          *Lynda Ramirez-Blust*

In this session, we will delve deeper into aspects of financial sustainability and discuss how to analyze and communicate financial information to a variety of audiences.

What you will learn and do:

- Define a financially sustainable project
- Determine the financial health of your project or program and assess strengths and vulnerabilities

4:00 pm  Break
4:15 pm  **Session 4: Create Your Business Model Canvas**  
*Jon Anderson*

Being able to put together a solid business plan is key to sustaining biological infrastructure projects. This session will give you the tools you need to create an effective business plan for your project and to continue assessing your plan in the future.

What you will learn and do:

- Learn how to develop and assess business models
- Learn how to use the Business Model Canvas

6:00 pm  **Adjourn**

*Dinner available in the CCMIT dining room until 7:00 pm*

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**Wednesday, June 10, 2015**

8:15 am  **Session 5: Rethink Your Vision, Mission, and Future Activities**  
*Bill Michener*

Prioritization and good planning are important to sustainability. This session will introduce tools to help you do both as effectively and efficiently as possible.

What you will learn and do:

- Learn how to evaluate the vision and mission of your project or program
- Learn to use the Kellogg Logic Model as a planning and prioritization tool
- Plan out your project’s future activities using the Kellogg Logic Model

10:00 am  **Break**

10:15 am  **Session 6: Measure Your Success**  
*Bill Michener*

Measuring, documenting, and communicating success are vital to securing future funding. This session will help you demonstrate your resource’s value — an important step in achieving sustainability.
What you will learn and do:

- Evaluate strategies to monitor and document project use
- Identify Key Performance Indicators (KPIs) for your project
- Discuss ways to communicate project success effectively
- Learn to use the Success Equation

12:15 pm  Lunch  
*Served in the CCMIT Dining Room*

1:15 pm  Guest Lecture  
*Helen Berman, Former Director of the Protein Data Bank (PDB)*

2:15 pm  Session 7: Analyze Your Stakeholders  
*Jon Anderson and Marilyn Hoyt*  
The path to your success involves establishing effective communication and efficient cooperation among your stakeholders and your project team. This session will cover the first steps to help you accomplish these goals.  
What you will learn and do:  
- Learn how to identify stakeholders and assess how they may be affected by or may influence your project  
- Learn how to identify and analyze private philanthropy stakeholders

4:00 pm  Break

4:15 pm  Session 8: Communicate Effectively  
*Lynda Ramirez-Blust*  
This session builds on the previous one and provides an overview of how to communicate with your varied stakeholders to enhance sustainability.  
What you will learn and do:  
- Learn how to communicate effectively with different stakeholders  
- Learn the value and power of storytelling  
- Develop and present an “elevator speech,” and receive feedback from other participants

6:00 pm  Adjourn  
*Dinner available in the CCMIT dining room until 7:00 pm*
Thursday, June 11, 2015

8:15 am  **Session 9: Harness Private Funds**  
*Jon Anderson and Marilyn Hoyt*  
For the foreseeable future, federal support will likely remain integral to sustaining biological infrastructure. As you’ve already learned, however, diversifying your funding base is an important way to enhance sustainability. This session aims to further your understanding of private funding possibilities for your resource.

What you will learn and do:
- Explore the idea of commercial partnerships, from identifying a good partner to making the relationship work
- Learn how to make federal grant proposals into private foundation proposals

10:00 am  Break

10:15 am  **Session 10: Next Steps**  
*Marilyn Hoyt*  
Successful fundraising requires networking and building healthy relationships with donors and funders. In this session you’ll learn some tips and timeless strategies to ensure you are prepared to cultivate these important relationships.

What you will learn and do:
- Learn tips on building relationships with prospects and funders
- Set up next steps for your project

12:15 pm  Lunch  
*Served in the CCMIT Dining Room*

1:15 pm  **Session 11: Make the Pitch**  
*Lynda Ramirez-Blust*  
This session gives you the opportunity to practice and apply what you’ve learned throughout the course in a safe environment. Think of it as a friendly *Dragon’s Den* for the biological infrastructure community.
What you will learn and do:

- Develop a pitch and practice delivering it to a corporation, foundation, or wealthy donor
- Receive feedback and tips from fellow participants
- Role-play and provide feedback to fellow participants

3:30 pm   Evaluations and Closing

4:15 pm   Adjourn
Session 1

Introduction

What do we mean by Sustaining Biological Infrastructure?

- Session 7: Analyze Your Stakeholders
- Session 8: Communicate Effectively
- Session 11: Make the Pitch

Sessions 2, 3, 4, 9
Finances

Sessions 5, 6, 10
Planning and Positioning Yourself

Sessions 7, 8, 11
Communication and Outreach

- Session 2: Evaluate Your Current Sustainability
- Session 3: Finance 101
- Session 4: Create Your Business Model Canvas
- Session 9: Harness Private Funds

- Session 5: Rethink your Vision, Mission, and Future Activities
- Session 6: Measure Your Success
- Session 10: Next Steps
Session 2
Evaluate Your Current Sustainability

In This Session...

- What is sustainability?
- How sustainable are your current activities?

Financial Sustainability

The ability to generate resources needed to meet the needs of the present without compromising the future.

(Bell, et al., 2010, page 13)

Programmatic Sustainability

The ability to develop, mature, and cycle out programs to be responsive to constituencies over time.

(Bell, et al., 2010, page 13)

Adapted with permission from Nonprofit Sustainability: Making Strategic Decisions for Financial Viability by Jeanne Bell, Jan Masaoka, and Steve Zimmerman. Copyright © 2010 by Jan Masaoka, CompassPoint Nonprofit Services, and Spectrum Nonprofit Services, LLC. CompassPoint Nonprofit Services, 500 12th Street, Suite 320, Oakland, CA 94607. www.compasspoint.org
### Individual Exercise: Your Project, Program, Organization

Using *Template 2-1*: Time: 10 minutes

- Write down your core activities and revenue-generating vehicles.

### Template 2-1: Mission and Revenue Strategies

<table>
<thead>
<tr>
<th>Business Lines</th>
<th>Mission-Impact Strategy</th>
<th>Revenue-Generating Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Activities</td>
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Individual Exercise: Your Project, Program, Organization

Using Template 2-2: Time: 10 minutes

- Estimate your core activities and revenue-generating vehicles placement and size on the blank matrix map provided.
- Determine what additional information you might need to complete the matrix map.

Template 2-2: Matrix Map

Individual Exercise: Your Project, Program, Organization

Using the matrix map you just completed (Template 2-2) and Template 2-3,

- Note the matrix map quadrant and strategic imperatives for each of your core activities and revenue-generating vehicles.
- What variations and counterpoints might apply?

**Time: 10 minutes**

**Template 2-3: Variations and Counterpoints**

<table>
<thead>
<tr>
<th>Business Lines</th>
<th>Matrix Map Quadrant</th>
<th>Strategic Imperative</th>
<th>Variation or Counterpoint</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Activities</td>
<td></td>
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<th>Revenue-Generating Activities</th>
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Matrix Map Quadrant | Strategic Imperative
--- | ---
Star | Invest and Grow
Heart | Keep, and contain costs
Money Tree | Increase impact
Stop Sign | Close or divest
Session 3

Finance 101

In This Session...

- Discuss financial sustainability in depth
- Level set terminology
- Financial storytelling

What is Financial Sustainability?

- What you own and what you owe (assets and liabilities)
- When $ is received and disbursed (cash flow)
- What you have saved (reserves)
- What you are obligated to pay for but haven’t set money aside for (unfunded liabilities)
- Reliance on revenue sources (diversification)
- The sustainability of your funding sources
- The sustainability of your resources
Session 4
Create Your Business Model Canvas

Goal

- Learn how to develop and assess business models
- Learn how to use the Business Model Canvas

Business Plan
Business Model Canvas

In This Session...

• Evaluate vision and mission statements
• Plan future activities using strategic planning approaches and logic models

New Section: Evaluating Vision and Mission Statements

Context: Why Mission and Vision Statements are Useful

• Every business, project or program ideally starts with a destination in mind – i.e., vision

• Every business, project or program has a purpose or reason to exist – i.e., mission

• To achieve its vision and realize its mission, a strategy is needed:
  – a business model
  – a product road map
  – a point of view about partners and competitors
  – ideas about who the customers will be
  – A product (or service) is the end result of

From Eric Ries, 2011, The Lean Startup
## Logic Model

**Objective/Problem:**

<table>
<thead>
<tr>
<th>RESOURCES</th>
<th>ACTIVITIES</th>
<th>OUTPUTS</th>
<th>SHORT-AND-LONG-TERM OUTCOMES</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>In order to accomplish our set of activities we will need the following:</em></td>
<td><em>In order to address our problem we will accomplish the following activities:</em></td>
<td><em>We expect that once accomplished these activities will produce the following evidence or service delivery:</em></td>
<td><em>We expect that if accomplished these activities will lead to the following changes in 1-3 and then 4-6 years:</em></td>
<td><em>We expect that if accomplished these activities will lead to the following changes in 7-10 years:</em></td>
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Source: W.K. Kellogg Foundation
Session 6

Measure Your Success

In This Session...

• Examine project management tools to measure success
• Learn evaluation rules of thumb and how to develop Key Performance Indicators (KPIs)
• Demonstrate meaningful project impact
  – Use the Success Equation

Your Perspective

• How do you monitor and measure your project’s success?

________________________________________________________________________
________________________________________________________________________

• What problems do you encounter when measuring success?

________________________________________________________________________
________________________________________________________________________

• “Good evaluation reflects clear thinking and responsible program management.”

Success Equation

Project/Program: _____________________________________________________________

2 Priority Outcomes
What changes in status, behavior or condition most directly influence “D”? 

A + B + C = D

1 Impact
What are we ultimately trying to accomplish?

3 Performance Measures
How do we measure progress toward our outcomes?

Key Strategies
Which programs or activities will drive results?
Session 7
Analyze Your Stakeholders

Goals

- Learn how to identify stakeholders and assess how they may be affected by or may influence your project or organization
- Project goal: Establish communication and cooperation between the stakeholders and the project team, increasing the odds of success

Stakeholders

- Any person or organization who can be positively or negatively impacted by, or cause an impact on the actions of a company.
  - Freeman 1984

- Any person group or organization that can place a claim on the organization’s attention, resources, or output, or is affected by that output.
  - Bryson 1995

- Stakeholders can be both internal and external to the organization
  - Internal (employees, management, board of regents)
  - External (government, partners, suppliers, donors)
# Stakeholder Analysis Table

<table>
<thead>
<tr>
<th>Position</th>
<th>Internal/External</th>
<th>Knowledge (Low/Medium/High)</th>
<th>Supports/Opposes/Neutral</th>
<th>Interest (Low/Medium/High)</th>
<th>Power (Low/Medium/High)</th>
<th>Leadership (yes/no)</th>
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Power/Interest Stakeholder Mapping Worksheet

- Supporter
- Neutral
- Blocker

Power

- Keep Satisfied
- Manage Closely

Interest

- Monitor
- Keep Informed

low

high
Session 8

Communicate Effectively

In This Session...

- Challenges faced in communicating effectively
- The power of storytelling
- Identifying stakeholders and developing plans to communicate with those stakeholders

What does it mean to communicate effectively?

Communicate Effectively

Sender

Sends message

Hears and responds

Clarifies

Confirms

Takes desired action

Receiver
Group Exercise: MECO

Working in your table group:

- Select a stakeholder from your Power/Interest grid completed in Session 7.
- Outline your story using Template 8-1.

**Template 8-1: Story Outline**

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Once upon a time...</td>
</tr>
<tr>
<td>2.</td>
<td>And every day...</td>
</tr>
<tr>
<td>3.</td>
<td>Until one day...</td>
</tr>
<tr>
<td>4.</td>
<td>And because of this...</td>
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<tr>
<td>5.</td>
<td>And because of this...</td>
</tr>
<tr>
<td>6.</td>
<td>Until finally...</td>
</tr>
<tr>
<td>7.</td>
<td>And ever since that day...</td>
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</tbody>
</table>

*From Invisible Ink: A Practical Guide to Building Stories that Resonate by Brian McDonald*
Session 9
Harness Private Funds

Goal

- Explore the idea of commercial partnerships, from identifying a good partner to making the relationship work.
- Learn how to make federal grant proposals into private foundation proposals.

Key Elements of a Partnership

- Core Values
  - The disposition, character, or fundamental values particular to a specific person, people, culture, or movement
- Growth Potential
  - How will the partnership serve as a catalyst for growth of each organization?
- Shared Vision
  - What do the individual parties want to get out of the partnership?
Session 10

Next Steps

In This Session...

- Learn tips on building relationships with prospects and funders
- Determine next steps for your project

New Section: A Scaffold to Structure Private Grant Relationships

Build the Relationship | Before Applying

- Get to know your:
  - Development staff
  - Finance officer
  - Head of your department

- Funding Alert

- Phone call to the foundation

- List your funders in proposal appendices
Next Steps: Things to Consider

• Short-term: What can I start implementing now?
  _____________________________________________________________
  _____________________________________________________________
  _____________________________________________________________
  – What challenges might I encounter?
    _____________________________________________________________
    _____________________________________________________________
    _____________________________________________________________
  – How can I overcome these challenges?
    _____________________________________________________________
    _____________________________________________________________
    _____________________________________________________________
  – What is the first thing I’ll do when I get back?
    _____________________________________________________________
    _____________________________________________________________
    _____________________________________________________________

• Long-term: How can I work towards a more diverse funding model?
  _____________________________________________________________
  _____________________________________________________________
  _____________________________________________________________
  – What do I want to accomplish in the next year?
    _____________________________________________________________
    _____________________________________________________________
    _____________________________________________________________
Session 11
Make the Pitch

In This Session...

- Apply what you’ve learned in a safe environment
- Get productive feedback to enhance learning

Group Role Play Structure

- The class will be divided into 3 Groups – 1, 2, and 3
- Within each group there will be 2-3 subgroups – A, B, C
- Each of you will make a pitch to an assigned audience:
  - Individual donor
  - Community Foundation
  - Corporation