



Better Boards & Beyond!

Beth Dehn, Oregon Heritage

Katie Henry, Oregon Heritage

Ruth Shelly, Portland Children's Museum

Introductions!

- o How many of you are board members?
- o How many of you are staff?
- o What are some of the challenges the board of your organization experiences?





Session Agenda

- o Board Roles and Responsibilities
 - o Policy & Oversight
 - o Planning
 - o Committees
 - o Financial Management & Funding
 - o Advocacy
 - o Evaluation
 - o Personnel
- o Recruitment tips

Policy & Oversight

- o Legal Requirements
- o Articles of Inc. & By-laws
- o Policies & Procedures



Image: www.blueavacado.org, by-laws cheat sheet

Board Is Ultimately Responsible

Policy & Oversight

- o 3 Duties of Trust
 - o The Duty of Care
 - o The Duty of Loyalty
 - o The Duty of Obedience

Suggested Action Step:

- Hand out this pamphlet to new board members as part of their board packet

A GUIDE TO NONPROFIT BOARD SERVICE IN OREGON

Office of the
Attorney General



Planning

- o Mission & Vision
- o Long and short term goals
- o Strategic plan development

Suggested Action Steps:

- Identify grants to help facilitate a strategic planning session
- Take an hour at your annual retreat to brainstorm on trends, opportunities, and threats





Planning: *Recruitment Tip*

- o Your vision, mission, & strategic plan inform board recruitment
- o It used to be, who brings:
 - o Work
 - o Wealth
 - o Wisdom



Planning: *Recruitment Tip*

- o Rather, recruit board members who bring:
 - o **Passion** for your mission
 - o **Expertise** that fills staff gaps
 - o **Representation** of your community
 - o **Capacity** and **connections** for fundraising
- o Each board seat is strategic and valuable!



Committee Oversight

- o Recruiting effective chairs
- o Work plan approval
- o Monitoring activities via the work plan
- o Providing adequate resources

Objective: Education

Project # : Update Walking Tour

Project Manager: Brandon

Measurement of Success: By 7/31/09, print and distribute 2000 pamphlets to the public

Project Tasks	Person Responsible	Start Date	End Date	Hours	Budget	Actual Cost	Comments
Gather existing project from the Chamber	Rhonda	9-Feb-09	10-Mar-09	1	\$0		
Research other communities/tours	Committee	9-Feb-09	10-Mar-09	10	\$0		Ramsdell, Congregational Church, Detroit Riverfront, Historic Homes
Determine cooperation opportunities	Rhonda/Janet	9-Feb-09	10-Mar-09	15	\$0		
Determine destinations	Brandon	11-Mar-09	10-Apr-09	2	\$0		
Determine routes	John/Brandon/ Comm.	11-Mar-09	10-Apr-09	7	\$0		
Determine themes	Brandon	11-Mar-09	10-Apr-09	2	\$0		
Gather current photos	Rhonda	11-Apr-09	1-May-09	5	\$0		
Gather historic photos	Janet	11-Apr-09	1-May-09	2	\$100		
Reference historic information	Janet	11-Apr-09	1-May-09	2	\$0		
Determine Format	Brandon	9-Feb-09	15-Apr-09	1	\$0		
Layout/Design	Brandon/Janet/ Rhonda	1-May-09	31-May-09	80	\$0		
Create Building ID/Signs	Brandon/Janet/ Rhonda	1-May-09	31-May-09	5	\$0		
Post to website	MS Manager	31-May-09	31-May-09	1	\$0		
Determine circulation list	Committee	15-May-09	22-May-09	20	\$0		Prioritize distribution list
Determine Building list for IDs	Committee	15-May-09	22-May-09	20	\$0		
Bids for printing	MS Manager	1-Jun-09	14-Jun-09	5	\$0		
Printing	Brandon/ MS Manager	15-Jun-09	30-Jun-09	3	\$1,500		Marina, Casino, visitors center
Select Guide for Tour	Janet/Kathie/Ma ria	15-May-09	1-Jun-09	2	\$0		
Determine Date of Guided Tour	Janet/Kathie/Ma ria	15-May-09	1-Jun-09	1	\$0		
Publicize Guided Tour	Janet/Kathie/Ma ria	15-Jun-09	30-Jun-09	3	\$100		
Write press release	Rhonda	1-Jun-09	15-Jun-09	1	\$0		
Send out press release	Rhonda	15-Jun-09	30-Jun-09	1	\$0		
Distribution of Walking Tour	Committee	1-Jul-09	3-Jul-09	10	\$0		local
Guided Tour	Committee	1-Jul-09	5-Jul-09	2	\$100		
Refill tour locations	Committee	ongoing	ongoing	5	\$0		
Evaluate process	Committee	1-Sep-09	30-Sep-09	2	\$0		
Totals:				208	\$1,800		



Committee Oversight: *Recruitment Tip*

Leverage committees for board recruitment

- o Recruit “for this year or next”
- o Use committee work to ensure a good fit
- o Limit standing committees
- o Show how committees/task forces fit in the strategic plan

2018/19—2020/21 Strategic Plan Summary

OUR STRATEGIC ANCHORS

OUR VISION: We envision a world where everyone retains and values the innate curiosity, creativity, and empathy of childhood.

OUR MISSION: To develop innovative problem-solvers through playful learning experiences that strengthen relationships between children and their world.

OUR TARGET AUDIENCE: Young children and those who care for them.

OUR UNIQUE VALUE: Through our research, based in our museum and school, we elevate the conversation around early childhood education and the power of play.

OUR INTENDED IMPACT

With a focus on the Portland metro area and influence nationally, children up to age 11 and the adults who care for them will have an improved understanding of and opportunity for playing, making, and sharing together. Ultimately, this will lead to more people with creative mindsets and a more empathetic, peaceful world.

ORGANIZATIONAL VALUES & VISION-IN



2017-19—2020/21 STRATEGIC AREAS OF FOCUS

I. Facilitate change management to a new organizational structure

II. Implement the operational aspects of a new organizational structure

III. Prepare for a new location

2017-19—2020/21 KEY GOALS

At the end of three years...

- A. Board, staff, and the public will understand and have embraced a new organizational identity.
- B. The organization will have supported and managed change so that every staff member feels informed, included, and energized by the new structure.
- C. Board and staff will reaffirm their commitment to diversity, equity, access, and inclusion as part of the new structure.

At the end of three years, we will have...

- A. A new business plan, and a budget framework and process that all business lines feel is fair and equitable.
- B. A new organizational chart, plan for staff growth, and succession plans for key positions.
- C. A new name and brand identity collateral.
- D. Policies that support diversity, equity, access, and inclusion.
- E. Definitions of success and an evaluation system to quantify progress and impact.

At the end of three years we will have...

- A. A fund development and staffing strategy that prepares us for a capital campaign.
- B. Key partnerships that will lead to a compelling case for support and new location.
- C. Data that help identify priority locations for consideration.
- D. Confidence that these priority locations enhance inclusion of and access for underrepresented communities.
- E. A vision for our new building.

2018 /19 ACTION INITIATIVES

To achieve those goals, this year we will...

1. Develop a change management plan for each operational project.
Change Management Task Force
2. Create a plan for staff and board professional development based on our learning approach.
Governance/Nominating Committee
3. Include DEAI and learning approach goals on performance reflections.

To achieve those goals, this year we will...

1. Articulate and implement new staffing relationships.
Organizational Structure Task Force
2. Implement a new budget process.
Finance Committee
3. Increase professional development profitability.
Finance Committee
4. Develop the Case for Support.
Fundraising Strategy Task Force
5. Create a plan to rebrand the organization.
Organizational Structure Task Force
6. Identify and implement DEAI policies.

To achieve those goals, this year we will...

1. Develop a multi-year fundraising strategy to decrease cost per dollar raised and enhance board fundraising capacity.
Fundraising Strategy Task Force
Governance/Nominating Committee
2. Build relationships with potential programming and/or location partners.
New Location Task Force
3. Gather and analyze data to understand the reasons behind flat attendance.
New Location Task Force
4. Increase attendance not only to enhance revenue, but also to build the case for a new building.
5. Articulate an exhibit strategy that motivates attendance and prepares us for a new building.



Financial Management & Funding

- o Annual Budget
- o Approving & monitoring finances
- o Authorizing annual audit or review
- o Assuming responsibility of necessary expenditures
- o Ultimately responsible for fundraising

Suggested Action Step:

- Either have the treasurer take part of a board meeting to train board members in reading financials OR invite a CPA or an auditor to make a presentation to the board on finances



Board Member Friend-Raising & Fund Raising Plan for 2017

Please create your personal plan by selecting from this "menu" of opportunities. This information will be treated confidentially. Please return your signed Development Plan to [executive director] by the next board meeting.

Goal: Increase awareness of the Main Street program and its programs; support communication with our stakeholders.

- E-newsletters and E-announcements – I will commit to forwarding to friends and colleagues.
- Facebook – I will visit the Main Street program page at least twice-weekly, "like" activities, comment on news posts, and share with my Facebook friends and invite them to "like" our main street program.
- I will visit our main street program's newsroom at least twice-weekly and share the stories on social media.
- Other ways I will support awareness and communication: _____

Goal: Increase personal "touch" with members and donors, build connections, demonstrate appreciation, and increase likelihood of repeat giving.

- Holiday cards – I will personally sign and send cards to donors who have given \$100 or more in 2016.
- Thank-a-Thon – I agree to call 5 members or donors in December to thank them for their support in 2016 (list provided by staff).
- Other ways I will build relationships & connections with stakeholders: _____

Goal: Introduce new prospects to our main street program in a relaxed setting such as a brunch, coffee, cocktail party or dinner as well as strengthen relationships with current donors.

- I will host _____ event(s) this year.
- I will bring _____ guests to an event this year.
- Other ideas I will use to cultivate relationships: _____

Goal: Introduce new prospects to our main street program at one of our key events that promotes our mission and results.

- Annual Meeting & Volunteer Recognition – I will bring _____ guests to the annual meeting and ensure their contact info is entered in the main street database.
- I will bring guests to one of our main street program events or programs and ensure their contact info is entered in the main street database.

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grants



Financial Management & Funding

- o Be clear about expectations during recruitment
- o Specific amount or not? Give or get?
- o Importance of 100% giving
- o Alternatives to cash



Advocacy

- o Publicizing to community
- o Giving support and prestige to the program
- o Spokespersons for the program/organization

Suggested Action Steps:

- Develop an elevator speech, a short statement that is one or two sentences long of what the organization does. Be prepared to deliver at any time.
- Make name badges for all board members so they can wear it to other community events.



Advocacy: Recruitment tip

As you advocate, recruit!

- o Don't rely solely on your board members
- o Recruit all year long in the community
 - o Equip your board members to do the same
- o Develop your/their "why" story



Evaluation

- o Regularly reviewing and evaluating programs
- o Counseling and making decisions on plans adopted by committees

Suggested Action Steps:

- Develop a board calendar that includes staff evaluations, a board self-assessment, and a review of mission, vision, and objectives
- Schedule a board retreat every year to reflect on the mission and board function
- Require report from staff or committees on evaluation results of programs and/or special events

Personnel

- o Recruitment, selection, and development of individuals to serve on the board of directors
- o Hiring and regularly evaluating the Executive Director
- o Creating and approving personnel policies





Personnel

- o Basic Staff Responsibilities
 - o Administrator
 - o Volunteer manager
 - o Work plan coordination
 - o Communicator (with committees and community)
 - o Monitoring and evaluation
 - o Resource to Board & Committees

Board Recruitment

Recruitment Tools

- o Board job description
- o Commitment form

On-boarding Tools

- o Orientation binder
- o Required forms
- o Board website for ongoing reference





Board Recruitment

Board Engagement Tools

- o Annual accomplishment report
- o Board self-evaluation
- o Board website for meeting handouts

Off-boarding Tools

- o Induction into a board alumni society
- o Continuation in a membership society
- o Perpetual VIP list and annual event
- o Leadership Council

Resources

Publications

- o *A Guide to Nonprofit Board Service in Oregon*, Oregon Department of Justice, Office of the Attorney General.
<http://www.doj.state.or.us/charigroup/pages/tipsbrd.aspx>
- o *The Nonprofit Board Answer Book: A Practical Guide for Board Members and Chief Executives*, Third Edition. BoardSource, 2012.
- o *The Oregon Nonprofit Corporation Handbook*, NAO, by Cindy Cumfer & Kay Sohl

Websites

- o www.independentsector.org
- o www.boardsource.org
- o <https://www.councilofnonprofits.org/>

Oregon Laws

- o Oregon Nonprofit Corporation Law: Oregon Revised Statutes Chapter 65,
https://www.oregonlegislature.gov/bills_laws/ors/ors065.html

Resources

Grants for Board Development & Strategic Planning

- o Oregon Cultural Trust, www.culturaltrust.org
- o Oregon Community Foundation, Community Grant, <http://www.oregoncf.org/>
- o Meyer Memorial Trust, <https://mmt.org/>
- o Collins Foundation, <http://www.collinsfoundation.org/welcome-collins-foundation>
- o Ford Family Foundation, <http://www.tfff.org/what-we-do/vital-rural-communities/ford-institute-community-building/technical-assistance-grants>

Resources



www.mindyourcollections.org

Thank you!

Beth Dehn, Oregon Heritage

Beth.Dehn@Oregon.gov

Katie Henry, Oregon Heritage

Katie.Henry@Oregon.gov

Ruth Shelly, Portland Children's Museum

rshelly@portlandcm.org