



Successful Board Recruitment and Retention in Times of Stress *February 11, 2021*

Claire West Consulting
Claire West and Mollie Quinlan-Hayes



Welcome from
MassCultural Council



Welcome


Claire West

Mollie Quinlan-Hayes

Guest Speakers from
Boston Youth Symphony
Orchestra
Gore Place

What We're Going to Cover

- Agenda
 - Recruitment Basics and New Techniques for Recruitment in the Age of COVID-19
 - Board Diversity as a Core Value
 - The New Orientation Process
 - Successfully Integrating New Voices/Perspectives
- The Board's Increased Attention to Risk Assessment/Management
- Retention Basics and New Techniques
- Changing Up Your Board Meeting Agenda
- Elegantly Managing Inactive Board Members
- Stories from the Field
- Q&A
- Wrapup



Successful Board Recruitment and Retention in Times of Stress

Recruitment Basics and New Techniques for Recruitment in the Age of COVID-19



What do we want from a model board?

Committed, active advocates for the organization, who understand their roles and responsibilities.

Identification: Circles of Familiarity

Individuals with no
familiarity



Committed
fans of the
organization

Yellow is the low hanging fruit – individuals who are already committed to the work of the organization. **White** is the fans of the organization, who have little daily connection. Outer circle is people who are uninitiated to the work of the organization, but who are top prospects to be introduced to the organization.

Individuals with some level of
familiarity

Exercises in Identification

Network, network, network:

- Take every opportunity to ~~attend social functions.~~
You never know who you will run into.
- Casual conversations with colleagues.
- Take every opportunity to talk about your organization ~~in the gym, at parties, on the running trail.~~
- In the age of COVID, it is still your responsibility to talk about the organization at every opportunity, virtually or in person


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Recruitment Basics and New Techniques for Recruitment in the Age of COVID-19



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Board Diversity as a Core Value

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Leadership Course: The Equity Journey

Organizational Equity Action Plan

Instructions: Draft a basic Organizational Equity Action Plan for your organization. Ideally this plan will be created with key members of an organization team focused on Equity. Keep the plan focused, but do pay attention to systems, identity, culture and other aspects that relate to your organization's current status and values around equity.



Defining Terms

Goal: Identify the result you plan to achieve

Action Plan: Identify the action steps needed to achieve your goal

Deadline: Identify the date to accomplish the action step. (within 30 days, within 90 days, etc.)


Barriers to Implementation: Identify why you would not accomplish the action step.

Overcoming Barriers: Identify what you can do to remove the barrier.

Status/Progress: Return to this document and identify your progress.


Next Steps: Identify how you will continue to make progress on this goal.

Goal:				
Action Plan	Deadlines	Barriers:	Check in on Progress	Next Steps:
1.	1.		Date:	1.
	2.			
	3.	Overcoming Barriers:	Status:	
2.	1.	Barriers:	Date:	1.
	2.			
	3.	Overcoming Barriers	Status:	
	1.			2.
	2.			
	3.			



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Board Diversity as a Core Value




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The New Orientation Process

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Standard board orientation meeting should include:

- Board member agreement
- Board terms document
- Conflict of Interest form
- Interests/strengths/committee service
- Organization/Board culture.



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The “new” Board orientation also includes:

- Legal responsibilities
- Board skills matrix

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The “new” Board orientation also includes:

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- Participation in resource development
- Current Treasurer's report

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MONTHLY BALANCE SHEET SEPT 15, 2020 - FISCAL YEAR 2021				
	BDM JUNE 2020	SEPT 15 2020	CHANGE	
ASSETS			BOY 2020 - YTD 2020	
- CASH				
- CASH ACCOUNTS	\$ 821,725	\$ 288,475	\$ (533,250)	
- PETTY CASH	\$ 250	\$ 250	\$ -	
- RESTRICTED ENDOWMENT CASH	\$ 5,000	\$ 5,000	\$ -	
TOTAL CASH	\$ 826,975	\$ 293,725	\$ (533,250)	
- RECEIVABLES				
- GRANTS OUTSTANDING	\$ -	\$ -	\$ -	
- TRADE / OTHER	\$ (6,480)	\$ 92,840	\$ 99,320	
- ENDOWMENT PLEDGES OUTSTANDING	\$ 55,000	\$ 50,000	\$ (5,000)	
TOTAL A/R	\$ 48,520	\$ 86,840	\$ 38,320	
500 - PREPAID/OTHER	\$ 15,567	\$ 31,235	\$ 15,668	
TOTAL CURRENT ASSETS	\$ 891,062	\$ 411,800	\$ (479,262)	
- FIXED ASSETS NET OF DEPRECIATION	\$ 546,927	\$ 580,554	\$ 33,627	
- GLENVIEW INVESTMENT ACCOUNT	\$ 1,891,828	\$ 1,894,591	\$ 2,763	
TOTAL ASSETS	\$ 2,440,887	\$ 2,822,845	\$ 381,958	
LIABILITIES				
- PAYABLES				
- TRADE	\$ (289)	\$ (584)	\$ (295)	
- CREDIT CARD	\$ 8,457	\$ 2,755	\$ (5,702)	
- OTHER CURRENT				
- PAYROLL	\$ 15,942	\$ 2,451	\$ (13,491)	
- DEFERRED REVENUE	\$ (4,291)	\$ 5,681	\$ 9,972	
- OTHER	\$ (1,818)	\$ (944)	\$ 874	
TOTAL CURR LIAB	\$ 12,948	\$ 9,271	\$ (3,677)	
- LONG TERM	\$ 10,538	\$ 10,538	\$ -	
TOTAL LIABILITIES	\$ 23,486	\$ 19,809	\$ (3,677)	
EQUITY				
- TEMPORARY RESTRICTED FUNDS	\$ 6,805	\$ 6,805	\$ -	
- RESTRICTED ENDOWMENT	\$ 1,117,896	\$ 1,117,896	\$ -	
- ENDOWMENT FUND BALANCE	\$ 1,061,840	\$ 1,297,828	\$ 235,988	
- YTD NET INCOME	\$ 284,676	\$ 580,963	\$ 296,287	
TOTAL EQUITY	\$ 2,422,837	\$ 2,809,571	\$ 386,734	
TOTAL LIABILITIES & EQUITY	\$ 2,466,888	\$ 2,822,845	\$ 355,957	
NOTES				
- WORKING CAPITAL	\$ 375,684	\$ 458,529	\$ 82,845	
- CHANGE IN WC	\$ -	\$ -	\$ -	
- CAPEX	\$ -	\$ -	\$ -	
- FREE CASH FLOW	\$ -	\$ -	\$ -	
- LIQUIDITY (CURRENT RATIO >2)	80	50		
- PROFITABILITY (NET ASSET GROWTH-5%)	-	-		
- SOLVENCY (DEBT TO ASSETS<1)	0.05	0.05		

KEY TAKEAWAYS

- Cash drawdown slowed by offsetting revenues from COVID appeal
- Receivables Up
- Endowment up due to Market conditions
- Liabilities Down
- We are currently Liquid & Solvent

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Results YTD FY 2021 (JUL-AUG & ½ SEP = Roughly Q1)

2021 Budget Revised in July when decision made to delay live performances until Jan/Feb 2021

PROFIT & LOSS FY 2021 SEPTEMBER YTD		15-Sep	REVISED
VERSION: 18 September 2020		YEAR TO DATE	BUDGET
	ACTUAL	as of 7/22/20	
REVENUES			
- EARNED REVENUES			
- THEATRE	\$ -	\$ 367,223	
- OTHER	\$ 544	\$ 25,037	
TOTAL EARNED REVENUES	\$ 544	\$ 396,260	
- SUPPORT			
ANNUAL	\$ 3,600	\$ 194,000	
GIFTS INCLUDING COVID APPEAL	\$ 106,665	\$ -	
SPONSORS	\$ -	\$ 122,000	
GOVERNMENT	\$ 58,304	\$ 85,000	
MADE IN WICKENBURG	\$ -	\$ 27,500	
OTHER GRANTS	\$ 20,561	\$ -	
SPECIAL EVENTS	\$ -	\$ 103,000	
- TOTAL DONATIONS	\$ 189,530	\$ 533,500	
- OTHER REVENUES			
- ARTS 4 KIDS	\$ -	\$ 5,000	
- CAMP IMAGINATION	\$ 826	\$ 132,900	
- ADVERTISING	\$ 6,250	\$ 32,000	
TOTAL OTHER REVENUES	\$ 7,076	\$ 169,900	
TOTAL UNRESTRICTED REVENUES	\$ 196,950	\$ 1,097,660	
OPERATING EXPENSES			
- THEATRE PRODUCTIONS	\$ 2,551	\$ 427,166	
- WAGES/SALARIES/BENEFITS	\$ 82,722	\$ 525,146	
- GENERAL & ADMINISTRATIVE	\$ 30,341	\$ 178,121	
- MADE IN WICKENBURG	\$ -	\$ 43,000	
- ARTS 4 KIDS	\$ -	\$ -	
- CAMP IMAGINATION	\$ -	\$ 53,500	
TOTAL OPERATING EXPENSE	\$ 115,614	\$ 1,226,933	
OPERATING PROFIT (LOSS)	\$ 81,336	\$ (129,273)	
- (DEPRECIATION & AMMORTIZATION)	\$ (6,250)	\$ (40,874)	
NET ORDINARY INCOME (LOSS)	\$ 75,086	\$ (170,147)	

KEY CHANGES:

- 33% drop in earned revenues from Board Approved 2021 Budget: 17 Artists, 30 performances
- 11% reduction in total operating expenses
- Operating Loss doubled but cash on hand of \$300K could still cover if able to open in January

KEY TAKEAWAYS

- Initial COVID Appeal reaction positive and partially offsets lagging support in other areas
- AZ & National Endowment for the Arts Grants offset loss of others
- Current Expenses driven by Utilities, W/S/B and G&A to maintain operations
- Despite circumstances, Profitable YTD

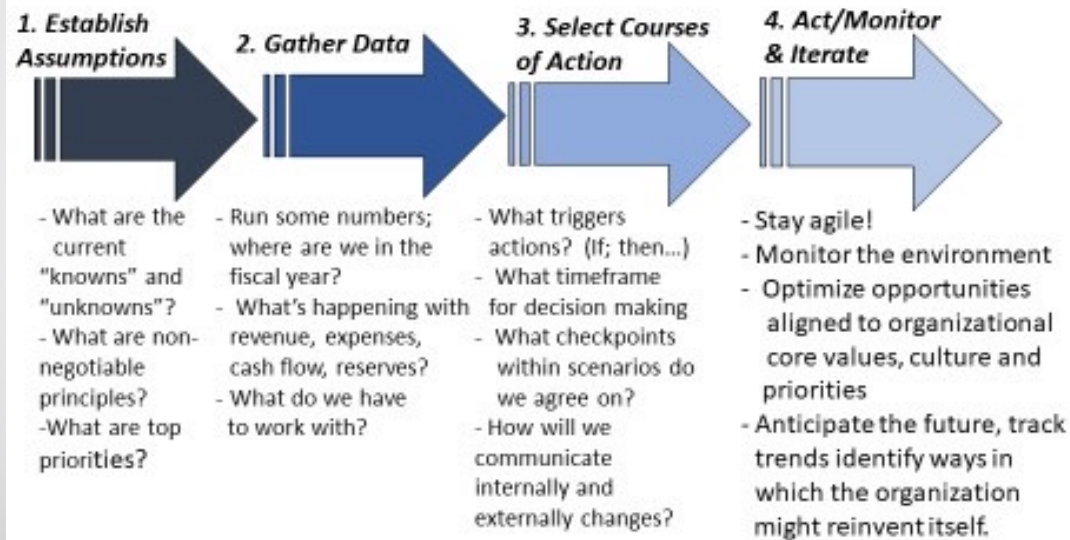
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The “new” Board orientation also includes:

- Legal responsibilities
- Board skills matrix
- Participation in resource development
- Current Treasurer's report
- 6-month cash flow chart
- Current chief executive report/comparison report
- Any scenario planning documents

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Scenario Planning Process: *If This; Then* _____



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- Any scenario planning documents
- Effects of COVID-19/economy




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Successfully Integrating New Voices/Perspectives

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- Get to know the individuals
- Don't use exclusive language
- Immediate and ongoing engagement
- Organization's commitment to DEIA



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Using Tension Productively and Embracing the Devil's Advocate



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**The absence of conflict
is not harmony, it's apathy.**

Kathleen M. Eisenhardt, Jean L. Kahwajy, and L.J. Bourgeois III
Harvard Business Review



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Using Tension Productively and Embracing the Devil's Advocate




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The Board's Increased Attention to Risk Assessment/Management

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Critical Business Functions

- Facilities
- People
- Finances/Insurance/Legal
- IT
- Communications
- Programs
- Community
- Assets/Collections
- Trainings/Drills




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The Board's Increased Attention to Risk Assessment/Management




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Retention Basics and New Techniques



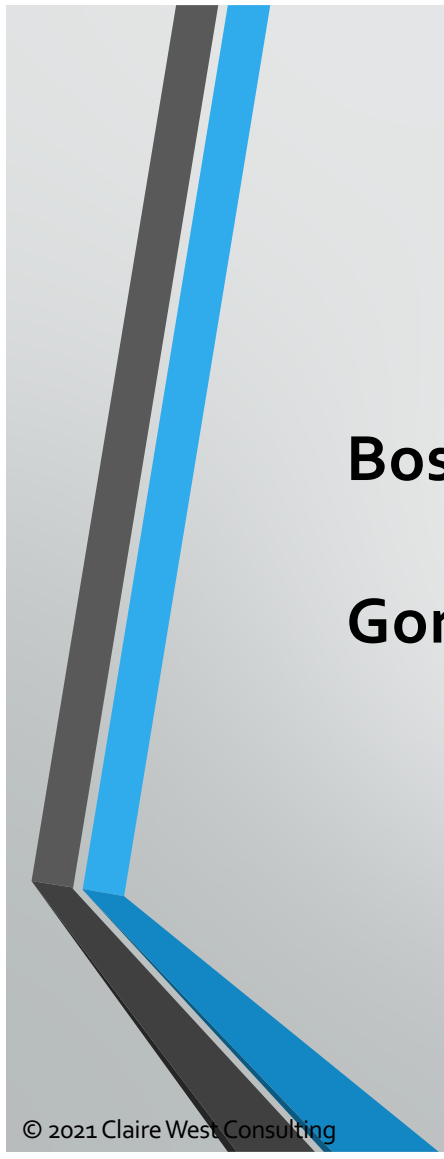
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Changing Up Your Board Meeting Agenda



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Elegantly Managing Inactive Board Members




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Stories from the Field

Boston Youth Symphony Orchestra, Boston

Gore Place, Waltham



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Q&A



Thank you!



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