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
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
- Individuals with some level of familiarity

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.
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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**Board Member Qualifications:**

XX Company Board of Directors is committed to cultivating members with diverse skills, experiences and cultural backgrounds.

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Recruitment Basics and New Techniques for Recruitment in the Age of COVID-19
Board Diversity as a Core Value
Successful Board Recruitment and Retention in Times of Stress

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.

<table>
<thead>
<tr>
<th>Goal:</th>
<th>Action Plan</th>
<th>Deadlines</th>
<th>Barriers:</th>
<th>Check in on Progress</th>
<th>Next Steps:</th>
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Board Diversity as a Core Value
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The New Orientation Process
Standard board orientation meeting should include:

- Board member agreement
- Board terms document
- Conflict of Interest form
- Interests/strengths/committee service
- Organization/Board culture.
The “new” Board orientation also includes:

- Legal responsibilities
- Board skills matrix
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**Board Member Qualifications**

XX Company Board of Directors is committed to cultivating members with diverse skills, experiences and cultural backgrounds.

**Experience factors – possess one or two skills/experiences from the following list (avoid duplication and work for diversity)**

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The “new” Board orientation also includes:

- Legal responsibilities
- Board skills matrix
- Participation in resource development
- Current Treasurer's report
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MONTHLY BALANCE SHEET SEPT 15, 2020 - FISCAL YEAR 2021

<table>
<thead>
<tr>
<th>Category</th>
<th>Sep 15, 2020</th>
<th>Sep 15, 2021</th>
<th>Change</th>
</tr>
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<tbody>
<tr>
<td>CASH</td>
<td>$612,725</td>
<td>$298,787</td>
<td>-$313,938</td>
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<td>Receivables</td>
<td>-</td>
<td>$10,440</td>
<td>$10,440</td>
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<tr>
<td>Trade / Other</td>
<td>$30,000</td>
<td>$32,090</td>
<td>$2,090</td>
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<tr>
<td>Total Current Assets</td>
<td>$645,167</td>
<td>$331,327</td>
<td>-$313,840</td>
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<tr>
<td>Total Liabilities &amp; Equity</td>
<td>$2,843,836</td>
<td>$2,202,835</td>
<td>-$640,001</td>
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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 & 3/4 SEP = Roughly Q1)

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

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 ________**

1. **Establish Assumptions**
   - What are the current "knowns" and "unknowns"?
   - What are non-negotiable principles?
   - What are top priorities?

2. **Gather Data**
   - Run some numbers; where are we in the fiscal year?
   - What’s happening with revenue, expenses, cash flow, reserves?
   - What do we have to work with?

3. **Select Courses of Action**
   - What triggers actions? (If; then...)
   - What timeframe for decision making?
   - What checkpoints within scenarios do we agree on?
   - How will we communicate internally and externally changes?

4. **Act/Monitor & Iterate**
   - Stay agile!
   - Monitor the environment
   - Optimize opportunities aligned to organizational core values, culture and priorities
   - Anticipate the future, track trends identify ways in which the organization might reinvent itself.
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
- Effects of COVID-19/economy
Successfully Integrating New Voices/Perspectives
Successfully Integrating New Voices/Perspectives

- Get to know the individuals
- Don’t use exclusive language
- Immediate and ongoing engagement
- Organization’s commitment to DEIA
Using Tension Productively and Embracing the Devil’s Advocate
The absence of conflict is not harmony, it’s apathy.

Kathleen M. Eisenhardt, Jean L. Kahwajy, and L.J. Bourgeois III
Harvard Business Review
Using Tension Productively and Embracing the Devil’s Advocate
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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Stories from the Field

Boston Youth Symphony Orchestra, Boston

Gore Place, Waltham
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Q&A
Thank you!

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