

# Engaging Your Boards in Philanthropic Vision & Action

Jean Rahn Executive Director, PeaceHealth Southwest Washington Medical Center Foundation

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AHP International 2011

**Campbell & Company**

Consultants in Advancement Planning, Fundraising, Marketing Communications and Executive Search

## Jean Rahn



### Our Recent Campaign

\$15 million campaign

2 lead gifts of \$15 million each

\$53 million raised

Board giving was critical to our success

25 years of fundraising in higher education

Moved to healthcare fundraising in 2005

## Tom Wilson

Trusted Advisor & Coach

Campbell & Company

Classical musician, conductor, teacher, jazz sax

30 years of encouraging donors & nonprofits

Weblog –  MajorGiftsGuru.com

Certified trainer Peter F. Drucker  
The 5 Most Important Questions

Executive director & university vice president

➤ Numerous board training sessions, interviews



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## Keys to today's session



- 1) Meet the challenge of satisfying board members' needs & our thirst to raise money
- 2) Learn how to recruit great board members
- 3) Use tools to retain your best talent

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## What do Board Members Value?

- 1) To learn by asking questions and through lively discussion
- 2) To share their life experiences and wisdom with others
- 3) To associate with their peers – other successful people
- 4) To make a difference
- 5) To have their time used effectively and efficiently
- 6) To be successful

## What Do Board Members Perceive?

Nonprofits are mysterious

Financial reports are confusing

Lack of comment controls

Where did this fundraising “thing” come from?

Too many staff reports

- Turn board members into audience members rather than active participants



Bored Board members?

## What We'd Love Board Members to Do

The 3 "W"s — recommended

- Wealth, Wisdom, Work
  - Ideally all
  - But at least 2 of 3
    - With wealth as one of those two



The 3 "G"s — **not** recommended

- Give, Get, or Get Off

## Board Philanthropy Benchmarks

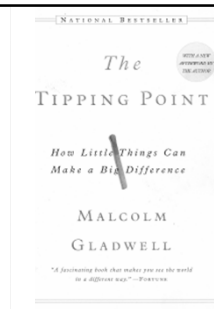
With an affluent constituency

- Board should give 25% of Annual Fund
  - 100% participation
- 15% of Campaign (more is okay)
- All board members should join your planned estate giving club

***Without*** an affluent constituency

- Board should give 50% of Annual Fund
- 33% of Campaign (more is okay)

## **The Tipping Point** Malcolm Gladwell



- 1) The law of the few
  - Mavens — early adopters, champions
  - Connectors — know lots of people
  - Salespeople — skills to persuade
- 2) The stickiness factor
  - A message with a memorable impact
- 3) The power of context
  - Settings and small factors can make a big difference

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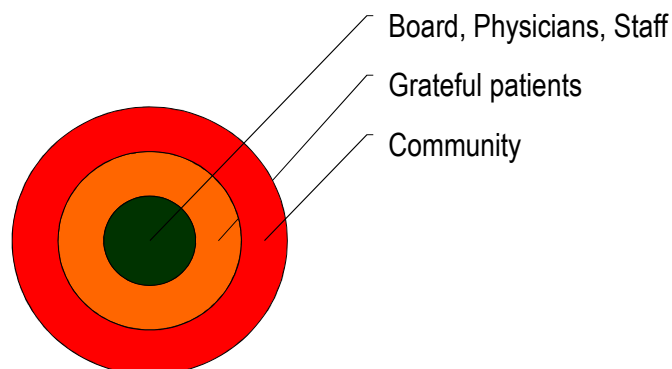
## **Dream Ask Team**

- 1) **Board Member**
  - Open the door, present outside credibility
  - Ideally make the ask
- 2) **CEO (or physician)**
  - Share vision of the organization
  - Express how gift will improve the community
- 3) **Fundraiser**
  - Active listener, orchestrate presentation
  - Ask (if needed)

## Why Board Members May Have a Fear of Fundraising

- 1) I'm taking something from my friends
- 2) They won't talk to me again
- 3) They'll just ask me for a reciprocal gift
  - If I make 5 asks for the hospital, that means I'm on the line for 5 more gifts to other charities
- 4) I don't understand why we need to raise money
- 5) I'm afraid they'll ask me a question I can't answer
- 6) No transaction

## Fundraise Inside Out Get Your Board On Board



Others are watching – practice your asking

## **What We'd Love Board Members to Do**

Be champions for a hospital fundraising project

Make a significant, role model gift

Connect us to other generous major gift donors

Be willing to go on fundraising calls – ideally make the ask

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## **Learn**

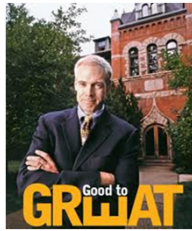
### **How to Recruit**

### **Great Board Members**

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## **Jim Collins** *Good to Great*

Good is the enemy of great



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## **Envision the Future**

What do you want your board to be like in 5 years?

Who will be your next 3 board chairs over the next decade?

What level of philanthropy would you like to see from board members in the future?

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## Recruit New Board Members

By gift level, not by a minimum – peer solicitation

Gift Level	% of AF Goal	Target # of Board Members	Current # of Board Members Now	Number of New Board Members Needed
\$100,000 & \$250,000	36%	5	4	1
\$50,000 to \$99,999	12%	4	1	3
\$25,000 to \$49,999	10%	7	4	3
\$10,000 to \$24,999	7%	12	13	good
\$5,000 to \$9,999	5%	15	6	9
Up to \$5,000	1%	3	11	too many
Board giving includes combination of personal donation plus corporation or foundation support				
Assuming board giving is 25% of each giving level				

## Board Assessment Matrix

Name	Gender	Age	Profession	Connectivity	Fundraising Potential		
		Est.			Annual	Capital	Estate

## Other Recruitment Ideas

- a) Review the list of all past board members to see who should be invited back
- b) Establish emeritus category for board members of ***true service*** to your organization
- c) Recruit couples
- d) If a major rebuilding, find a key influencer to take on the task – Sam’s story

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## Tools to Retain Your Best Talent

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## Tools for Great Meetings

Start your meeting with “kudos”

Timed agenda

Key notes for all board members to encourage participation



## Tools for Great Meetings

Consent agendas

Board members presenting

- Not staff

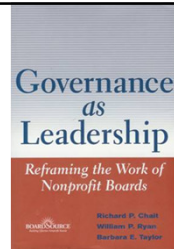
60 minute time limit

- Unless you're eating, then 90 minutes is okay
- Shorter, more frequent meetings are better

## Tools for Great Meetings

Use “generative” techniques

- 20 minute, 1-on-1 discussions report out
  - Which projects this year?
  - A specific project case statement



BoardSource  
Wiley 2005

## Tools for Great Meetings

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Close each meeting by going around the room for final comments

## **For Critical Decisions**

For great discussions on important topics

- Random numbers to involve everyone
- Straw poll cards
- Secret ballots

## **Tools for Great Meetings**

Written evaluations

- Process monitor

Training on meeting behavior

- Board chair needs to control comments from some people and draw out ideas from others
- Explain your discussion goals
- Train the board chair

## A Few Radical Ideas

Agenda and background materials emailed 1 week in advance

iPad presented to each board member

- All materials sent their board email account
- No paper at meetings, just their iPads



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## Tools for Great Meetings

Calculate value of board member's time collectively for the meeting and travel time

- Return their investment

Rules of engagement on what it means to be on the board

Orientation manual and meeting with chair and staff

Personal interview to understand their professional skills, personality type, and what they want to gain

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## **The Social Benefit of Being a Board Member**

Provide social interaction including spouses

- Some boards are going to “couples” recruitment

- Quarterly board dinners

Once-a-year board retreats

- With spouses

Once-a-year joint board dinners

- Hospital board and foundation boards

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## **Retaining & Shaping a Great Board**

Yearly self assessment of board role

- Find out what’s going well

- What could go better

- Should someone excuse themselves

Get rid of board term limits

- Retain your best talent

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## Board Meeting Members Feedback Form

Meeting Date: \_\_\_\_\_

Board member name: \_\_\_\_\_

1) What was the most important part of this board meeting to you?

Why?

2) What did you learn today?

3) Which items should not have been on the agenda?

4) What agenda items needed more time?

5) Any suggestions for improving the meeting?

6) What items would you like to see covered in future meetings?

7) Given the discussions and reports today, what additional  
questions do you have?

8) How can we help you become a more effective board member?

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Board Meeting Monitor Report

Meeting Date: November 11, 2011  
Meeting Monitor (evaluator): \_\_\_\_\_

Many boards are implementing this technique to help meetings improve in effectiveness of discussion and interaction. The meeting monitor is to be the observer of the meeting. Capture observations throughout the meeting and prepared to make a few comments at the end of the meeting on how you perceived the meeting.

1. Did the meeting begin and end on time?
2. How did we do on keeping to the agenda schedule given our interest in a full discussion on all items of interest to board members?
3. How did we do in mediating discussion? (Did anyone monopolize the discussion?)
4. Did all members participate in the meeting? Were all board members engaged?
5. Which items should not have been on the agenda? What agenda items needed more time?
6. Any suggestions for improving the meeting?
7. What items would you like to see covered in future meetings?
9. Given the discussion/report today on the \_\_\_\_\_, what additional questions do you have?
10. How can we help you become a more effective board member?

Board Member Self Assessment

for FY 2011-12

Please complete the following form and turn it in by \_\_\_\_\_. You can complete the form by handwriting or electronically. Please mail a handwritten form to Board Chair \_\_\_\_\_ in the envelope we provided at the board meeting or email to \_\_\_\_\_. We appreciate your candid feedback so we can improve your board experience with \_\_\_\_\_. After reviewing your information, a personal follow-up meeting will be scheduled for you with the Board Chair and Executive Director.

Name \_\_\_\_\_  
Please print

Why did you join us?

Why do you stay?

Please rank your satisfaction with being on our board

1 (high) 2 3 4 5 (low)

Why?

What is your favorite part of our board meetings?

What is your least favorite aspect?

How could we improve our meetings?

How do you rate your own performance as a board member in general?

1 (high) 2 3 4 5 (low)

What could you do better?

How can we help you do better?

Please comment on any committee(s) on which you serve?

What committee(s) would you like to serve on in the future? Why?

How good a fundraiser are you now?

How could we help you improve?

What training could we offer you in fundraising?

How well do you know your fellow board members?

What could we do to improve board networking and relationships?

What would you like to do next for us?

How can we make your board experience more meaningful?

For you personally, what is the most important thing our organization does for our community?

Where do we fit in your charitable causes?

- Top
- Top third
- Middle third
- Bottom third

Why?

Please recommend people to join our board:

What other advice do you have for us?

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