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# **BUILDING HIGH PERFORMANCE BOARDS AND COMMITTEES**

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**AMDA Conference**  
**Denver, May 16, 2018**

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# WHY ARE WE HERE TODAY?

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*Institutions that engage peer leadership raise more money*



# AGENDA

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1. Context
2. Traditional challenges and results of survey
3. Contemporary challenges
4. Practical solutions
5. Introduction of Panel and brief remarks
6. Q&A

# THE ROLE OF VOLUNTEER LEADERS

- Lend their personal credibility, and their stature as community or corporate leaders.
- Create **access to personal and professional networks**, in the search for philanthropic support.
- Provide **perspective and feedback to leadership** with respect to fundraising priorities and initiatives.
- **Collaborate with staff in building long-term, strategic relationships** and participate in solicitations when appropriate.
- Be knowledgeable advocates at important moments
- Provide **leadership through personal philanthropic commitments.**



# US TRUST: REASONS FOR SERVING ON NON-PROFIT BOARD

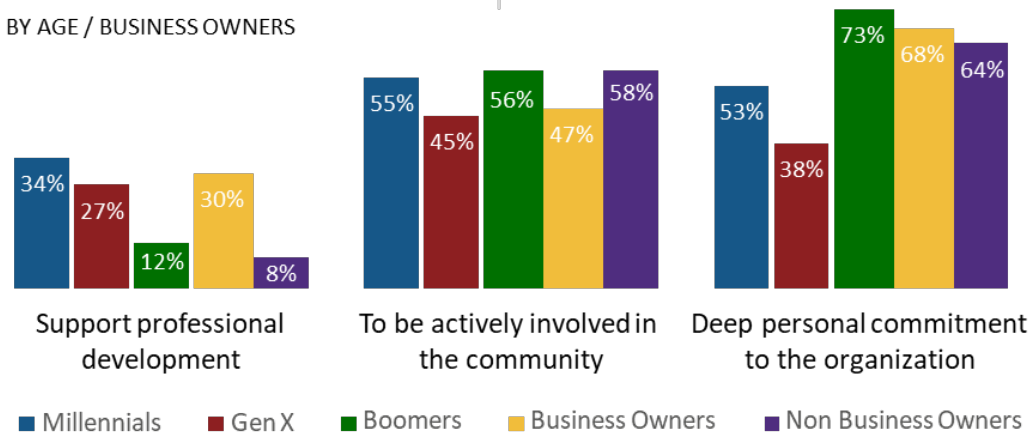


## REASONS FOR SERVING ON NONPROFIT BOARDS

ALL CURRENTLY SERVING BOARD MEMBERS



BY AGE / BUSINESS OWNERS



Q70 For which of the following reasons do you serve on the not-for-profit boards you mentioned?

# US TRUST: PERCENT WHO DIDN'T UNDERSTAND RESPONSIBILITIES

PERCENT WHO DIDN'T UNDERSTAND RESPONSIBILITIES VERY WELL BEFORE  
ACCEPTING BOARD POSITION  
AMONG THOSE WHO SERVE ON NONPROFIT BOARDS



Q71 Thinking specifically about your experience serving on a nonprofit board or committee, how well do you feel you understood the following before accepting the position?

# TRADITIONAL CHALLENGES

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- **Alignment**
- **Focus**
- **Communication**
- **Expectations**



# TODAY'S CHALLENGES

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- Previous campaign had 2-3 very engaged leaders and they are no longer involved: have to build a new leadership structure
- Board members and volunteers don't want to commit to 5+ years sitting on a campaign committee
- Young board members are new to role





# SURVEY RESULTS

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- 80% Committees are **aligned** with strategic priorities
- 64% Committee are **focused** on the right issues
- 91% There is real **dialogue** between me, my Director, and my Board
- 54% Committees live up to **expectations**
- 71% Have Committee members involved from **previous campaigns**
- 19% Younger Board members are willing to accept **5+ year** campaign leadership positions
- 45% Board members are **experienced and comfortable** in their fundraising role
- 21 Participants are in a campaign; 14 have a campaign committee

# SURVEY RESULTS: SUCCESSES AND CHALLENGES

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- *Difficulty finding robust work for them to do outside of fundraising, which they do not want to do. They all seem to want to do educational programming.*
- *Having our volunteers introduce us to their friends. NOT actually soliciting them, but at least making the introduction.*
- *Just a few of the committee members are truly active; the others participate only in meetings.*
- *Board president is so lackluster that nobody feels any strong social or leadership pressure to even show up to meetings*
- *Our volunteers are our biggest asset and also the biggest challenge. We're in the midst of our capital campaign, and our board president doesn't like making asks. My biggest challenge is getting the volunteers to be disciplined, make their asks, follow the scripts, and follow through.*
- *A challenge has been in updating old systems and old ways of doing things with volunteers who are used to a particular way of doing things. This has also been an opportunity for us. We have worked closely with volunteer leadership to identify more effective ways of raising funds while honoring the work of those in the past. One Committee was given new direction, and shifted from raising \$10k/year to \$1M per year.*



# **SOME PRACTICAL SOLUTIONS FOR CHALLENGES**

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# ALIGNMENT

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1. Recognize there is a limit to what you can accomplish as DoD
2. Find a volunteer partner: a champion for you who understands fundraising
3. Define what we mean by fundraising: educate on process





# COMMUNICATION

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# EXPECTATION

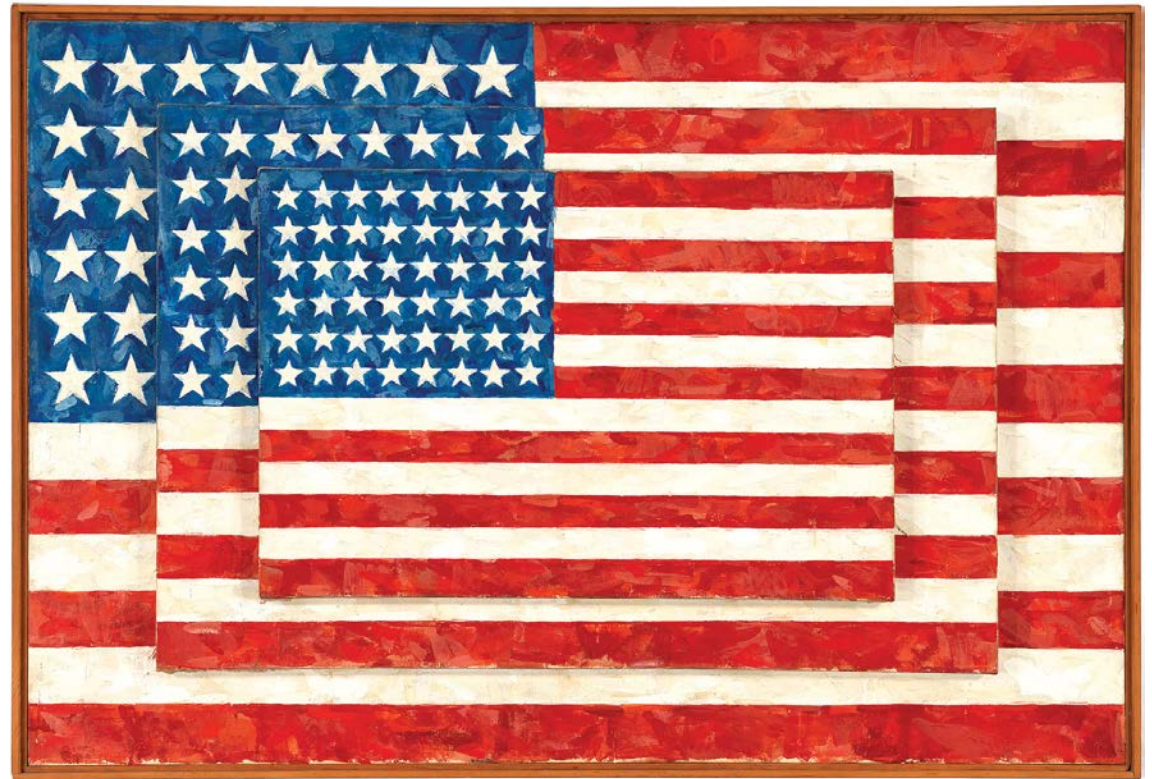
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# UNDERSTANDING TODAY'S CHALLENGES

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- New Time Commitments
- New Leadership Structures





# RECAP

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- Align
- Focus
- Communicate
- Expectations

# TODAY'S PANEL

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- **Arpie Chucovich**, Chief Development Officer, Denver Art Museum
- **Alexandra Wheeler**, Deputy Director for Advancement,  
Whitney Museum of American Art





**QUESTIONS?**

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**THANK YOU!**

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