

Board Relationships and Responsibilities: Tips for Board Chairs to Build Culture, Courage and Increase Positive Results

**Presented by
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Board Relationships and Responsibilities: Tips for Board Chairs to Build Culture, Courage and Increase Positive Results

Culture defined by Google:

"A culture is a way of life of a group of people--the behaviors, beliefs, values, and symbols that they accept, generally without thinking about them, and that are passed along by communication and imitation from one generation to the next. Culture is symbolic communication."

dare to lead

— page 272 —

As you think about your own path to daring leadership, remember Joseph Campbell's wisdom: "The cave you fear to enter holds the treasure you seek." Own the fear, find the cave, and write a new ending for yourself, for the people you're meant to serve and support, and for your culture. Choose courage over comfort. Choose whole hearts over armor. And choose the great adventure of being brave and afraid. At the exact same time.



brenebrown

Brené Brown



B'NAI B'RITH CAMP

Building Friendships For Life

Board of Directors' 1:1 Meeting with President Check-In Questions

Date: _____

Board Member Name: _____

- 1) What makes you feel most connected to our organization?

- 2) What makes you feel, if anything, most alienated from our organization?

- 3) What do you see as potential risks to our organization?

- 4) What dreams do you have for our organization's growth?

- 5) Do you feel that you are well utilized?

- 6) Are there other ways you can help our organization become better?

- 7) Expectations of me [President]?

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Board President's Commitment & Expectations Jordana Levenick, President, 2018-2019

Commitment to the Board

- Run efficient meetings, with opportunities for discussion and options for virtual connection
- Ask questions
- Expand communications
 - To better inform board and empower to be excellent ambassadors
 - To better inform parents, so they feel positive about their experiences with BB Camp
 - To work with Michelle on reporting methods and schedule for maximum efficiency and information sharing
- Inspire a Culture of Philanthropy

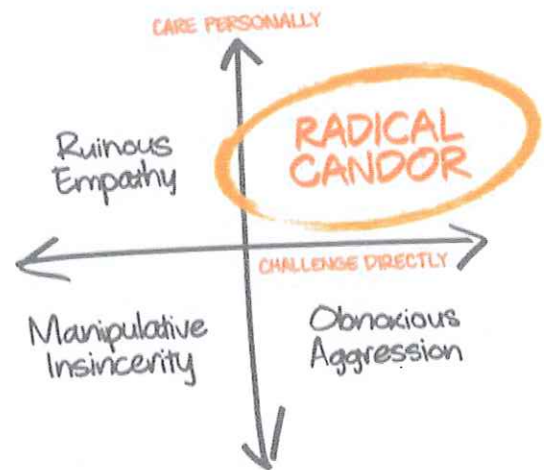
Expectations of Board Members

- Show up (in person or virtually)
- Ask questions, engage in discussion, and stay in communication
- Be an ambassador to BB Camp (eyes and ears)
- Be positive
- Be involved at the committee level- match your interests and expertise with the Agency's needs
- Confidentiality
- Give or Get
 - Give generously and/or get others to give [Referring to your time and money]
 - Fill a BB Camp Bash (our annual gala fundraiser) table

CARE PERSONALLY + CHALLENGE DIRECTLY = RADICAL CANDOR

Care Personally: It's not enough to care only about people's ability to perform a job. To have a good relationship, you have to be your whole self and care about each of the people who work for you as a human being. It's not just business; it is personal, and deeply personal.

Challenge Directly: Delivering hard feedback, making hard calls about who does what on a team, and holding a high bar for results – challenging people is often the best way to show them that you care when you're the boss.



Be a better leader at RadicalCandor.com

Care Personally

IGNORANCE,
NO CHANGE

TRUST,
FUNDAMENTAL CHANGE

RUINOUS EMPATHY:

Silence to avoid hurting the
person's feelings.

RADICAL CANDOR:

Respectful
confrontation.

Challenge Directly

MANIPULATIVE INSINCERITY:

Silence to be liked/fit in; or as
self-defense.

I'LL SPOUT SIMPLISTIC OPINIONS FOR
HOURS ON END, RIDICULE ANYONE
WHO DISAGREES WITH ME, AND
GENERALLY FOSTER DIVISIVENESS,
CYNICISM, AND A LOWER LEVEL
OF PUBLIC DIALOG!

WIA 9/20/05.COM



MISTRUST,
NO CHANGE

DEFENSIVENESS,
LITTLE CHANGE



BB CAMP'S GUIDING VALUES AND CORRESPONDING HIDDUR VALUES

Make it Fun



Simcha
Joy

**Be Welcoming,
Inclusive, and
Accessible**



Kehila
Community

**Build and Strengthen
Community by Fostering
Lifelong Engagement**



Kehila
Community

Inspire Self-Discovery



Ometz Lev
Courage

**Explore Diverse Jewish
Ideas, Practices, and
Values**



Dor L'Dor
Heritage

**Deepen Understanding
of and Connection to
Israel and All of Jewish
Peoplehood**



Dor L'Dor
Heritage

**Cultivate Respect and
Appreciation for the World
and Our Responsibility to
Care for It**



Tikkun Olam
Repairing the World

**Provide a Sacred,
Safe Space**



Shalom
Peace

Build Friendships for Life



Chaverut
Friendship



Strategic Priorities 2018 – 2021

BB Camp Guiding Values

Make it fun. Be welcoming, inclusive, and accessible. Build and strengthen community by fostering lifelong engagement. Inspire self-discovery. Explore diverse Jewish ideas, practices, and values. Deepen understanding of and connection to Israel and all of Jewish Peoplehood. Cultivate respect and appreciation for the world and our responsibility to care for it. Provide a sacred, safe space. Build Friendships for Life.

100

Plan for the next century of BB Camp, inviting broad community engagement, complete the capital campaign and construction, and provide a legacy for Jewish youth for generations to come.

1. Build for Our Second Century

1.1 Culture of Philanthropy: Foster a culture of philanthropy among the Board and staff that supports development efforts and inspires ongoing community support and enthusiasm for B'nai B'rith Camp. Create plans to foster and steward major donors, post Second Century Capital Campaign.

1.2 Support Capital Campaign Development: Work in partnership with Men's Camp Board to ensure the successful completion of the Second Century Capital Campaign with \$4 Million to raise by 2021, bringing the total campaign to \$13.1 Million. Build remaining buildings, including new cabins and a field house, to serve the needs of the Camp and campers over the next century, as well as increase our rental business.

1.3 Celebrate BB Camp at 100: Celebrate BB Camp's second century in April of 2021, with a series of events from June 2020-June 2021.



Continue to be a responsive organization delivering highly engaging Jewish programming year-round for all ages through innovation, collaborations, and partnerships, and sustain camper capacity to its fullest.

2. Plan for Sustainable Growth and Innovation

2.1 Leader in Jewish Camping Excellence: Continue to be the leader in excellence in Jewish camping. Deliver high quality innovative Jewish programming.

2.2 Decision Making and Business Model: Board and Executive Director to agree upon decision-making process for new offerings including: mission alignment, expected budgeting, staffing, and desired outcomes. Remain a responsive organization open to new opportunities while maintaining financial sustainability.

2.3 Camp Affordability: Research price and affordability factors that influence families for overnight summer camp, including the role of scholarships, incentive grants, and/or reduced price, on perception and enrollment. Set guidelines for setting future camp fees.

2.4 Expansion of Day Camp in the City: Grow enrollment and foster excellence in programming to create a vibrant Jewish Day Camp for the city of Portland that is as dynamic and as popular as the overnight camp. Explore opportunities to expand BB Day Camp in Portland and other cities.



Foster Jewish leadership development across all stages of life, and mobilize lay leaders to help BB Camp and the Jewish community thrive.

3. Develop Future Leaders

3.1 Inspire New Lay Leadership: Develop a pipeline of new lay leaders for BB Camp through successful committee structures, ongoing training, networking opportunities, and annual recognition and honoring of volunteers.

3.2 Provide Committee Mandates: Define annual goals for each committee by 2019, ensuring that they support the strategic priorities of the Board. Clearly define the roles and responsibilities of both staff and volunteers in committee work.

3.3 Optimize Year-round Staff Structure: Board and Executive Director to agree upon establishing a long term BB Camp staff organization plan that supports future growth and succession planning. Board and Executive Director to agree upon the creation of a staff wage structure that is commensurate with the field.



Clearly define and better represent the agency that we are today.

4. Branding

4.1 BB Camp Brand: Explore and consult with branding and marketing experts to help BB Camp better understand the community's perception of BB Camp and its diverse offerings. Implement branding efforts that better express and market the dynamic organization that we've become.

4.2 Mission Statement: Update mission statement to reflect the agency we are today; serving children, teens, families, and adults in lifelong Jewish engagement.



B'NAI B'RITH CAMP

Building Friendships For Life

Board of Directors May 14, 2019 AGENDA

(Lunch served at 11:15 am)

- I. **Welcome (11:30 am-12:00 pm)**
 - A. *Middot* Moment
 - B. Approval of March Board Meeting Minutes- **ACTION NEEDED: VOTE**
 - C. Dashboard Story
 - D. Committee Reports
 - E. JCamp 180 Board 2 Board Program
- II. **BBYO Agreement- ACTION NEEDED: VOTE (12:00-12:10 pm)**
- III. **Governance Committee Policy Recommendations (12:10-12:25 pm)**
ACTION NEEDED: VOTE
 - A. Audit Guidelines
 - B. Check Writing Authority
 - C. Collections Policy
 - D. Contracting Guidelines
 - E. Credit Card Policies
 - 1. Credit Card Guidelines
 - 2. Credit Card Expense Procedures
 - 3. Credit Card Usage Agreement
 - F. Procurement Guidelines
 - G. Travel Expense Policy
 - H. Write Off Policy
- IV. **Deep Dive: Strategic Priority Branding (12:25-12:50 pm)**
 - A. Branding Task Force Update
 - B. Preparations for July Board Meeting at Camp
- V. **Development Report (12:50-1:05 pm)**
 - A. Capital Campaign & Construction Update
 - B. BB Camp Bash Review
 - C. Development & Grants Reports
- VI. **Finance Committee Report (1:05-1:30 pm)**
 - A. 2018 Audit
 - B. 2018 YE Finance Report
 - C. 2019 Finance Update
- VII. **Adjourn- Thank you! See you at our July Board Meeting at Camp, Sunday, July 7!**

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Etz Chaim Society
B'nai B'rith Camp



B'nai B'rith
Men's Camp



Jewish Federation
OF GREATER PORTLAND



Jcamp 180.
From STRENGTH
to STRENGTH
A Program of the Harold Teeneman Foundation



FOUNDATION FOR
JEWISH CAMP
ACCREDITED



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