



2018 Annual Conference, Springfield, MA

November 5, 2018

Deep Dive: 9:30-12:30

How to Hold a Board Meeting in Half the Time with Twice the Results/LEAP

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JCamp 180 Mentor and LEAP Director

Board/Camp Committee Meeting Evaluation

Date _____ Camp Name _____

Please answer Yes or No to the statements below. Be honest and don't overthink it. Thank you!

Board Meeting Evaluation Categories	Yes	No
<p>1. Board Meeting Culture:</p> <ul style="list-style-type: none"> a) members come on time or early b) people enjoy being together c) meetings are well attended and always have a quorum d) people are respectful e) all opinions are welcome and matter f) members come prepared (they read supporting materials) g) members participate actively and without dominating h) questions are valued and encouraged i) members are supportive of and accountable to each other j) learning is more important than voting k) good food is provided (and not always the same thing) 		
<p>2. Board Meeting Structure:</p> <ul style="list-style-type: none"> a) meeting space is conducive to board work b) meeting frequency is optimal c) bylaws support productive meetings d) roles and responsibilities of all involved are clear e) committees meet between Board meetings f) agenda is clear and agreed upon by all ahead of time g) purpose & outcomes of the meeting are clearly communicated h) agenda is driven by camp's mission and strategic plan i) supporting materials are sent ahead of time (7-14 days) j) supporting materials are clear and contain the necessary info k) dashboards are used regularly l) consent agenda is used regularly m) executive session is used regularly n) next steps are part of the agenda o) meetings are evaluated in real time 		
<p>3. Board Meeting Facilitation:</p> <ul style="list-style-type: none"> a) meetings are led with skill b) meetings start and end on time; c) meeting leader is always prepared d) meetings follow agenda and move at a healthy pace e) decisions are neither drawn nor made hastily f) everyone has a chance to speak g) leader makes good use of questions 		

Camp Core Values Worksheet

Take 30 seconds to pick 2 real values from your camps. Then use the table below to translate them into actions.

Your Core Values	How do we/should we translate it into actions in general and at Board meetings in particular?
1.	
2.	

What do I, as Board Chair/Camp Committee Chair or Vice Chair, do to demonstrate these core values in my own leadership (in general and during Board meetings in particular)? What else could I do?

1.

2.

3.

4.

Camp: “Davka Lama Ma Kara”
 Board of Directors Meeting/Camp Committee Meeting

Date: December 9, 2018
 Time: 6:00-8:00 p.m. EST
 Location: 613 Jewish Avenue, Honolulu, HI 77777



Board Covenant:

1. Be on time
2. Be prepared
3. Be engaged
4. Be brief
5. Be respectful
6. Be generous
7. Be creative
8. Be honest
9. Be accountable
10. Don't take yourself too seriously
11. Confidentiality

Our Mission is to...

Meeting Purpose:

Meeting Outcomes:

AGENDA ITEMS	WHO	PURPOSE	TIME	NEXT STEPS
1. Call to Order/Welcome/Guest Intro	Chair		1 min.	
2. Opening activity/circle	Mark J.		2 min.	
3. New conflict of interest disclosure	Chair	Information	2 min.	
4. Consent agenda a. Minutes b. Agenda c. Director's report d. Committee reports e. Leasing contract f. Updated fundraising policy	Chair	Decision	1 min.	
5. Strategic Plan a. Goal 1 “Enrollment” (impact of new data)	Mara W.	Discussion	20 min.	
b. Goal 4 “Fundraising” (thank you call training)	John R.	Discussion	20 min.	
c. Goal 5 “Governance” (term limits) – expert	Nora M.	Discussion	20 min.	
d. Goal 2 “Program” (partnership proposal)	Adi S.	Decision	10 min.	
6. Next Steps	Chair	Accountability	2 min.	
7. Meeting evaluation	Chair	Assessment	2 min.	
8. Closing activity/circle (thank you)	Chair		2 min.	
9. Adjournment	Chair			
10. Executive Session: (Meeting with the Auditor)	Chair	Discussion	20 min.	

Consent Agenda Tool

According to [BoardSource](#), a consent agenda is a bundle of items that is voted on, without discussion, as a package. It differentiates between routine matters not needing explanation and more complex issues needing examination. While not difficult to use, a consent agenda requires discipline in working through the following seven steps:

1. **Set the meeting agenda.** Together, the board chair and the chief executive identify what issues should be at the heart of the meeting and what other items need to be addressed. They then assign routine reports to the consent agenda and create adequate time for more substantive discussions.
2. **Distribute materials in advance.** The Executive Director sends materials supporting items on the consent agenda to the board sufficiently in advance of the meeting to permit review.
3. **Read materials in advance.** Board members must read materials ahead of the board meeting so that they are prepared to ask questions about items on the consent agenda or to vote their approval.
4. **Introduce the consent agenda at the meeting.** It is usually listed as the first item on the board meeting agenda. The board chair notes the items on the consent agenda and asks if any board member wishes for an item to be removed. This is the final moment for board members to raise their concerns.
5. **Remove (if requested) an item from and accept the consent agenda.** If a board member has a question, wants to discuss an item, or disagrees with a recommendation, he or she should request that the item be removed from the consent agenda. Without question or argument, the board chair should remove the item from the consent agenda and add it to the meeting agenda for discussion.
6. **Approve the consent agenda.** The chair asks the board for a motion to approve the consent agenda in its entirety. After a second, the chair asks the board for its unanimous approval of the consent agenda.
7. **Document acceptance of the consent agenda.** The minutes state that the consent agenda was approved unanimously and indicate which, if any, items were removed and addressed separately.

Items commonly found on consent agendas include: Minutes of the previous meeting; Confirmation of a decision that has been discussed previously; Chief executive's report; Committee reports; Informational materials; Updated organizational documents.

To test whether an item should be included in the consent agenda, ask:

- Is this item self-explanatory and uncontroversial?
- Is this item "for information only"?
- Is this item a previously discussed issue that simply needs to be confirmed?

Moving to a consent agenda may cause consternation because it requires a change from standard operating procedure and sometimes seems to minimize traditional board responsibilities and rituals. First, some board members (and lawyers) may worry that a consent agenda prevents the board from exercising its fiduciary duties. Nothing could be further from the truth. Used properly, consent agendas facilitate board focus on the things that matter most. A consent agenda is not an excuse to cover up important issues; rather, it is an invitation to explore them deeply.

As with any new process, the decision to adopt a consent agenda should be made thoughtfully and with a solid understanding and support of the board. Outlining the criteria for what can/cannot be included on the consent agenda and starting with a few uncontroversial items would serve as a good start.

Once again, the main purpose of a consent agenda is to liberate board meetings from administrative details, repetitious discussions, and misdirected attention. It allows the board to regularly dig deeper on strategic issues rather than take a superficial pass on a lot of issues, creating better governance.

Board Meeting Evaluation

Date: ___/___/___

On a scale from 1-5 where 1 is “poor” and 5 is “excellent”, please rate (circle) today’s Board meeting, using the following categories:

1. Board Meeting Culture: 1 2 3 4 5

2. Board Meeting Structure: 1 2 3 4 5

3. Board Meeting Facilitation: 1 2 3 4 5

4. What might we have done differently to improve our meeting today (in the future)?

Executive Session Tool: not your executive committee meeting

An executive session – is a useful tool for protecting and advancing the best interests of an organization. Executive sessions provide a venue for handling issues that are best discussed in private, for fostering robust discourse, and for strengthening trust and communication. Distinguished by their purpose and participants, **executive sessions serve three core functions:**

- 1) they assure confidentiality
- 2) they create a mechanism for board independence and oversight
- 3) they enhance relationships among board members and with the chief executive.

Executive sessions enable the board to manage itself. They create an appropriate forum for board members to talk openly about topics that warrant special treatment. In effect, executive sessions are a kind of special meeting-within-a-meeting. Executive sessions may take place before, in the middle, or at the end of a regular board meeting. They are, by definition, exclusive to board members, but others, such as the chief executive or professional advisors, may be invited to join for part or all of the session.

The notion of a private conversation for board members may seem contrary to the ethos of transparency expected of nonprofit organizations and to the development of a constructive partnership between the Executive Director and the board. However, executive sessions are an effective mechanism for boards of all organizations to deal with certain kinds of issues, provided that they are called for the right reasons and handled appropriately.

Your board chair and E.D. should specify the timing, attendees, purpose and topics.

Topics commonly found in executive session are: KPAWN Sessions (what Keeps the President AWake at Night?); Alleged Illegal or Improper Activities; Major Business Transactions; Litigation; Crisis Management.

Common issues for executive sessions without the Executive Director are: meeting with the Auditor; Executive Director's Performance; Succession Planning; Board Self-Management.

To facilitating executive sessions the following procedures should be put in place:

1. Policies
2. Calling an Executive Session
3. Attendance
4. Subject
5. Discussion
6. Informing the Executive Director
7. Documentation

Supporting Materials Exercise

Please list key supporting materials you might include with the agenda items below.

AGENDA ITEMS	WHO	PURPOSE	TIME	MATERIALS
1. Call to Order/Welcome/ Guest Intro	Chair		1 min.	
2. Opening activity/circle	Mark J.		2 min.	
3. New conflict of interest disclosure	Chair	Information	2 min.	
4. Consent agenda (Agenda; Minutes; Leasing contract Director's report; Committee reports; Updated fundraising policy)	Chair	Decision	1 min.	
5. Strategic Plan a. Goal 1 "Enrollment" (impact of new data)	Mara W.	Discussion	20 min.	
b. Goal 4 "Fundraising" (thank you call training)	John R.	Discussion	20 min.	
c. Goal 5 "Governance" (term limits) – expert	Nora M.	Discussion	20 min.	
d. Goal 2 "Program" (partnership proposal)	Adi S.	Decision	10 min.	
6. Next Steps	Chair	Accountability	2 min.	
7. Meeting evaluation	Chair	Assessment	2 min.	
8. Closing activity/circle (thank you)	Chair		2 min.	
9. Adjournment	Chair			
10. Executive Session: (Meeting w/the Auditor)	Chair	Discussion	20 min.	



Agency Engagement Dashboard

Report date: 9/30/18

YOUTH & FAMILY ENGAGEMENT

Youth Programs*	2017-2018 YTD		2016-2017 YE	
	Events	Children	Events	Children
Youth Programs	2	52	15	395
Middle School Programs	1	22	n/a	n/a

Teen Program	2018-19 YTD	2017-18 YE	2016-17 YE	Goal
BBYO Membership	141	135	88	93
BBYO International Summer Programs	0	14	12	12
BBYO International Conventions	0	22	15	
BBYO Regional Conventions	27	150	91	

Family Camps	2018 YTD	2017 YE	2016 YE	2015 YE
<i>Spring Campers Goal</i>	270	268	263	200
Spring Families Registered	60	73	78	56
Spring Campers Registered	214	268	276	203
Spring % of Goal	79%	100%	105%	102%
<i>Fall Campers Goal</i>	160	72	50	
Fall Families Registered	28	38	17	
Fall Campers Registered	89	134	56	
Fall % of Goal	56%	186%	112%	
Total # Campers	303	402	332	203

PJ Library Subscriptions	Sep-18	Sep-17	Sep-16
PJ Library Subscriptions	402	343	278
PJ Our Way Subscriptions	49	40	32
Total	451	383	310

* Youth Programs include BB Breaks, Kids Night Out, Pizza in the Park, Winter Camp

RENTALS

Rentals	2018 Booked	2018 YTD Completed	2017 YTD Completed	2017 YE
Number of Rental Groups	19	16	20	23
Number of People Served	1,711	1,562	1,542	1,740
Number of Days Occupied	51	41	58	66

Future Bookings	2019	2020	2021
Number of Rental Groups	8		
Number of Days Occupied	25		

COMMUNITY ENGAGEMENT

Adult Retreats	2018 YTD	2017 YTD	2017 YE	2016 YE
Men's Camp	143	150	150	143
Rejuvenation	85	74	74	75
Last Day of Camp	55	0	0	83
Total	283	224	224	301

Friendraising Gatherings*	2018 YTD	2017 YTD	2017 YE	2016 YE
<i>Yearly Goal</i>	530		560	350
Current Attendance	359	246	396	349
% of Goal	68%		71%	100%

Fundraising Events Attendance **	2018 YTD	2017 YTD	2017 YE	2016 YE
<i>Yearly Goal</i>	701		641	590
# Attending	508	525	688	606
% of Goal	72%		107%	103%

Individuals Donors	2018 YTD	2017 YTD	2017 YE	2016 YE
<i>Yearly Goal</i>	1,050		1,050	1,050
Number of Donors	757	828	992	886
% of Goal	72%		94%	84%
Number of Donations	1,492	1,402	1,724	1,542
Etz Chaim Society Members	120	116	116	111

Volunteer Engagement	2018 YTD	2017	2016 YE
Volunteer Board & Committees		181	121
Misc Volunteers		8	15

Marketing Effort Engagement	Sep-18	Sep-17	Sep-16
Total Facebook Page Likes	3,469	3,325	3,029
Total Facebook Engagement	163,347	97,621	97,684
Email Open Percentage	n/a	44%	31%
Total Website Visits	3,528	4,383	6,213

* Friendraising Gatherings include Coastal Community Seder, Etz Chaim Society Events, Latke Ball, Poker Tournament, Happy Hours, Shabbat Dinner, Volunteer Appreciation, Friends and Family Day

** Fundraising Events include BB Camp Bash, Golf Tournament, Spaghetti Dinner, Seattle Events, and #BBGives



Agency Engagement Dashboard

Report date: 9/30/18

SUMMER CAMPING

Overnight Camp

Camper Session Enrollment	2019 YTD	2018 YTD	2018 YE	2017 YE
<i>Overnight Camp Yearly Goal</i>	618	573	573	520
Overnight Camp Currently Enrolled	143	65	618	566
% of Goal	23%	11%	108%	109%
Number of Unique Children Enrolled	130		610	

Overnight Camper Weeks Enrollment	2018 YTD	2018 YTD	2018 YE	2017 YE
<i>Yearly Goal</i>	1,531	1,411	1,411	1,255
Overnight Weeks Currently Enrolled	359	175	1,531	1,363
% of Goal	23%	12%	109%	109%

Overnight Camper Retention Rate	2019 YTD	2018 YTD	2018 YE	2017 YE
<i>Yearly Goal</i>	70.0%	70.0%	70.0%	70.0%
Current Retention Rate	20.8%	10.2%	74.4%	73.9%

First Time Incentive Grants	2019 YTD	2018 YE	2017 YE	2016 YE
Number funded by BBMCA	0	150	123	121
Number funded by Others	0	75	96	65
Total	0	225	219	186

Need Based Financial Aid	2019 YTD	2018 YE	2017 YE	2016 YE
Number Overnight Campers	0	106	103	82

Summer Staff Hired*	2019 YTD	2018 YE	2017 YE	2016 YE
Domestic @ Overnight Camp	0	80	62	60
International @ Overnight Camp	0	42	37	34
Total Hired for Summer	0	122	99	94
Participants in Leadership Programs	0	10	16	5

Inclusion Program	2019 YTD	2018 YE	2017 YE	2016 YE
Identified Campers	0	171	107	71

Summer Food Program Meals	2019 YTD	2018 YE	2017 YE	2016 YE
On Camp Qualifying Meals	-	5,901	5,837	8,251
Off Site Qualifying Meals	-	986	365	948
Total Qualifying Meals Served	-	6,887	6,202	9,199

Portland Day Camp

Camper Session Enrollment	2019 YTD	2018 YTD	2018 YE	2017 YE
<i>BB Day Camp PDX Yearly Goal</i>	400	640	640	
BB Day Camp PDX Currently Enrolled	5	0	241	
% of Goal	1%	0%	38%	
Number of Unique Children Enrolled	2	0	121	

Summer Staff Hired*	2019 YTD	2018 YE	2017 YE	2016 YE
BB Day Camp- Portland	0	18		

Need Based Financial Aid	2019 YTD	2018 YE	2017 YE	2016 YE
Number PDX Day Campers	0	43		

Lincoln City Day Camp

Camper Session Enrollment	2019 YTD	2018 YTD	2018 YE	2017 YE
<i>BB Day Camp LC Yearly Goal</i>	318	318	318	280
BB Day Camp LC Currently Enrolled	0	0	302	276
% of Goal	0%	0%	95%	99%
Number of Unique Children Enrolled	0		103	118

Need Based Financial Aid	2019 YTD	2018 YE	2017 YE	2016 YE
Number LC Day Campers	0	137	174	120

YTD - Year To Date YE - Year End

* Does not include Year Round Staff. Hired means signed contract received.

One-page Committee/Task Force Report Template

Committee: _____ Chair: _____

Date of last meeting: ___/___/_____

Date of next meeting: ___/___/_____

Completed Action Items:

- 1.
- 2.
- 3.

Next/In-progress Action Items:

- 1.
- 2.
- 3.

Recommendations:

- 1.
- 2.
- 3.

List of supporting materials:

- 1.
- 2.
- 3.

Questions for the board:

Motions for Board Approval:

Ground Rules

Challenging behavior	Ground rule to manage and change it

Dayenu Exercise

If today's Board meeting accomplished nothing but _____

I, as a Board member of the Camp, would feel that my time was used well and my responsibilities fulfilled.

Asking Powerful Questions Exercise

Using the agenda below, please generate a list of questions a board chair might pose (help other leaders pose) to engage the board in a meaningful and productive conversation?

AGENDA ITEMS	WHO	PURPOSE	TIME	QUESTIONS
1. Call to Order/Welcome/ Guest Intro	Chair		1 min.	
2. Opening activity/circle	Mark J.		2 min.	
3. New conflict of interest disclosure	Chair	Information	2 min.	
4. Consent agenda (Agenda; Minutes; Leasing contract Director's report; Committee reports; Updated fundraising policy)	Chair	Decision	1 min.	
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9. Adjournment	Chair			
10. Executive Session: (Meeting w/the Auditor)	Chair	Discussion	20 min.	

Discussion and Decision-Making

AGENDA ITEMS	WHO	PURPOSE	CONTEXT/DISCUSSION FORMAT
5. Strategic Plan a. Goal 1 Enrollment (impact of new data)	Mara W.	Discussion 20	The camp's most recent CSI report shows that 27% of our kids have disabilities (the data are from parents). The industry average is 8%. In small groups: - What questions should we be asking? - What are the implications of this data?
<i>Notes:</i>			
b. Goal 4 Fundraising (TY call training)	John R.	Discussion 20	Using the script that was sent to all ahead of time, let's practice the calls. Choose real people from your assigned list. - In pairs - 2 volunteers (others observing/commenting)
<i>Notes:</i>			
c. Goal 5 Governance (term limits) – expert	Nora M.	Discussion 20	The by-laws currently have no term limits. The governance committee wants to bring it to the board's attention/discuss it knowing that a few board members do not like term limits. A 3 rd party expert is present. - 2 groups: reasons for doing it; reasons against doing it.
<i>Notes:</i>			
d. Goal 2 Program (partnership proposal)	Adi S.	Decision 10	Proposal: a STEM Program event with XYZ organization. "Devil's advocates" on the board were assigned ahead of time. One of their arguments is XYZ's recent acceptance of a large donation from a person with #MeToo issues. - Should this partnership be approved? - Should the decision be made by a majority vote?
<i>Notes:</i>			

Observation Worksheet

What was done well?	What could have been done better?

Setting Personal Goals

As a leader of your camp, what are the next 1-3 steps you may take soon after the conference to improve your Board meetings?

1.

2.

3.

