

**GALA Choruses – Annual Leadership Conference
September 24, 2011**

Creating the "Right" Community Board

Creating a Dynamic Five-Star Board (Who and Why?)

9:00am-10:30am

Q&A Session

(How and When?)

10:45am-12:00pm

Facilitated by:

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Board Building Participant Use Only

GALA Choruses

Creating a Dynamic Five-Star Board

September 24, 2011

9:00am-12:00pm

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|---|----------------|
| I. Introductions & Welcome | 9:00am |
| II. Good to Great Boards! and 7 Habits! | 9:10am |
| III. Roles and Responsibilities (and Fun, too!) | 9:20am |
| IV. The How and Why of a Dynamic Board | 9:30am |
| V. The Board Building Cycle | 9:45am |
| A. Identify, Cultivate, & Recruit | |
| B. Orient, Educate, & Engage | |
| C. Evaluate, Rotate, & Celebrate | |
| <i>Intermission</i> | <i>10:30am</i> |
| VI. Prepared Questions | 10:45am |
| VII. Open Forum Questions | 11:15am |

I. Introductions – Facilitator

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I. Introductions – ACG

Mission

To support and strengthen a sustainable and vibrant arts and culture community by offering customized and integrated professional management consulting services.

Vision

To be known for the highest quality personalized services and ethical standards, recognized as a significant intellectual resource to the industry, and respected for breadth of experience and depth of knowledge in all cultural disciplines and functional areas of expertise.

Services

The leading provider of hands-on interim management, executive search, fundraising & marketing consulting, facilities & program planning, and organizational development services for the arts and culture industry.

II. Good to Great Boards!

Inputs of Greatness =

Stage 1 – Disciplined People

First Who, Then What

Stage 2 – Disciplined Thought

Confront the Brutal Facts

Stage 3 – Disciplined Action

Building Momentum by Building the Brand

Stage 4 – Building Greatness

Preserve the Core & Stimulate Progress

Note: From Jim Collins' *Good to Great*

II. Good to Great Boards!

Outputs of Greatness =

Delivers Superior Performance

Makes a Distinctive Impact

Achieves Lasting Results

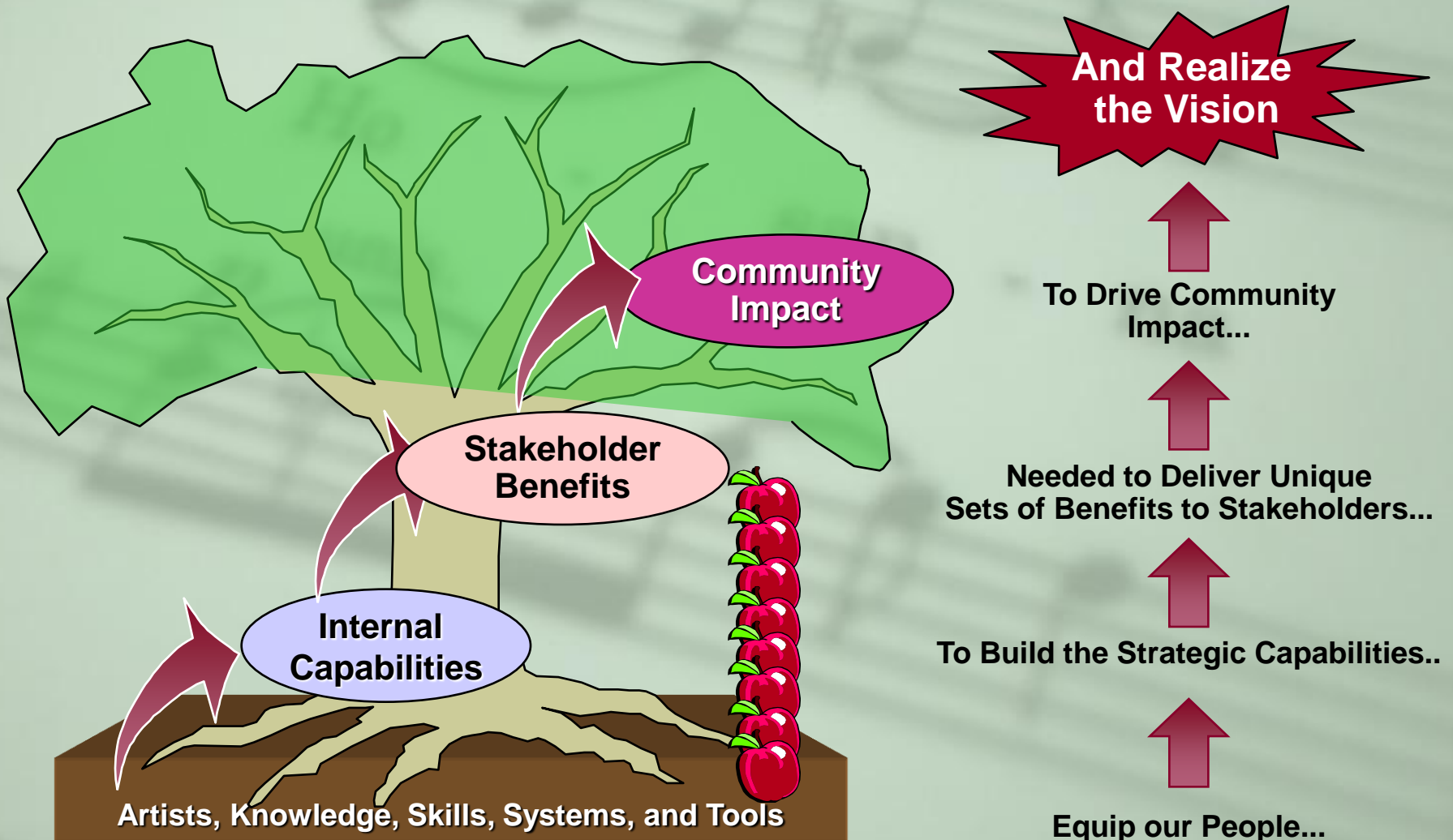
Note: From Jim Collins' *Good to Great*

II. The 7 Habits of Highly Effective GALA Chorus Boards

1. Be Proactive!
2. Begin with the End in Mind
(planning, planning, planning)
3. Put First Things First
(prioritizing what is important but not necessarily urgent)
4. Think Win-Win
(strategic partnerships, collaborations)
5. Seek First to Understand, then to Be Understood
(listen, listen, listen)
6. Synergize
(the whole is greater than the sum of the parts)
7. Sharpen the Saw
(make time for thinking and learning)

Note: Adapted from Stephen Covey's *The 7 Habits of Highly Effective People*

GALA Choruses Need to State Strategic Hypotheses in Cause-and-Effect Terms



III. Roles and Responsibilities

- General Policy Setting & Monitoring
 - Committee Work & Structures
 - Board and Staff Relationships
(Advice versus Management)
- Strategic Planning vs. Business Planning
 - Financial Oversight
 - Fundraising!
 - Ambassadors in the Community
 - Enjoy!

IV. The “How” of a Dynamic Board

Problems, People, Pace, & Procedures

- Dominance – How we deal with problems
- Influence – How we influence people
- Steadiness – At what pace do we operate
- Compliance – How we deal with procedures

Tone of Voice, Pace, & Gestures All Play a Role

IV. The “Why” of a Board’s Culture

Personal Interests, Attitudes and Values

- Utilitarian/Economic = ROI of Time, Money, and Resources
- Social = Making the World a Better Place
- Theoretical = Discovery of Truth & Knowledge
- Individualistic/Political = Gaining Personal Power, Influence & Renown
- Traditional/Regulatory = Maintaining Unity & Order
- Aesthetic = Achieving Form, Beauty, Harmony

V. Creating a Dynamic Five-Star Board **Identify Board Prospects**

Board Self-Assessment Survey

- What skills, experience, and education exist on the Board?
- Which areas need more attention?
- What is our short-term Board building strategy?
- How will we get there and who needs to guide the effort?

Board Prospects

- Current Donors
- Long-time subscribers or regular single ticket buyers
- Alumni (i.e. past Board members, artists, etc.)
- Corporate or business leaders
- Philanthropists
- Politically connected individuals
- Educators

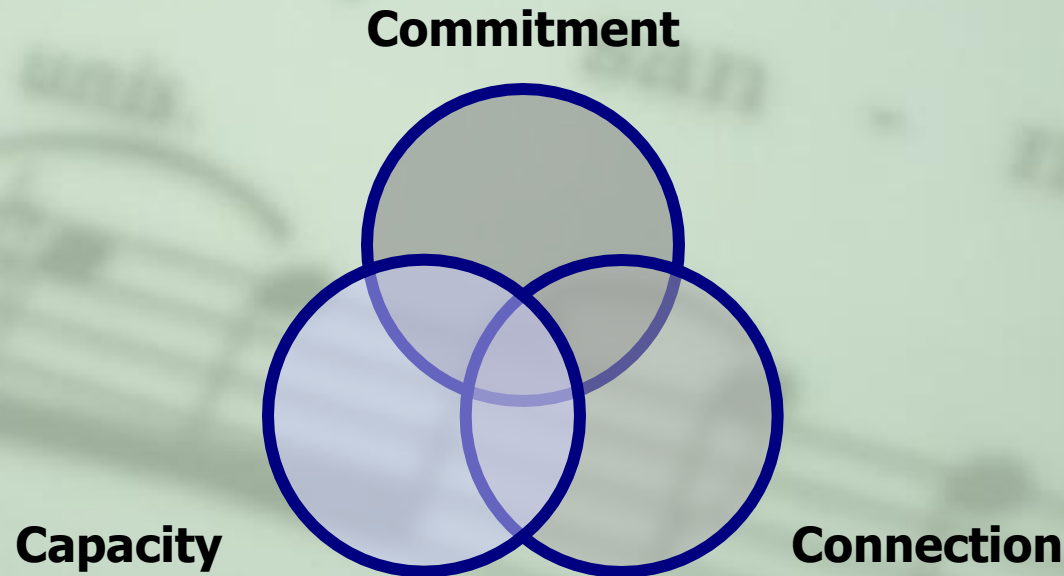
Creating a Dynamic Five-Star Board

Cultivate Board Prospects

Develop a Strategy

- *Determine ways to invite Board prospects to events*
- *Decide who should interact with those prospects*
- *Provide artist access wherever possible*
- *Keep prospects informed about your organization*
- *Don't ask them "to marry you" too quickly*
- *Set a strategy of "moves management" regarding the number and type of interactions to get to "yes"*

Goals of Understanding the Best Board Prospects



Goal is to understand how people are connected to the GALA Chorus, their level of commitment, and their capacity to participate.

Synergy is created at the “nexus” point where all three intersect.

Creating a Dynamic Five-Star Board Recruit Board Prospects

Open and Honest Discussion about the GALA Chorus is Key

Organizational Strengths and Opportunities

Organizational Weaknesses and Threats

Benefits and Responsibilities of Being on the Board

Financial and Legal Responsibilities

Invite Questions of the Prospect and Listen Carefully

Board Chair and/or Nominating Chair Extends the Invitation

Creating a Dynamic Five-Star Board Orient New Board Members

Determine Mentorship Strategies

Review the Board Manual!

Involve Various Organizational Leaders

Audited financial statements and current budget

*Board member listing, including bios and contact information
& terms*

*Board policies that relate to ethics, conflict of interest, legal
liability, reimbursements, etc.*

Calendar of board and committee meetings

*Contributed income goals, sponsorship policies, or other
information that the member may use in development
activities*

Donor listings

Industry Benchmarking Information

Minutes and financial reports from recent board meetings

Organizational Bylaws and Articles of Incorporation

Organizational chart

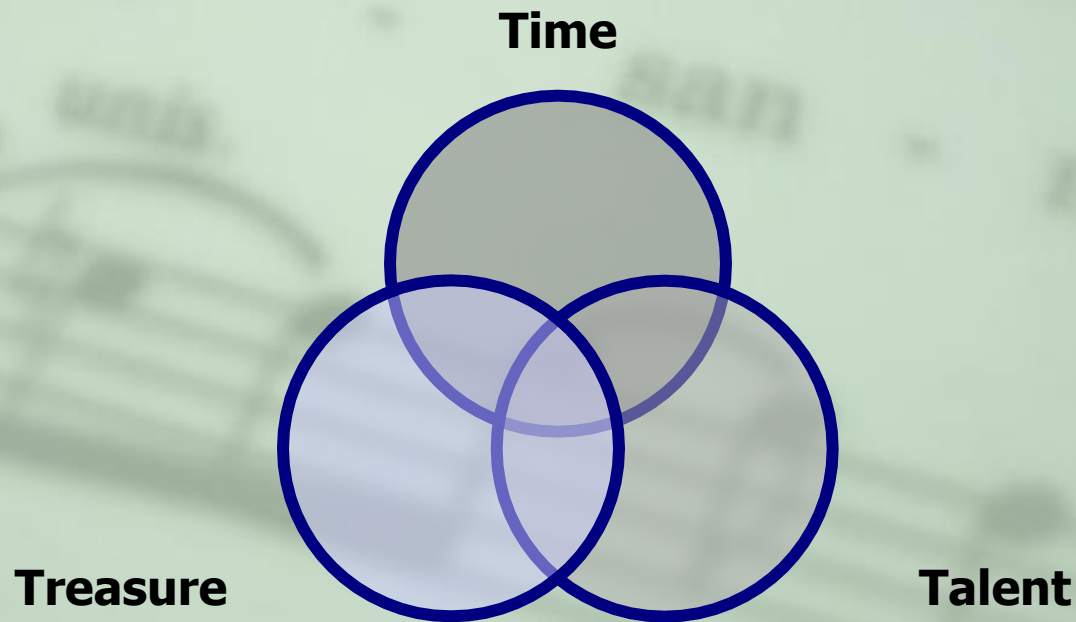
*Program books, newsletters, website and other public
organizational information*

Roles and responsibilities of board and committee members

Staff listing, including bios and contact information

Strategic plan

Goals of Mobilizing Board Members



Then the GALA Chorus can determine how to best invest Board time, mobilize their talents, and capitalize on their treasures in support of the Chorus' mission and vision. Synergy is created at the "nexus" point where all three intersect.

Creating a Dynamic Five-Star Board Educate the Board

Explore Organizational Issues, Strategies, and Impacts

Elicit Feedback and Ideas to Address the Challenges

Discuss Benchmarking Industry Information and Why It is Important

Hold Annual Board Retreats

Send Members to Conferences with Trustees from Similar Institutions

Creating a Dynamic Five-Star Board **Engage the Board**

General Policy Setting & Monitoring

Committee Work & Structures

Board and Staff Relationships (Advice versus Management)

Strategic Planning (Board) vs. Business Planning (Staff)

Financial and Legal Oversight

Fundraising!

Ambassadors in the Community

Creating a Dynamic Five-Star Board **Evaluate the Board**

Individual Board Member Self Assessment

General Board Self-Assessment

Board Activity Report

Committee Participation & Effectiveness

Creating a Dynamic Five-Star Board

Evaluate the Board

10 Areas for Internal Assessment

1. Mission, Vision & Strategic Planning
2. Board Membership & Development
3. Board Operations
4. Board-Artistic/Executive Dir. Partnership
5. Board-Staff Relationship
6. Board Oversight
7. Financial Stewardship & Fundraising
8. Productions & Performances
9. Facilities Oversight
10. External Affairs/Community Ambassadors

Creating a Dynamic Five-Star Board **Rotate the Board**

Determine if “Term Limits” are Best to:

Give People a Break

Seek Out New Ideas and Perspectives

Do Not Automatically Re-elect Board Members

Re-evaluate Overall Board Needs, Mix, Performance

Cultivate New Leadership from Different Parts of the Community

Build a Cycle of Leadership

Creating a Dynamic Five-Star Board Celebrate the Board's Successes!



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A large, multi-tiered theater filled with people in formal attire, likely at a gala event. The audience is seated in red seats, and the stage area is visible in the background. The lighting is warm and focused on the audience.

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Creating the “Right” Community Board

VI. Prepared Questions & Open Forum

II. Strategic Planning & Community

Engagement in Action

A Recipe for Success

MISSION

Describes why the organization exists and what it does daily to meet the needs of the community.

VISION

Describes the organization and how others view its potential impact in the future.

VALUES

Describes what the organization holds nearest and dearest to its heart.

GOALS

Summarizes the strategic initiatives (i.e. principal programs, fundraising, ticket sales, administrative, governance) major impacts that the organization hopes to achieve.

OBJECTIVES

Answers the question “who will do what and by when?” in a Specific, Measurable, Attainable, Reviewable, and Time-sensitive (SMART) nature.

ACTION PLAN (Management’s Business Plan to Support the Strategy)

Outlines the exact activities necessary to meet all of the above in an organized and integrated fashion.

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2011 Annual Leadership
Conference

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