



Board Leadership - Navigating Through The Pandemic

Presenters

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Baseline Areas To Assess

- What can be “let go of” to **survive and thrive?**
- Everyone has to do more
 - *what is expected of board members
 - *what is expected of membership
 - *what is expected of staff
- Budgeting
- Fund Development
- Communication
- Mission, Vision, Values

Planning for the “New Normal”

Can you make your current **structure** work?

Concerts – Major Income Stream

- Impact of cancelled concerts on financial health?
- Impact on chorus financial bottom line?
- Impact with donors and your audience?
- Sponsors/Advertisers

Planning for the “New Normal”

- **Special Events**

- How do you rethink special events
- Do you have the tools to make it happen
- Budgetary Impact

- **Major Donors/Foundations**

- How are you engaging with donors (large and small?)
- Foundations? Are you reaching out and engaging
- Do you understand your current financial situation? What are you asking for?

Planning for the “New Normal”

Assign New **Roles and Responsibilities**

- Who is doing what?
 - Leadership and position players
- Is it clear and what are the deliverables?
 - What is the financial goal? The relationship goal?
- Is this an all hands on deck endeavor? If not why?
 - How have you messaged this to the chorus? The donor base?

Planning for the “New Normal”

Look At **Your Budget** In Manageable Chunks

- Think outside the box – consider budgeting in 4 – 6 months increments
- Consider developing scenario budgets (with and without quarantine)
- Re-evaluate monthly. We don't have a history of surviving a pandemic
- Give your donors a clear view of what exactly you need instead of going to the well repeatedly

Design Your Plan

- Understand **what is already working** for you and use it to your advantage!
 - What do you already have in place that works? Why does it work and can you make it better?
 - How have these strategies worked in the past? Can you adjust these strategies in light of the current environment to your advantage?
 - Have you seen new ways of doing things that you think might work for you? What is the impediment to trying them? Can they be overcome?
 - Who is responsible? Shared?

Consider Untapped Resources

- Using your current donor base to fundraise?
- Working with major donors?
- Have you incorporated corporate and business sponsorships into your fundraising strategy?
- Including local, regional, and national foundations?
- Working with regional arts governing groups and/or local and state government?
- Chorus Members/Alumni

Common Sense Fund Development

What has worked in the past will work now!

- Using what you already use is a good thing
- Using those tools strategically is even better!
 - What is your message?
 - Does it match the reality of your situation?
 - Is it compelling and positive?
 - Is it easy to remember? Does it resonate with your target audience?
 - Remember that one size doesn't fit all – what strategies are you using to reach your target audience?
 - Mailings? Social Media? One on One? Etc.

Fearless Innovation – New Approaches!

- Fundraising in times of crisis allows you to explore and innovate with new emerging strategies!
- Remember that a single focused fundraising strategy means money left on the table
- People respond to different messages and approaches. Fundraising is a person to person endeavor.
- Look at all the new fundraising ideas and see what might work for you. Don't be afraid to try something new – just understand the risk before moving forward.

Messaging

- It's good to have a plan for **internal and external communication**.
 - Membership
 - Audience
 - Donors
- Keep your **members** engaged. What will resonate with your members around:
 - Virtual programming?
 - Fund raising support?
 - Marketing your efforts?

Messaging

Your **audience** needs to know you are still here.

- Consistent and meaningful touches
- Share your product
- Be creative in your approach
- Seek feedback

Messaging

Embrace your **donors**.

- Individualized communication
- Help them feel part of the family
- Create a stewardship plan
- Seek feedback

Mission – Now is a good time to review!

- Does Your **Mission** adequately represent who you are today?
- It's a good idea to review your mission statement with each new strategic plan.
- Will carrying out your mission statement lead to the realization of your vision for the future?
- Is your mission statement memorable?
- Do all branches your organization know your mission statement?

Vision – what is your ideal future state?

- Can you state where your organization will be in 5 years?
 - It is important to know your **ideal future state**.
- What work needs to be done to realize your **future**?
 - Your organizational vision gives meaning to the development of a strategic plan.
- Does your **Strategic Plan** support the work?
 - Your strategic plan should bring you ever closer to realizing your vision for the future.

Values – How the work gets done

- What **values** drive the daily work of the organization?
 - Clearly identified values allow a group to self correct when issues arise
- Are all segments of the organization aligned with the core values?
 - Difficult decisions are easier when made within the confines of your values.
- Do you use your core values to evaluate your work?
 - Core values are a part of evaluation of individuals, group work and producing the product.

A Board's Duty

- The Board is responsible for **ensuring the health and well being of the organization** – it's long term survival
- Hard decisions are made by looking to the future and planning for organizational longevity
- Talk a lot more about your mission and future than you might normally, meet more often, be extremely flexible and nimble
- We believe in you and are here to help. Reach out to us through the 411 program at www.GALACHoruses.org