**Board Conference Call Minutes**

## Topic: First Draft of Strategic Planning Goals

August 1, 2017 – TIME: 6:00 – 7:30 pm

**Members on call: Members not present:**

Frank Juliano, President Ethel Barber

Joanna Sherman, Vice President Scott Kamen

Alice Leopold

Ethan Frisch (signed off at 6:30 pm)

Heather Balke

Nadia Gomes

**Staff Present:**

Michael McGuigan – Managing Director

Emma Dolhai - Communications/Development

**Handouts via email: First Draft of Strategic Planning Goals** plus additional notes

(Note: additional materials are available on the Ambassador’s Portal on BST website. Login: trustee)

**CALL TO ORDER** 6:05 pm

**REVIEW GOALS OF RETREAT** 6:07 pm

* Clarification of Board roles
* High-level visioning discussions regarding opportunities and challenges for BST
* Resulted in a set of two Impact (visioning) Goals and six Operational Goals outlined in *First Draft of Strategic Planning Goals Template*
* Nadia suggests that next steps would be 1) refining and developing consensus around the goals, and 2) defining individual roles and resources needed to achieve these goals

**FEEDBACK ON RETREAT PROCESS** 6:15 pm

* Was a valuable exercise and gave structure to visioning process, but also became a bit of a “chicken and egg process” (do resources come first, or do we implement changes and assume resources will follow?)
* Important to clarify first two visionary goals before Board can move onto operational goals (visionary goals will help frame the operational steps)

**REVIEW OF GOALS as per STRATEGIC PLANNING TEMPLATE**  6:21 pm

**Impact Goal 1**: **(International)** Scale BST’s international programming to resolve conflict, educate, and promote civic engagement in areas of high need.

* Why expand? Why now?
* How can the Board drive that goal? What would a Board role look like in assisting with expansion? Developing programming in new areas is too close to an operational task for the Board to undertake.
* Important to maintain a distinction between program operations and high-level advisory. i.e. Board might play an ambassadorial role in expanding programming, or could pose critical questions about strategic choices regarding geographic focus.
* Board to take a more active role in investing in strategic partnerships and facilitating connections, but needs some guidance as to priority areas.
* Discussion of hedgefund funding focuses – organizations supported are usually US-based. Suggestion to look into UBS or other global firms for funding.
* Discussion of new foundation support, Board role in facilitating connections or presence at meetings. Provide a list of target foundations and trustees to Board to review.
* Discussion of need for diversification of funding and need for additional staff in a development role, and/or “prospect research” role\* for new donor sources.
* Michael indicates that there might be additional money in the budget this year.

**Impact Goal 2**: **(Domestic)** Build BST’s reputation and reach in the United States to promote critical dialogue among individuals with differing ideologies.

**DISCUSSION OF DOMESTIC PROGRAMMING** 6:50 pm

* More room for Board to take an active role here.
* What is the likelihood of return on investment regarding domestic programming? If there is not a significant monetary return, does the increase in national exposure balance the investment of time?
* Discussion of domestic programming options: young audience program (school shows), speaking engagements, media, etc. Board efforts in relation to options, and/or general ongoing Ambassadorial role.
* Is domestic presence an aim in and of itself, or is it to support the international work?
* Example of non-programmatic means to spread the word about BST domestically: BST documentary in the works to build national brand recognition.
* If domestic programming is for marketing and positioning purposes, then it should not be a visioning goal, it should be operational.
* Would a marketing person or firm be the priority position to fill?

**BENCHMARKS** 7:10 pm

* Creating realistic, Board-appropriate benchmarks; for example, Board members take on contact with 1-3 foundations, organizations, or potential donors per quarter.
* Discussion regarding the line between too many benchmarks, and the value of establishing specific (formal) measures and accountability.
* What are the specific activities the Board can do beyond fundraising? The staff could make a “wish list” and Board responds to items that resonate.
* For marketing or development, there needs to be a common voice. Different messages are needed for different audiences, but there needs to be a common voice.
* Reminder that materials are on the BST website, with added materials in the trustee portal.

**NEXT STEPS / ACTIONABLE ITEMS** 7:30 pm

1. Joanna, Michael and Emma to create list of foundations and foundation trustees, organizations, donors, etc. for Board to review for connections.
2. Board members to take responsibility for targeting individuals on the list.
3. Each Board member to review and comment on the Strategic Planning document and note where they see potential Board roles – both in general and personally.
4. Staff to make a “wish list” of items where the Board could be of assistance or guidance.

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**\* Prospect research** is a technique used by nonprofit organizations to learn more about potential or existing donors' personal backgrounds, giving histories, wealth indicators, and philanthropic motivations to evaluate a prospect's ability to give (capacity) and warmth (affinity) toward an organization.