



**Team Leadership Workshops
January 2006**

Meeting Notes

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San Francisco, January 6th and 7th

Day 1: Engagement

Board Members / Volunteers

Participating- Governance- 40%, Advisory/Committees- 60%

Importance of Boards

- Counsel to Organization
- Interface w/ Community- bring community need to station and reaching out
- Community Advisory Model- committee that connects
- Contact to Legislature- Lobby
- Volunteer Validation
- Provides Network- expands on what staff can do
- Get access to resources
- BE A FUNDRAISER
- Experience from other boards (perspective)

Issues

- Board Development
- Small Community Competition
- Board as Contributor- 100%? – point system (\$ one source of points)
- Who Recruits- a)Board b)Committee (governance) c)GM recommends

How to Select Board Members

- Criteria (one example)
- Standing
- Willingness to ask for money
- Time to work
- Key Industries represented
- Board Recruitment Person- fill holes –exec volunteer
- Role of Board –Policy –Money

Current Board Members

Perception vs. Reality

- Need \$, but didn't ask me (now changed)
- Asked me to do more than I expected (but enjoying)
- Not told much about expectations
- Want to be useful but not happening

Board Orientation

- Generally yes
- Bulk reading doesn't work
- Buddy system can work

Board Development

- How find younger members
- Reach out early, cultivate
- Compatibility with staff support
- Start with committee role or other volunteer role

Question to Board Group- How well are you used?

- Well used- 10
- Under used- few (3)
- Pressure for more from me- 8

In each community- popularity (prestige) for some Boards. How does PTV Board become one of these?

- One symphony, many cable channels
- Symphony= community, PTV from elsewhere
- Snob appeal
- Top CEOs attract
- Elite boards may be dysfunctional (top CEOs may not be active)
- Old money boards attract people

- Hard for PTV to compete for high \$
- PTV has passive dialog with community- must get active
- Must be continuous at building relationships

AAA Model

- Ambassador
- Advocator
- Asker

Oregon AAA Model (see handout)

- Must sign off on one, two, or three A's
- Clarifies expectations
- Results in more complex role for Board
- KCTS published AAA signup
- Basis for evaluation, staff must set up and involve Board according to their wishes
- GM & Staff tone with Board- Is Important to Board Engagement
- Evolving role of PTV GMs (very internal) must reach out
- Board GGG – Give, Get, or Get Off
- Staff needs to understand how Board members can best help- Interactive
- Board profile can help staff know how to use them

What is a good Board Meeting?

- Not a lot of staff reports
- Give Board a voice- Inspiring (“I Matter”)
- Don't waste my time
- Staff homework review already done- assignments happen efficiently
- Have Action agenda
- Continuity- one meeting builder to next
- Involved in strategic plan that is used
- 2 Part Meetings- info over lunch (voluntary but 90% show up) then full Board action session

How Often?

- Quarterly (w/ monthly exec)
- Interim emails
- 10 for consistency
- Fiduciary more frequent
- Cross learning- combine community Boards for some issues

Board term limits

- Yes- How keep involved?
- No- How keep adding new ideas?
- Emeritus Boards?

What do Boards want to support their work?

- Advocacy involvement
- Staff GM have info to really use each member
- NACB- corporate Boards

MGI So Far

Best:

- Meeting People
- Opinions Conversations
- Give Group a focus
- All upside
- Helped be visionary
- Fundraising role getting engaged
- Helped station focus
- Dovetailed with reorganization
- Give a direction for Staff and Board
- Enjoy working w/ GM and Staff

Worst:

- Getting the GM involved
- Cold Calls
- All talk so far
- Too Slow

General Managers and Development staff

- Board members who don't know how to be board members
- Board beginning to talk about being a "team"
- Growing engagement of board members through involvement in events
- Issues related to servicing volunteers / sustaining their activity
- Board evaluation
- Using technology to communicate more often – eNewsletters
- Project related initiatives motivate and unify
- Board orientation on process including job description reviewed every year
- Strategic planning involving board

Engaging staff:

- Developing a willingness to be helpful
 - Tours
 - Share success
 - Cross departmental meetings
 - All-staff meetings on culture of philanthropy
 - Involving producers in donor calls

Barriers/challenges

- How much to "bug" volunteers to make their calls
- Searching out synergies with other organizations to satisfy donor interests
- Perception that Public Television is a 3rd tier non-profit
- Perception that we are just a TV station
- Are you marketing in a way to engage your community
- Far-flung nature of state licensees
- Marketing practices
- We've been engaged in airing disengaging virtuals

Engagement between CEO and Development officers

- Small staffs
- Urgent versus important
- Spend time not in your office but in everyone else's office (GM)
- Communication departments not getting how to talk about impact

Day 2: Sustainability

Board Members / Volunteers

Roles

- External/Internal
- Identifying unproductive activities

Change

- Need to be risk takers

Board/staff Relationship

- Staff needs to know their board -engage members

Board Composition

- Diversity of decision making

Communication (external)

- Ongoing
- Open to collaboration
- Educate/ get the message out- strengthen brand identity
- Board members need to be informed regularly

Services for Board Members

- ENewsletter of PTV clips
- Guidebook/ Examples of best practices
- Issue/ action e-mails
- Fundraising/ Dev literature
- Majorgiving.cpb.org
 - Reno Point system
 - "AAA" electronically

General Managers

Issues

- Generational

Resources

- efficiency
- grow resources
- allocation
- depth of staff (small markets)
- solicitations and billings for expanding distribution (fragmenting staff)
- Tweak funding model or completely new?
- Lack of business models ex. Web strategy
- New services now funded by main channel
- Back to web- ceded too much to PBS (ex. Free frontline downloads)
- Send to PBS web- don't come back

Relevance of Services to Public- not just fundraising technique

Major Marketing Challenge

- what message
- How to get it out

Case Statement

- Materials for marketing to PTV- bring up quality of MGI stuff
- Local source required- national doesn't work can share resources through executive Shared resources
- Low ad/promo budgets- station coops? Specialize?
- Cooperate under MGI? Production coops include dev staffs?
- PBS drains resources –time – debate- spend station \$ on things that don't work must redo
- Consortium makes packages – too canned
- Outsource by setting up service for many stations
- Hard to get pieces together
- Internal tensions “silos” w/in stations who is deciding? (Need integrated approach) Local Brand- strengthen it
- How to collaborate- MGI Model- outside research – CPB support to stations
- Listen to stations in rollout- size and speed of rollout (need it fast and widespread) - critical mass- not at PBS
- CPB is evaluating MGI model- is it a good system wide method for other purposes
- Affirm value in each break
- Are stations over staffed- what are the real jobs

MGI Model Pluses

- Focus on station
- Customized
- Implementation Consulting
- Each station believes in its own path
- Change Sensitive

Staff

- Are we using/ developing them well
- Orientation looking forward
- Mentor Relationships
- “Rising Mangers” Invitation to step up involve them
- Personal training plans for each staff member
- Cross functional teams
- Heavy communications
- High potential employees get training
- Transparency
- Not due to size (bigger not better)- inculcate big picture –more than conferences “confront” – staff meeting look at strategy
- Volunteer opportunities for staff
- “Dead Wood”

- Informal leaders I.D
- Video conferences to bring together geographically separated staff and volunteers
- Reorganize and strategic plan- set scene for MGI- would help all stations

Change

- C= D (dissatisfaction important motivator but must accompany visions and process)

Staff

- Leadership training is important 2nd turns
- ID right people
- Offer training
- Do it together (as an industry)

Fundraising

- Do on HD
- Online progress important (major giving)
- E-members prosperity they have
- E-mail- tivo- pod casts

Staffing and Resources

- Forced shifting of resources- sometimes works better
- How identifying these opportunities w/out Crisis
- Get out of anecdotal- case write up? –Mentoring
- Cutting back is not always good- prospects can be negative
- SABS info Valuable and extensive but hard to use
- Reduction 240-80
- Marketing plan w/ community
- Appeal to business people
- Ended a fundraising plus

Development Staff

Money & Content

What Dev Staff Brings to Table When Talking About the Future

- Sustainability
- Feedback from Community
- Out in community talking to potential partners
- Pulse of Community
- Experience in PTV
- Response to pledge
- Need to make sure to do research

Role of Dev Staff in Sustainability

- Community Connectors
- Implementers
- Resource Alignment
- Role Definition
- Developing Systems to make goals
- Development increasing leads the station – only dept. w/ plan, goals, and objectives
- In smaller stations Development is senior management

Talking to Planned giving Prospects about the Future

- Impact we have had
- Vision for future- where we are headed
- Engaging Community members in what we are doing
- Digital signals what they will do with them
- Rebuilding infrastructure (technology)

Mission, Vision, Values

- Process more important than result
- Staff involvement in creation- let them feel important in process – made them aware of what they are doing and involved in moving forward
- W/ staff buy in interesting to see where “ah ha” moments come from
- MGI and strategic planning can become integrated
- Feedback from Board and community
- Some point leadership has to lead

- MVV should be compelling and can be used as tool talking to donors
- Board gets final say and leadership of station ensures you follow that
- Right now staff driven trying to change

Challenges to Involving Board

- Getting them to step forward
- Time Constraints
- Explicit expectations for Board
- Not comfortable asking for larges amounts w/out project
- Insecurity- undervalue ourselves

Ways to Ask for More \$

- Project Fundraising
- Anniversaries
- Opportunities to promote on year round basis
- Mid- level program

Change in Pledge b/c of MGI

- Including case statements
- Adding more mission
- Donor Testimonials

Gifts to endowment way to get people thinking about future

Endowments

- Unpredictability of Gov't Funding
- Stations endowments or investment policies to accept gifts
- Because of endowment station seen in different light- will be around in the future

What are you able to give up to engage community

- Some larger events- use time to cultivate relationships
- Nothing- looking to maximize return- lots of weekends and evenings of work b/c
- That's when donors are available –events as cultivation but not overdoing them

Events

- Need follow up to secure relationships and cultivate
- Take traditions and expand on them
- Assessments after events to figure out what could have been done better
- Hold accountable

Role as Mangers

Successes

- Board and GM working together
- Board involvement in fundraising
- Board members invite and follow up
- Important to have Administrator w/ development mentality
- Starts from the top
- In community partnering w/- to act as catalyst for change in community

Challenges

- Change
- Innovative Marketing
- Communication
- Getting people to step up

Chicago, January 9th and 10th

Day 1: Engagement

Board Members / Volunteers

Meeting attendees:

- Community- fiduciary- 50%
- Friends/Volunteer- 50%

MGI- How is it going?

Successes

- Can build on other fundraising projects

Challenges

- Right case statement (Why)
- Need driving force (staff)
- Structure- use volunteers well
- CEO/Board Leadership (beyond getting to zero)
- Enough staff (development)
- Need team
- Communications not focused on community needs (pledge/Board)
- Speed of Action- slow
- Follow through staff w/ Board- organized asks
- Identifying prospects

Board Recruitment/Orientation

- Start w/ Board Expectations- staff must be clear- must be communicated to Board
- -orientation
- Nominating Process should be informed by fundraising experience
- Board inventory what do we: -have -need
- Be proactive not passive –do things –divide labor, only some ask
- Right Mix- 1/3 passion, 1/3 operations, 1/3 technical
- Board self evaluation (yearly)
- Move to governance/trustee committee (not just nominating)
- Self Evaluation Motivates

AAA Model –sign up

- Ambassador
- Advocate
- Asker

How Empower Board for Fundraising?

- Internal politics
- Manage expectations
- Need strong case (MVV)
- Models exist
- Reeducate donors- we do want major gifts
- Use on- air more? (Testimonials)

General Managers and Development staff

- Some staff engagement happening organically- silos breaking down
- Engaging boards a challenge- too much presentation from staff – meeting timelines – size of boards can be an issue
- Keeping staff informed a big challenge – communication efforts critical –email and staff meetings
- Brand changes for some internal engagement more challenging than engaging board- internal changes challenging- board got it
- Structuring benefits to highlight rewards
- Successes in engaging staff- Wisc engage producers in cultivation and solicitation activities

- Successes in engaging community- WILL- outgrowth of RTV activity- partnering w/ other orgs- Detroit partnership w/ arts org –WTVP “making schools work”
- Engagement of staff and Board good at some places and not so good at others
- Engagement of community progressing- Nebraska- it’s about the community not about us, premieres, community leadership conferences- Wisc- “a gift through us to community” helpful w/ funders, staff & board- sparked profound changes –WSIU- listing success stories in donor communications
- Strategic plan key place to engage
- Team work- encouraging interaction between staff and Board- encourage greater participation at Board meetings

Day 2: Sustainability

Board Members / Volunteers

Key Roles:

- Need to know MVV finance
- Share ideas, feedback

Board Recruitment

- Need to evaluate commitment beyond \$
- Need to clearly set expectations for participation- job descriptions
- Need to understand members’ areas of expertise
- Need to seek out new people/diversity

Board Experience

- Meet w/ board members individually to thank and assess motivation
- Ask for gift one on one
- Need to be treated w/ the same respect for a major donor
- Need to let Boards determine level of involvement

Board Composition

- 1/3 top priority, 1/3 in top 3, 1/3 not as active
- Driven by strategic plan
- Use recruitment matrix and terms “9 year max”
- “Junior” executives, does not need to be CEO

Board Expectations

- Strategic plan- business plans

Donor Obligations

- Bill of rights

Board “What do you need?”

- Education- continuous feedback on day to day
- Spreading the work
- Setting clear expectations
- Direction from staff
- More interaction
- Update between board meetings
- Training materials

Board/CEO relationships

- CEO evaluation on performance goals
- Expectations session for Board and CEO
- Need to lead by expectations
- Establish “dividing lines” for responsibility

Communication

- Well presented information on a continuous and timely manner
- Feedback and highlight positive activities
- MGI needs to be better defined and communicated
- Focus on retention of critical information
- Proactive (not reactive/ waiting for crisis)

General Managers

Topics

- Resources- existing- growth
- Teamwork- building a culture of philanthropy
- Scenario Planning- Brand, new gen leader, economic model, rights, community connection

CEO Reactions

- New staff- how bring up to speed?
- Next generation of leadership- where come from? Training?
- How sustain major giving staff
- Keeping Board engaged and evolution of role
- Best Practices- CSPI, MGI

Staff Training/ Development

- Mentor future CEO's Find training/ reading
- CPB Management Workshops (mid 80s)
- Universities don't train for PTV – on campus collaborations “walk on”
- Culture change can/will attract new staff
- Digital move creates excitement
- Value of “liberal education” in workforce
- Above training existing staff bring in fresh ideas
- How create change- not wait for it
- Service not business need to be sustained- values
- Get beyond broadcast model- stay open to other ideas means of serving
- Are staff and board up to speed on changing environment
 - Yes- for many boards
 - Maybe less for staff
- Station as community connector for universities & museums etc.
- Fed and state are biggest major donors must sustain- messages are the same as with individual
- Universities have large development depts.- a resources- sometimes- art of university case
- May work well on relationships but not necessarily w/ individuals (now small)
- Capital hill day case Where from?

Board interest/Motivation

- CSO- sustainability
- Easier to engage Board (community) for things being done now- digital vision is abstract- staff driver
- Community relationships – how spread load, Board, GM State
- Digital demos as model for engagement

Board Engagement

- Board inventory helps engage and use them as does state of station report
- Expand “comfort zone” Board and staff (or move on)
- Expertise can engage board members (not just \$)
- Board size is a factor in engaging them (56?)

System wide Board Meeting

- Tracts for different licensee types in future Board meeting System wide
- Like the idea- connectivity to larger industry- remember work is at home, make it participatory (break outs, cases)
- Fundraising vs. policy- be careful arts, PBS, CPB
- Not State Board- valuable for fundraising
- What does station expect of me (as Board member)- discuss and get in writing

Development Staff

Vision for Development

- Strategic Plan- hardest part getting people to see vision for future
- Let's people dream about future- w/ \$
- WFYI- “Why we are a vital part of community”
- Clear Budge and Cost estimate let's everyone at station know where they fit
- Letting people know what you do outreach services etc- most people's response is
- “We had no idea you did that”

- WCNY- shows philanthropists how they are getting people to pay for services like streaming on internet- handshake rather than hand out
- Detroit- bringing arts accessible to everyone- developed proposal that highlights everything they do in package
- Relationships need to be face to face- being able to engage them further- move up to the next level

Do donors need to come through our door?

- Yes- face to face contact, secured relationship, meet station staff, see work & peers
- No- programming relationship, other ways to show donors you now them, like a friendship
- Ultimate relationship- becoming involved w/ station
- Donor relationships & stewardship to secure relationships for long haul
- Conclusions people make about you based on people associated with you
- Aligned development timeline w/ production timeline- culture of philanthropy involves other staff w/ development
- Content Committee w/ staff from different areas of station
- Discipline and systems lead to sustainability
- Events without asks
- Don't need to be to event oriented- steps to something else
- Partnering w/ other non profits

Engaging Volunteers and Boards

- Getting Volunteers to the next step
- Many stations feel stuck
- Are our expectations realistic?- can sometimes use them better to make connections- not asks
- Keeping them involved & getting right people involved
- Really big \$ comes from peer to peer asks
- Train people- let them know that its easier than they think

Managing Up

- No model up the ladder for these activities
- Community role not always natural for them
- Getting them to take ownership for fundraising not just participation
- Involve managers in setting priorities
- Once they starting getting big gifts they keep going
- Being a task manager for them
- Talking about Board a good way to start

Atlanta, January 17th and 18th

Day 1: Engagement

Board Members / Volunteers

MGI- Success/Challenges

- University Conflicts & others w/in Boards
 - Can this be and “opportunity”?
 - Recruitment issue
 - Different donor groups?- room for both
- Few corporate prospects
- Have moved some producers circle up
- Appointed Board is a challenge for MGI
- Recruitment- fundraising only (non Board) VT
 - Community Connection
 - Policy Issues
 - Shift from Policy to fundraising difficult (MGI changes expectations)
 - Clear expectations important- foundations- clear, station?
- How attract demographic that is new/younger
- Community doesn't understand PTV
- How understand community culture

Orientation

- Help explain complexities of PTV
- Board book- MVV
- How Board provides support
- Some boards need help with stations MVV & community PTV is essential

AAA Model for Board

- Advocate
- Ambassador
- Asker
- Sign up
- Informs recruitment, clarifies role (may play one of these, situational)
- 2 page list of responsibilities
- Regional ambassadors/advocates for statewide stations
- Once involved Board members get excited by asking- so do donors

MGI is creating a culture of philanthropy

Using Board contacts to set up meeting w/ GM/CEO has helped

Major Donors don't equal a specific amount

- Stretch
- Generosity (relative)
- Movement up continuum
- Research
- Changing

General Managers and Development staff

Lessons from WYES/LPB

- “Start from ground zero”- review of documents, positioning, MVV, etc- WYES, LPB- local
- Signal your value, proof of performance
 - Need to be top of mind as a key player in community issues
 - AAA role of Board members critical
 - We still have difficulty doing this

Teamwork

- Work together to show “proof of performance”
- Engaging full staff in strategic planning, budget development, MVV, culture of philanthropy

- Leaders of public broadcasting must have passion
- Expectation setting

More on signaling value

- Marketing plans- do you have one
- Engagement w/ passion involves everyone

Engaging Board

- Have them make thank you calls
- Board structure may make engagement challenging (advisory vs. governing)
- Vermont has very engaged board- signing letters, board giving, MVV work, they started down this path before MGI

How can we increase prestige of our organizations? –KQED example

Is Board Giving?

Is senior staff giving?

Waco bringing Board into their facility for Board meetings

Day 2: Sustainability

Board/Volunteers

Meetings

- Need time/ opportunity to focus on vision/ forward looking
- “SOS” share our success moments
- Establish core understanding of mission, “elevator speech” should be known by Board members
- Distribute reports ahead of time
- Use Board retreats

Role of Board vs. Management

- “Carver Model” setting policies and representing “owners”/ community
- Setting direction vs. making management decisions, example: programming, financial
- Establishing clear roles and responsibility avoids micro management by the Board

Board member involvement

- AAA knowing the station is critical “Do you know the annual budget”
- Using non Board members on committees: keeping former engaged, “try out” for new members
Ex. NAB
- Need to “tap” passion of former Board members, resource for training new members
- Use of Board retreats to take time to reflect and time for socializing
- Orientation is useful but short list (fact sheet) 10 bullet points of critical org info

Sustainability

- Endowment: If it is to be it is up to me”
- Treating government funding sources as major donors- regularly communicating

Selection and Recruitment

- Needs to be based on strategic plan
- Use recruitment matrix

National Network of Board Members

- Help to empower as advocates of PTV
- Best practices would be helpful, share knowledge
- Provide Information

General Managers

Scenario Planning

- Key Options 1- Revenue- MGI 2- Expense- Collaborate/ Consolidate
- Revenue- Must be market drive- Relationship, Transactional, etc

Messaging

- Relationship/ Mission and Transactional can coexist but they are too often contradictory

Focus

- We take “add on” approach to serving our mission
- How can we decide what to stop?
- Do we sometimes chase the money
- New technologies can lead us to spread even thinner

Business Models

- Can we trust that national models will work locally?
- Cohorts of like stations are where “the action is”
- Make decisions and ACT!
- Can’t wait for national research or guaranteed funding

Small Stations

- Must depend on national resources –for outside perspective – to build capacity
- But GMs must still lead and decide

McKinsey

- National programming recommendations “took”
- MGI has had and can continue to have impact beyond fundraising

Visioning

- Don’t look 10 yrs ahead at station technology etc
- Look at what we can do collectively to articulate themes, messages, and proofs
- Recognize that GM and Staff know local messaging needs- need tools from national – connect with collective vision
- New Leadership at CPB and PBS presents opportunity – GMs need to be proactive
- Doomsday vision- SABS doesn’t show all- Fed support not declining

Sustainability

- Need benchmarks and accurate data to set baselines for planning
 - program growth
 - staffing
 - Infrastructure
- Are we competing- with each other? With PBS or NPR? Can we complement?

MGI “Energy”

- How can MGI team help?
- CPB can influence PBS (e.g. National Program Resources) because I has no self-interest
- MGI tools and Board building can be resources with APTS
- MGI Board Assessment

Case for Support

- For Children’s programs- look beyond parents- social philanthropists- grandparents
- Learn from children’s museums

Capacity Building: Staff

- MGO Turnover- competition for talent, \$\$\$,
- Solutions?- build strong systems into which new staff can enter and work
- Allocate resources to support MGO or GM in focusing on “relationships” (free time thru admin support)
- Program outlast people
- Focus on Board giving to “prime the pump”
- Draw on outside expertise- e.g.- leave a legacy, e.g.- financial advisors

Development Staff

Future of PTV and role in sustaining it

- Need to be local
- Meeting needs of community- community listening sessions
- Community outreach- know your community
- Dream Sessions- moving away from “I want”
- Moving away from transactions- free membership- cultivate to renew

Successes in Engagement

- You know what there interests are
- Getting back in touch- cultivation events w/ partners
- Getting Board to cultivate prospects- next steps, follow up, celebrate every success
- Involvement- relationship building

When is time to make the ask?

- Depends on level of giving
- Hands on
- Individual

MGI gave permission to ask for large gifts

Major gifts work needs a great amount of discipline- step by step process

Plans to Sustain MG Program

- Exposure- w/ dual licensees use both radio and TV
- Talk about successes- recognize them
- Make sure you have committed and engaged board
- Engaged GM- baby steps

How to engage entire station staff

- Let them know you need them
- Let them continue relationships they have built
- Involve them in process
- Teamwork
- No Silos
- Attitude of helping each other

System to sustain MGI

- Moves management
- Next step
- Keeping track of where you are and where you're going- (grease board)

Strategic Plan

- Revisit

Culture of Philanthropy

- Non- monetary rewards
- Cultivate staff to be major donors

Washington, DC, January 20th and 21st

Day 1: Engagement

Board Members / Volunteers

Who's Here

- Community ½
- University ¼
- State ¼

MGI Success/Challenges

- + Increased awareness of development (Board recruitment)
- + More organized around Major Giving
- + New connection w/ former Board members
- Resource shortage (\$)
- Requires CEO to lead (organize) Board efforts
- Capital Campaign challenge/ +opportunity->transition

Board Recruitment and Engagement

- Nominating committee
 - 2-3 years out
 - Skill inventory (CEOs, Network Builders, Geography, etc)
- Succession Plan- Board
 - Leadership path
- High standards for membership (makes service attractive)
- Clear roles/responsibilities important (often not true in past)
- Board mission statement
- Be clear about fundraising
- Job descriptions (Board)
- Application
- Specific list of requirements
- Appointed Boards- can be a problem
 - Don't control appointments
- Committee on Governance
 - Board self assessment- form sent to all each year
 - Supported and accepted by Board- basis for retreat
 - Conflict of interest can be part of assessment
- Make meetings meaningful- beyond reports
 - Consent agenda (minutes, financial, etc) pass as whole
- Emphasize Discussions (i.e. engagement)
- Corporate vs. Advisory roles
 - Separate
 - Use Advisory for recruitment
 - Limit size of corporate
- Rotate members through executive finance
- Circulate reports in advance
- Corporate members should still be individual supporters
- Orientation before election- discuss job description- opt out option
- Role of staff at meetings- too many may limit discussion
- No one answer- keep it alive/fresh

AAA Model

- Ambassador
- Advocate
- Asker
 - Sign up for one or more than one
 - Can form committees around AAA

- Track Board Contributions (not by name by #, %)
 - One on one discussions outside Board meetings- build support/loyalty
 - “Show” members vs. Active members
 - Reduce size
 - Increase commitment
 - Increase \$
 - Board commitment for greater fundraising- how PTV works, case statement familiarity
- May need to “break eggs” –old unproductive member patters may need change

Are you fully Utilized?

- About 40% yes
- Fundraising not historical role
 - Start with involved people with shared values
 - Right (best) people first
 - Starting with fundraising may drive people away

Relationship between Board and CEO- Who drives fundraising?

- CEO – needs support
- Staff – come and go, needs support
- Board – needs support
- Other – sustainability, needs support

GMs and Development Staff

Culture of Philanthropy

Successes

- WCVE- tours talking impact
- WITF talks w/ colleagues like they are donors/ cultivating staff to help w/ development- CEO who understands development- respect –engagement is an attitude
- WXXI staff acts as table hosts at events w/ reports back to development- also involves staff in asks
- WETA working w/ 2 critical depts. (communication & membership) to put together cultivation event
- WOUB beginning to make progress on Board engagement- tapped into staff & community for info about who would be right for their Board
- Open house & other events prompted community members to say “I had no idea”
- NHPTV- teamwork maximizing events- David Fanning event in April
- WGBY- developed their annual major gifts into a “campaign” format- solicitations included various staff- campaign began with looking at unusual suspects- engaged Board and volunteers early
- WCVE- challenges helping to increase support
- WVIA- in home events engaging new donors

Challenges

- WGBY- maintaining annual major gifts and urgency for continued support- how to sustain
- NHPTV- donor concerned over Tomlinsin flap- but turned out well
- Never assume engagement- NASCAR story
- WITF still challenged by membership messages- hoping for them to “get” the importance of communication- How to stress mission w/ pledge
- WCVE- still challenged by engaging more volunteers/ Board members in fundraising
- Kay commented on AAA (Advocate, Ambassador, Asker)

Day 2: Sustainability

Board Members / Volunteers

Board vs. Management Roles

- Leadership: “lead by example
- Setting the stage
- Succession planning
- Continued involvement in strategic planning
- Advocates in community
- Need to set expectations of roles and responsibilities

Tools

- Sharing of information between stations
- Annual reports (signing up)
- Formal plans/ actions/ tasks
- Marketing materials
- Orientation on orgs M/V/V
 - Fact sheet (created by staff)
- Understandable financials- pie chart/ narrative/ summary
- Talking points

Expectations for involvement

- Recognized limitations/ diversity of skill sets
- Need to learn as much as possible about the organization, budget/ # of members
- Expertise is well utilized
- Speak/act knowledge about station operations (financial responsibility)

M/V/V/ Strategic Planning Challenge

- Establishing:
 - What you do?
 - Where are you going
- Annual report maintenance/creation
- "Listening" to the community
- Challenges
 - Branding issues w/ multiple stations in a state
 - Example: Connect Maine- MPB network

Board Development/Recruitment

- Members need to represent numerous areas (not just fundraising)
- Board book/binder
 - Job descriptions

Meetings

- "Share our successes"
- Moving away from informational reporting
- SOS reports sent out ahead of time
- Vision Thing: BHAG- mission moment, issue
- Based on mission from CEO/endorsed by Board
- Board defines vision and is committed- CEO carries out vision
- Both collaborative effort
- Focused on impact

Recommendations:

- Means for converting transactional givers to transformational givers
- Activity metrics (vs. \$s)
- Communication/information on external factors/parameters (industry, politics, tech)
- Outside/external views
- National information to guide staff on working w/ Boards
- Published information available on PTV trends/ best practices
- PTV eNewsletter clips/ summarized brief
- Use Board members time effectively, efficiently (caution on "more info")

General Managers

Issues:

- Buy In
 - Still holdouts despite efforts (mid mgmt, professional)
 - Get new people?
 - Use evaluation criteria
 - Long term employees have become skeptical about change
 - Scenario planning has been different
 - Pioneering time
- PTV need to show leadership- builds excitement internally and externally
- Good to great model (Monograph)
- Right people on bus

- Mangers w/o training
 - Need to train
- Internal planning website
 - Available to all staff
- Enough \$ for now and future- endowment- even at break even

Sustaining MGI efforts

- Stewardship- relentless follow up/contacts – not just CEO- shared
- Systems to support this
- Staff work plans as tool for planning and development
- “Switchboard operator” story- putting off unknown donors- too much protection
- Receptionist as part of development
- List of 5 people to contact this week- research to support this need
- Quiet “GE Widows” story- undiscovered wealth exists
- Key legislators are Major Donors- for state funded orgs
- How to teach Board to stay out of operations- policy, planning, fundraising
- Deep relationships- all constituencies
 - ID who they are
 - Who develops them
 - Be strategic
- Research as relationship building- tap into network source becomes closer
- Vision for national system required to make sense locally
- PTV is confusing
- Brand is important (now confusing for PTV) important for donors
- CEO/Development goals?
 - # & \$
 - Accountability-> sustainability
- Bad news gets national press need if for good news
- Seminars on planned giving for older population, women
- Keep Boards informed about positive national PTV news

Board Role/Development

- Fundraising committee
- Training needed
- Different approaches for different structures
- Hosting dinners- builds enthusiasm and dialog around development
- Long term thinking- builds conversations
- Campaigns focus Board attention on fundraising

Staff Development- Leadership

- Identify high potential people- development plan
- CPB Exec Development Model- it is missed- relationships built
- PBMA efforts
- Exposure to leaders
- Get people out of stations into industry meetings
- Internships
- Staff retention is an issue -How reduce?
- Contingency plan- obviously impedes staff development
- Leadership role helps keep people- show interest, build honesty, include in what is going on
- Important place to invest

Development Staff

Role in sustaining Major Giving/ PTV

- Trying to create an endowment (community endowment)
- Explaining vulnerability
- Involvement w/ other community organizations
- Ability to start and sustain MG program will determine which stations will survive and grow
- Marketing idea that we have a place as non-profit in community
 - Viable place for support- we do what no one else does

Staff Support

- Can't ask people to do that (from Board)

- Don't ask
- Starts from within
- Culture that our contribution is our work
- Engaging staff
- "I don't get paid enough to give"
- Not going to sustain major gifts through staff campaign
- Use raise as contribution
- Major donor gave large gift w/ 100% of staff commitment

Mission, Vision, Values

- Involved entire staff- used all time (WVIA)
psychology of ownership, proud of own work
- User emotion w/ functionality
- Examples on website
- Involving long term donors/ volunteers?
 - Use interview sheet to call donors for input
 - Filmed personal testimonials
 - Ask them what favorite thing is
 - Testimonials for planned gifts, on-air, during pledge, on website, during asks
- Establish Dev staff as customer service specialists
- Move away from premiums- drop term membership
- Planned giving Visions newsletter (also web tool)
- Planned gifts could be our major gifts
- Materials in attorney offices

Managing Outside of Development

- Teaching how to work w/ volunteers- let them have say, transfer ownership
- Assumption Board members are already "on board"- need to be cultivated like major donors
- Beware of run away friend's group- can be avoided w/ right relationship
- You can fire volunteers and should when they are out of line
- Be clear on your mission and vision
- Insider Thursday (WETA) match Board members interests w/ program content- let them host program that lets donors see what happens at station
- Volunteers control other volunteers
- Make their experience working w/for you the best
- Recognize what they do and thank them
- Engaging former Board members
 - President's council
 - Gathering current and former members (cultivation)
 - Use for Foundation/Endowment work
- Don't wait for Board members to build relationship w/ you- seek out relationship w/ them

Engaging CEOs

- Challenge of getting their time/ attention
- Availability
- Once they have success want to keep going
 - Time to give them enough to do
- Getting reports back from them (communication)
 - After meeting dictate letter
 - Good relationships w/ their assistants
- Advance person- connect them w/ donors opportunities
- Act as their social director
- Making annual case compelling- annual gift investment in long term vision
- It's possible to do a lot of fundraising w/out CEO

Major gifts are important but can't alienate smaller donors