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2 **Board Meeting Minutes** 127-152

3 **June 25, 2021**

4 **Attendance**

5 **MDA Foundation Officers**

6 Gary Asano, DDS, MS

7 President

8 Dan Peters, DDS

9 Vice President

10 Michael Nichols, DDS,

11 Secretary/Treasurer

12 Anant Grewal, DMD, MHSA

13 Designee

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15 **MDA Foundation Board Members**

16 Diana Ellis, DDS

17 Cameron Elrod

18 Nancy Harmon, RDH

19 Shelly Jones, DDS

20 Daniel Miller, DDS (Partial)

21 Beth Rosenberg, DDS, MS

22 Ted Schumann, II

23 Nicholas VanderVeen

24

25 **Consultant**

26 Sue Carron, DDS, MS,

27 President Emeritus

28

29 **Dental Student Liaison**

30 Emily Maynard, University of Detroit Mercy

Guests

Steve Meraw, DDS, MS,

MDA Immediate Past President (Partial)

Mary Sumners, Kennari Consulting (Partial)

Sarah Mitchell, Kennari Consulting (Partial)

William Mackay, Merrill Lynch (Partial)

Tom O'Rourke, BlackRock (Partial)

Larry Johnson, Merrill Lynch (Partial)

MDA Staff

Don Winn, CFO (Partial)

Jennifer McFatridge, Finance Manager

MDA Foundation Staff

Nancy Maier, Executive Director

Janet Elliott, Foundation Administrator

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32 **WELCOME & CALL TO ORDER**

33 MDA Foundation President, Dr. Gary Asano welcomed everyone and called the
34 meeting to order at 10:02 am.

35

36 Gary thanked the board for being at the joint leadership training with the other MDA
37 boards on Wednesday evening, June 23, 2021. He noted that almost all MDAF Board
38 members had attended and asked everyone to introduce themselves and share
39 insights from the training. Board members had mixed feedback regarding the
40 leadership training. The training itself fell short of expectations; however, it was helpful to
41 see common themes among the boards and to interact with others at the training.

42

43 Gary then introduced guests in attendance and asked those attending for the first time
44 to introduce themselves. This included Jennifer McFatridge, the new MDA Finance
45 Manager; Dr. Steve Meraw, MDA immediate past president; and Mary Sumners and
46 Sarah Mitchell from Kennari Consulting.

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48 Gary reminded the board of the policy documents that accompanied the agenda
49 and their responsibility as it relates to conflicts of interest. He then asked for and
50 received approval of the agenda.

51

52 **CONSENT AGENDA**

53 Gary directed attention to the items on the consent agenda. He noted that the
54 President's report mentioned the Mission of Mercy program. Gary explained that the
55 MOM Executive Committee would be discussing future options for the program and will
56 be providing input for the Foundation Board. He emphasized the importance of having
57 the MOM committee members be part of the conversation.

58

59 With no further questions or discussion, the consent agenda was approved.

60

61 **ACTION ITEMS**

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Finance Report and Update

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2020 Audit Report

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A copy of the 2020 MDA Consolidated Audit was shared with the board
65 prior to the meeting. The consolidated audit includes all entities of the
66 MDA; it saves the Foundation money while benefitting from a full audit –
67 not a review – annually. The audit report for 2020 indicated no findings,
68 adjustments or areas of risk. Board members had no questions about the
69 audit.



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2021 YTD Financials

Jennifer McFatriidge began the presentation of the financials which were received from the MDA accounting department and sent to board members the day before the board meeting. Jennifer explained she had begun her tenure with the MDA just 90 days prior, acknowledged delays with financials and indicated it was her intention to have more timely financials moving forward. With that short explanation, MDA CFO Don Winn joined the meeting from Traverse City and finished with the financial presentation. Don also noted the delays and inconsistencies in receiving financials on time and accurately. He cited complications with the conversion to QuickBooks online, but noted that training of staff was to begin soon and should help dramatically with these challenges. Don further explained that once everyone was trained and data was input correctly, the reports from QuickBooks would be much more user-friendly, streamlined and could be real-time.

Turning to the May 31 reports, Don directed board members to the Monthly Activity Report highlighting financial activity by month.

- While some numbers are off compared to budget, Don indicated this was due to timing.
- Don also pointed to numbers that were currently on target.
- Finally, Don pointed to the positive gains in the Foundation's investments.

When asked if this report could more accurately show the actual number as compared to previous year actuals at the same time as well as to the budgeted number, Don indicated this would be a possibility. He also stated that this information could also be presented in chart or graph form for ease of understanding.

Don turned to the Statement of Financial Position, noting that the Foundation is in good financial shape overall. Explaining how this particular report depicts the true cash position of the Foundation, Don stated that as in previous years, the Foundation's available cash is low while investment earnings are high. As a reminder, Don explained that each year, the Foundation runs low on cash in the summer months until it begins to recoup in the fall with the year-end campaign. In mid-summer the Foundation typically makes a withdrawal from available funds in the investment account. This withdrawal is used to begin awarding grant



109 funds and for organization operations. Don indicated he would be
110 speaking with our financial advisors at Merrill Lynch/BlackRock to discuss
111 the best way in which to withdraw the funds when it is time.

112

113 **Treasurer's Report on Potential Year-End Overage**

114 Foundation Secretary/Treasurer, Dr Mike Nichols reminded everyone that
115 when the 2021 budget was approved, there was a lot of discussion
116 around the projected overage of \$32,000. In November, the board
117 decided to leave the budget as it was, approved it but decided to
118 discuss the potential overage during this June meeting. Mike noted that
119 since Foundation financials were not available for the year until now, the
120 Executive Committee could not evaluate the situation and elected to not
121 make a recommendation. However, the EC did agree if an overage
122 occurred, they would recommend the excess funds be directed to
123 programs rather than the endowment. Given that fundraising has been
124 lower than budgeted year to date, Mike recommended no further action
125 to be taken.

126

127 **Approve the 2021 Dues Statement & Increase Request¹**

128 Each year the Foundation sends a memo to the MDA Board Committee
129 on Finance requesting to remain part of the MDA dues statement as a
130 voluntary contribution. The Foundation requested and was approved an
131 increase from \$55 to \$65 in 2020, resulting in the 2021 request to remain at
132 \$65.

133 The board discussed how frequently an increase could be requested, and
134 Nancy Maier indicated that those decisions are made with guidance
135 from the MDA and based on the grand total amount of what an
136 individual member pays for their dues. If the total dues payment reaches
137 a certain threshold, there is a risk of losing members.

138

139 Nancy also indicated that the board should not only focus on the dues
140 amount, but on overall fundraising needs. She cautioned that relying on
141 one line item in the budget for revenue is never a good idea.

142

¹ Following the board meeting and approval of the minutes, it was noted that the Foundation board was not requesting an increase to the MDA Board Committee on Finance but asking that the annual voluntary contribution remain at \$65. To clarify the resolution, this footnote is to indicate that the 2021 dues statement & increase request memo was presented and approved.

143 **Resolution 062521—001:** Approve the 2021 dues statement & increase
144 request² as presented.

145
146 The resolution was approved.

147
148 Next steps: The dues statement and increase memo will be forwarded to
149 the MDA CFO, Don Winn who will add to the Board committee on
150 Finance agenda for review during the August committee meeting. The
151 Board Committee on Finance will send a recommendation to the MDA
152 Board of Trustees for approval during the October meeting.

153
154 **Grant Committee Report on Grant Applicants and Recipients**

155 Grant committee chair, Nancy Harmon reported on committee activity since
156 March. Nancy noted that the committee received 13 applications totaling
157 \$322,316 in requests for funding. She further explained that there are four
158 organizations receiving grant payments from previous years.

159
160 Last November, the board approved \$52,500 for 2021 grant awards. Of this
161 amount, \$36,000 is designated for grant awards previously approved to be
162 distributed over multiple years. Based on ranking and scores from each
163 committee member, it was agreed that five new recipients would receive
164 \$28,350 in addition to the \$36,000 already committed. The committee's
165 recommendation for the \$11,850 over the budgeted amount is detailed in the
166 resolution.

167
168 **Approve the 2021 Grant Recipients**

169 **Resolution 062521—002:** Resolved that the following grant applicants be
170 approved as the MDA Foundation 2021 grant recipients:

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Organization	Amount	2021	2022	2023	2024
Gary Burnstein Clinic, Pontiac	\$8,950	\$8,950			
Helping Hands Dental Center, Midland	\$6,000	\$6,000			
Holland Free Dental Clinic, Holland	\$10,000	\$5,000	\$5,000		

² Following the board meeting and approval of the minutes, it was noted that the Foundation board was not requesting an increase to the MDA Board Committee on Finance but asking that the annual voluntary contribution remain at \$65. To clarify the resolution, this footnote is to indicate that the 2021 dues statement & increase request memo was presented and approved.

Hope Clinic, Ypsilanti	\$30,000	\$10,000	\$10,000	\$10,000	
Malta Clinic, Detroit	\$5,000	\$5,000			
Silver Creek Church, Marquette	\$900 *	\$900			
St. Joseph Mercy Oakland, Pontiac	\$5,000	\$5,000			
University of Detroit Mercy	\$8,500	\$8,500			
Victors for Veterans	\$30,000	\$15,000	\$15,000		
GRAND TOTAL	\$104,350	\$64,350	\$30,000	\$10,000	\$-
	*Requested and approved by Dr. Susan Carron to take from Susan H. Carron, DDS, MS grant fund				

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And be it further resolved that \$52,500 be taken from the 2021 budgeted line items outlined below:

- \$50,000 to be taken from the Access to Care & Education line item
- \$2,500 to be taken from the Matt Uday Access to Care Fund

And be it further resolved that the remaining \$11,850 be taken from the following:

- \$900 to be taken from the Susan H. Carron, DDS, MS grant fund
- \$10,950 to be taken from the MDA Foundation's reserve fund

These amounts total \$64,350 as outlined in the table above.

Next steps: All applicants will be notified of the board's decision via phone, electronically and by mail. The MDA Accounting Department will be notified of which line items to take grant funds from. Check presentations will be scheduled to take place if appropriate throughout the remaining months of 2021.

All MDA dentists and Foundation donors located in the zip code of the grant recipients will be invited to attend scheduled check presentations in the area. Local dentists/donors' inclusion will help continue to grow MDA foundation awareness within our membership and local communities.

The resolution was approved.



200 **Approve an increase to the grant budget for 2022**

201 Nancy Harmon introduced the recommendation stating the grant
202 committee has worked creatively to stretch budgeted grant funding over
203 the last four years and are proud of the work they have accomplished.
204 Examples of this creativity are giving gifts over time and recommending in-
205 kind gifts in place of cash awards. However, given the increases in
206 fundraising and requests coupled with the decreasing budgeted grant
207 amounts, the committee felt it was time to recommend an increase to the
208 budgeted grant amount for 2022.

209
210 **Resolution 062521—003:** Approve an increase in total grant funding to
211 \$70,000 for the 2022 year. This is a \$17,500 increase over the 2021
212 budgeted amount.

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214 Board members reviewed the amount budgeted to the grant program
215 over the past few years, noting a significant drop since 2017. Nancy Maier
216 explained that the drop came as a result of more conservative leadership
217 and stock market fluctuations. Over the past two years, the stock market
218 has out-performed expectations, the Foundation is raising more money
219 consistently and most importantly, this resolution will act as a guide for
220 budgeting and can be changed according to actual increases or
221 decreases that take place over time.

222
223 The resolution was approved.

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225 **FUTURE POSITIONING**

226 **Strategic Planning Survey Review**

227 As part of the process for updating the MDA Foundation Strategic Plan, three
228 surveys were administered by Kennari Consulting in mid-May: a Board SWOT
229 (Strengths, Weaknesses, Opportunities, Threats) Analysis survey and a
230 Donor/Stakeholder Survey. Mary Sumners and Sarah Mitchell from Kennari
231 Consulting led the board in a review of the survey results and how the
232 information will be used to guide the update of the strategic plan, specifically
233 related to keeping, updating or recreating main goals. A summary of the
234 discussion follows:

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236 General observations:

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 - Board SWOT Analysis responses showed more cohesion as a board than in

238 previous surveys



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- Surveys clearly showed that more people know about the foundation and the work we do
 - Donors and stakeholders alike agree that the organization is making a difference and the work is valuable
 - There is more confidence around the Foundation and its long-term sustainability
 - Board members continue to be frustrated that respondents don't know the difference between the Foundation and the MDA
 - There is an interest in volunteer opportunities within the Foundation
 - There is inconsistency in feedback regarding the level of electronic communications – some said there is too much and others said it is just right
 - There is inconsistency around which programs are important and which are not
 - Member Assistance & Veteran's programs ranking low in importance with comments stating it was important to support these two groups
 - MOM is always ranked highly by some and very low by others

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258 Goal #1 – Achieve Financial Stability

259 Mary began by asking the board if this goal was still relevant. It seems from
260 responses to the SWOT analysis and surveys that the organization has achieved
261 financial stability.

262 Board members agreed and used the growth in fundraising as well as total asset
263 stability year over year as examples of how this goal has been achieved. It was
264 suggested that a financial goal still be applicable, however the word achieve
265 would not have to be part of it.

266 Other points board members noted were:

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- Progress in building relationships with donors and grant/scholarship recipients was noted
 - Having more communications leveraged to highlight the Foundation's excellent fiscal reputation with the example of the DentaQuest grant being used
 - Communicating our mission/who we are to potential supporters is important
 - Since it was agreed the Foundation has achieved financial stability, the wording of the goal could be altered to “Expand Impact in a Financially Responsible Manner”



- 277 • Be more intentional about communicating successes to help distinguish
- 278 the Foundation from the MDA since there can be confusion given the
- 279 similarity of logos and sharing of promotional information
- 280 • The fact that the Foundation fundraises and supports its own
- 281 programs/services vs. the MDA providing the funding to support
- 282 programming is unique and should be communicated
- 283

284 Goal #2 – Structure & Train Board for Effectiveness

- 285 • The diversity of the Foundation board is to be commended and
- 286 continued
- 287 • Suggested changing the goals to “Structure, Train and Retain Board
- 288 Members” to add the concept of recruitment and retention to the goal
- 289 • Adding board ownership to the goal as a way to progress
- 290 • The impact of not having face-to-face interaction such as Annual Session
- 291 has impacted board recruitment
- 292 • Board training needs more board responsibility and accountability around
- 293 outcomes
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295 Goal #3 – Achieve Excellence, Visibility and Impact

- 296 • The organization has come a long way with this goal
- 297 ○ Previous surveys had the majority of respondents not knowing a
- 298 foundation existed
- 299 ○ Many people who knew the foundation did exist did not know
- 300 what the organization did
- 301 • The increase in digital/online visibility and space due to the pandemic has
- 302 helped increase visibility
- 303 ○ However, it was cautioned that this could be short-lived as people
- 304 grow fatigued;
- 305 ○ Consideration on how to balance digital/virtual with in-person will
- 306 be important moving forward
- 307 • Highlight the focus of benefits to members
- 308 ○ The Member Assistance Program is not being utilized to its full
- 309 potential – are there better ways to highlight the program
- 310 ○ Many members are veterans
- 311 ■ How to ensure they know of the Foundation's efforts in this
- 312 area
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314 Next Steps:



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- Mary and Sarah will begin working with the comments made to develop draft goals
 - Goals will be sent to board for evaluation and comment prior to September board meeting
 - Board members will help shape the goals by determining success measures
 - Mary stressed that each goal must tie back to the mission and to at least one committee
 - If anyone has trouble tying goals back to either the mission or a committee, it should be questioned whether the goal is valid
 - Kennari will compile feedback and refine the goals
 - During the September board meeting, the board will divide into break-out groups to create strategies for meeting the agreed upon goals.

Development Committee

Sparkling Smiles Digital Campaign

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Drs. Beth Rosenberg and Danny Miller, co-chairs of the Sparkling Smiles Event Sub-committee, shared information regarding the Sparkling Smiles Virtual Happy Hour which took place on April 22. The Happy Hour event was successful considering the constraints of being a virtual event. The event raised \$45,000 and had 60 participants. The committee received a lot of positive feedback from those who attended.

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Danny thanked everyone for their help with the event and shared that he would not be continuing with the board next year but wished everyone well for the future. Beth stated that the committee is scheduled to meet in August and is excited to start planning for an in-person event in 2022 which will take place alongside the MDA Annual Session in Novi. She noted that the committee is looking to try and keep an online piece for the event and that the MDA is investigating similar hybrid options for Annual Session.

Spring Veterans Campaign

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On behalf of Development Chair Cameron Elrod, Nancy Maier provided an update on the Veteran's Campaign. The campaign ran from May 15-31 and raised about \$5,600. The gifts received were from long lapsed donors or those touched by the campaign. The length of the campaign and donor stakeholder surveys running at the same time may have



354 impacted the campaign by too much overlapping email. Nancy also
355 indicated that online fatigue may be setting in as open rates for both this
356 campaign and the surveys were lower than what the Foundation typically
357 receives.

358
359 There was no specific fundraising goal in place for this campaign, and
360 considering it was the first spring campaign held, the results were
361 acceptable. The committee will retool the campaign for the future,
362 adjusting the length or timing to determine better success factors.

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365 **Major Gift Committee Update**

366 Nancy continued the Development Committee report with information
367 regarding the Major Gift Committee. The committee has met twice since
368 the March board meeting. The first meeting was a reset and review of the
369 committee scope. Committee members present talked about
370 restructuring the donor outreach activity. The second meeting in June
371 focused on a new structure for the process of donor outreach.
372 Communications going out will focus on educating this donor population
373 about the MDAF programs they support and will run quarterly.

374
375 Nancy emphasized that the committee feels good about the broadened
376 focus, the new donor outreach portion and are looking forward to helping
377 shape ways in which to leverage these constituent's giving now and into
378 the future. The board should be really proud that major donors will now
379 have ongoing communications which should lead to a natural segue into
380 the planned giving space. Nancy also stated that planned giving donors
381 are a major portion of the donors being targeted. She pointed to articles
382 that were in the Winter Impact Report and MDA Journal focused on
383 Planned Giving this year with more to come throughout the year.

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385 **Investment Portfolio Update**

386 Gary welcomed and introduced Foundation investment advisors Bill Mackay,
387 Tom O'Rourke and Larry Johnston from Merrill Lynch and BlackRock to the
388 meeting. Bill, Tom and Larry provided an update on the Foundation's investment
389 portfolio. They noted the excellent returns over the past 18 months, with the
390 Foundation currently seeing gains on average of 12%. They further noted the
391 Foundation is doing well with the structure of the current portfolio and there is still
392 some room to move into and out of annuities, which is always a good place to

393 be. Neither Bill nor Tom indicated moves needed to be made at this time. Each
394 felt the Foundation was capitalizing on gains in the blue chip market and they
395 felt with the economy just opening from the pandemic, this market would
396 continue to see gains into the 2023 and potentially 2024 years.

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398 When asked about inflation concern, Bill indicated this should not be an
399 immediate concern. The average household wealth is at an all-time high, there is
400 an enormous amount of available cash due to the government stimulus money
401 and the economy is poised to re-open after being shut down for over a year, are
402 examples of what makes this timeframe much different than any other. Bill also
403 reiterated that there are conversations happening about increased onshoring of
404 products/services which would add to gross domestic productivity which is
405 projected to grow by double digit percentages this year and between 7 – 9% in
406 2022.

407
408 Finally, Tom indicated that he monitors the market and our investment
409 distribution regularly and that both Merrill and BlackRock would be notifying us if
410 adjustments needed to be made due to any unforeseen changes in market
411 conditions.

412
413 Both Tom and Bill thanked the Foundation for allowing them to be our Financial
414 Managers. Bill added that he firmly believed in the mission of the organization
415 and all the work we do to help keep the underserved healthy. He stated how he
416 and his wife were personal donors and would remain as such as our organization
417 served such an important mission.

418
419 As the financial managers, Bill asked if the board was comfortable with where
420 the organization stood financially or where we would like it to be in total assets.
421 He asked Nancy Maier her thoughts as the Executive Director. Nancy responded
422 she would like to see the organization at \$10 million in assets, but with the current
423 staff infrastructure and programming the current asset level felt comfortable. At
424 this current level the organization is comfortably able to spend donor dollars and
425 are promoting the work we do at higher levels than ever before. Nancy further
426 explained that any future substantial growth would need to be supported with
427 additional infrastructure – meaning staff – or through transformational gifts such
428 as planned gifts leaving the organization a large donation.

429
430 Bill agreed it was good to have a long-term goal to grow in assets. He further
431 stated that it was smart to strategize about that growth moving forward and to

432 take into account overall needs in order to successfully meet those asset goals.
433 Bill also stated that he and his team were always available to help with those
434 strategies and to make updates to the organization's investment and
435 endowment policies when they are needed.

436

437 CAPACITY BUILDING

438 Donor Communications, Collaboration & Responsibilities

439 Board members broke into small groups to discuss donor cultivation practices
440 and ways to improve the process. Groups reviewed current donor outreach
441 efforts specifically focused on making monthly thank you calls, contacting
442 potential sponsors for events and inviting people to our Sparkling Smiles event.
443 Each break-out group worked together to answer six questions related to the
444 process. The following feedback was shared upon return to the full board:

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446 1. Does this donor outreach fit within our mission and strategic planning goals?

- 447 ○ The Foundation Board needs to be more of a working board with all
- 448 board members taking on smaller projects; expectations need to be
- 449 revamped so new board members know it's a working board
- 450 ○ Yes, this donor outreach does fit within the mission but maybe there is
- 451 another way this can be accomplished

452

453 2. Are all pieces of outreach crucial to the Foundation's success and why?

- 454 ○ Impact statements could be four times a year; Maybe mini-posters to give
- 455 out; QR code
- 456 ○ The assumption is that all pieces are necessary, and we need to focus on
- 457 improving the nuts and bolts of the process
- 458 ○ There is confusion surrounding all the outreach that happens for Sparkling
- 459 Smiles
- 460 ○ Overall, board members get a lot from the Foundation by email – perhaps
- 461 calendar reminders or invites would be helpful for when tasks are due;
- 462 maybe text message reminders or Slack so it's not lost in mass
- 463 communications
- 464 ○ It really helped when committee members touched base with board
- 465 members about their progress (i.e. Sparkling Smiles outreach)

466

467 3. What is or isn't working with the process?

- 468 ○ Contact those we've given money to and look for a way to be an
- 469 advocate for getting what they need
- 470 ○ Monthly calls are a source of anxiety



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- 471 ○ Most people do not answer calls from, numbers they don't
472 recognize – perhaps a hand written thank you would go just as far
473 as or be better than the phone call
474 ○ Does any of the outreach (phone, email, mail) actually reach the donor?
475 ○ Murky feelings about whole process – being dentists they are used to
476 immediate results and it's hard to see the big picture – sometimes we may
477 be doing outreach with results not seen until years down the road. It's
478 possible this board might not be here to see the benefits
479 ○ Awareness that they might not see results – when you get frustrated, it
480 becomes a barrier to doing it the next time
481 ○ Don't have the time to make the calls, they pile up, then it is too
482 overwhelming when there is time
483
484 4. What changes to the process will make it more user-friendly, efficient and less
485 confusing?
486 ○ Standardize notes for writing to donors; contact all scholarship recipients
487 as a follow-up
488 ○ Some confusion about the different people they are assigned to contact
489 – perhaps develop a better way of keeping the names in front of board
490 members and reminding who is being communicated with, when and
491 why
492 ○ Confusion about monthly versus yearly communication and what
493 messages are being sent –
494 ○ Could a birthday card be sent versus Foundation notecards?
495 ○ Are there other ways to make mailed communications more
496 personal?
497 ○ New board members – need help wrapping minds around the whole work
498 and how it fits together
499 ○ Simplified informational layout describing exactly what needs to be done
500 ○ One pager for outreach and thank yous (at the beginning and
501 then throughout the year)
502 ○ One pager for new board members to reference “How to . . .”
503
504 5. What are the action steps to update the process and how can board and
505 staff work together for a better outcome?
506 ○ Determine the best way to reach people and use it (i.e., if you call the
507 office, make sure you know they will get the message)
508 ○ Sharing challenges, struggles and being open about what is and isn't
509 working
510 ○ Finding process solutions sooner rather than letting it sit



- 511 ○ Determining alternative ways in which to do the work more
512 efficiently but with the same meaning
513
514 6. Any other comments?
515 ○ Nancy Maier is gathering information from the Milito Company – a
516 telemarketing firm that helped with the year-end campaign previously –
517 this may be a resource we use to continue the thank you calls and
518 outreach causing anxiety.
519 ○ Quarterly as opposed to monthly outreach with clearer messaging may
520 be a better option
521 ○ Send addresses and let them write thank you notes instead of calls
522 ○ Need “How to” sheet on what the process is and how to move forward
523 with the task at hand
524 ○ Is it reasonable to think that Nancy and development committee or
525 Nancy and EC put together a new process along with cost and present it
526 back to the board in September? – Maybe EC in case there are costs and
527 Mike (Finance Committee Chair) will be there
528 ○ Communicate with the board in a method that won't get buried –
529 anything with a deadline to remind you that something is coming – follow
530 up with a text
531 ○ Suspend monthly calls until we meet again in September to see the
532 alternative options available

533

534 **OPERATIONAL ITEMS**

535 **Recruitment Process**

536 Nick VanderVeen, chair of the Nominations Sub-Committee, provided an
537 overview of the process for recruitment and nominations and then highlighted
538 several items for board members' attention.

539

- 540 1. Board members were asked to confirm any updates on their applications for
541 2022; if there are no updates to the application, they will be used when
542 submitting to the MDA Board for review
543 a. if a board member is not rejoining, please let us know as soon as
544 possible, as this impacts recruiting
545 b. If not rejoining the board, it would be beneficial to the Governance
546 Committee if you could recommend potential candidates to replace
547 your open position
548 2. “Board recruitment in seven easy steps” was included in board materials and
549 provides help for identifying prospects.



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- 550 a. Nick noted that board members should take the time to contact the
551 prospect to determine potential interest before submitting names.
552 b. The Governance Committee does not want to be making cold calls or
553 surprising those you've suggested who may not be interested
554 3. Prospect List was also included in board materials for reference.
555

556 **Board Policy Manual & Update Process**

557 Nick referred board members to the policy manual information that was
558 included with meeting materials. He noted that the current policy manual is out
559 of date and not at all user-friendly. Nick explained that he would be working with
560 staff over the next several months to restructure the policy manual and update it
561 with current information for presentation and approval in November.
562

563 **Staff Updates**

564 **Monthly Board Communication**

565 Janet Elliott highlighted the monthly newsletters being sent to board
566 members via Constant Contact. She noted that this is a way to convey
567 information in a more concise and interesting format and asked for
568 feedback. None was given immediately, and board members were
569 encouraged to email with any future suggestions. Janet also noted that
570 there would be one issue for the summer months since it is a slower time.
571

572 **Calendar of Referrals**

573 The calendar of referrals document has been updated with decisions
574 made at the March 2021 board meeting. The updated calendar of
575 referrals is always available on the Board Portal.
576

577 **Social Media Activity**

578 Foundation Intern, Evan Werbrouck provided a video update for the
579 meeting since he was unable to attend in person. The video can be
580 viewed here: <https://www.youtube.com/watch?v=4swrbUfmDow>
581

582 Evan shared information on the Foundation's social media following and
583 stressed the importance of interacting with the posts as leaders of the
584 organization and as a way to attract more followers. He provided
585 information about VINA Clinic's social media statistics as a goal for
586 improvement.
587

588 **2021 Leadership Training**



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589 Nancy presented information on the remaining leadership training plans
590 for 2021. In September, Drs. Todd Christy and Deb Peters will provide a
591 customized leadership training focused on accountability, recruitment
592 and balancing responsibilities. In November, a panel of non-profit
593 organization leaders will share leadership lessons learned, processes to live
594 by and success stories.

595

596 **Meeting Assessment**

597 Each person in attendance shared feedback on the meeting. Board members
598 noted frustration with the technical difficulties experienced during the meeting
599 along with appreciation for everyone's flexibility and involvement. Discussion
600 during the break-out rooms was a highlight of the meeting, and the courage of
601 those who spoke up about challenges with donor outreach was also applauded.

602

603 **ADJOURN:**

604 With no further business to discuss, the meeting was adjourned at 3:42 pm. The next
605 scheduled board meeting is Friday, September 10, 2021 from 9:30 am – 4:30 pm at the
606 MDA Boardroom.

607