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2 **Board Meeting Minutes**
3 **September 10, 2021 via Zoom**

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 (Partial)
18 Nancy Harmon, RDH (Partial)
19 Shelly Jones, DDS
20 Daniel Miller, DDS
21 Beth Rosenberg, DDS, MS
22 Ted Schumann, II
23 Nicholas VanderVeen
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25 **Consultant**

26 Sue Carron, DDS, MS,
27 President Emeritus
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Guests

Michael Maihofer, DDS, MDA President
(Partial)
Laura Kruisenga, Kennari Consulting (Partial)
Sarah Mitchell, Kennari Consulting (Partial)
Todd Christy, DDS (Partial)
Debra Peters, DDS (Partial)

MDA Staff

Karen Burgess, Executive Director
Don Winn, CFO (Partial)
Jennifer McFatridge, Finance Manager
(Partial)

MDA Foundation Staff

Nancy Maier, Executive Director
Janet Elliott, Foundation Administrator

Dental Student Liaison

Joseph Pedri, University of Detroit Mercy
(Partial)

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WELCOME & CALL TO ORDER

Mission Moment

Mission Moments help to educate and bring Foundation Board Members closer to the program side of the organization by sharing how their decisions on grant and scholarship awards are making a difference. The Mission Moment for this meeting highlighted three 2021 grant recipients: Silver Creek Church, Victors for Veterans, and Malta Clinic. Photos from each of the recipients allowed board members to see check presentations along with the impact of these grant awards.

Recognize Guests

MDA Foundation President, Dr. Gary Asano welcomed everyone and called the meeting to order at 9:35 am. Gary then recognized guests in attendance and introduced Joseph Pedri, the new student liaison from University of Detroit Mercy Dental School.

Policy Acknowledgement

Gary reminded the board of the policy documents that accompanied the meeting materials and their responsibility as it relates to conflicts of interest.

Minutes Clarification

Gary noted the need to update board meeting minutes from March and June 2021. In both cases, there were clarifications in language that needed to be amended. Footnotes were added to provide the needed clarifications. A motion was made to approve these updates, and hearing no discussion, the clarifications on both documents were approved.

Gary reminded board members about the process for making corrections or changes to the minutes, namely using the form that is included with the minutes when they are sent for approval. He noted that using the form to submit additions or revisions in writing helps with monitoring and tracking.

Approval of Agenda

Gary then asked for and received approval of the agenda.

69 **CONSENT AGENDA**

70 Gary directed attention to the items on the consent agenda, especially the new
71 addition of committee chair reports to provide concise updates while saving time
72 during meetings. He commended committee chairs on the work they are doing and
73 asked the board to review this information if they haven't already done so.

74

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

76

77 **PRESIDENT & ED REPORT**

78 **DEI Grant Fund**

79 Gary explained his request to remove President and Executive Director reports
80 from the consent agenda as they typically hold important information he feels
81 board members should be aware of and prepared to discuss. For the September
82 board meeting, Gary wanted to highlight the new Diversity and Inclusion Grant
83 Fund, recommended by the MDA's Diversity Equity & Inclusion committee, and
84 approved by the MDA Board of Trustees in June. Nancy Maier provided an
85 overview of the fund. The DEI Committee has several initiatives to help increase
86 diversity within the dental profession, including an initiative to help fund programs
87 at the University of Michigan and University of Detroit Mercy which work with
88 students to help offset the costs of test preparation and DAT fees for Michigan
89 program participants. The DEI committee will work with organizations
90 representing underserved populations (Wolverine Dental, NDA, Native American
91 Society, SNDA) to fundraise for the grant fund with a total of \$17,510 in the fund
92 currently. This year the award for each dental school will be \$6,000 for a total of
93 \$12,000 for 2021.

94

95 Nancy stated that the Diversity & Inclusion Grant Fund will operate similarly to the
96 DentaQuest Fund distributed in 2020. While this year it is separate from the
97 Foundation's regular grant program, next year, Foundation staff will work with the
98 MDA DEI committee and staff to determine the amount of the award and
99 incorporate this grant award with the others. The Foundation will also highlight
100 and promote the program to grow the fund.

101

102 The board discussed how underrepresented populations will be defined and
103 identified. Karen Burgess explained that while the grant program is for the
104 support of underrepresented dental students, the award is given as a lump sum
105 to the university's existing programs rather than individual students. Karen noted
106 that the DEI committee is working with a collaboration of organizations focusing
107 on underrepresented populations. They started by reaching out to groups known

108 throughout the state but are open to and will always welcome additional
109 organizations to join. Karen also pointed out while the first awards will be
110 supporting the state's two dental schools, in the future the DEI committee and
111 MDA Board of Trustees feel it important to support the auxiliary programs once
112 the fund is large enough.

113

114 **STRATEGIC PLANNING & BREAK-OUT GROUPS**

115 Laura Krusenga and Sarah Mitchell from Kennari Consulting directed the board to the
116 strategic planning break out group materials. Laura provided background to the
117 process by stating that in March the board began working to identify updated
118 strategies, in June the board refined goals, and today the board would work on next
119 steps. Sarah introduced the objective for the session to facilitate discussion around
120 board member and/or committee roles in achieving the strategic planning goals.
121 The board moved into three breakout groups to focus their attention on each of the
122 three goals in the strategic plan. Upon returning to the full group, ideas generated for
123 board tactics and accountability measures were shared. A detailed account of their
124 break-out group reporting can be found by clicking here: [Strategic Planning Break-Out
125 Group Outcomes](#).

126

127 **LEADERSHIP TRAINING**

128 Drs. Todd Christy and Debra Peters provided the board with leadership training that
129 focused on how it relates to recruitment efforts, core values and running effective
130 meetings. Pre-work and training materials emphasizes the importance of core values to
131 having an effective board. More information about the training session can be found
132 by clicking here: [Leadership Training & Brainstorming](#).

133

134 **WORKING LUNCH**

135 **Year-end Appeal Review**

136 A copy of the year-end appeal letter and buck slip was included with the
137 meeting materials. The board received the letter and buck slip favorably and
138 had no questions or comments.

139

140 **Sample Donor Notecard Language**

141 Each year board members hand-write notecards to be included with copies of
142 the year-end appeal letter mailed to donors who have given \$500 or more over
143 the past three years. Materials to complete these notecards were mailed to
144 board members prior to the meeting for completion by mid-September. To assist
145 with writing the notecards, sample language was included with board meeting
146 materials.

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DONOR OUTREACH UPDATE & BREAK-OUT SESSION PART II

Material Overview

Nancy Maier reviewed the context for the Donor Outreach break-out session of the meeting. Noting this was a follow-up to the June board meeting donor outreach efforts. Resources accompanying today's meeting materials included the current outreach program and findings from June, industry articles on best practices for donor outreach and a third-party telemarketing quote.

Creating New User-Friendly Program

Board members broke into four small groups to focus on four areas of donor outreach: mail, in-person, electronic, and phone. Each group was tasked with determining how the specific communication method would be used, when the outreach would occur and how the board would hold each other accountable. After meeting in their break-out session, each group reported back to the full board. A summary of their feedback can be found here: [Board Outreach Plan Summary](#).

It was determined that the work of each break-out group would be compiled into one document and sent to the Executive Committee to finalize and bring to the board in November for approval. The new, board developed donor outreach program will begin in 2022.

Financial Overview

Financials as of July 31, 2021

Secretary/Treasurer, Dr. Mike Nichols directed board members to the financials which were included in board meeting materials. He explained that the financials provide a snapshot in time (in this case July 31) as to the organization's overall performance as related to the budget. Mike stated that due to the current bull market, the organization is \$107,000 ahead of budget. He further explained that grant funds have not been distributed for the year. Don Winn, MDA's CFO pointed out that the organization's expenses are tracking very close to budget, clarifying that current revenue isn't tracking as closely due to the majority of the Foundation's fundraising programs taking place in the last quarter of the year. The programs Don referred to were the year-end campaign and the voluntary contribution located on the dues statement.

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Fundraising to Date

Board Giving Campaign

Mike continued the financial overview with an update on the board giving campaign. The Foundation board set a goal of \$55,000 for the year. The current total for board giving is \$8,112. While many board members make their annual gifts at year end, Mike noted this information is important as the board determines its giving goal for 2022.

The chart provided in the meeting materials detailed total giving thus far in 2021 as well as a projected giving total based on 2020 giving. Also noted were the current number of board and staff in 2021 vs 2020.

2022 DRAFT Budget Review

A draft of the 2022 budget was shared with the board. Nancy Maier explained each column and noted that the ending balance for the 2022 year is projected at \$2,000. Hearing no questions or discussion, Nancy further explained the Finance committee will meet once more to review the draft budget and then it will be presented to the board in November for final approval. Two items discussed during this board meeting that are not incorporated into or need to be updated in this draft budget are the board campaign and the potential cost of outsourcing donor phone calls.

Jennifer McFatridge and Don Winn shared a graph pulled from the new QuickBooks system showing how the organization's total assets relied on investment returns. Ted Schumann II reminded everyone how dependent the Foundation is on the investment portfolio returns. He noted that while assets look great right now, the stock market fluctuates and isn't guaranteed to return positive gains each year. There are years when the market is in the negative. Ted stated the Foundation must be prepared prior to a downturn in the market to determine how to be self-sustainable. He further explained that discussions around increasing revenue through fundraising so more of Michigan's underserved can receive care and the organization is sustainable need to take place.

Crypto Currency Information

Information on accepting crypto currency as a donation was included in board meeting materials. Mike provided background information stating that many

226 non-profit organizations are accepting this currency and garnering more donors
227 and larger donations as a result. Further, these non-profit organizations are not
228 small tech type organizations, but are large non-profits such as the American
229 Cancer Society. Mike noted that there are companies who specialize in
230 accepting crypto currency and converting it immediately to cash in order to
231 make the donation safe with no risk to the non-profit organization accepting the
232 donation.

233
234 One such company is Dechomai and this company is used by the Foundation's
235 financial managers at Merrill Lynch. The reason this information is being brought
236 before the board is it appears that crypto currency is not going away, it has
237 become a \$2.7 billion industry and the Foundation could be leaving money on
238 the table by not accepting it. Mike explained that accepting crypto currency
239 would be much like accepting appreciated stock from donors. However, if the
240 organization does feel it important to add the acceptance of crypto currency as
241 a gift, the Foundation's Investment and Gift Acceptance policies will need to be
242 updated to accommodate these donations.

243
244 The board discussed the pros and cons related to crypto currency noting its
245 volatility but the opportunities it may present. The board also acknowledged the
246 need for more education and information on this matter and asked the Finance
247 Committee to conduct more research, have conversations with our financial
248 advisors and bring a recommendation back to the board when they feel
249 confident to do so.

250

251 **MOM REPORT & DISCUSSION**

252 **2020 Flint Program Fundraising Background**

253 Dr. Dan Peters updated the board on the Mission of Mercy (MOM) Executive
254 Committee meeting which took place in July. The committee discussed the
255 challenges both pre-covid and post-covid for holding a traditional MOM
256 program. They suggested getting feedback from MOM programs scheduled in
257 other part of the country to help guide decision-making. The MOM EC felt
258 strongly that the money raised for the 2020 program still be used to serve those in
259 Genesee County, including Flint. Given the amount of money raised for the 2020
260 MOM, the MOM EC recommended communicating with donors to that program
261 to inform them their money would be used in Genesee County. The MOM EC
262 then asked that more information be provided toward the end of the year to
263 determine the future of the MOM program in Michigan.

264

265 Nancy Maier and Ted Schumann II attended the Genesee District Dental Society
266 meeting on August 31 and presented information to the component on their
267 scholarship fund and also included an update on the Mission of Mercy program.
268 The Genesee component leaders were happy to hear that monies raised for the
269 2020 MOM program will be used in Genesee County. Further, they are interested
270 in partnering with the Foundation to determine ways in which the funds could be
271 used to get education and care to the most vulnerable in Genesee County. A
272 request that they be included in the letter being sent to the donors of the
273 program was also made. During the meeting, many of the Genesee Component
274 leaders began discussing alternative ways to get education and care to the
275 underserved and the component is happy the Foundation will work with them to
276 make this happen.

277
278 Since it has been three years since fundraising began for the 2020 program in
279 Flint, Gary reminded the board that part of their job is Duty of Obedience. The
280 basis for this duty is public trust that the organization is managing donations
281 judiciously to fulfill the Foundation's mission. Gary further stated by not deciding
282 as to how to use this funding, donors may come to believe the organization is
283 being irresponsible by not using donations that could benefit the underserved in
284 Genesee County. The board agreed it is time to communicate with donors
285 regarding their gifts and work with the Genesee District Dental Society as to how
286 to use the designated funding.

287
288 **Letter to Mission of Mercy Donors**

289 **Resolution 091021—001:** Approve a letter to 2020 MOM donors explaining
290 the specific plan to use their donations for the uninsured and underserved
291 population in Genesee County

292 And be it further resolved

293 That MDA Foundation collaborate with the Genesee District Dental
294 Society to devise a plan and compose the letter to donors

295 And be it further resolved

296 This letter provides an option for donors to request their donation be
297 returned if they do not agree with the use of their funding

298 And be it further resolved

299 The letter has a specific response date needed from the donors



300 And be it further resolved

301 A non-response from the donors will be considered an approval to use
302 their donations as stated

303 And be it further resolved

304 The 2020 MOM program donations plus interest earned on those
305 donations be distributed as determined by this board and the Genesee
306 District Dental Society to be used to Improve Dental Health.

307 The board discussed the likelihood of donors asking to have their gifts
308 returned, as well as how the interest earned on those funds would be
309 used. It was determined that the likelihood of returning funding was low
310 and interest earned on the funds held with the Foundation would be used
311 for the program(s) held in Genesee County.

312
313 With no further discussion, the resolution was approved.

314

315 **Future Mission of Mercy Program**

316 Board members discussed the need for the Foundation to decide about
317 future Mission of Mercy programs. Nancy Maier shared feedback from
318 MOM programs that took place in Florida and Kansas in 2021. The Kansas
319 program had difficulties fundraising and finding volunteers, resulting in a
320 smaller program. The Florida program also held a smaller program due to
321 a challenge in finding volunteers. A question was asked if the fundraising
322 for each program covered the expenses for the program, with Nancy
323 Maier asked to get that information and report back when received.
324 However, given the challenges in fundraising facing the Michigan MOM
325 prior to the pandemic and potential challenges moving forward post-
326 pandemic, board members agreed to investigate alternates to the
327 traditional Mission of Mercy program.

328

329 After discussion, the board determined the Foundation's bylaws
330 prohibited committees to make decisions as to the fate of a MDA
331 Foundation run program, therefore the MOM Executive Committee would
332 not be included in the recommendation.

333

334 **Resolution 091021—002:** Refer the decision regarding the Mission of Mercy
335 program to the Executive Committee to investigate program alternatives



336 and recommend to the MDA Foundation Board a replacement for the
337 MOM program during the November 2021 board meeting.

338
339 With no further discussion, the resolution was approved.

340

341 **GOVERNANCE & NOMINATIONS COMMITTEE**

342 **Board Nominations Update**

343 Nick VanderVeen, chair of the Nominations Sub-Committee, provided an
344 update on nominations and recruitment. With only one application received to
345 date, Nick stressed the need for current board members to actively recruit new
346 board members, both dentists and community members.

347

348 **Annual Board Assessment**

349 Nick reminded the board that the annual board assessment surveys will be sent
350 to each board member for completion after the November board meeting. Nick
351 reminded the board this assessment was developed and approved by them and
352 emphasized the need for quality, honest and timely feedback.

353

354 **MEETING ASSESSMENT**

355 Each person in attendance shared feedback on the meeting. Board members
356 noted the quality and volume of work that was accomplished during the
357 meeting. Suggestions were made to place heavier topics earlier in the agenda.
358 Several board members also noted their appreciation for the break-out sessions.

359

360 **ADJOURN**

361 With no further business to conduct, the meeting was adjourned at 4:50 pm. The next
362 scheduled board meeting is Friday, November 19, 2021 from 9:30 am – 4:30 pm. Given
363 the current need to mask and remain socially distant at the MDA Building, it is likely that
364 the November meeting will take place via Zoom.

365

366 **STRATEGIC PLANNING BREAK-OUT GROUP OUTCOMES:**

367

368 **Goal 1: Expand Impact in a Financially Responsible Manner**

369

370 Objective 1: Increase major giving by 2% - 5% annually (year over year growth)

- 371 • Encourage and maintain 100% board participation in giving at a level
- 372 meaningful to each person – important signal to outside donors
- 373 • Be an active participant in your community/local component.
- 374 • Be the face of the Foundation – create opportunities to share the story of the
- 375 Foundation
- 376 • Identify smaller/micro-opportunities – ensure a Foundation Board member
- 377 attends all components at least one meeting a year. Map out a schedule
- 378 • Support staff in maintaining relationships with major donors – personal invitations
- 379 to event, follow up after donations to thank donors.
- 380 • Continue to share a map of giving to showcase what organizations are receiving
- 381 funds in various communities

382 Objective 2: Review and set program funding levels annually to better reflect overall
383 giving to MDAF

- 384 • Grant/Scholarship committees communicate to Finance with needs for the year
- 385 • Finance committee communicates to grants/scholarship committees on
- 386 financial resources available
- 387 • Determine the appropriate ratio of assets to gifts – (Finance committee
- 388 recommends with approval of full board)

389 **Goal 2: Train and Strengthen Board Effectiveness as Organization Ambassadors**

390 Objective 1: Ongoing recruitment of board members that can do the job

- 391 • For committees that have non-board members –committee chair tasked with
- 392 having a bio for those committee members to be shared with recruitment team
- 393 • Once per quarter board members share the results of their recruitment
- 394 advocacy with Governance chair

395 Objective 2: Every board member meeting agreed upon expectations and fulfilling
396 their role

- 397 • Tasking executive committee with developing the structure for the mentoring
- 398 program, identify people outside committee to help.
 - 399 ○ Mentor program needs to be more defined
 - 400 ○ Consider keeping mentorships for more than one year, creating a “chain”
 - 401 where over time the mentees become mentors

402

403 Objective 3: Staff/executive committee working collaboratively with committee
404 chairs to determine training needs of the board

- 405 • DISC profile is valuable tool but need additional training on how to use it for
406 effectiveness
 - 407 ○ Those who went through the training previously found it valuable and a
408 brush up would be good to keep everyone up to speed

409 **Goal 3: Achieve Excellence, Visibility and Impact**

410 Objective 1: Identify two opportunities to share Foundation programming outcomes

- 411 • Grant check presentations don't always fit board members' needs – suggested
412 giving checks when we have money and doing presentation separate so board
413 members can attend – teach board members how to share the story even if
414 they can't attend presentation personally
- 415 • Doing more PR with press releases as opposed to additional email; request
416 additional journal space – perhaps Foundation staff prepare language and send
417 to marketing
 - 418 ○ Doing stories on the work that individual committees are doing; make
419 donors aware of the work we are doing

420 Objective 2: Share Foundation programming outcomes with at least 2-5
421 donors/prospective donors

- 422 • Work together to have conversations – two board members work together to talk
423 with donors
- 424 • Each committee promote their own committees

425 Objective 3: Staff regularly providing programming/service data (Member
426 Assistance Program, grants, scholarships, MOM veterans program) to relevant board
427 committees to review and make recommendations

- 428 • Board members attending component meetings and have information to share
429 that they can take with
- 430 • Information given to committees and committees would be responsible for
431 making recommendations to the board – hand outs are available on website for
432 download and printing
- 433 • We have to do promoting, no one is going to do it for us

434

435 **LEADERSHIP TRAINING & BRAINSTORMING**

436 September 2021 MDA Foundation Board Meeting

437

438 Drs. Todd Christy and Debra Peters provided the board with leadership training that
439 focused on leadership as it relates to recruitment efforts, core values and running
440 effective meetings. Pre-work and training materials emphasizes the importance of Core
441 Values to having an effective board.

442

443 A clip from a Simon Sinek Ted Talk was shown highlighting his concept of the Golden
444 Circle which includes three layers: what, how and why. Board members brainstormed
445 the following ideas for each level:

446

447 Define your WHAT (What does the MDA Foundation do or provide?)

448

- Access-to-care grants, scholarships, MAP
- Support for dentists and for each other
- Mentorships
- Provides financial support for health driven initiatives
- Helping the underserved

449

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453 Define your HOW (How do we provide these things?)

454

- Partner with other organizations
- Applications and interviews
- Vette organizations so donors know their money is going to worthy organizations
- Visit clinics educating and caring for the underserved

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458

459 Define your WHY (Why does organization exist? Why are you on the board?)

460

- Many people working together to help the underserved
- To ensure Michigan's most vulnerable are healthier, happier and more productive
- To provide a better tomorrow for someone
- To share resources so all may feel dignity

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466 Deb explained the process for determining organizational core values involves
467 identifying values that support the organization's vision ("why") and incorporating
468 behaviors that embody those values. Lists of core values were included in meeting
469 materials for reference. Todd further explained that the process isn't about instilling core
470 values in others, rather about finding/drawing people to the organization who have
471 those core values as well.

472



473 The presentation concluded with board members brainstorming core values identified
474 as important to the organization. This list included the following core values: honesty,
475 dedication, service, accountability, strategic, integrity, respect for each other and
476 people we serve, ethical, integrity, responsibility, wealth, knowledge, leadership,
477 generosity, equity, growth, trustworthy, benevolence, justice, dignity, and honor.
478

479 **2022 BOARD MEMBER DEVELOPED DONOR STEWARDSHIP PROGRAM**

480 **MAIL**

481 **1. Writing notecards to donors**

482

483 **Timeline**

- 484 • Send in Spring
 - 485 ○ Sticker stating “proud donor” accompanying notecard encouraging
 - 486 people to donate
- 487 • Send with year-end campaign (October)
- 488 • November notecard with current list of donors to check if correct

489

490 **Board Member Accountability**

- 491 • Board members reach out to partners to remind each other
- 492 • Board members notify staff that notecards have been sent

493

494 **IN-PERSON**

495 **1. Approach people at annual session**

- 496 • Cross reference which board members are there and what connections are
- 497 possible

498

499 **Timeline**

- 500 • Annually (April)

501

502 **Board Member Accountability**

503

504 **2. Reaching out to hygiene and assisting groups – board member spokesperson to**
505 **speak at meetings**

- 506 • Pierre Fauchard
- 507 • AGD
- 508 • ICD
- 509 • Past Presidents

510

511 **Timeline**

- 512 • Annually (April)

513

514 **Board Member Accountability**

515 •

516

517 **3. Board members meet with major donors (at least once a year)**

- 518 • Officers are obvious candidates to meet with them
- 519 • Training needs to take place for comfort level (start first)

520

521 **Timeline**

522 •

523

524 **Board Member Accountability**

- 525 •

526

527 **4. Foundation Board members in front of component meetings**

- 528 • One board member at each component meeting in person/via zoom to share
529 Foundation message
530 • Get Mission Moment to components

531

532 **Timeline**

- 533 •

534

535 **Board Member Accountability**

- 536 •

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538 **5. Escort donors to presentations**

- 539 • Invite a colleague, friend to come to the presentation
540 • Invite a large/special donor to the presentation for impact

541

542 **Timeline**

- 543 •

544

545 **Board Member Accountability**

- 546 • Report back to staff about outreach
547 • Split board in small groups to accomplish this
548 • DiSC Profile match up

549

550 **Electronic**

551 **1. Board members email donors**

- 552 • Template e-mail that can be easily manipulated
553 • Beth Rosenberg has email template to use

554

555 **Timeline**

- 556 • Monthly

557

558 **Board Member Accountability**

- 559 • Report to Janet
560 • Self-accountability

561

562 **2. Send a text message with a link to a mission moment**

563

564 **Timeline**

- 565 • Monthly

566

567 **Board Member Accountability**

- 568
- Report to Janet
 - Self-accountability
- 569

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571 **Phone**

572 **1. Send a card in the mail and ask which contact they would prefer? Add in a text opt**

573 **in.**

- 574 a. (Should this be referred to the Mail section)
- 575

576 **Timeline**

- 577 •
- 578

579 **Board Member Accountability**

- 580 •
- 581

582 **2. Send survey with two questions – to minimize time**

- 583 a. Best Contact method
- 584 b. Can we text you?
- 585 c. Questions/Comments?
- 586 i. (Should this be referred to the Mail section)
- 587

588 **Timeline**

- 589 •
- 590

591 **Board Member Accountability**

- 592 •
- 593

594 **3. Handwritten note to first time donors and format a special note for them**

- 595 a. (should this be referred to Mail section?)
- 596

597 **Timeline**

- 598 • Whenever new donor makes a gift
- 599

600 **Board Member Accountability**

- 601 •
- 602

603 **4. Board members make phone calls**

604 **Timeline**

- 605 • Quarterly
- 606 ○ Send list of donors of \$100 or more three weeks before board meetings
- 607 ○ Because people begin thinking about the Foundation at that time
- 608
- 609

610 **Board Member Accountability**

- 611
- Board members report out at the board meetings
 - Sub-committee assigned to call the board members to remind or to determine if calls were made
 - Use Google Doc
- 614

615

616 **NOTES:**

617

618 **Discussion around outsourcing phone calls**

- 619
- Too Expensive
 - We thought not in the budget
- 620

621

622 **Board Member Comments**

- 623
- Board members decided in June they didn't want to do calls
 - Board members admitted in June they weren't doing calls
 - What makes the board think they will now do calls quarterly
 - What makes the board think they will hold each other accountable to do a task they admitted they didn't want to do
 - What about other quotes?
 - Ruffalo Noel Levitz (Major business – college/university) = \$75,000
 - Same calling program as outlined in Milito Group
 - Includes videos and social media posts
 - Ameridial (non-profit organizations from small to large) = \$27,650
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