

To: BSA Foundation Trustees  
From: Mike Davis FAIA, Chair  
Re: Meeting agenda  
Date: Wednesday, January 13, 2016

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Our next meeting begins at noon on Wednesday, January 13 at the BSA Space, 290 Congress Street, Boston. Lunch will be provided.

## AGENDA

- 12:00 PM Call to Order
- Approval of October 14, 2015 meeting minutes [VOTE]
- 12:05 PM Welcome and introductions
- 12:15 PM About the BSA Foundation
- 12:25 PM Treasurer's Report
- Development report
- 12:30 PM CDRC Update
- 12:40 PM Strategic Direction and Priorities for 2016
- 1:25 PM Engaging the BSA Foundation Trustees
- Committee appointments
  - Representative to BSA Board
  - Other opportunities for engagement
  - What is your goal?
- 1:50 PM Other Business
- 2:00 PM Adjournment

## ENCLOSURES:

October 2015 Minutes  
Executive Director's Report  
BSA Foundation Book

## Minutes from the October 14, 2015 meeting of the Board of Trustees

**Present:** Mike Davis FAIA, Steve Eustis, Nadine Gerdts, Bennet Heart, Eric Krauss, Peter Kuttner FAIA, Anne-Marie Lubenau AIA, Peter Madsen FAIA, Jessica Smith, Laura Wernick FAIA

*Staff: Polly Carpenter AIA, Ben Cohen, Pamela de Oliveira-Smith, Mary Fichtner, Susan Green, Penny Mitchell, Gretchen Schneider AIA, Eric White*

**Absent:** Arthur Cohen FAIA, Anthony Consigli, Vivien Li, Margaret Wigglesworth

**Call to Order:** Davis FAIA called the meeting to order at noon and welcomed the board.

**Minutes:** Upon a motion by Kuttner FAIA, seconded by Krauss, it was

VOTED to accept the minutes of the July 15, 2015 meeting as submitted; unanimous.

**CDRC Merger:** White presented the proposed agreement merging the CDRC with the Foundation for a one-year trial period with the goal to form a permanent merger. CDRC programs and staff member, Gretchen Schneider AIA, will become part of the BSA Foundation. The Board reviewed the financial implications and staff needs. Trustees recommend that we be very creative around sources for a volunteer coordinator.

Upon a motion by Kuttner FAIA, seconded by Gerdts, it was

VOTED to approve the CDRC Draft Agreement;

Unanimous.

**2016 Budget** White presented proposed 2016 budget and highlighted key points. The Board discussed budget details and agreed to review again, and if possible increase the grant allocations at April and July 2015 board meetings. White also noted that the areas of greatest financial impact are the proposed merger with the CDRC, grants, and investments.

Upon a motion by Madsen FAIA, seconded by Krauss, it was

VOTED to approve the budget presented by White;

Unanimous.

**Exhibitions &  
Programs  
Strategic  
Conversation:**

Exhibitions: Fichtner presented an update of exhibitions and programs, outlining upcoming themes and reviewing 2014 task force recommendations for vision, audience, and success techniques. Employing a dedicated curator was discussed. Kuttner FAIA asserted that this expense would be a very low priority at this time. The process for choosing new exhibits was reviewed with Fichtner noting that exhibits are booked through 2017. Fichtner and Carpenter advocated for utilizing the task force to ensure that staff adhere to exhibit standards.

Public Programs: Carpenter AIA presented the approach to public programs, and reported on her meeting with the Public Programs Committee which suggested that programs be evaluated for sustainability. Trustees discussed pay versus free public programs with the recommendation to keep the current fee-based model.

Fichtner presented the Friends of BSA Space brochure and described the newly-launched program to the trustees. Trustees discussed soliciting corporate sponsorships for some of public programs.

**Grants**

Gerdts referenced the BSA Foundation Grants for 2015 page in the packet and outlined the highlights for the trustees, characterizing the list of nineteen applicants as diverse and with a number of new applicants.

**Development:**

Mitchell briefed trustees on Foundation Breakfast planning and requested that each trustee plan to make thank-you phone calls in the days following the breakfast. NPG Events is sponsoring this year's breakfast.

**2016**

**Nominations:**

Davis FAIA presented the recommendations of the nominating committee. The committee recommends the appointment of the following trustees as officers:

Davis FAIA - Chair  
Wernick FAIA - Vice Chair  
Eustis - Secretary  
Madsen FAIA - Treasurer

The committee recommends returning Nadine Gerdts to serve another three-year term and requests White discuss with Anthony Consigli his ability to serve another three-year term. The Board recommended Theodore (Ted) Touloukian AIA, James Barrows, Rickie Golden, Kelly Sherman, and Kenneth Willis as new trustees.

Upon a motion by Krauss, seconded by Heart, it was

VOTED to accept the slate of future trustees and executive committee, as proposed.

Unanimous.

Davis FAIA and White thanked the departing trustees for their service to the Foundation.

**Other Business:** White presented the proposed 2016 meeting schedule and noted that we've added one additional meeting.

White informed the trustees of a Design for Aging committee fundraising effort that was incorrectly attributed to the Foundation.

White notified the trustees that the New England Municipal Sustainability Program has put out a request for volunteer design assistance and has asked to use the Foundation name in promotions for the program. White requested a call for names of a suitable architect.

White notified the board that we are approaching the point at which B. Cohen will need permission from the board to spend additional dollars. Davis requested, in the interest of time, that it be done by email and White agreed.

With there being no further business, upon a motion by Gerdts, seconded by Kuttner FAIA, it was

**Adjourn:**

VOTED to adjourn at 2:00 pm; unanimous.

Respectfully submitted,

Nadine Gerdts  
Secretary

To: BSA Foundation Board  
From: Eric White  
Re: Executive Director's Report  
Date: January 6, 2016

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## Financials

The 2015 4<sup>th</sup> quarter financials will be complete by early January. At this time we anticipate being close to our expected reforecast with a deficit of \$55K. We have requested a full audit which is now required since we have exceeded the \$500K threshold. The 2016 budget is included in the attached BSA Foundation Book.

## Development

See Q3 Development report, which also includes grant details, for more information.

## Communications

Public stories, programs and exhibitions are promoted in *@BSA Space*, a weekly e-newsletter reaching nearly 4,000 readers. BSA Space exhibitions *White on White* and *Gingerbread* received a great deal of press in papers, online, and TV. The Foundation video for the breakfast was completed and is now available online at [architects.org](http://architects.org). This film features segments on The Woolson Street Garden project, the East Boston "Huxtable" survey of homeowner and small business-owner coastal resiliency readiness, and the Imagine Boston 2030 Teen Brainstorm.

## Civic

Several Civic initiatives continue and are coming up in the next few months. The *Gingerbread House* competition was a great success raising over \$18,000 to support our civic design work. The *Designing Boston* series picks up this month with conversations focused on Boston's City Hall, and the next event will focus on the cultural planning process. Later this month we will host teams proposing new ideas for the Suffolk Downs property. This program is kicked off with discussion featuring city and BRA officials and after two days of design a team sketching their ideas, the finale includes presentations by the teams. Work continues on projects with City Hall Plaza, city planning, transportation, resiliency, cultural planning, housing, a worksite renovation project for the City of Lawrence and more.

## Exhibitions & Programs

Exhibitions have seen major attention with great attendance for *White on White* and the *Gingerbread Competition*. Attendance over the last month has been well over 100 people a day.

A fresh slate of public programs for the winter include film screenings at BSA Space, an expanded run of *Dining By Design* events, *Lego Challenges*, *Family Day* events and student design days, Additional graphics are planned to be installed in the Storefront Gallery, including an interactive map, large scale graphics, and orientation text introducing visitors to BSA Space and the Foundation.

### **Stories on the Boston Society of Architects and its members:**

- This Is What Boston Landmarks Would Look Like If They Were Gingerbread Houses?  
([artery.wbur.org](http://artery.wbur.org))
- Visit the pretty houses that ginger can build  
([bostonglobe.com](http://bostonglobe.com))
- Old New England churches come into focus  
([bostonglobe.com](http://bostonglobe.com))
- The church gems of New Hampshire featured in Boston  
([unionleader.com](http://unionleader.com))
- 'Canstruction' Boston Celebrates 20 Years Of Donating Cans For A Cause  
([bcheights.com](http://bcheights.com))
- Lavallee Brensinger Architects Fights Hunger with Design  
([prnewswire.com](http://prnewswire.com))
- Constructed Goods: A Glimpse at Canstruction Boston 2015  
([architectmagazine.com](http://architectmagazine.com))
- Tocci Building Companies Battles Hunger at 'Canstruction Boston' Event  
([bostinno.streetwise.co](http://bostinno.streetwise.co))
- Canstruction Celebrates 20 Years in Boston  
([bostonmagazine.com](http://bostonmagazine.com))
- BSA Space Announces Canstruction 2015  
([archdaily.com](http://archdaily.com))
- Preservation Takes the Spotlight in Fall Issue of ArchitectureBoston  
([archdaily.com](http://archdaily.com))

THE  
**BSA** FOUNDATION

BOOK  
for Board Trustees

**BSA Foundation**  
**290 Congress Street, Suite 200**  
**Boston, MA 02210**  
**617-391-4000**

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## **Mission and History**

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The goal of the BSA Foundation, (formerly the Boston Foundation for Architecture), is to enhance public understanding of the built environment and the processes that shape it. With understanding, our communities will be better equipped to enrich and preserve our physical and natural surroundings.

The Boston Society of Architects established the Foundation in 1984. The Foundation made its first grant that year and has made a varying number of grants each year since. The Foundation seeks to engender in current and future generations informed commitment to sensitive, well-designed, humanistic environments.

## **Governance**

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The Foundation, a 501(c)(3) public charity, is an independent corporation governed by a 15-member Board of Trustees that includes six architects as well as nine non-architect members. All trustees serve limited terms.

Wednesday, January 13 – Board orientation	Noon
Thursday, January 14 – Joint reception for BSA & Foundation	6pm
Wednesday, February 17 – Board meeting	Noon
Wednesday, April 13 – Board meeting	Noon
Wednesday, July 13 – Board meeting	Noon
Thursday, September 8 – Joint board meeting with BSA & Foundation	Noon
Wednesday, October 12 – Annual board meeting	Noon

<b>2016</b>	<b>Agenda Items</b>	<b>Reports</b>
<b>January 13</b> <b>Orientation meeting</b> ExComm 11a-noon	Introduce new trustees Roles and responsibilities 2016 Planning and committee appts. Strategic Collaboration Committee recap Joint Weave update for new trustees 2015 Programs summary	ED report (2015 summary) ED outline of strategic direction and long range financial planning
<b>January 14</b> <b>Joint board reception</b>	A social event for the BSA and Foundation boards	
<b>February 17</b> ExComm 11a-noon	Strategic Discussion: Engaging donors Executive session to discuss ED review	2015 Final reports (preliminary) -Budget & Investment -Development - ED report Press
<b>April 13</b> ExComm 11a-noon	Strategic Discussion: Civic Agenda Finance Committee recommendations Joint Strategic Collaboration Committee update Civic TF update Review grant allocations	Q1 reports & Final FY 2015 -Budget & Investment -Development - ED report Press Civic report
<b>July 13</b> ExComm 11a-noon	Strategic Discussion: Programs Nominating Committee recommendations Audit review results Civic TF update Review grant allocations Define action items for Sept. 8 joint board meeting	Q2 reports -Budget & Investment -Development -ED report Press Programs & Exhibitions report
<b>September 8</b> <b>Joint board meeting w/BSA board</b>	Exhibitions/programs update Joint Strategic Collaboration Committee update Present action items	
<b>October 12</b> <b>Annual meeting</b> ExComm 11a-noon	Budget review and approval Grants committee recommendations Confirm 2016 trustees and officers Joint Strategic Collaboration assessment Exhibitions/programs update Strategic Discussion: Public engagement & programs	Q3 reports -Budget & Investment -Development -ED report Press

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## 2016 BSA Foundation Programs

Below is a brief list of current programs happening with the BSA Foundation to both advance the public's appreciation and understanding of architecture and in partnership with the BSA to help build a better Boston.

### Exhibitions

#### 2016 Main Gallery

- White on White (through February)
- Moshe Safdie Retrospective (through June)
- Playscapes (through September)
- Canstruction (October)
- Housing- tentative (through end of March 2016)

#### 2016 Small exhibits

- On the Tarmac
- BSA Awards
- Rotch
- Rebuilding the American City
- Student Design Showcase
- Gingerbread
- Many other student & member work

#### 2016 1<sup>st</sup> Floor

- Boston model and themes on Boston architecture

### Exhibition Programs

Each exhibition includes an opening as well as special programming.

### Development & Fundraising Programs

Meet the Foundation (bi-weekly)

What the Sketch (May/June)

Foundation Breakfast Ask Event (December)

BSA Foundation Golf Tournament (July)

Gingerbread Competition

### Public Programs

Architecture Education Grants

Teen Design Days

Grant Pinup Event (bi-annual)

ACE Mentoring

Family Design Days

Architecture & Design College Fair

KidsBuild

Architecture Cruise (Charles & Boston Harbor)

School Programming/Homeschool

Common Boston (architecture Open House festival)

Architecture Film Series

Design Week (March)

Dining with Design Tours

Building Blocks – Architecture 101

Building Tours

Urban Sketching – basics in architecture drawing

Architecture Photography

Lego Challenge

Architecture Scavenger Hunt

Boston by Foot Tour (partner w/BBF)

CultureNOW (phone app architecture tour)

### **Civic Initiatives**

In partnership with the BSA the Foundation leads a number of civic activities including lectures, symposia, charrettes and design workshops. For 2016 these include:

Designing Boston series

Suffolk Downs Design Workshop

*ArchitectureBoston* planning series and Conversations

Boston & Cambridge civic planning

Lawrence planning project

Massachusetts Water Forum

Boston Transportation Charrette

Boston Housing Competition

City Hall

#### **CDRC current projects:**

Woolson Street Garden

East Boston Resiliency Project

Egleston Square Project

PJ Kennedy School Project

Renovate for Recovery

Shirley Ave Gateway Project

South Boston Open Space Project

CDRC new projects process

## Purpose of a Board

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The organization relies on the board of directors to GOVERN and the professional staff to MANAGE. The authority for the board is derived from the Articles of Incorporation (state law) and Bylaws. A board generally fills four primary functions:

**GOVERNANCE** – Through the authority granted in the articles of incorporation and bylaws, the board is responsible for governing the organization. Governance is a broad oversight and is not considered a function of management or administration (staff roles).

- **Select, Support, and Assess Performance of the Chief Executive**  
Boards must reach consensus on the chief executive’s job description and find the most qualified individual position. The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization. The chief executive, in partnership with the entire board, should decide upon a periodic evaluation of the chief executive’s performance. The board also selects the board attorney and CPA.
- **Ensure Legal and Ethical Integrity and Maintain Accountability**  
The board is ultimately responsible for ensuring adherence to legal standards and ethical norms. Solid personnel policies, grievance procedures, and a clear delegation to chief executive of hiring and managing employees will help ensure proper decorum of this area. The board must establish pertinent policies, and adhere to the provisions of the organization’s bylaws and articles of incorporation.
- **Orient New Board Members and Assess Board Performance**  
All boards have a responsibility to articulate and make known their needs in terms of member experience, skills, and many other considerations that define a “balanced” board composition. Boards must also orient new board members to their responsibilities and the organization’s history, needs, and challenges. By evaluating its performance in fulfilling its responsibilities, the board can recognize its achievement and reach consensus on which areas need to be improved.

**VISIONARY** – The board sets the course for the organization well into the future. Though a board member may be restricted by term limitations in the sense of number of years or number of terms, there is a need to think beyond one’s term in order to guide the organization and the community it represents. Evidence of being visionary is a reliance on the strategic plan, including a clear mission and vision.

- **Determine and Articulate the Mission and Purposes**  
A statement of mission and purposes should articulate the organization’s goals, means, and primary constituents served. It is the board of directors’ responsibility to create the mission statement and review it periodically for accuracy and validity. Each individual board member should fully understand and support it.

- **Ensure Effective Organizational Planning**  
As stewards of an organization, boards must actively participate with the staff in an overall planning process and assist in implementing the plan's goals.
- **Determine, Monitor and Strengthen Programs and Services**  
The board's role in this area is to determine which programs are the most consistent with an organization's mission, and to monitor their effectiveness.
- **Enhance the Organization's Public Image**  
An organization's primary link to the community, including constituents, the public, and the media, is the board. Clearly articulating the organization's mission, accomplishments, and goals to the public, as well as gathering support from important members of the community, are important elements of a comprehensive public relations strategy.

**POLICY AND POSITION DEVELOPMENT** – The board reviews and develops policies and positions that will guide the organization and its stakeholders.

- **Policies** are adopted for the recurring and critical issues that arise, in the form of a motion, to guide future boards and staff.
- **Positions** tend to relate to governmental platforms.

**FIDUCIARY** – The fiduciary duty is a relationship of confidence or trust between two or more parties. The board has responsibility to protect the organization and its resources.

- **Ensure Adequate Resources**  
One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission. The board should work in partnership with the chief executive and development staff, if any, to raise funds from the community.
- **Ensure Effective Resource Management**  
The board, in order to remain accountable to its donors, the public, and to safeguard its tax exempt status, must assist in developing the annual budget and ensuring the proper financial controls are in place.

Adapted from *Ten Basic Responsibilities from Nonprofit Boards*. Washington, DC: BoardSource, formerly the National Center for Nonprofit Boards.

## **The Source: Twelve Principles of Governance That Power Exceptional Boards**

Exceptional boards add significant value to their organizations, making a discernible difference in their advance on mission. Good governance requires the board to balance its role as an oversight body with its role as a force supporting the organization. The difference between *responsible* and *exceptional* boards lies in thoughtfulness and intentionality, action and engagement, knowledge and communication. The following twelve principles offer **chief executives** a description of an empowered board that is a strategic asset to be leveraged. They provide **board members** with a vision of what is possible and a way to add lasting value to the organization they lead.

### **CONSTRUCTIVE PARTNERSHIP<sup>1</sup>**

Exceptional boards govern in constructive partnership with the chief executive, recognizing that the effectiveness of the board and chief executive are interdependent. They build this partnership through trust, candor, respect, and honest communication.

### **MISSION DRIVEN<sup>2</sup>**

Exceptional boards shape and uphold the mission, articulate a compelling vision, and ensure the congruence between decisions and core values. They treat questions of mission, vision, and core values not as exercises to be done once, but as statements of crucial importance to be drilled down and folded into deliberations.

### **STRATEGIC THINKING<sup>3</sup>**

Exceptional boards allocate time to what matters most and continuously engage in strategic thinking to hone the organization's direction. They not only align agendas and goals with strategic priorities, but also use them for assessing the chief executive, driving meeting agendas, and shaping board recruitment.

### **CULTURE OF INQUIRY<sup>4</sup>**

Exceptional boards institutionalize a culture of inquiry, mutual respect, and constructive debate that leads to sound and shared decision making. They seek more information, question assumptions, and challenge conclusions so that they may advocate for solutions based on analysis.

### **INDEPENDENT-MINDEDNESS<sup>5</sup>**

Exceptional boards are independent-minded. They apply rigorous conflict-of-interest procedures, and their board members put the interests of the organization above all else when making decisions. They do not allow their votes to be unduly influenced by loyalty to the chief executive or by seniority, position, or reputation of fellow board members, staff, or donors.

*Excerpted from The Source: Twelve Principles of Governance That Power Exceptional Boards. Washington, DC: BoardSource 2005. For more information or to order a copy of the complete book, please visit [www.boardsource.org](http://www.boardsource.org) or call 800-883-6262.*

## **ETHOS OF TRANSPARENCY<sup>6</sup>**

Exceptional boards promote an ethos of transparency by ensuring that donors, stakeholders, and interested members of the public have access to appropriate and accurate information regarding finances, operations, and results. They also extend transparency internally, ensuring that every board member has equal access to relevant materials when making decisions.

## **COMPLIANCE WITH INTEGRITY<sup>7</sup>**

Exceptional boards promote strong ethical values and disciplined compliance by establishing appropriate mechanisms for active oversight. They use these mechanisms, such as independent audits, to ensure accountability and sufficient controls; to deepen their understanding of the organization; and to reduce the risk of waste, fraud, and abuse.

## **SUSTAINING RESOURCES<sup>8</sup>**

Exceptional boards link bold visions and ambitious plans to financial support, expertise, and networks of influence. Linking budgeting to strategic planning, they approve activities that can be realistically financed with existing or attainable resources, while ensuring that the organization has the infrastructure and internal capacity it needs.

## **RESULTS-ORIENTED<sup>9</sup>**

Exceptional boards are results-oriented. They measure the organization's progress towards mission and evaluate the performance of major programs and services. They gauge efficiency, effectiveness, and impact, while simultaneously assessing the quality of service delivery, integrating benchmarks against peers, and calculating return on investment.

## **INTENTIONAL BOARD PRACTICES<sup>10</sup>**

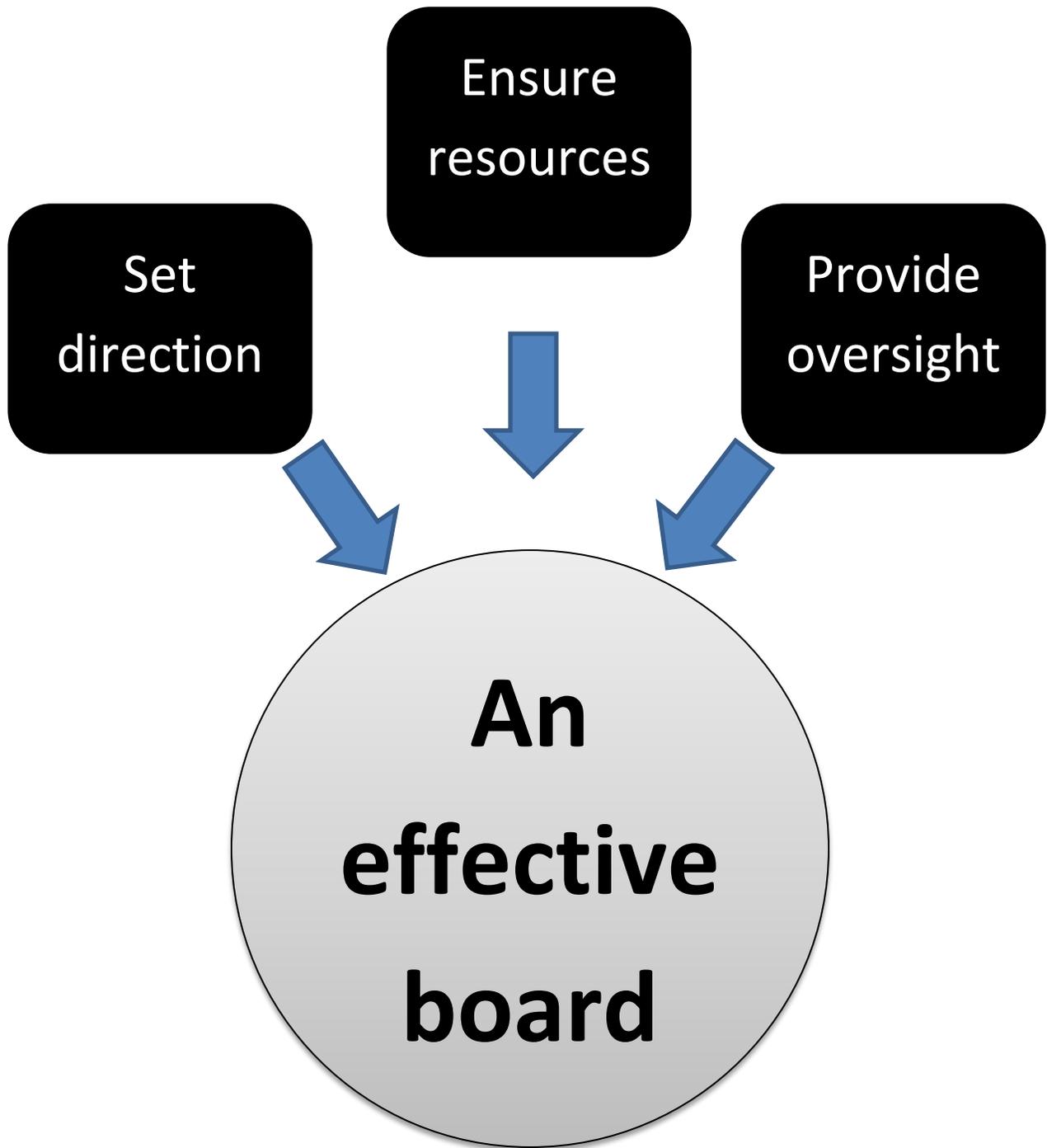
Exceptional boards purposefully structure themselves to fulfill essential governance duties and to support organizational priorities. Making governance intentional, not incidental, exceptional boards invest in structures and practices that can be thoughtfully adapted to changing circumstances.

## **CONTINUOUS LEARNING<sup>11</sup>**

Exceptional boards embrace the qualities of a continuous learning organization, evaluating their own performance and assessing the value they add to the organization. They embed learning opportunities into routine governance work and in activities outside of the boardroom.

## **REVITALIZATION<sup>12</sup>**

Exceptional boards energize themselves through planned turnover, thoughtful recruitment, and inclusiveness. They see the correlation between mission, strategy, and board composition, and they understand the importance of fresh perspectives and the risks of closed groups. They revitalize themselves through diversity of experience and through continuous recruitment.



### **Board Responsibilities:**

- Determine mission and purpose
- Select chief executive
- Protect assets and provide financial oversight
- Ensure adequate financial resources
- Ensure legal and ethical integrity
- Ensure effective planning
- Build a competent board
- Enhance the organization's public standing
- Monitor and strengthen programs and services
- Support and evaluate the chief executive

### **Executive Director Responsibilities:**

- Commit to the mission
- Lead staff and manage the organization
- Exercise responsible financial stewardship
- Lead and manage fundraising
- Follow the highest ethical standards, ensure accountability, comply with the law
- Engage the board in planning and lead implementation
- Develop future leadership
- Build external relationships and serve as an advocate
- Ensure the quality and effectiveness of programs and membership
- Support the board

## **BSA Foundation—Roles, Responsibilities, and Expectations**

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### **The Board's basic responsibilities:**

- Set direction (visionary and policy position)
- Ensure resources (fiduciary)
- Provide oversight (governance)

### **Visionary and Policy Position:**

- to establish general organizational and corporate policy
- to evaluate organizational policies and modifying them as appropriate
- to remain fully informed of organizational policy
- to ask piercing questions of and provide counsel to the Executive Director
- to avoid any acts that may constitute a conflict of interest and ensuring that the President is notified of any such conflicts

### **Fiduciary:**

- to ensure fiscal stability
- to establish fiscal and an annual revenue-and-expense budget
- to exercise a high level of independent judgment that reflects an authentic concern for the organization's and the membership's welfare
- to exercise a degree of diligence, care and skill that would be expected of any prudent individual in similar circumstances, in a similar position
- to observe and protect confidentiality of information not intended for public dissemination
- to refrain from any public or private acts that injure or take inappropriate advantage of the organization

### **Governance:**

- to evaluate its own performance and ensuring that adequate training for its members is available
- to bring to its deliberations a breadth of perspectives that balance individual points of view
- to ensure tolerant and candid examination of issues considered
- to attend meetings of the Board
- to hire and fire the Executive Director and ensure executive management continuity
- to ensure organizational adherence to a high ethical standards of operation, corporate bylaws and general public law

### **The Board's public responsibilities:**

- to serve as a public advocate of the organization
- to serve the public interest
- to speak or act as a representative of the Board when designated to do so

### **Expectations of the Board:**

- read and comprehend the bylaws
- observe all rules applicable to meetings of the Board
- come to meetings of the Board with a reading knowledge of all agenda materials distributed prior to the meeting
- attend major BSA Foundation events

## What are we asking you to do?

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### 1. Participate in the BSA Foundation

- Be an active member of the Board
- Step out of the action around the Board table and see things from a higher or different vantage point by:
  - Observing what is going on around you
  - Developing more than one interpretation
  - Looking through the eyes of others
  - Watching for patterns
  - Reality-testing your interpretation

### 2. Sit on at least one BSA Foundation Committee

- Joint strategic collaboration committee (3 members from BSA, 3 members from BSA Foundation)
- Nominating Committee (3 seats)
- Finance Committee (3 seats, plus Treasurer)
- Fundraising (4 seats – Meet the Foundation)
- Grants Committee (4 seats)
- Exhibitions Advisory Committee (2 seats)
- Programs Advisory Committee (2 seats)
- Representative to the BSA Board (1)

### 3. Fundraising

- Personal donation to the BSA Foundation
- Be an Ambassador for the BSA Foundation
- Attend a “Meet the BSA Foundation” event
- Bring at least three (3) people to a “Meet the BSA Foundation” program
- Host a table (of nine) at the annual Foundation Ask Event

### 4. Have fun!

We ask that each Board member sit on at least one of the committees below. The BSA Foundation board committees are:

Finance Committee      Meets quarterly

- Oversee/monitor adherence of finances and budget      \* Review budget and make recommendations to the Board
- Oversee financial policies, procedures, systems      \* Select auditors and review audit report
- Operates as investment committee

Joint BSA / BSA Foundation Strategic Committee      Typically meets twice a year

- Comprised of BSA and BSA Foundation Board members the committee works to ensure appropriate collaboration between the two organizations
- Makes recommendations to the Boards over key strategic directions and decisions
- Helps arbitrate any potential conflict or disagreements in strategic directions between BSA and BSA Foundation

Public Programs Committee      Meets quarterly

- Advisory committee to observe and evaluate existing and potential new programs
- Identify and connect Foundation with potential community partners and collaborators
- Identify national/international trends and issues in public programming and design education
- Help spread the word about the Foundation programs

BSA / BSA Foundation Civic Task Force      Meets quarterly

- Comprised of BSA and BSA Foundation Board members the committee identifies the key civic agenda including themes and direction
- Identify and connect BSA/BSA Foundation with potential partners and collaborators to fulfill civic agenda
- Identify civic design national/international trends and issues
- Help spread the word about the BSA / BSA Foundation civic agenda

BSA Space Exhibitions Committee      Meets quarterly

- Advisory committee to observe and evaluate existing and potential new exhibitions
- Assist in the selection of guest curators and/or exhibition themes
- Identify and connect Foundation with potential community partners and collaborators
- Identify national/international trends and issues in design exhibitions
- Help spread the word about the Foundation exhibitions

Nominating Committee      Typically meets one – two times a year

- Identifies prospective Board and committee candidates
- Makes recommendation to the Foundation Board for new trustees

Institutional Advancement Committee      Meets monthly plus

- Work with Development staff to set and implement fundraising strategy
- Assist in leadership of the Meet the BSA Foundation programs
- Serve as table captains and leaders at the BSA Foundation breakfast

Same ED  
Same staff  
Same place

Boston Society  
of Architects

BSA Foundation

Collaborating  
organizations  
with annual  
joint strategic  
planning

MEMBERS & PROFESSION

PUBLIC OUTREACH

# Boston Society of Architects and BSA Foundation

## BSA & BSA FOUNDATION CORE RESPONSIBILITIES

Audience & Vision	BSA & BSA FOUNDATION CORE RESPONSIBILITIES				Communication	
	Day-to-day (Tacit)	Knowledge Advancement	Innovation	Advocacy		Development
<b>FOUNDATION</b> <b>Community</b> - Deepen public appreciation for design by engaging community, inspiring vision and provoking positive change	Inspire through the power of design	Engage and support public interest in design	Seek ways to engage the public in innovation and design thinking	Enhance public understanding and appreciation for how design improves their community	Develop new revenue streams to support the vision	Build public awareness of design and the power of design thinking
<b>SHARED</b> <b>Civic</b> - Build a better world through design by engaging community, inspiring vision and provoking positive societal change	Bridge the design profession and the wider world	Empower, engage and enlighten the profession to create the tools that make the world a better place	Employ innovative design thinking to address societal challenges	Make the world a better place	Build the connector structure between the BSA, Foundation and the wider world	Build a cohesive message advancing the shared civic vision
<b>SOCIETY</b> <b>Profession</b> - Empower the design profession by engaging the professional community, inspiring vision and provoking positive change	Provide resources and services supporting the full range of practice models and share best practices	Promote professional excellence with deep, informative programming	Advance the BSA learning network to serve as an AEC thought leader and aggregator of design research	Promote, protect and advance the interests of architects	Enhance the value of membership and grow new revenue streams	Ensure effective communication reaching the profession

9/22/2014

BSA Foundation Budget 2016												
Account #	Account Description	Expenses				Revenue				Notes		
		2014 actual	2015 Budget	2015 Forecast	2016 Budget	2014 actual	2015 Budget	2015 Forecast	2016 Budget			
4125	Investments & Fundraising											
4180	Contributions					4,534				10,360		3,000
4180	Memorial Contribution					500				-		0
4115	Friends of Architecture											0
5135	Fundraising(Benavon)									2,800		
4136	Discount on Endowment Contribution											
4150-6130	Investment Income					(13,778)						
	Events					7,335				68,073		80,000
4320/5320	Golf Tournament									58,000		52,000
4350-5350	What the Sketch					3,000				9,000		6,000
4135/5135	Ask Event					20,000				20,000		20,000
4131	Support from BSA									427,935		427,935
	<b>Total Investment &amp; Fundraising</b>					<b>40,920</b>				<b>585,808</b>		<b>588,935</b>
	Marketing & Communications											
6260	Website					8,390						
6215	General Marketing					3,102						
6216	Advertising											
6214	E-Newsletter											
6217	Collateral					2,821						
6218	Branding											
	<b>Total Marketing</b>					<b>14,312</b>				<b>26,500</b>		<b>25,500</b>
	Exhibitions											
5800	Exhibitions											
4805/5805	2nd floor					145,000						145,000
5810	1st floor					25,000						25,000
5815	Sidewalk Competition					15,000						15,000
5820	Exhibition Programs											0
4825/5825	Video Fundraiser					5,000						5,000
	Total Exhibitions									50,000		50,000
	Programs											
4400/5400	BSA Space Membership											0
4355/5355	Public Program General					6,300						6,300
4315/5315	Civic Programs					15,000						15,000
4305/5305	College Fair					7,000						7,000
4105/6105	Common Boston					500						500
4340/5340	Boat Tours											0
4350/5350	Youth Family Programs					500						500
4312/5312	Design for Aging					9,500						9,500
4346/5346	IdeaS Conference											0
5357	Podcasts (CultureNOW)					4,000						4,000
5680-01	Grants Awarded from Foundation					44,200						44,200
	<b>Total Programs</b>					<b>97,900</b>				<b>92,907</b>		<b>67,500</b>
	General & Administrative											
	Human Resources											
6010	Salaries					221,995						221,995
6015	Payroll Tax					22,200						22,200
6020	Bonuses					3,000						3,000
6025	401K					6,660						6,660
6030	Health, Dental LTD Insurance					18,970						18,970
6035	Staff insurance co-pay					(4,515)						(4,515)
6040	Workers comp											0
6099	Misc					500						500
6045	Staff Training					300						300
6050	Staff meetings/reviews											0
	<b>Total Human Resources</b>					<b>269,110</b>				<b>277,797</b>		<b>376,257</b>
	Accounting & Finance											
6120	Audit and Tax services					3,622						3,622
6310	Administrative Fee					8,600						8,600
5671	Investment Committee											0
6130	Bank Fees					50						50

BSA Foundation Budget 2016												
Account #	Account Description	Expenses				Revenue				Notes		
		2014 actual	2015 budget	2015 Forecast	2016 Budget	2014 actual	2015 budget	2015 forecast	2016 Budget			
6125	Credit Card Fees	2,077	5,000	5,000	5,000							
6230	Fiscal Agency	125	125	125	125							
	Tax Filing	14,424	17,775	31,775	31,775							
	<b>Total Accounting</b>											
	<b>Governance</b>											
5670	Board meetings	345	800	1,000	800							
5672	New Trustees	61	250	175	200							
5673	Committees		200	150	200							
5674	Board Retreat		1,000	-	-							
5675	Exhibit & Program Committee		100	100	100							
	<b>Total Governance</b>	<b>405</b>	<b>2,350</b>	<b>1,425</b>	<b>1,900</b>							
	<b>Technology</b>											
	Hardware											
	Software											
	Technical Services											
	Staff Training											
	Network Consulting											
	<b>Total Technology</b>											
	<b>Supplies &amp; Operations</b>											
6220	Stationary	1,659	500	867	100							
6210	Print/Mail/Postage	88	500	1,000	1,000							
6500	Printing & mailing of grant RFP											
6160	Delivery/Shipping		100	25	50							
6110	Professional Dues		650	650	650							Associated Grant Makers
6145	Supplies		500	250	400							
6240	Telephone											
6150	Copier	319	200	500	500							
	Bad Debt											
6204	Legal	2,500	2,500	1,200	2,500							
6205	Insurance	1,672	2,000	1,700	1,850							
6190	Miscellaneous		100	-	100							
	<b>Total Supplies</b>	<b>3,737</b>	<b>7,050</b>	<b>6,192</b>	<b>7,150</b>							
	<b>Total Operating expenses and revenue</b>	<b>124,565</b>	<b>758,585</b>	<b>716,874</b>	<b>751,482</b>							
	<b>Net operating results before Grants Awarded to the Foundation</b>					<b>72,112</b>	<b>687,808</b>	<b>660,115</b>	<b>645,435</b>			
						<b>(52,483)</b>	<b>(70,777)</b>	<b>(56,759)</b>	<b>(106,047)</b>			
4150/6130	Investment Income		7,840	7,500	7,600		56,927					Balance left after 5% of value of portfolio for grants
4135/5135	Annual Endowment Fundraising					287,600	300,000	225,000	225,000			
4171/5171	Grants awarded to Foundation	146,590				250			125,000			Numerous grants are submitted and being written
	<b>Total surplus/(deficit) included grants awarded &amp; fundraising</b>					88,807	278,310	160,741	236,353			
	<b>Total Surplus/(deficit) included grants awarded</b>							<b>(64,259)</b>	<b>11,353</b>			

## BY-LAWS

### ARTICLE I. MEMBERS

The Foundation shall have no members. Any action or vote required or permitted by law shall be taken by action or vote of the Trustees. The Foundation may have “Friends” or donors, with no governing authority.

### ARTICLE II. OFFICERS

#### Section 1. Titles

The elected officers of the Foundation shall be the Chair, the Vice-Chair, the Secretary, and the Treasurer.

#### Section 2. Terms of Office

The terms for all officers shall be one year.

#### Section 3. The Chair

- (a) The Chair shall have served as a Trustee for at least one year prior to election, and may be elected for further terms by the Board, with a maximum of five consecutive one year terms.
- (b) The Chair shall be the chief elected officer of the Foundation. He/She shall exercise general supervision of its affairs and shall preside at meetings of the Foundation, the Board, and the Executive Committee. He/She shall sign, or may delegate or direct another officer or the Executive Director to sign, all contracts and agreements whereof the Foundation is a party and perform all other duties usual and incidental to his/her office. He/She shall make a report to the Annual Meeting covering the work of the Board. He/She shall be a member *ex officio* of all committees.

#### Section 4. The Vice-Chair

The Vice-Chair shall possess all the powers and perform all the duties of the Chair in the event of absence of the Chair or of his/her disability or refusal to act, as may be determined by the Board, and shall succeed to the office of Chair for the balance of the term if the Chair fails to serve.

## Section 5. The Secretary

- (a) The Secretary shall ensure that all proceedings of the Board, Executive Committee, and other committee meetings are accurately recorded and maintained as required by law. These responsibilities include either performing or overseeing: distribution of meeting notices and agendas; taking meeting minutes at all Board meetings; and distributing meeting minutes to all trustees.
- (b) The Secretary may with approval of the Board delegate to an Assistant Secretary or other assistant the actual performance of any or all of the duties as recording or corresponding secretary. He/she shall not delegate responsibility for the property of the Foundation or the signing of any document requiring the Secretary's signature.

## Section 6. The Treasurer

The Treasurer shall be the chief financial officer (CFO) of the Foundation. He/She shall be in charge of its financial affairs, funds, securities and shall keep full accurate records thereof. Additionally, the Treasurer shall make quarterly financial reports at each Board meeting; chair the Audit Committee; assist in annual budget preparation; assist with development plans; and make financial information available to all trustees, committee members and the public. The Treasurer may designate a staff member as acting Treasurer, when necessary.

## Section 7. The Executive Committee

- (a) There shall be an Executive Committee, comprised of the officers, the immediate past chair, and the Executive Director, who shall serve *ex officio* as a nonvoting member. The Executive Committee shall assure that Board policy is being implemented, and it shall propose matters for consideration by the Board.
- (b) Meetings of the Executive Committee may be held at any time and place and may be called by the Chair or by two other committee members. The Chair may invite other trustees, staff, or outside persons to attend any meeting.
- (c) The Executive Committee may, but solely with the express authorization of the Board, exercise any of the powers and duties of the Board if such action is necessitated between regularly scheduled Board meetings. The Executive Committee shall report at the next meeting of the Board on all such actions that may have been taken.

## ARTICLE III. BOARD OF TRUSTEES

### Section 1. Composition

The Board shall be the governing body of the Foundation. The Board shall be composed of not more than fifteen voting Trustees, including: the officers; the immediate past Chair and certain other trustees; with the majority (60%) being non-architects. The Executive Director shall serve *ex officio* as a nonvoting member. The Board may adopt policies to further define the interests that shall be represented or overseen by certain trustees.

### Section 2. Term of Office for Trustees

- (a) Except as otherwise provided in these by-laws, the terms of all trustees, other than the officers, shall be three years, with a maximum of three consecutive terms, and until their successors are qualified.
- (b) The Board is empowered to appoint Trustees to vacancies, as they occur, to complete the terms of officers or to fill any other vacancy.

### Section 3. Meetings

- (a) The annual meeting of the Board shall be held each year in the 4<sup>th</sup> quarter. In the event the annual meeting is not held in the 4<sup>th</sup> quarter, a special meeting in lieu of the annual meeting may be held with all the force and effect of an annual meeting. Regular meetings may be held at such times as the Trustees may fix. No notice need be given for a regular or annual meeting.
- (b) Special meetings of the Board may be held at any time and place and may be called by the Chair or by five of the Trustees. The Secretary, or in the case of death, absence, incapacity or refusal of the Secretary to act, the Chair or Trustees calling the Meeting, shall give notice of the time and place to each Trustee by mail, email, telephone or word of mouth not less than forty-eight hours before the date set for such special meeting unless shorter notice is adequate under the circumstances.
- (c) Trustees or members of any committee designated by the Board may participate in a meeting of the Board or committee by means of a conference telephone or similar communications, so long as all persons participating in the meeting can hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.

#### Section 4. Quorum

More than half of the Trustees shall constitute a quorum of the Board for the transaction of business and, if a quorum is not present, those present may adjourn from day to day or to a later date.

#### Section 5. Decision

Every decision of the Board shall be a concurring majority vote of those Trustees present, unless otherwise required by these by-laws or by law. The vote of a Trustee shall be entered on the Minutes at his/her request and whenever a roll call is taken. Any action required or permitted to be taken at any meeting of the Board may be taken without a meeting if all the Trustees consent to the action in writing and the written consents are filed with the records of the meetings of the Board. Such consents shall be treated for all purposes as a vote at a meeting.

#### Section 6. Officer Pro-tem

In the absence of the Chair, Vice-Chair, Secretary or Treasurer, the Board may elect from the Foundation's Trustees, a Chair *pro tem*, a Vice-Chair *pro tem*, a Secretary *pro tem* or a Treasurer *pro tem*, as the case may be. Each thereof shall serve until the regularly elected officer is able to act and during such period shall perform the duties and exercise the power and authority of the office.

#### Section 7. The Executive Director

The Board may employ the Boston Society of Architect's (BSA) Executive Director, or hire its own Executive Director at the Foundation's expense. He/She shall be the chief executive of the Foundation, shall be directly accountable to the Board, and shall consult regularly with the Chair and the other Officers. He/She shall act for the Secretary and/or Treasurer when designated and shall serve *ex officio* as a nonvoting member of the Board and Executive Committee except when the position of Executive Director is under discussion. He/She shall be responsible for the management and performance of the Foundation's operations and activities.

#### Section 8. Minutes

Written minutes of every meeting of the Board, setting out the Trustees and other persons in attendance, the matters before the meeting and every action taken thereat, shall be kept on file by the Secretary, insuring that accurate minutes are kept and maintained as a part of the Foundation's permanent records. Each said minutes shall be signed by the Secretary, or designee of the meeting, and approved by the Board, at the following meeting. Minutes of all meetings of the Board shall be distributed by the Secretary to the Trustees.

### Section 9. Delegation of Authority

Neither the Board nor any officer or Trustee of the Foundation shall delegate any of its or his/her authority, rights or power conferred by statute or these by-laws, unless such delegation is specifically prescribed or permitted by these by-laws.

### Section 10. Duties

The Board shall exercise all the powers necessary to determine the policies and conduct the business of the Foundation. The Board shall receive reports; approve appointments to all committees; and perform such other duties as are not inconsistent with the foregoing.

### Section 11. Resignation of Trustees

Any Trustee may resign at any time by giving his or her resignation in writing to the Chair or the Secretary.

### Section 12. Removal of Trustees

Any Trustee may be removed from office only for cause, after reasonable notice and opportunity to be heard, by a vote of two-thirds of the Trustees then in office. Such hearing and vote may occur at a special meeting called for that purpose, provided that notice of that meeting and of the removal questions are given as provided in Section 3(b) of this Article, or at a regular meeting.

### Section 13. Vote of Interested Trustees

- a) If a Trustee holds an ownership or investment interest or compensation agreement with any corporation, firm, or other entity with which the Foundation contemplates contracting or otherwise transacting business, the Trustee shall disclose his or her interest or agreement to the other Trustees acting upon or in reference to such transaction. No Trustee so interested shall vote on such transaction, but he or she may be counted for purpose of determining a quorum. The affirmative vote of a majority of the disinterested Trustees shall be required before the Foundation may enter into such transaction.
- b) Any transaction of the Foundation with such corporation, firm, or other entity shall not be invalidated or in any way affected by the fact that a Trustee may have interests therein that are or might be adverse to the interests of the Foundation, so long as the provisions of the previous paragraph have been complied with. No Trustee having disclosed such adverse interest shall be liable to the Foundation or to any creditor of the Foundation or to any other person for any loss incurred by it under or by reason of any such transaction, nor shall any such Trustee be accountable for any gains or profits to be realized thereon.

- c) A conflict of interest statement shall be signed and collected at the first meeting of each calendar year.

#### Section 14. Professional Appointees

Trustees and others nominated or appointed by the Board to serve on public Boards, commissions, agencies and similar bodies shall act and speak as independent persons and shall not act or speak on behalf or with the endorsement of the Foundation unless specifically authorized to do so by the Board.

### ARTICLE IV. COMMITTEES

#### Section 1. Committees

- (a) In addition to the Executive Committee, committees may be established to perform services for the Foundation and each of such committees may create one or more subsidiary committees.
- (b) The Board may appoint committees to support the purpose and operations of the Foundation. Appointive Committees may be as large as required to complete the task assigned to the committee and non-trustees may be appointed at the Board's discretion. Appointive Committees shall be examined and may be reconstituted after each annual meeting by the Board. The chair of each Appointive Committee shall be appointed by the Foundation Chair.
- (c) The Board shall appoint an Audit Committee, which shall consist of the Treasurer and two outside committee members, both of whom shall have significant experience and expertise in the financial management of not-for-profit organizations. The Audit Committee shall meet as needed with the Foundation's outside auditor, to review its scope of engagement and its findings.
- (d) The Nominating Committee shall be a standing committee appointed by the Foundation Chair. The committee shall maintain a list of qualified candidates for Trustees, and recommend such candidates to the Board. The committee shall also nominate officers annually for election. No candidate shall be nominated without his/her consent. It is the policy of the Foundation to promote access, equity, and diversity. In pursuing this policy, the Nominating Committee will endeavor to compile a slate of candidates that is diverse in terms of gender, race, ethnicity, sexual orientation, disability, national origin, and age.

## Section 2. Reports

All committees shall meet as frequently as is necessary to keep abreast of their duties. They shall report to the Board when requested by the Chair, or the appropriate Officer.

## ARTICLE V. FINANCES

The fiscal year of the Foundation shall coincide with the calendar year.

### Section 1. Annual Budget

Prior to the beginning of each fiscal year, the Board shall approve an annual budget. The Board shall make appropriations in accordance with the budget. The Board shall have the power to make reasonable transfers from one budgeted account to another and shall have the power to approve extra budgetary expenditures only if such expenditures are approved by the voting Board Trustees at a regular meeting of the Board.

### Section 2. Audits

Whenever a new Treasurer is elected and at such other times as the new Board may determine, the books of the Foundation shall be audited by a competent accountant employed by the Board. Each of said audits shall be filed with the Board and with the retiring Treasurer.

## ARTICLE VI. PROPERTY

The Foundation may receive by gift, devise or otherwise acquire and dispose of property, real and personal, in accordance with the purposes of the Foundation. The Foundation shall not mortgage or pledge any such personal property received or acquired unless it has obtained the approval of the Trustees.

## ARTICLE IX. INDEMNIFICATION OF TRUSTEES AND OFFICERS

Except as provided below, the Foundation shall indemnify any Trustee or officer (including Trustees and officers who serve at the Foundation's request as Trustees, officers, employees or other agents of another organization; such service is hereafter described as serving in a representative capacity) against expenses, including attorney's fees, and against the amount of any judgment, money decree, fine, penalty, or settlement (provided the Board of Trustees deems, in its sole discretion, the settlement to have been a reasonable one), necessarily paid or incurred by such person in connection with or arising out of any claim, or any civil or criminal action or other proceeding of whatever nature brought against such person by reason of being or having been such a Trustee or officer or serving in a representative capacity. Such indemnification shall apply even though at the time of such claim, action, or proceeding, such a person is no longer a Trustee or officer of the Foundation.

The foregoing indemnification shall be conditioned, however, upon the person seeking it, at all times and from time to time, (1) fully disclosing to any person designated by the Board of Trustees all facts, events and occurrences which the Board of Trustees in its sole discretion deems relevant to its decision to indemnify; and (2) fully cooperating with and assisting the Foundation and its counsel in any reasonable manner with respect to protecting or pursuing the corporation's interests in any matter relating to the subject matter of the claim, action or other proceeding for which indemnification is sought. No indemnification shall be provided for any person with respect to any matter as to which the Board of Trustees determines that such person did not act in good faith in the reasonable belief that such person's action was in the best interests of the Foundation.

Expenses reasonably incurred in defending any claim, action, suit or proceeding of the character described in the preceding paragraph may, if the Board of Trustees so decides, be advanced by the Foundation prior to final disposition thereof upon receipt of an undertaking by the recipient to repay all such advances if it is ultimately determined by the Board of Trustees that such person is not entitled to indemnification.

Notwithstanding the foregoing, the Foundation shall not provide indemnification for any former officer or Trustee who, in the judgment of the Board of Trustees, was in serious or repeated breach of his duties as such officer or Trustee. Any rights of indemnification hereunder shall not be exclusive, shall be in addition to any other right which a Trustee or officer may have or obtain, and shall accrue to such person's estate. Any agent or employee of or for the Foundation may be indemnified in such manner as the Board of Trustees decides.

## ARTICLE VII. AMENDMENTS

### Section 1. Amendments

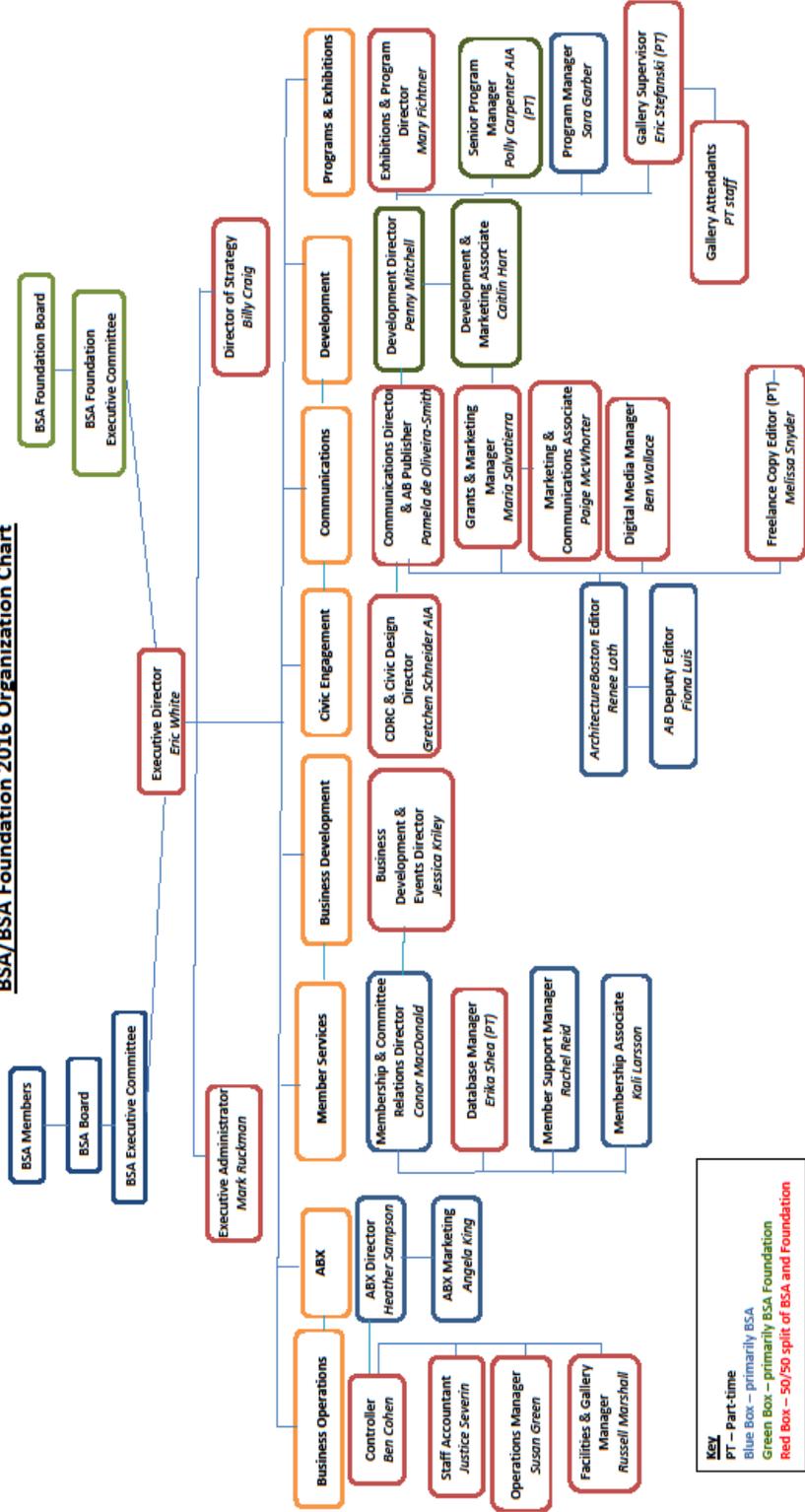
These by-laws may be amended at any meeting, by a two-thirds affirmative vote of the Trustees.

### Section 2. Transition Policies

In the event of any amendment of these by-laws, the Trustees shall have the authority to adopt such policies as are reasonably necessary to provide for an orderly transition period, including when there is a modification to the composition, terms, and/or duties of the Board.

# Organizational Chart

BSA/BSA Foundation 2016 Organization Chart



**Key**  
 PT – Part-time  
 Blue Box – primarily BSA  
 Green Box – primarily BSA Foundation  
 Red Box – 50/50 split of BSA and Foundation

## BSA Staff Information

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**Eric White – Executive Director**

617-391-4005 / [ewhite@architects.org](mailto:ewhite@architects.org)

**Mark Ruckman – Executive Administrator**

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**Polly Carpenter – Senior Program Manager**

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**Ben Cohen – Controller**

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**Billy Craig – Director of Strategy**

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**Mary Fichtner – Director of Programs & Exhibitions**

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**Sara Garber – Program Manager**

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**Susan Green – Operations Manager**

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**Caitlin Hart – Development & Marketing Associate**

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**Angela King – ABX Marketing Director**

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**Jessica Kriley – Events and Business Development Director**

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**Kali Larsson – Membership Assistant**

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**Renée Loth – Editor, *ArchitectureBoston***

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**Fiona Luis – Deputy Editor, *ArchitectureBoston***

617-391-4012 / [fluis@architects.org](mailto:fluis@architects.org)

**John Nunnari – AIA Massachusetts Executive Director**

617-391-4014 / [jnunnari@architects.org](mailto:jnunnari@architects.org)

**Conor MacDonald – Membership & Committee Relations Director**

617-391-4037 / [cmacdonald@architects.org](mailto:cmacdonald@architects.org)

**Russell Marshall – Facilities Manager**

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**Paige McWhorter – Marketing Specialist**

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**Penny Mitchell – Development Director**

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**Rachel Reid – Member Support Manager**

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**Pamela de Oliveria-Smith – Communications Director**

617-391-4001 / [psmith@architects.org](mailto:psmith@architects.org)

**Maria Salvatierra – Marketing & Communications Manager**

617-391-4019 / [msalvatierra@architects.org](mailto:msalvatierra@architects.org)

**Heather Sampson – ABX Director**

617-391-4013 / [hsampson@architects.org](mailto:hsampson@architects.org)

**Gretchen Schneider – Director of Civic Design and CDRC**

617-391-4024 / [gschneider@architects.org](mailto:gschneider@architects.org)

**Justice Severin – Staff Accountant**

617-391-4004 / [jseverin@architects.org](mailto:jseverin@architects.org)

**Erika Shea – Database Manager**

617-391-4012 / [eshea@architects.org](mailto:eshea@architects.org)

**Ben Wallace – Digital Media Manager**

617-391-4030 / [bwallace@architects.org](mailto:bwallace@architects.org)

## Useful Phone Numbers

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BSA Office	617-391-4000
BSA Space Gallery	617-391-4039
Meetings, Events and Programs	617-391-4000
AIA Documents	617-391-4015
Accounting	617-391-4004
Sponsorship Opportunities	617-391-4006
<i>ArchitectureBoston</i>	617-391-4024
ARE Success Teams	617-391-4008
Architecture Boston Expo (ABX)	617-391-4013
Job Listings	617-391-4004
Continuing Education	617-391-4020
Membership/ Dues	617-391-4010