

To: BSA Foundation Trustees  
From: Laura Wernick FAIA, Chair  
Re: Meeting Agenda  
Date: Wednesday, October 11, 2017

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Our next meeting begins at 12:00 pm to 2 pm on Wednesday, October 11 at BSA Space, 290 Congress Street, Boston. Lunch will be provided at 12:00 pm.

## AGENDA

- 12:00 PM Call to Order
- Approval of September Minutes
- 12:05 PM 2018 Budget
- 12:45 PM Strategic Update
- 1:00 PM Identifying and strategizing potential donors
- Treasure Map - Fundraising Breakfast invitations & table hosts
- 1:30 PM Nominating Committee
- 1:45 PM Committee Recommendations
- New Advisory Committee Structure
  - New Governance Committee
- 1:55 PM Next Steps + Other Business
- Grants Committee Review Team
  - Next meeting prep:
    - ED Assessment
    - Board Assessment
- 2:00 PM Adjourn

## ENCLOSURES

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## Minutes from the September 13 Meeting of the Board of Trustees

**Present:** *Trustees:* Rick Dimino, Steve Eustis, Nadine Gerdts, Bennet Heart, Peter Kuttner FAIA, Anne-Marie Lubenau FAIA, Kelly Sherman, Ted Touloukian AIA, Laura Wernick FAIA, Cathy Wissink

*Staff:* Ben Cohen, Billy Craig, Elliya Cutler, Michela Davola, Kristin Lewandowski, Victoria McKay, Pamela de Oliveira-Smith, Eric White

**Absent:** Mike Davis FAIA, Rickie Golden, Eric Krauss, David Silverman AIA, Ken Willis

**Call to order:** Noting the presence of a quorum, President Wernick called the meeting to order at 12:15 pm and welcomed the Board.

**Minutes of prior meeting:** Upon a motion by President Wernick, it was VOTED to accept the minutes of the June 2017, Board meeting as submitted; Bennet Heart approved. Anne-Marie Lubenau seconded; Unanimous.

**Q 2 Financial Update:** White discussed we are on target overall. The annual golf tournament was cancelled that historically brought in 50k in revenue (30k in expenses).

**Strategic Discussion:** White introduced BAD/the Boston Architecture Diary ([www.architecturediary.org/boston](http://www.architecturediary.org/boston)) and the AIA Guide to Boston iPhone app (not yet available for Android phones) [www.architects.org/aia-guide-boston](http://www.architects.org/aia-guide-boston).

Wernick discussed high school students proposed project. Two offices are committed already. It will be a kind of test run.

White mentioned the Boston Harbor candidates forum at the BSA, the Fairmount Cultural Corridor Project, the Housing Competition (the BSA Foundation is just waiting for it to be announced), the Garrison Trotter Neighborhood Project. Coming up on Friday there will be a Housing Innovation Lab/MIT Innovation Lab which will bring together designers, funders and others from different industries (a curated list) with the goal to break down the silos between the different industries. Next week is a National Park Service of Boston Community Service workshop. Cross disciplinary. Coming together to really think about how we talk about National Parks - accessibility, inclusion. Not just a tourist site.

Craig discussed ABX. There will be a promo code for BSA Foundation Trustees.

de Oliveira-Smith discussed the Sumner School Project. Arson destroyed the playground and professional workshops in tandem with the BSA Foundation aimed to build a new playground.

White notes progress on Goal 1. Polly Carpenter is now focused primarily on goal #1. In related news, she is heading to Chicago to attend a conference today.

Kelly Sherman is in discussions to work on a short term consulting project. To use her expertise and engage in conversation with partners, collaborators.

Discussed potential of conflict of interest and after discussion it was decided that Sherman will take a leave from the Board until the consulting work is completed.

Goal 2: White explained we are engaging Jim Kostaras as a consultant to assist in planning. We will also post for a director to oversee work on this goal.

Goal #3: White explained we are posting to hire a director to oversee work on this goal in partnership with the BSA.

Lubenau recommended inviting BSA President-elect Wickersham to a future meeting and discussing the policy agenda

**Potential Donors:**

Wernick discussed the work of the new Development Team: Victoria McKay and Michela Davola. Items mentioned include: the Impact Document, Personalized conversations with the Donors, the December Ask Breakfast. Kelly Sherman already committed to get together with a group of friends to get support. Ted Touloukian, Bennet Heart and Nadine Gerdts have also committed to do so. Victoria McKay mentioned that the Impact Document is for public consumption.

**Next Steps and Other Business:**

We are sad to announce that Cathy Wissink will be moving to Pittsburgh and stepping down from the BSA Foundation Board.

**Nominations for Board:**

We are looking for 2 non architects and one architect.

**Adjourn:**

Upon a motion by President Wernick, seconded by Touloukian, it was VOTED to adjourn the meeting at 2:10pm;  
Unanimous.

Respectfully submitted,

Kristin Lewandowski  
(on behalf of Steve Eustis, Secretary)

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### **2017 BSA Foundation Board Meetings**

Wednesday, January 11 – Board Orientation	Noon to 2pm
Wednesday, February 15 – Board Strategic Planning Workshop	Noon to 4pm
Wednesday, April 12 – Joint Meeting with BSA Board	Noon to 2pm
Wednesday, May 17 – Board Meeting	Noon to 2pm
Wednesday, June 14 – Board Meeting	Noon to 2pm
Wednesday, September 13 – Board Meeting	Noon to 2pm
Wednesday, October 11 – Annual Board & Budget Meeting	Noon to 2pm
Wednesday, December 6 – Board Meeting	Noon to 2pm

### **BSA & BSA Foundation Reception**

Thursday, January 19 (social event for both boards) Location: BSA Space	6 to 8pm
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To: BSA Foundation Board of Trustees  
From: Eric White, Executive Director  
Re: Executive Director's Report  
Date: October 11, 2017

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### **Administrative**

Jim Kostaras has been contracted to assist with planning Goal 2 and begun work. Kelly Sherman has been contracted to assist with planning Goal 1 and begun work. Job descriptions for Civic Design Director and Policy Director are drafted and will be posted.

### **Financials**

Draft of 2018 budget is enclosed.

### **Civic/Community**

In partnership with Boston Harbor Now, the BSA and BSA Foundation hosted a candidates' forum for City Council candidates in Districts 1 and 2 – the harbor front districts – on September 12, 2017.

Housing Innovation: The winner of the Housing Innovation Competition has been announced to be the DREAM Collaborative. The BSA and BSA Foundation are working with the Housing Innovation Lab to promote the competition and the winner through press and social media. On September 15, 2017, the Housing Innovation Lab and MIT Real Estate Innovation Lab hosted a housing innovation workshop for 65 participants across the disciplines of housing advocacy, design, and construction. Forty ideas were proposed, out of which four ideas were selected as finalists and will be brought closer to pilot implementation in a follow-up workshop later in the fall.

Sumner Elementary School: The goal: to build a school playground with a design informed by the BSA Foundation community work. Work has been taken over by the Public Facilities Department; designs will be finalized by spring 2018 and construction will be complete by fall 2018.

National Park Service: The goal: to identify tangible ways in which National Parks and the BSA Foundation can provide capacity to city wide efforts increasing the resilience, health and vitality of Boston. A kickoff interdisciplinary professional workshop was held on September 20, 2017 with over 60 attendees. Work shifts now to holding similar conversations with the neighborhoods and stakeholder groups identified as priorities by the National Park Service.

### **Exhibitions**

Getting ready for Canstruction Boston 2017 by getting the gallery ready and promoting to relevant audiences; the exhibition will go up this weekend, October 7-8. The annual Gingerbread exhibition and auction is also beginning to come together with outreach to firms to participate this year.

## **Programs & Communications**

The youth programs team wrapped up a two-part collaboration with Historic New England at the Gropius House introducing families to design through the house's resources. The Architecture/Design College Fair was held at BSA Space on September 23. Close to 200 prospective students visited with 47 representatives from national and international schools of architecture and design. The day included two presentations: "Selecting an Architecture Program," led by Lee Waldrep PhD from Illinois Wesleyan University, and a "Demystifying the Architecture Portfolio" panel discussion led by Josh Safdie AIA of Kessler McGuinness & Associates.

Updates to both program-related and institutional print collateral for BSA Foundation are underway, as is the discovery process for a website redesign, to take place during the 2018 calendar year. A final assessment and impact report was prepared and delivered to Foundation program funder, The Chleck Foundation. Content (promotional and press-related) for fall and winter, and even spring programming and exhibitions at BSA Space is in development.

## **Recent press**

- A Glimpse Into a Future That Floats With BSA Exhibit ([bcheights.com](http://bcheights.com))
- AIA Women's Leadership Summit Promotes Equity, Diversity, and Inclusion ([architecturalrecord.com](http://architecturalrecord.com))
- A barrier for Boston Harbor: UMass team studies flood-protection plans ([wbur.org](http://wbur.org))
- Climate Ready Boston Leaders Talk Resiliency in Boston Neighborhoods this Summer ([eastietimes.com](http://eastietimes.com))
- 2017 Harleston Parker Medal finalists revealed ([archpaper.com](http://archpaper.com))
- BSA Announces 2017 Harleston Parker Medal Shortlist ([contractdesign.com](http://contractdesign.com))

**VISION:**

By 2030, Boston is a model of a resilient, equitable and architecturally vibrant city and region.

**MISSION:**

To build a better Boston by:

1. Engaging the public in the importance and power of design.

2. Inspiring vibrant neighborhoods & a more resilient & equitable city through design explorations with community-based audiences.

3. Provoking change through strong collaborative efforts and strategic use of our resources, including BSA Space.

**BACKGROUND:**

About the BSA Foundation, the Boston Society of Architects/ AIA (BSA), and BSA Space.

The **BSA Foundation**, created by the BSA in 1971, is committed to engaging the public in appreciating design excellence and helping solve our community's challenges through design. In 2014, the Foundation expanded our focus to "build a better Boston by engaging communities, inspiring vision, and provoking positive change" through design. We deliver the mission through exhibitions at BSA Space, youth and family design education programs, cultural programming, community, and civic work.

The **BSA** is committed to professional development for our members, advocacy on behalf of great design, and sharing an appreciation for the built environment with the public at large. Established in 1867, the BSA today has nearly 4,000 members and produces a diverse array of programs and publications, including ABX, and ArchitectureBoston the design ideas magazine. A chapter of the American Institute of Architects, the BSA is a nonprofit, professional-service organization for the design and building industry profession.

**BSA Space** is Boston's center for architecture and design and is home to the BSA and BSA Foundation. We host exhibitions, public and professional. Visitors are invited to view their world differently, imagine new possibilities for improving their community, and learn achievable and remarkable ways to do it. The BSA Space opened in 2012 and is free and open to the public.

**STRATEGIC GOAL 1:**

Ensuring access for every child in Boston to design education.

1. Expand design education programs to more neighborhoods.
2. Offer family design programs on more weekends.
3. Engage potential partner design education groups, local universities, state and local education leaders in a roundtable to facilitate expansion of design education.
4. Develop design education coalition to meet with leading city and state education administrators to explore and develop design curriculum for schools.
5. Develop and regularly offer design education training programs for educators and architects.
6. Tie exhibitions (when appropriate) to youth design education goals.
7. Mobilize foundation and corporate support for education initiatives.
8. Align BSA Foundation grants to support design education.

**STRATEGIC GOAL 2:**

Providing access to design resources for every neighborhood in Boston.

1. Expand community design programs to more communities in need by developing a project selection process.
2. Engage public figures, community leaders, key institutions, architecture firms, and design schools to deepen our understanding of community needs and opportunities and explore how to build the infrastructure.
3. Engage related organizations to build a coalition focused on providing design, planning, and building resources in communities.
4. Tie appropriate exhibitions to addressing neighborhood design challenges.
5. Partner with local universities and others to develop assessment tools.
6. Mobilize foundation and corporate support for community initiatives.
7. Align BSA Foundation grants to support community resources projects.

**STRATEGIC GOAL 3:**

Effecting changes in policies that result in socially and environmentally excellent design for everyone in Greater Boston.

1. Build structure to organize and grow design workshop/charrette programming.
2. Deepen the impact of the Designing Boston (and related) programs.
3. Coordinate policy and growth agenda with the BSA advocacy agenda.
4. Build a coalition of like-minded organizations to advance policies and growth that support equity, resiliency and design excellence.
5. Develop and implement coordinated communication strategies around policy and growth.
6. Provide high quality public programs that increase awareness of excellent design policies and growth.
7. Mobilize foundation and corporate support for the design policy and growth agenda.

**MEASURES OF SUCCESS:**

- Annually**
- # Boston children who have access
  - Level of understanding
  - City and media recognition
- Long-term**
- Boston students entering architecture/ design profession
  - Level of community engagement using design thinking
  - Quality of Boston design

**MEASURES OF SUCCESS:**

- Annually**
- # Boston neighbors using design resources to solve challenges
  - Quality of design projects
  - City and media recognition
- Long-term**
- Access of design resources for all neighborhoods
  - Quality and affordability of housing, resiliency, etc. for every neighborhood

**MEASURES OF SUCCESS:**

- Quality of design in Boston
- Impact of policies on the urban core
- Recognition of policies in media and other cities
- Level of city leadership support for policies

**DELIVERY TOOLS:**

**YOUTH & FAMILY PROGRAMS:**  
Learning by Design  
KidsBuild!  
Family Design Days

**COMMUNITY DESIGN:**  
CDRC  
Workshops & charrettes  
Designing Boston & forums

**EXHIBITIONS:**  
6,500 square feet of gallery space

**GRANTS:**  
Distributed more than \$1million supporting community based design education.

**CULTURAL PROGRAMMING:**  
Common Boston  
AIA Guide to Boston App  
Tours, Films



## BSA Foundation Values

We live in an amazing time of civic planning and we support intelligent planning, zoning and land use, physical and social connectors, to advance Greater Boston as a model healthy, resilient, equitable, accessible and architecturally dynamic region. We help bring together plans from around the region to encourage communities to work together, while integrating proposals that foreground the need for a thoughtfully designed public realm that results in more equitable and sustainable development.

### **Relationships & Convener**

The BSA Foundation's ability to engage diverse people in Greater Boston, paired with the BSA's access to the great intellectual resources of the design profession provides the base of our work. It is through this and our partnerships with civic and community groups and government agencies that we are recognized as an effective convener bringing together distinct voices of our communities to help address the needs of our region.

### **Engage**

We build public awareness of the importance of design in the environments where we live, work, play and learn. We are also a bridge between the design/building industry who serve as a resource in social action and the communities we serve and live in. We are most successful when we give people a voice to speak out for what they need and providing the tools and resources to attain their goals. These tools include our ability to draw upon the personal interests, learning styles and motivations of the participant.

### **Envision**

We help the Greater Boston region, cities, neighborhoods and people define their future. We do this by providing people with the design skills required to explore the potential for what might be and the tools to make their dreams a reality. Using the design process we help people see the potential and build equitable and sustainable communities.

### **Design Excellence**

We employ the principals of design excellence to transcend the limitations of individual projects, areas of expertise, and privileged interests so that we can find a common ground for positive change. While design excellence is difficult to define, we believe there are common principals that result in excellence. These include a strong relationship to the landscape and to the context in clear meaningful ways; enlivening open spaces; details and materials that bring design to life and scale them to the human body; and interiors that are shaped by the uses they accommodate and a connection to the surrounding community. These designs intensify the experience to create a shared sense of delight and emotional impact that transcends utilitarian concerns. Design excellence broadens our perceptions of personal and social possibilities and inspires our thinking about the world around us.

### **Equity & Social Cohesion**

We believe that "flourishing spaces make for flourishing people" and the built environment can profoundly affect the inequity facing many in our region. The principles of diversity, inclusion and accessibility are fundamental to building just, fair and vibrant communities. Excellent design helps leaders and communities make informed choices to assure equal access to society's benefits for all people.

To: BSA Foundation Trustees  
From: Victoria McKay, Managing Director, Advancement  
Re: Development Report  
Date: October 11, 2017

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## **SUSTAINABLE FUNDING PROGRAM**

Implemented by the BSA Foundation Institutional Advancement Committee (IAC)

### **IAC 2017 Members**

#### Cultivation Team

Laura Wernick FAIA, Vice-Chair  
Mike Davis FAIA, Trustee  
Peter Kuttner FAIA, Trustee  
Ted Touloukian AIA, Trustee

#### Pipeline Team

Jeanne Lukenda ASLA, LEED  
Patrick McCafferty PE  
David Silverman AIA, Trustee  
Nedith Wikina  
Jess Garnitz, Associate AIA  
Milly Baker AIA  
Vernon Woodworth FAIA

### **Staff members**

Eric White (executive director)  
Victoria McKay (managing director of advancement)  
Michela Davola (development manager)  
Polly Carpenter FAIA (senior mgr. of public prog.)  
Pamela de Oliveira-Smith (managing dir. of comm.)

### **2017 Benchmarks:**

1. Pipeline – **BSA Foundation Conversations**
  - January – 2 sessions – 6 and 7 attendees
  - February – 4 and 4 attendees
  - March – 1 session – 4 attendees (IAC attended Benevon training session)
  - April 3 sessions – 13 attendees, @ HMFH, @ Payette
  - DECISION TO HOST ONE REGULAR EVENING SESSION EACH MONTH
  - May – session cancelled
  - June – 1 session - 11 attendees
  - July – Session cancelled
  - August – 1 session – 8 attendees
  - September – 1 session – 12 attendees
2. Future FC Ambassadors – Jess Garnitz, Nadine Gerdts, Bennet Hart, Gretchen Neely, Cathy Offenberg, Jon Pate
3. Number of Legacy Circle Members after Breakfast Fundraiser: 111
4. Cultivation/Stewardship—
  - a. In person conversation: 2 cultivation lunch sessions in September (seven total attendees)
  - b. Reception: September 7, 2017: Legacy Circle Member reception with Curator Tour of Autodesk exhibit (12 attendees)
  - c. Communication:
    - i. Direct follow up with all Foundation Conversation attendees and all cultivation luncheon attendees.

- ii. Executive Director monthly email with impact story and upcoming events sent to all Legacy Circle members and prospect.
- d. Cultivation: BSA Foundation is setting up a plan for donors whose pledges will be paid off in 2018

### **SPONSORSHIPS**

BSA Foundation has met with GE and will be meeting with several other entities to discuss sponsorship opportunities. Staff has also met to discuss more opportunities for sponsorship through naming programs, spaces and other opportunities.

### **ASK EVENT**

Annual Fundraising Breakfast will be held on December 12, 8:30 – 9:30 am at the MIT Media Center. Table Hosts are currently being solicited.

### **GRANTS**

BSA Foundation staff is currently working on a grant opportunities matrix, tying private and public grant makers with future and recurring BSA Foundation programs and initiatives.

#### **Grants Received-2016/2017:**

- National Endowment for the Arts: \$20,000 to support Common Boston (2016)
- Massachusetts Cultural Council: \$500 to support Common Boston (new program to support all festivals across the state, provides webinars on data collection plus other tools) (2016 and 2017)
- Massachusetts Cultural Council Cultural Investment Portfolio (CIP) Project Grant: \$2,500 to support KidsBuild! (2017)
- Boston Cultural Council: \$2,000 for organizational support (2016)
- American Institute of Architects / Armstrong K-8 Initiative: \$2,500 to support, “We Design Together,” a new partnership with Boston Public Schools Early Childhood Department to support a kindergarten curriculum to start Fall 2017 (2017)

#### **Grants Written:**

- Massachusetts Cultural Council Cultural Investment Portfolio (CIP) Project Grant (\$2,500 for KidsBuild!) for 2018
- Barr Foundation’s Waterfront Initiative Concept Paper (\$80,000 for Waterfront Initiative)

BSA Foundation Budget 2018										
Account #	Account Description	Expenses				Revenue				Notes
		2016 actual	2017 budget	2017 Forecast	2018 Budget	2016 actual	2017 budget	2017 Forecast	2018 Budget	
	<u>Investments &amp; Fundraising</u>									
4125	Contributions					\$ 17,425	\$ 3,000		\$ 3,000	
	Annual Appeal								\$ 20,000	Begin a public campaign to support operations
4180	Memorial Contribution									
4115	Friends of BSA Space	\$ 1,104	\$ 1,000							membership cards and collateral
5135	Fundraising(Benavon)	\$ 61,318	\$ 70,000	\$ 70,000	\$ 40,000		\$ 20,000	\$ 20,000	\$ 20,000	Foundation Conversations, training, travel, cultivation
	Cultivation				\$ 15,000					
4136	Discount on Endowment Contribution					\$ 10,215				
4150-6130	Capital Draw					\$ 95,886	\$ 80,000	\$ 80,000	\$ 95,000	5% of value of Fidelity account
	<u>Events</u>									
4320/5320	Golf Tournament	\$ 22,725	\$ 25,000	\$ 1,000	\$ -				\$ -	Golf has been cancelled
4350-5350	Events	\$ 448	\$ 4,500	\$ 750	\$ 50,000	\$ 51,315	\$ 52,000	\$ 5,000	\$ 55,000	Gingerbread, Fundraising event, etc
4135/5135	Ask Event (see Fundraising expense)					\$ 1,295	\$ 20,000	\$ 7,500		see Fundraising expense above
4131	Support from BSA					\$ 427,935	\$ 427,935	\$ 427,935	\$ 427,935	BSA will be interested in discussing future of this
	<b>Total Investment &amp; Fundraising</b>	<b>\$ 85,595</b>	<b>\$ 100,500</b>	<b>\$ 71,750</b>	<b>\$ 105,000</b>	<b>\$ 604,071</b>	<b>\$ 602,935</b>	<b>\$ 540,435</b>	<b>\$ 620,935</b>	
	<u>Marketing &amp; Communications</u>									
6260	Website	\$ 141	\$ 2,500	\$ 500	\$ 2,500					
6215	General Marketing	\$ 5,112	\$ 6,500	\$ 2,500	\$ 6,500					
6216	Advertising									
6214	E-Newsletter									
6217	Collateral	\$ 932	\$ 3,000	\$ 1,500	\$ 3,000					
6218	Branding	\$ 1,583								
	<b>Total Marketing</b>	<b>\$ 7,768</b>	<b>\$ 12,000</b>	<b>\$ 4,500</b>	<b>\$ 12,000</b>				\$ -	
5800	<u>Exhibitions</u>									
4805/5805	2nd floor	\$ 268,598	\$ 120,000	\$ 120,000	\$ 120,000	\$ 41,370		\$ 40,300		revenue equals exhibit traveling to other locations
5810	1st floor	\$ 15,719	\$ 5,000	\$ 5,000	\$ 5,000				\$ -	raised through sponsorship/grants
5815	Sidewalk Competiton		\$ 25,000		\$ -		\$ 25,000			
5820	Exhibition Programs	\$ 6,430	\$ 2,500	\$ 750	\$ -		\$ 2,500			
	<b>Total Exhibitions</b>	<b>\$ 290,747</b>	<b>\$ 152,500</b>	<b>\$ 125,750</b>	<b>\$ 125,000</b>	<b>\$ 41,370</b>	<b>\$ 27,500</b>	<b>\$ 40,300</b>	<b>\$ -</b>	
	<u>Programs</u>									
4355/5355	Public Program General	\$ 3,939	\$ 5,000	\$ 2,000	\$ -	\$ 4,463	\$ 5,000	\$ 1,675	\$ -	
	Fee for service	\$ 18,000	\$ 20,000	\$ 10,000	\$ 10,000	\$ 37,662	\$ 35,000	\$ 25,000	\$ 20,000	
4315/5315	Civic Programs	\$ 3,583	\$ 15,000	\$ 100	\$ 15,000	\$ 30,487				
4105/6105	Common Boston	\$ 6,985	\$ 7,000	\$ 20,331	\$ -	\$ 2,595	\$ 2,500	\$ 4,645	\$ -	Recommend postponing until able to support
4340/5340	Boat Tours		\$ 100	\$ 1,500	\$ 1,500	\$ 10,641	\$ 7,000	\$ 7,000	\$ 12,000	
4330/5330	Youth Family Programs	\$ 9,401	\$ 16,100	\$ 12,500	\$ 16,100	\$ 35,753	\$ 26,000	\$ 26,000	\$ 26,000	Looking to grow financial through grants
4171/5171	Grants awarded to Foundation					\$ 39,000	\$ 30,000	\$ 25,500	\$ 40,000	2017 \$20K supports staffing. Writing new grants for 2018
5357	Podcasts (CultureNOW)	\$ 750								
5680-01	Grants Awarded from Foundation	\$ 19,900	\$ 20,000	\$ 20,000	\$ 20,000					
	<b>Total Programs</b>	<b>\$ 62,558</b>	<b>\$ 83,200</b>	<b>\$ 64,931</b>	<b>\$ 62,600</b>	<b>\$ 160,601</b>	<b>\$ 105,500</b>	<b>\$ 89,820</b>	<b>\$ 98,000</b>	
	<u>General &amp; Administrative</u>									
	<u>Human Resources</u>									
6010	Salaries	\$ 294,709	\$ 325,077	\$ 289,125	\$ 408,050					Polly, New Comm. dir., Victoria, Michela, 1/2 Eric, Mike
6015	Payroll Tax	\$ 29,471	\$ 32,508	\$ 28,125	\$ 36,724					
6020	Bonuses		\$ 3,500	\$ 3,500	\$ 3,500					
6025	401K	\$ 6,421	\$ 9,752	\$ 5,800	\$ 12,241					
6030	Health, Dental LTD Insurance	\$ 24,310	\$ 26,487	\$ 19,840	\$ 33,247					
6035	Staff Insurance co-pay	\$ (5,750)	\$ (6,339)	\$ (3,820)	\$ (7,956)					
6040	Workers comp									
6099	Misc	\$ 35								
6045	Staff Training	\$ 77	\$ 500		\$ 500					
6050	Staff meetings/reviews	\$ 31	\$ 250	\$ 100	\$ 250					
	<b>Total Human Resources</b>	<b>\$ 349,304</b>	<b>\$ 391,735</b>	<b>\$ 342,670</b>	<b>\$ 486,556</b>					
	<u>Accounting &amp; Finance</u>									
6120	Audit and Tax services	\$ 10,000	\$ 12,000	\$ 10,215	\$ 12,000					audit, tax return and supplies
6310	Administrative Fee	\$ 8,600	\$ 8,600	\$ 8,600	\$ 8,600					
5671	Investment Committee		\$ 50	\$ 50						
6130	Bank Fees									
6125	Credit Card Fees	\$ 4,937	\$ 5,000	\$ 5,000	\$ 5,000					

		BSA Foundation Budget 2018								
		Expenses				Revenue				
Account #	Account Description	2016 actual	2017 budget	2017 Forecast	2018 Budget	2016 actual	2017 budget	2017 Forecast	2018 Budget	Notes
	Fiscal Agency									
6230	Tax Filing	\$ 500	\$ 500	\$ 500	\$ 500					
	<b>Total Accounting</b>	\$ 24,037	\$ 26,150	\$ 24,365	\$ 26,100	\$ -	\$ -	\$ -	\$ -	
	<b>Governance</b>									
5670	Board meetings	\$ 1,511	\$ 1,200	\$ 6,650	\$ 1,500					
5672	New Trustees									
5673	Committees	\$ 2,216			\$ 500					
5674	Board Retreat									
5675	Exhibit & Program Committee		\$ 100	\$ 50						
	<b>Total Governance</b>	\$ 3,727	\$ 1,300	\$ 6,700	\$ 2,000	\$ -	\$ -	\$ -	\$ -	
	<b>Technology</b>									
	Hardware									
	Software									
	Technical Services									
	Staff Training									
	Network Consulting									
	<b>Total Technology</b>	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	
	<b>Supplies &amp; Operations</b>									
6206	Consulting	\$ 1,450	\$ 10,000	\$ 20,000	\$ 10,000					
6220	Stationery		\$ 100	\$ 500	\$ 500					
6210	Print/Mail/Postage	\$ 655	\$ 850	\$ 750	\$ 750					
6160	Delivery/Shipping		\$ 50	\$ 50	\$ 50					
6110	ProfessionalDues	\$ 1,000	\$ 1,650	\$ 1,650	\$ 1,650					Associated Grant Makers & AAO
6145	Supplies	\$ 86	\$ 400	\$ 1,000	\$ 1,000					
6240	Telephone									
6150	Copier	\$ 1,282	\$ 900	\$ 500	\$ 500					
	Bad Debt									
6204	Legal	\$ 300	\$ 2,500	\$ 500	\$ 500					
6205	Insurance	\$ 1,722	\$ 1,800	\$ 1,800	\$ 1,800					
6190	Miscellaneous	\$ 275	\$ 100	\$ 700						
	<b>Total Supplies</b>	\$ 6,770	\$ 18,350	\$ 27,450	\$ 16,750					
	<b>Total Operating expenses and revenue</b>	\$ 830,506	\$ 785,735	\$ 668,116	\$ 836,006	\$ 806,042	\$ 735,935	\$ 670,555	\$ 718,935	
	<b>Net operating results</b>					\$ (24,464)	\$ (49,800)	\$ 2,439	\$ (117,071)	
4150/6130	Investment Income	\$ 7,928	\$ 7,800	\$ 7,800	\$ 8,000			\$ 100,000	\$ 75,000	Balance left after 5% of value of portfolio
	Endowment					\$ 154,186		\$ 130,000	\$ 230,000	
	* Grant to upgrade 1st floor/front BSA exhibition space				\$ 125,000				\$ 125,000	
	<b>Total Surplus/(deficit)</b>					\$ 121,794	\$ (57,600)	\$ 224,639	\$ 179,929	

<b>BSA Foundation</b>		<b>2016 actual</b>	<b>2017 Budget</b>	<b>2017 Reforecast</b>
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<b>Income Statement</b>
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**Revenues**

Investment & Fundraising Events	\$	604,071	\$	602,935	\$	540,435
Marketing & Communications	\$	-	\$	-	\$	-
Exhibitions	\$	41,370	\$	27,500	\$	40,300
Programs	\$	160,601	\$	105,500	\$	89,820
Human Resources	\$	-	\$	-	\$	-
Accounting & Finance	\$	-	\$	-	\$	-
Governance	\$	-	\$	-	\$	-
Technology	\$	-	\$	-	\$	-
Supplies & Operations	\$	-	\$	-	\$	-
<b>Total Revenues</b>	<b>\$</b>	<b>806,042</b>	<b>\$</b>	<b>735,935</b>	<b>\$</b>	<b>670,555</b>

**Expenses**

Investment & Fundraising	\$	85,595	\$	100,500	\$	71,750
Marketing & Communications	\$	7,767	\$	12,000	\$	4,500
Exhibitions	\$	290,746	\$	152,500	\$	125,750
Programs	\$	62,557	\$	83,200	\$	64,931
Human Resources	\$	349,304	\$	391,735	\$	342,670
Accounting & Finance	\$	24,037	\$	26,150	\$	24,365
Governance	\$	3,728	\$	1,300	\$	6,700
Technology	\$	-	\$	-	\$	-
Supplies & Operations	\$	6,770	\$	18,350	\$	27,450
<b>Total Expenses</b>	<b>\$</b>	<b>830,504</b>	<b>\$</b>	<b>785,735</b>	<b>\$</b>	<b>668,116</b>

<b>Net Operating</b>	<b>\$</b>	<b>(24,462)</b>	<b>\$</b>	<b>(49,800)</b>	<b>\$</b>	<b>2,439</b>
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Investment Expenses	\$	7,928	\$	7,800	\$	7,800
Investment Income					\$	100,000
Endowment Donations	\$	154,186			\$	130,000
Grant to upgrade 1st floor space						



To: BSA Foundation Finance Committee  
Fr: Eric White  
Re: 2018 Budget & 2017 Reforecast  
Dt: October 11, 2017

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Attached is the update of the BSA Foundation's reforecast for 2017 and proposed budget for 2018. Financially, the Foundation's position continues to grow stronger. We are optimistic that 2017 will be a good year for the Foundation's fiscal picture and the operation expenses and revenue will close at nearly even. The endowment continues to grow and in three years has gone from about \$1.4M to nearly \$2M.

For 2018 the focus is on work to fulfill the Foundation's strategic plan. We continue to learn more about areas of success and future growth. We are entering a time where we will need to start making choices. In order to fulfill the goals, we will need to put some programs and activities on hiatus and this budget includes some recommendations. In addition we are looking to increase our investments in fulfilling the three goals and we have made recommendations to build our capacity in these programs and activities. Specifically our resources are focused on exhibitions, youth programming, community and policy, and raising funds to support our work. One area for us to be attentive to is the changing financial position of the BSA. While there are no changes to support for next year, we should begin planning for some reductions in support in the future.

This year's (2017) budget originally planned for a \$79,800 operating deficit and a \$57,600 total deficit (after total endowment growth, investments, and grants). The reforecast for 2017 is much more positive and we are anticipating a small operating surplus and \$224,639 total surplus. The greatest variable is investment income which has been especially strong but the question remains for how long?

The 2017 financial performance has been bolstered by several factors. First we are controlling the exhibitions expenses more effectively. While expenses have been split with the BSA for some exhibitions (BSA now covering the Design Awards and 150<sup>th</sup> Anniversary), we have more than halved the expenses. We also have seen increases in revenue in traveling exhibitions and fee for service work. Most other categories are relatively close to budget. Our highest expense continues to be in human resources which we are growing. Current staff paid by the Foundation are: Polly Carpenter FAIA, Director of Public Programs & Education; Victoria McKay, Managing Director of Institutional Advancement; Michela Davola, Development Manager; and 50% of Eric White, Executive Director; and Michael Kuttner, Design Director.

Looking to 2018 we are looking to grow staff to fulfill the strategic goals. We are adding two full-time staff – a Community Design Director (paid by the Foundation) and a Policy Director (paid by the BSA). This means an increase in the Foundation's HR expenses of about \$100,000.

Upon the recommendation of the Finance Committee we have moved the grants received into the operating budget (above the line) as this money is used to cover operating expenses.

## **2017 Reforecast Summary**

### **Investments & Fundraising**

**Investment Income** – This is currently calculated at 5% of the portfolio with the aim to continue growing the endowment. Over the last three years the fund has grown from \$1.4M to nearly \$2M.

**Fundraising** – Victoria and Michela joined us in late July and are getting up to speed. We are working to meet goals for the annual fundraising breakfast in December.

**Events** are primarily now the Gingerbread competition. The Golf tournament was cancelled this year due to low registration and we are not planning to hold it in 2018.

**Support from BSA** remains the largest source of revenue and ultimately our goal is to decrease this dependency over the next several years.

### **Marketing & Communications**

**Marketing** – For 2017 marketing was primarily grassroots/guerilla, web/social media and word of mouth. Most expenses are tied to collateral and sharing the strategic plans.

### **Exhibitions**

**Exhibitions**, as noted earlier, we have reigned in the expenses and anticipate ending the year close to budget.

Revenue from exhibitions comes from renting out exhibitions to other centers and museums across the US.

### **Programs**

Both revenue and expenses are generally on target. Youth and family programs consistently have demand that exceeds our programming. General public programs (films, tours, sketching/photography, etc.) also do well. The most significant program expense is Common Boston and this does not include staffing time. This program requires a significant amount of planning, coordination and marketing. Boat tours continue a steady increase while Youth/Family programs have remained steady.

### **Human Resources**

**Salaries** are also close to budget. The slight decrease in expenses is due to some short-term absences by staff.

### **Governance**

**Board** meetings are over budget as we brought in a consultant to work with the board on strategic planning.

### **Supplies & Operations**

**Consulting** is higher as we are bringing on people to help us plan how to implement the strategic plan.

**Professional dues** are higher as we are in both Associated Grant Makers and the Association of Architecture Organizations.

## **2018 Budget**

Below is an outline of the specific budget categories of attention.

### **Investments & Fundraising**

**Fundraising** - With Victoria and Michela now on-board we are looking to expand our development strategies. First we are looking to develop an annual fund that will capitalize on the growing network and BSA Space Friends. Second we are reviewing our connection with Benevon and looking at other models. We are looking to do an “ask event” next year but exploring the model. Finally we are really focusing on cultivation of larger donors and developing a strategy to reach out on a more focused approach. On the expense side we’ve broken out cultivation from the fundraising.

**Discount on Endowment Contribution** – Like last year this is calculated at 5% of the portfolio value over the last 12 months with the aim to support both our increased operations while continuing to grow the endowment. The number is based upon the endowment at \$1.9M.

**Events** include fundraising programs including Gingerbread competition and we have moved the “ask event” into this line.

**Support from BSA** remains the largest source of revenue and we need to begin planning for changes due to significant changes in the BSA’s budget. The BSA is committed to supporting the Foundation next year at the current level, and will look to engage in conversations for longer-term support.

### **Marketing & Communications**

**Marketing** –The majority of marketing materials supported fundraising efforts. Marketing is principally through guerrilla, social media and word-of-mouth efforts.

### **Exhibitions**

**Exhibitions** are now listed in three areas. It is listed both above and below the operating line in the BSA Foundation. Above the line are exhibitions planned for 2018 in the gallery. Below the line refers to our plans to seek grant and sponsorship support for improving the 1<sup>st</sup> floor and public facing areas of the gallery (windows, doors). This will only be done if we get funding to support the work. The BSA is also carrying a line item which includes covering expenses for exhibitions specifically targeting their work – including the Design Awards. 2018 exhibitions include: Jan-Feb *BSA Design Awards*; March – May *Mosaics*, May – September *NatureStructure*, October *Construction* and Nov-Dec *Gingerbread*, and *BSA Awards* (supported by BSA). In addition the committee rooms will feature exhibitions on the BSA’s 150<sup>th</sup> (supported by BSA).

### **Program**

We are focusing most of our resources in program to the three strategic goals. As a result there are some programs we are looking to cut back. Most significant is *CommonBoston* that requires major staff time and additional resources. In 2017 we had a grant from the NEA to support work for 8 months by a university coop student. We do not have funding for 2018 to support this. Other AIA chapters that host large design festivals like *CommonBoston* have added a full-time staff person working year round to plan, organize and run the event. We are recommending this and many other cultural events be put on a hiatus so we can focus on the strategic foundation goals. Our primary programs include community and education based work in addition

to cultural programming that requires little to no staff time or resources (AIA Guide to Boston, Boston Architectural Diary, Architectural Cruise).

We will seek grant funding to support the work on the three strategic goals.

**Grants Awarded from Foundation** – we again recommend budgeting \$20K and that grants now be tied to achieving the three strategic goals.

### **General/Administrative**

**HR** - We are recommending we add one position to the BSA Foundation budget – a full-time Community Design Director. This results in four full-time – Managing Director of Institutional Advancement, Development Manager, Public Programs/Education Director, and a Community Design Director; and two split-time with the BSA – Executive Director and the Design Director (oversees exhibitions). There are a significant number of other BSA paid staff who work on the Foundation, but we do not recommend the Foundation take on their costs. We are also proposing adding one staff position – Policy Director – to be paid by the BSA. We anticipate that we may need to make some staffing changes to afford to take on these positions.

**Salaries** – we have included a modest 2% increase for staff which is also proposed for BSA staff.

**Technology** - At this time all technology costs are covered by the BSA.

**Consulting** – we included a small amount of funds to support the strategic planning process and will look for additional support to better address defining our mission, vision and goals.

### **Below the Line**

**Investment Income** – comes from the interest on the endowment. A portion of this (5%) is above the line and goes to supporting the operations. The remainder goes to increasing the endowment.

**Annual Endowment Fundraising** – To reduce confusion in reviewing the operating budget, we have removed the fundraising revenue line from the operating budget and provide this on a separate fundraising analysis page. Fundraising revenue is added to the endowment and is therefore recognized in the operating budget as investment income. 2018 is also the year that some donors' terms will end and we anticipate returning to these donors for continued support.

**Grants for 1<sup>st</sup> Floor Exhibition** – we will be looking to significantly upgrade the first floor and public viewing areas of BSA Space, but will only do so if we are able to raise dedicated funds through grants and sponsorships.

## BSA Foundation 2017 Nominations

The BSA Foundation wishes to acknowledge and thank those who are coming off the Board for their service, dedication and support: **former Chair, Mike Davis FAIA, Steve Eustis and Cathy Wissink.**

For 2018 Executive Committee:

**Chair:** Laura Wernick FAIA  
**Vice Chair:** Anne-Marie Lubenau FAIA  
**Secretary:** Bennet Heart  
**Treasurer:** Eric Krauss

The nominating committee recommends returning Eric Krauss, Anne-Marie Lubenau FAIA and Laura Wernick FAIA to serve another three-year term on the board. Candidates for consideration for three Board positions (1 architect, 2 non-architect):

### Patrick McCafferty PE

Patrick McCafferty is an Associate Principal with the international design firm Arup, and a Lecturer in Harvard's Graduate School of Design. He began his career as an American Scholar in Arup's London offices upon receiving undergraduate and graduate degrees in structural engineering from Cornell University. He specializes in the design of innovative and architecturally expressed structures. A professional engineer in five US States, his broad range of experience includes international project management and the engineering design of museums, performance venues, airports, stadia, mixed-use development, bridges, facades, and sculpture.

Patrick has active in the BSA and BSA Foundation. He served on the development team Institutional Advancement Committee, the Editorial Board of *ArchitectureBoston* Magazine and was twice named to the jury of the Harleston Parker Medal, the annual award established in 1921 to honor the most beautiful building in Boston, Massachusetts.





### **Stephen Gray Associate AIA**

Stephen Gray is Assistant Professor of Urban Design with experience working in complex urban environments with municipal agencies, colleges and universities, private developers, non-profits, and the public. He is cochairman of Boston's 100 Resilient Cities Resilience Collaborative providing thought leadership for "Resilient Boston: An Equitable and Connected City" as Boston works to adopt a resilience lens for all planning, policies, and practice. Prior to joining the GSD, Stephen collaborated with and led cross-disciplinary teams at Sasaki Associates. Stephen has been a lecturer at MIT School of Architecture and Planning and Northeastern University School of Architecture, Director on the Board of the Boston Society of Architects (BSA), and he has been tapped to serve on several Urban Land Institute (ULI) advisory panels. In 2015, Stephen was recognized by the American Institute of Architects (AIA) Associate AIA Award.

or

### **Meera Deean**

Meera Deean is Boston Harbor Now's Director of Planning. In this role, Meera focuses on planning and urban design harbor-wide, helping cities, public agencies, nonprofits, and other stakeholders think holistically about the waterfront. Prior to joining the organization, Meera worked at Utile, Inc. on a range of urban and strategic planning initiatives from block-scale developments to citywide plans.

At the BSA she is also on the board of the Community Design Resource Center of Boston and the editorial board of ArchitectureBoston, and recently completed a three-year term as co-chair of the Boston Society of Architects Urban Design Committee. Meera holds a B.A. in art history from Williams College and an M.Arch. from Harvard's Graduate School of Design.



### **Others to Consider – Architects**

Haril Pandya AIA – CBT

Lee Moreau AIA – Continuum

David Gamble AIA – Gamble Associates

Milly Baker AIA – Payette

Jim Collins FAIA – Payette

Diana Nicklaus AIA - SAAM

**Greg Janey**

Greg is the Principal/Owner of Janey Construction Management and Consulting, Inc. (JANEYCO) which provides services throughout the Northeastern United States. Its portfolio includes commercial and residential work within and around the cities of Boston, Philadelphia, and Bridgeport. The firm provides management and consulting services including, project management, construction management, estimating, consulting and engineering.



**Greg Bialecki**

Greg directs site acquisition, due diligence and financing activities for residential and mixed-use projects at Redgate. He has over 30 years of experience in real estate development within both the public and private sectors, with a focus on the planning and permitting of large-scale, mixed-use urban redevelopment projects. He served as Cabinet Secretary for the Executive Office of Housing and Economic Development for the Commonwealth of Massachusetts and was actively engaged in promoting mixed-use transit-oriented developments that included multifamily housing. Under Greg’s leadership, his office received the Robert C. Larson Workforce Housing Public Policy Award from the Urban Land Institute in 2013.

He has served as a Public Director on the BSA Board of Directors.

Others to be considered - Non-Architect :

Conrad Crawford – Trustees of the Reservation

Augusta Meill – Agency

Kishore Varanasi – CBT

Meaghan Hooper-Berdik – Turner Construction

Mike Cantalupa – Boston Properties

Dan Futrell – Housing Partnership Network

Matt Klein – AEW Capital Management

# BSA Foundation Advisory Committees

## Former

- \* Programs Committee
- \* Grants Committee
- \* Exhibitions Committee
- \* CDCRC Board
- \* Civic Task Force (in partnership with the BSA)

## Current

- \* Education Committee
- \* Grants Committee
- \* Exhibitions Committee
- \* Community Resource Committee
- \* Public Policy Committee

## BSA Foundation Committee Job Descriptions

### Governance Committee

**Who:** The committee is comprised of three to five members who include BSA Foundation Board members and, if appropriate, other members appointed by the Chair of the Board.

**When:** The committee meets at least quarterly and additionally as necessary. The first meeting the committee reviews the five major areas and identifies a plan for the year. The second and third meetings the committee focuses on areas 2, 3 and 5. The fourth meeting focuses on areas 2, 4 and 5.

**Responsibilities:** The governance committee is responsible for ongoing review and recommendations to enhance the quality and future viability of the board of directors. The work of the committee revolves around the following five major areas:

#### 1. Board Role and Responsibilities

- Leads the board in regularly reviewing and updating the board's statement of its roles and areas of responsibility, and what is expected of individual board members.
- Assists the board in periodically updating and clarifying the primary areas of focus for the board, shapes the board's agenda for the next year or two - based on the strategic plan.

#### 2. Board Composition

- Leads in assessing current and anticipated needs related to board composition, determining the knowledge, attributes, skills, abilities, influence, and access to resources the board will need to consider in order to accomplish future work of the board.
- Develops a profile of the board as it should evolve over time.
- Identifies potential board member candidates and explores their interest and availability for board service.
- Nominates individuals to be elected as members of the board.
- In cooperation with the board chair, contacts each board member to assess his or her continuing interest in board membership and term of service and works with each board member to identify the appropriate role he or she might assume on behalf of the organization.

#### 3. Board Knowledge

- Designs and oversees a process of board orientation, including gathering information prior to election as board member and information needed during the early stage of board service.
- Designs and implements an ongoing program of board information and education.

#### 4. Board Effectiveness

- Initiates periodic assessment of the board's performance. Proposes, as appropriate, changes in board structure and operations.
- Provides ongoing counsel to the board chair and other board leaders on steps they might take to enhance board effectiveness.

- Regularly reviews the board's practices regarding member participation, conflict of interest, etc., and suggests improvements as needed.
- Periodically reviews and updates the board's policy guidelines and practices.

**5. Board Leadership**

- Takes the lead in succession planning, taking steps to recruit and prepare future board members.
- Nominates board members for election as board officers.