Center for Nonprofit Excellence
Board Meeting
February 12, 2015

Present: Joe Raichel (Chair), Mary Loose DeViney (Secretary), Tim Rose (Treasurer), Mildred Robinson, Connie Jorgensen, Jake Zarnegar, Trish Cluff, Mike Kirkman, John Dumm, Cindy Colson (Director of Programs), Cristine Nardi (Executive Director), Valerie Washington (Finance and Operations Manager) Marisa Vrooman (Director of Philanthropy), Dana Mich (Program and Outreach Manager), Alan Farr (Board Fellow), Maggie Morse (Board Fellow).

Not present: Kakie Brooks, Marge Connelly

Joe Raichel called the meeting to order at 8:01 am

WELCOME & MISSION HIGHLIGHT
Marisa Vrooman introduced our member guest, Marisa Taylor (Virginia Institute of Autism), who is part of our first Development Circle. She reported on how integral CNE has been this past year to her success as a new Development Director and the positive impact her engagement with CNE has had on her organization. The Chair thanked her on behalf of the board for her motivating testimonial. The Chair then led a discussion with the board on how it can make a compelling case for CNE through effective storytelling. Board members stated that they all might not have the same story, but that’s ok. A story is strongest when it’s first hand and when it can be honed over time and telling. It was also noted that a key storytelling component is to demonstrate impact – on people and their organization. A suggestion was made that we include a storytelling component as part of our annual retreat, and that we consider storytelling as a future board education topic.

CONSENT AGENDA
The 2015 Committee Goals will be updated and circulated via email for board approval before the next board meeting.

Action: The Board approved the December 2014 board meeting minutes and the Standing Rules.
BOARD EDUCATION
Board member Connie Jorgensen gave a presentation on legislative advocacy for nonprofits. She made the case for more active local, state and national advocacy on the part of nonprofits – first for education, but also to change policy if it can lead to a stronger sector or to improved quality of life for the clients of nonprofits. She also clarified some of the rules and restrictions related to nonprofit advocacy, and stated her belief that lobbying, citizen or otherwise, is a key component of a functioning democracy. The Executive Director then updated the board on the way in which CNE has engaged in advocacy to date given its limited capacity for it.

STRATEGIC DIRECTION

Treasurer’s Report
The new Treasurer outlined his approach to the position, reflecting on the outstanding job of his predecessor. He reported that he was impressed thus far with the Executive Director’s grasp of the finances and the Finance and Operations Manager’s preparation of the monthly statements. He also shared some of the Finance Committee goals for the year. He then presented to the board the Executive Committee recommendation for adjustments to the 2015 budget, totaling approximately $5,000, to maintain a balanced budget. These adjustments take into account a full prior year of actual expenses. The adjustment details were further explained by the Executive Director and the Chair.

Action: The board unanimously approved the adjustments to the 2015 budget.

Philanthropy Update
The Philanthropy Advisors presented a summary of 2014 philanthropy activity, with specific focus on CNE’s donor/prospect pipeline tool, and identified key philanthropy priorities for 2015. John Dumm updated the board on the good work of the communications strategy work group, and on CNE’s emerging communications priorities for 2015.

Action: The board unanimously approved the 2015 Philanthropy Plan & Case for Support
Governance Update
Mary Loose DeViney, Governance Committee Chair, revised CNE’s board building strategy, and explained how the organization identifies board recruitment needs and cultivates new board members. She asked board members to provide 1 name to her before the next board meeting of a potential board prospect or of someone who might help us expand our board recruitment network.

Executive Director Report
The Executive Director asked all board members to Save the Date of April 26th from 12-5pm for this year’s board retreat, at which we will focus on updating our strategy. The Director of Philanthropy highlighted for the board the ED sabbatical strategy, focusing on 3 key objectives: seamless transition, successful management of internal operations, and leveraging the learning opportunity. She asked board members to volunteer to join a sabbatical work group to fine tune the objectives. The Chair, the Treasurer, the Secretary and Maggie Morse, a CNE board fellow, volunteered to join the work group.

Action: The Board unanimously approved the 2015 Executive Director Goals.

Chair Round-Up
The Executive Director highlighted specific board follow-up from the meeting, and she and the Chair asked board members to come to the April meeting with information from their own networks that could be of value to CNE. For example, community events, activities or issues that CNE should be aware of or engage in, as well as community members that CNE should cultivate.

The meeting was adjourned at 10:03am.

DOCUMENTS ATTACHED TO THE MINUTES
December Board Minutes
2015 Budget

OUTSTANDING ITEMS
Board members to approve 2015 Committee Goals via email before the next full board meeting.

Board members to share 1 name with Governance Chair for possible board prospect or as a board development contact between now and the next full board meeting.

Board members to review their bios and send updates to Madeline Senior:
msenior@thecne.org if needed.

Board members to consider a Twitter account.

Directors of Philanthropy and Programs to convene a sabbatical work group – Joe, Tim, Mary and Maggie - to develop an external communications plan.

Director of Philanthropy to engage board members in a “3 for CNE” initiative this year, in which each board member engages 3 other board members from peer organizations to share information about and get feedback on CNE.
Center for Nonprofit Excellence
Board Meeting
April 20, 2015

Present: Kakie, Brooks, Trish Cluff, Mary Loose DeViney, John Dumm, Mike Kirkman, Joe Raichel, Mildred Robinson, Tim Rose, Jake Zarnegar

Fellows Present: Alan Farr, Maggie Morse

Absent: Marge Connelly, Connie Jorgensen

Staff Present: Cindy Colson, Dana Mich, Cristine Nardi, Marisa Vrooman, Valerie Washington

Volunteer Assistant Secretary: Diane Wilson

Joe Raichel, Chair, called the meeting to order at 8:00 am

WELCOME
The Chair announced that the agenda format has been redesigned to allow for more time to discuss strategic issues. All board members are expected to read materials and reports prior to the meeting and be prepared to discuss and act on business. There will be time on every agenda for members to ask questions about board materials not up for discussion. The Chair also asked board members to give or pledge their annual contributions to CNE in the first half of the year to demonstrate support for the annual campaign.

CONSENT AGENDA
Action: The Consent Agenda, including CNE Board Minutes of the February Meeting, the Confidentiality Policy, and the Unqualified Audit of the 2014 Financial Statements were approved as presented. It was confirmed that the confidentiality policy does apply to information obtained through affiliation with CNE, such as information received from guests or board member presentations.

BOARD EDUCATION
Director Tim Rose, President of the University of Virginia Foundation, presented on the topic, “Why Universities Get Involved in Real Estate.” Members were asked to keep the information presented in confidence. The presentation ended with a murmuration video – depicting the coordinated movement of starlings. It was noted that while the
hummingbird is a beautiful bird, the starling, one of the ugliest, creates an extraordinarily beautiful flying formation when working together with its flock. Each starling is a leader in the murmeration and it requires teamwork to make the formation flow. This relates to any group activity, including board service, where all leaders if working together can create something beautiful.

The Chair thanked Tim for his presentation and explained that the board education sessions, which happen at most meetings, are built on the premise that all board members have relevant and valuable expertise to share to strengthen the board and CNE.

BOARD MATERIALS Q&A
There were no questions about board materials provided as background for this meeting.

STRATEGIC DIRECTION

Strategy Update
The Executive Director reported the plan for the upcoming board retreat, slated for Sunday, April 26th. The agenda will include board member storytelling, a values exercise and a strategy discussion using an appreciative inquiry framework. A follow-up email will be sent this week to prep the board for the retreat.

Operating Reserves Policy
The Treasurer presented the revised Operating Reserve Policy to better reflect current practice, including a change from a 9 to a 6 month reserve goal. The policy changes were explained and discussed by the board.

Action: The board unanimously approved the revised Operating Reserves Policy

New Stakeholder Engagement Campaigns
Kakie Brooks presented two proposed new stakeholder engagement strategies – a board-to-board communications initiative and a “100 for CNE” philanthropy campaign. There was helpful discussion about both strategies that the philanthropy advisors will consider in committee and bring back to the board for final approval. The Director of Philanthropy circulated a stakeholder list to the board to identify board members who had relationships with those on the list.
CLOSE
The Chair asked board members for their reflections on community activities or events or new developments that have an impact on CNE. Activities within the community were discussed.

*The meeting was adjourned at 10:06am.*

DOCUMENTS ATTACHED TO THE MINUTES
February Board Minutes
Confidentiality Policy
Operating Reserves Policy

OUTSTANDING ITEMS

*Board members to give or pledge their annual contribution to CNE by the end of Q2.*

*Board members to prep for the upcoming retreat as outlined in the Executive Director’s follow-up email.*

*Philanthropy Advisors to consider feedback re the board-to-board & 100 for CNE strategies and bring both back to the full board for final approval.*
Center for Nonprofit Excellence
Board Meeting
June 11, 2015

Present: Kakie, Brooks, Marge Connelly (by phone), Mary Loose DeVinney, John Dumm, Mike Kirkman, Joe Raichel (by phone), Mildred Robinson, Tim Rose, Jake Zarnegar

Fellows Present: Alan Farr, Maggie Morse

Absent: Trish Cluff

Staff Present: Cindy Colson, Dana Mich, Madeline Senior, Marisa Vrooman

Volunteer Assistant Secretary: Diane Wilson

Kakie Brooks, Vice Chair, called the meeting to order at 8:05am

WELCOME
The Vice Chair welcomed everyone.

BOARD Q&A
Mary Loose DeVinney asked if there were any questions about the materials in the board package or the consent agenda. She highlighted the recommendation from the Governance Committee and Executive Committee that the Executive Director be added as an Ex Officio Member of the Board of Directors. There were no questions

CONSENT AGENDA
Action: The Consent Agenda, including CNE Board Minutes of April Meeting and Bylaw Revision was approved without objection.

BOARD EDUCATION
Director Marge Connelly, Financial Services and Operations Executive at Convergys presented on the topic, “Engaging the Millennial Generation.” Members questioned what can CNE do to increase the values that millennials can create for CNE and non-profit community?

MISSION HIGHLIGHT
Marisa Vrooman, Director of Philanthropy, encouraged board members to practice their Storytelling for CNE. Mary Loose DeVinney and Mike Kirkman gave examples of their stories about CNE.
STRATEGIC DIRECTION
Jake Zarnegar presented the CNE Values Statement. Members of the committee included Trish Cluff, Marisa Vrooman, and Cristine Nardi.

Action: The Board unanimously approved the CNE Values Statement after discussion.

Joe Raichel, Tim Rose and Kakie Brooks discussed the 6-Month Sustainability Review. The staff was not aware of any risks the board should be made aware. Earned income to date is 61% of budget (last year 62%). Unprojected income: Partnerships outside area; new resources performing better than expected. New program models planned for fall: Also there is risk of dependence on pro bono trainers and reaching market saturation. Donated income is 60% of budget (last year 65%). Secured and highly probably gifts are tracking very well.

Marisa Vrooman reported that Philanthropy Day Committee will be ready for recharge after the summer. The speaker, Jennifer McCrea, is generating much excitement. Two gifts are higher than expected are expected to renew next year. One unexpected gift was a one-time opportunity.

Cindy Colson reported that programs in 2016 will be consulting around collaboration and launching ConsulCorp. Consultations include finance, communications, governance, and others. In the fall, CNE will continue CoLab and online programs. These programs may affect next year’s budget.

PHILANTHROPY ADVISORS REPORT
Kakie Brooks reported a good turnout for celebration. New people there. Good space except for being noisy. Good spirit, and goodwill of community. Not same old people all the time. Logistics good; went very smoothly. Board Members were asked to follow up with anyone had conversation with and Let Marissa know. There is a huge impact when people get handwritten thank you note from CNE, especially for attending free event. Board Members were given names and stationery to write notes.

BOARD TO BOARD INITIATIVE
Kakie Brooks reported that there are many new board members and much turnover. Ask for 10 minutes to tell the board what CNE can offer. Two are on the schedule with three more in process. Expect unanticipated benefits.

ELECTED OFFICIAL OUTREACH
Cindy Colston will identify officials and Mary Loose DeViney will arrange the meeting an accompany. From the meetings with the City Manager and County Executive, a CNE Report to be completed by Marisa Vrooman will be presented to Board of Supervisors and City Council.

100 FOR CNE
Marissa reported that Trish Cluff is working on 100 for CNE and will report at August Board Meeting. This will be a campaign for sustainability.

CLOSE
Members shared information about nonprofits in the community and shared information about CNE impact within the community.

Meeting adjourned at 10:00 am.

DOCUMENTS ATTACHED TO THE MINUTES:
April Board Minutes

OUTSTANDING ITEMS:

Board members to consider a table at Philanthropy Day.

Revise Values Statement with board recommendations.

Board to identify new Philanthropy Day Sustainers and ways to further engage the Host Committee.

After initial Board-to-Board presentation, board members and staff will hone the presentation message.
Center for Nonprofit Excellence
Board Meeting
August 24, 2015

Present: Kakie, Brooks, Trish Cluff, Mary Loose DeViney, John Dumm, Mike Kirkman, Joe Raichel, Mildred Robinson, Tim Rose, Jake Zarnegar

Fellows Present: Alan Farr, Maggie Morse

Absent: Marge Connelly

Staff Present: Cindy Colson, Dana Mich, Madeline Senior, Marisa Vrooman

Volunteer Assistant Secretary: Diane Wilson

Joe Raichel, Chair, called the meeting to order at 8:00am

WELCOME
The Chair welcomed everyone and highlighted the Summer Slam project.

MISSION HIGHLIGHT
Krista Weih, CFA Meeting Manager, gave a power point and video presentation of her two day Let’s Go Training program – a new training the trainer program offered by CNE. She was able to use her training immediately within the workplace.

BOARD ACADEMY FELLOWSHIP TRANSITION
Governance Chair Mary Loose DeViney thanked Maggie Morse and Alan Farr for their service as our first Board Academy Fellows and welcomed Michele Zehr, one of the three new fellows, to the program. Maggie and Alan will give their final presentation at the October board meeting.

CONSENT AGENDA
Action: Without objection, the June board minutes and the revised CNE values statement were approved.

BOARD EDUCATION
Mary Loose DeViney is a Professional Registered Parliamentarian. She gave a presentation on the use of Robert’s Rules of Order 11th Ed. discussing the motions as a mathematical series, the use in prisons for rules of conduct within society, the use within government, business and philanthropic organizations for effectiveness and efficiency, as well as basic procedure and motions.
STRATEGIC DIRECTION

Philanthropy
Members discussed the 2015 fundraising target, and the information we’ve gleaned this year - through careful execution of our philanthropy plan - about new funding streams, availability of local funds, and donor cultivation.

Strategy
Cindy Colson, Director of Programs, reviewed the strategy aspirations identified at the spring board retreat – broader service provider, sector advocate and catalyst for collaboration. The board discussed the interest in CNE services beyond our traditional service area and the viability of pursuing these new strategic opportunities. The board asked the staff to present a business model for further discussion, with the understanding that any opportunity outside our current footprint would need to pay for itself. The good news is that CNE now clearly has a statewide reputation.

Board-to-Board Initiative
Several board members participated in Board-to-Board Initiative this summer, and much was learned about how best to make the board connection. We anticipate continuing this outreach program since board members are a key market for CNE that is often a challenge to tap.

CLOSE
Members shared information about the community.

Meeting adjourned at 10:00 am.

Mary Loose DeViney, Secretary

DOCUMENTS ATTACHED TO THE MINUTES:
June Board Minutes
CNE Values Statement

OUTSTANDING ITEMS:

Board chair to schedule check-in calls with all board members to discuss how board members can best contribute to our short and long-term philanthropy goals.

Staff to present strategy recommendations at the October board meeting.

Directors of Philanthropy and Programs to coordinate additional board-to-board initiative outreach with board members.
Center for Nonprofit Excellence  
**Board Meeting**  
October 8, 2015

Present:  Kakie Brooks, Mary Loose DeViney, John Dumm, Mike Kirkman, Joe Raichel, Tim Rose, and Jake Zarnegar.

Fellows Present: Alan Farr, Maggie Morse, Matthew Robinson, Michele Zehr

Absent: Trish Cluff, Marge Connelly, Mildred Robinson, Andre Luck (Fellow)

Staff Present: Cristine Nardi, Madeline Senior, Marisa Vrooman, Valerie Washington

Volunteer Assistant Secretary: Diane Wilson

*Joe Raichel, Chairman,* called the meeting to order at 8:03am

**WELCOME**
The Chairman welcomed everyone, thanking Marisa and Cindy for their co-leadership during the Executive Director Summer sabbatical.

**BOARD Q&A**
Mary Loose DeViney, Secretary, asked if there were any questions regarding the reports or any materials posted for the board meeting. There were no questions.

**CONSENT AGENDA**
The Minutes of the August 2015 Meeting were approved as posted on the board dashboard.

**MISSION HIGHLIGHT**
*Year 1 Board Academy Fellow Presentation*
Matthew Robinson and Michele Zehr were recognized as newly appointed Fellows.

Alan Farr and Maggie Morse, outgoing Fellows, gave a brief presentation on what they learned and then challenged the board to discuss two questions: How much information about the business & the work of the organization does a board member need to function effectively? How do you engage and attract younger people to work on a board? The board divided into groups and discussed each question and presented answers.
The chair and the executive director presented the outgoing CNE Academy Fellows with graduation certificates and CNE Jefferson Cups donated by Tuel Jewelers.

**STRATEGIC DIRECTION**

*Sabbatical Report*

The executive director highlighted sabbatical gains identified by staff, and reported her main goal on return from sabbatical was to shift her job responsibilities to focus more of her time on external relations and consulting, and less on day-to-day staff management and program development. She explained that she and the staff believed this possible because of the growth in bench strength post sabbatical, and also because we now had seasoned staff in all positions. She reviewed the post sabbatical goals with the board – to develop a sabbatical case study and to offer trainings and resources on growing leadership from within, with a sabbatical being one strategy. She reported that there was definite interest in the project among the members, and that she already met with several nonprofit leaders who wanted to learn more about how CNE accomplished the sabbatical.

*Philanthropy Advisors Discussion*

The chair explained that his goal in board communication regarding philanthropy was to fully engage all board members and to continue to be transparent about how we achieve our philanthropy goals. He reported that he had appreciated his recent one-on-one conversations with individual board members regarding how best to accomplish this goal.

The vice-chair then asked the board to consider two fundraising questions: “What does it really mean for the board to be involved in fundraising,” and “Does the Fundraising Committee organize the fundraising or do the fundraising?” There was spirited discussion on each question, and several ideas on how to strengthen our culture of philanthropy were offered to the governance committee for consideration.

*Strategic Plan*

The executive director presented a draft 3-year strategy for CNE and explained that she planned to engage board members in smaller groups for comment prior to the December board meeting.
CLOSE
The chair concluded the meeting by welcoming all to this year’s Philanthropy Day season, and reminding the board of its importance to CNE. He let board members know that the director of philanthropy would be in touch shortly to give everyone a checklist of ideas for how they can best support the event.

ADJOURN
The meeting adjourned at 10:07am

Minutes by Mary Loose DeViney, Secretary

Documents Attached to the Minutes:
August board meeting minutes

Outstanding Items:
Director of Philanthropy to engage each board member on how best to support Philanthropy Day.

In advance of the December board meeting, Executive Director to schedule ‘deep dive’ meetings with board members to answer questions about and further discuss the new draft strategy.

Board Chair to check-in with each board member to review progress on their individual 2015 board goal in anticipation of establishing a new goal for 2016.
Center for Nonprofit Excellence  
Board Meeting  
December 10, 2015

Present: Kakie Brooks, Vice-Chair, Mary Loose DeViney, Secretary, John Dumm, Mike Kirkman, Joe Raichel, Chair, Tim Rose, Treasurer, Jake Zarnegar, Mildred Robinson, Marge Connelly

Fellows Present: Matthew Robinson, Michele Zehr, Andre Luck

Absent: Trish Cluff

Staff Present: Cristine Nardi, Madeline Senior, Marisa Vrooman, Valerie Washington, Dana Washington, Cindy Colson

Volunteer Assistant Secretary: Diane Wilson

Joe Raichel, Chairman, called the meeting to order at 8:01am

WELCOME & MISSION HIGHLIGHT
The Chairman welcomed everyone. The Director of Philanthropy previewed the new and improved CNE website which will now be mobile-enabled, and incorporates our rebrand. The website will be launched in January 2016. The Executive Director reported that facilitators and trainers greatly appreciated board members’ November thank you calls, and announced that recruiting for Academy season 7 was now live.

BOARD Q&A
The Chair asked if there were any questions regarding the reports or any materials posted for the board meeting. There were no questions.

CONSENT AGENDA
The Minutes of the October 2015 meeting were approved as posted on the board dashboard. The 2016 slate of board officers: Joe Raichel, Chair, Kakie Brooks, Vice-Chair, John Dumm, Secretary and Tim Rose, Treasurer was approved unanimously.

OUTSTANDING ITEMS
Board Retreat
The Executive Director explained that the goal of the board retreat was to give the board and leadership team the opportunity to think deeply and differently about a CNE, and indicated that she’d be in touch by email to schedule it sometime in March-April 2016. Mike Kirkman, 2016 Chair of the Governance Committee, presented the committee’s proposal that the 2016 annual retreat topic be focused on good governance with a possible external speaker on the topic. He solicited additional suggestions and ideas from the board.
Invite a Friend to CNE
Kakie Brooks, Vice-Chair, explained the “Invite a Friend to CNE” concept, giving examples of how she and the Executive Director have successfully piloted the concept in the past year. She explained that the conversations have not only educated new friends about CNE, they also have helped CNE build knowledge of the needs of our board member market and have led to the development of new programs for board members. The board discussed how best to participate, including different ways to engage new faces in CNE and possible topics of discussion. The Vice-Chair asked everyone to give the concept a try, inviting 1 new friend to CNE in Q1 2016.

COMMENDATIONS
The Executive Director and Board Chair presented a board Resolution thanking and commending Mildred Robinson and Mary Loose DeViney for their board service. Motion passed. Gifts and kind words were expressed.

STRATEGIC DIRECTION
2016-2018 Strategic Plan
The Executive Director gave an overview of the steps in the strategic plan process this year, noting that the process was undertaken through a lens of appreciative inquiry. She highlighted feedback from the fall board “deep dive” sessions, in which all board members and fellows participated, and presented a final draft of the plan for board approval. The Secretary moved to recommend the strategic plan for a 3-year period. Motion seconded and passed.

2016 Budget
The Treasurer, on behalf of the Finance Committee, recommended the 2016 Budget to the board for approval, and then introduced the Executive Director to make the budget presentation. The Executive Director presented to the board a status report on the 2015 budget, and then outlined the 2016 budget, which board members received in advance to review.

The board discussed the proposed increase in the projected reserves draw to balance the budget, as well as the projected contribution back into the reserve fund in the 2016 budget. The board reviewed the 5% increase in the donated income projection, based on refined philanthropy projections from 2015, as well as the 25% increase in the earned revenue projection primarily as a result of new strategic partnerships to launch in 2016.

The Executive Director explained that to meet our strategic partnership goals and maintain our current program levels and member relations activity, the 2016 budget anticipates the addition of one FTE equivalent. She further outlined the increase in expenses of approximately 25% with a corresponding increase in strategic partnership income. After a spirited budget discussion, the board unanimously approved the 2016 budget.
EXECUTIVE SESSION
The board went into executive session to discuss 2016 board and executive director evaluation results.

ADJOURN
The meeting adjourned at 10:15am

Minutes by Mary Loose DeViney, Secretary

Documents Attached to the Minutes:
October 2015 board meeting minutes
2016-2018 Strategic Plan
2016 Budget

Outstanding Items:

*Board members will give Mike Kirkman feedback on the annual board retreat agenda – topics and/or format.*

*In Q1 2016, Board members will invite 1 friend to CNE (or to learn about CNE in a casual setting of their choice).*

*Executive Director will invite the board/staff values team to reconvene to develop a revised CNE vision statement for approval at the February board meeting.*

*Executive Director to provide board with a strategic plan summary, visual and the opportunities and challenges chart from the strategic plan presentation.*

*At February board meeting, staff to present Top 10 new strategy goals for 2016 and get board feedback on strategy metrics board would like to include on performance dashboard for 2016.*