

CITY OF BIRMINGHAM
MUSEUM BOARD
NOTICE OF VIRTUAL MEETING

NOTICE DATE: July 29, 2020
MEETING DATE/TIME: August 6, 2020 5:00 p.m.
MEETING PLACE: Virtual Meeting

PLEASE TAKE NOTICE that the regularly scheduled Museum Board meeting for the City of Birmingham will be conducted online using a virtual meeting format. Meetings will be conducted virtually in light of health concerns surrounding the COVID-19 pandemic and in accordance with the Governor of Michigan's Executive Orders that emphasize safety and limiting large gatherings.

Museum Board Zoom Meeting Invitation

Topic: Regular Museum Board Meeting
Time: August 6, 2020 05:00 PM Eastern Time (US and Canada)

Potential Future Virtual Meetings:

Sept 3, 2020 05:00 PM
Oct 1, 2020 05:00 PM

Join Zoom Meeting

<https://zoom.us/j/99524391376>

Meeting ID: 995 2439 1376

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The agenda, agenda packet, and detailed instructions for viewing and participating in the meeting will be posted on the City of Birmingham's website as follows:

www.bhamgov.org/government/boards/mb_agendas.php

Public comment will be handled by the virtual "raise hand" method as controlled by the participant. See instructions as posted on the City of Birmingham website: www.bhamgov.org/participate.

The meeting will be captioned; if participating in the meeting through the Zoom platform the user must select "view subtitles" in order to see the captions.

NOTICE: Individuals requiring accommodations, such as mobility, visual, hearing, interpreter or other assistance, for effective participation in this meeting should contact the City Clerk's Office at (248) 530-1880 (voice), or (248) 644-5115 (TDD) at least one day in advance to request mobility, visual, hearing or other assistance.

Las personas que requieren alojamiento, tales como servicios de interpretación, la participación efectiva en esta reunión deben ponerse en contacto con la Oficina del Secretario Municipal al [\(248\) 530-1880](tel:2485301880) por lo menos el día antes de la reunión pública. (Title VI of the Civil Rights Act of 1964).



**CITY OF BIRMINGHAM
MUSEUM BOARD AGENDA
VIRTUAL MEETING
556 W MAPLE
Thursday, August 6 2020
5:00 PM**

***Mission Statement:** The Birmingham Museum will explore meaningful connections with our past, in order to enrich our community and enhance its character and sustainability. Our mission is to promote understanding of Birmingham's historical and cultural legacy through preservation and interpretation of its ongoing story.*

- 1. Call to Order**
- 2. Roll Call**
- 3. Approval of the Minutes**
 - A. Minutes of July 9, 2020
- 4. Unfinished Business**
 - A. Strategic Plan; final review of objectives and tasks for main goals
 - B. Fund-raising for Heritage Zone-recommendations from the field (Russ Dixon)
- 5. New Business**
 - A. George and Eliza Taylor monument project
- 6. Communication and Reports**
 - A. Director Report
 - B. Member comments
 - C. Public comments
- 7. Next Meeting: September 3, 2020 (Currently planned as a virtual meeting)**
- 8. Adjournment**

NOTICE: Individuals with disabilities requiring accommodations for effective participation in this meeting should contact the city clerk's office at (248) 530-1880 (voice), or (248) 644-5115 (TDD) at least one day in advance to request mobility, visual, hearing or other assistance. *APPROVED MINUTES OF THE MUSEUM BOARD MEETINGS ARE AVAILABLE IN THE CITY CLERK'S OFFICE AND ON THE CITY WEBSITE AT www.bhamgov.org.* City of Birmingham, 151 Martin, Birmingham, MI 48009; 248.530.1800. Persons with disabilities that may require assistance for effective participation in this public meeting should contact the City Clerk's Office at the number (248) 530-1880, or (248) 644-5115 (for the hearing impaired) at least one day before the meeting to request help in mobility, visual, hearing, or other assistance.

Las personas con incapacidad que requieren algún tipo de ayuda para la participación en esta sesión pública deben ponerse en contacto con la oficina del escribano de la ciudad en el número (248) 530-1800 o al (248) 644-5115 (para las personas con incapacidad auditiva) por lo menos un día antes de la reunión para solicitar ayuda a la movilidad, visual, auditiva, o de otras asistencias. (Title VI of the Civil Rights Act of 1964).

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**CITY OF BIRMINGHAM
MUSEUM BOARD
VIRTUAL MEETING
July 9, 2020
5:00 PM**

Members Present: Russ Dixon, Judith Keefer, Tina Krizanic, Marty Logue

Members Absent: Dan Haugen, Pat Hughes, Caitlin Rosso

Administration: Museum Director Leslie Pielack

Guests: None

Ms. Krizanic called the meeting to order at 5:05 PM. Clarifications regarding the virtual meeting were briefly reviewed. The meeting will be captioned and a roll call will be used to identify member votes and other comments.

**Approval of the Minutes
Minutes of June 4, 2020**

MOTION: by Logue, seconded by Keefer:

To approve the minutes of June 4, 2020.

VOTE: Yeas, 4
Nays, 0

Unfinished Business

- A. Members reviewed the Strategic Plan goals and general objectives for each part of the plan that were modified early in 2020 before the COVID crisis to determine if any changes were needed in light of the pandemic and its impacts on museum operations. No changes were made to any of the goals and objectives, which remain as originally approved by the Museum Board on February 6, 2020.
- B. The evolving public health crisis of the pandemic continues to be unpredictable, making planning fund raising events and activities difficult. The museum has developed and defined three Heritage Zone projects and created a donation form for online payment, identifying the children's garden, the community perennial garden, and the tree planting as potential areas for targeted fundraising. A donation has already been received for the children's garden. Opportunities for creating a set of smaller outdoor events for specific targeted audiences are well aligned with current social distancing. Director Pielack will propose ideas for the board to discuss at its August meeting to consider as board-sponsored fundraising events.

New Business

- A. Re-opening the museum for public access indoors remains questionable in the near future. The steady increase in Michigan cases has delayed the governor's next phase for re-opening. The City's buildings remain closed to the public and efforts to do essential business online have been successful. In lieu of opening to the public directly, museum staff are planning a monthly "porch pop-up" exhibit through the warmer weather that would involve taking a select group of objects outdoors with a special theme for a day or possibly two, on to the back porch. There would be no admission charged but visitors would get information to explain the Heritage Zone project and how to easily use the touchless donation option. Flow would be one way up the ramp and social distancing and masking requirements would be maintained. To aim for the most successful event, the staff will likely wait until the construction of Maple Road is complete, which could be done by the end of July.

Communication and Reports

Director Pielack reviewed the Director Report and provided updates on the Hunter House projects. Bids have been received and the historical architect Jackie Hoist of H2A has recommended L.G.K. Building, Inc., for each project as the lowest qualified bidder. (L.G.K. completed the Allen House siding project in 2018.) The bids for both the drainage and the carpentry/painting were high because of the requirements to follow historic preservation practices as specified by the architect and the labor intensive work to be performed. L.G.K.'s bids are \$51,750 for the drainage and masonry project and \$62,950 for the carpentry repair and repainting project (to include replacing the shutters with appropriate historic shutters). Director Pielack also followed up on a request for information by the Museum Board last year about the large rock currently in the intersection of Southfield and Maple that would be removed with the construction project now underway. Board members agreed that the rock should be preserved if the Martha Baldwin Park does not want it, and Landscape Architect Brian Devlin should be consulted if it is to be moved to the museum grounds to determine the best placement. Mr. Dixon suggested that at the next Museum Board meeting, the board could discuss materials he has found online about fundraising during the pandemic. The board agreed to add this item to the next agenda and for Mr. Dixon to lead the discussion. The materials will be added to the agenda packet so the board can review and be prepared prior to the meeting.

There were no public comments.

The next Regular Meeting is scheduled for Thursday, August 6 at the regular time of 5:00 PM, currently planned as a virtual meeting subject to the Governor's ongoing executive orders.

Ms. Krizanic adjourned the meeting at 6:25 PM.

SERVICE AND MISSION-RELATED GOALS—Goal I: Enhance community engagement through improved access and appeal, resulting in increased utilization of the Birmingham Museum and broader appreciation of its cultural contribution.

Objectives for Goal I:

A. Develop and implement programs that strategically engage and connect with the community, to make history and heritage more relevant.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
1. Public programming; schools, organizations, individuals & families	1. Museum staff	1. Personnel; materials/operational funds	1. Ongoing
2. Private programs & tours	2. Museum staff	2. Personnel; materials/operational funds	2. Ongoing
3. Research services	3. Museum staff	3. Personnel; materials/operational funds	3. Ongoing

B. Establish the museum and park as a valued resource and place to encourage community connectivity.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
1. Continue and enhance social media audience interaction	1. Museum staff	1. Personnel; operational funds/virtual resources	1. Ongoing
2. Online events promotion	2. Museum staff	2. Personnel; operational funds/virtual resources	2. Ongoing
3. Phased landscape construction	3. City/museum staff	3. Personnel, consultants, funding (city/private)	3. 2021-2024

C. Enhance utilization of the collection by developing an interpretive plan for the site to engage visitors in impactful events, activities, programs and exhibits.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
1. Implement Hunter House interpretive plan	1. Museum staff	1. Personnel	1. Ongoing
2. Develop Allen House interpretive plan	2. Museum staff/Board	2. Personnel	2. 2021-22
3. On site, off site, and virtual exhibits	3. Museum staff	3. Personnel, operational funds/virtual resources	3. Ongoing

D. Continue to create content to promote the museum through social media and marketing.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
1. Continue and enhance existing social media content and development of the museum's brand	1. Museum staff	1. Personnel, virtual resources	1. Ongoing

SERVICE AND MISSION-RELATED GOALS-Goal II: Provide stewardship and management of the museum's collection of artifacts, archives, and buildings, in accordance with established professional museum practice.

Objectives for Goal II:

A. Improve museum collection's storage organization and environmental controls to protect and preserve the collection.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
1. Re-organize storage in keeping with permanent and use collection goals	1. Museum staff	1. Personnel; materials/operational funds	1. Ongoing
2. Improve environmental controls	2. Museum staff	2. Personnel; materials/operational funds	2. Ongoing
3. Develop artifact assessment & intervention plan	3. Museum staff	3. Personnel; materials/operational funds	3. 2021

B. Improve efficiency, accuracy, and accessibility of collection object records and documentation.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
1. Continue digitization, improvement of digital records and expansion of electronic storage	1. Museum staff; interns/volunteer professionals	1. Personnel; operational funds/virtual resources	1. Ongoing

C. Develop and implement collections-related policies and procedures for collections management; future acquisitions; de-accessioning; disaster preparedness; the museum's hands-on/use collection; building maintenance; and other collections-related policies and procedures in accordance with accepted museum standards.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
1. Finalize/implement disaster preparedness plan	1. Museum staff/city staff	1. Personnel	1. 2021-ongoing
2. Develop a building and grounds maintenance schedule	2. Museum staff/city staff	2. Personnel, operational funds	2. 2021-ongoing
3. Develop/finalize collections policy	3. Museum staff/Board	3. Personnel	3. 2021-2022

D. Provide increased digital access through exploring online or other virtual exhibit/access options.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
1. Expansion of digital collections/digital content management for public access	1. Museum staff	1. Personnel, virtual resources	1. Ongoing

CAPACITY BUILDING/SUPPORT-RELATED GOALS—Goal III: Increase the capacity of the Birmingham Museum to serve its mission through fundraising, board development, building relationships, and volunteer resources.

Objectives for Goal III:

A. As a collaborative effort of the Museum board and Museum Friends, develop a comprehensive fundraising plan for the Birmingham Museum that increases contributions to both operations and the endowment fund.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
1. Develop a fundraising plan for seeking and managing contributions from public and private sources	1. Museum staff/city staff/partner organizations	1. Personnel; materials/operational funds	1. Ongoing

B. Continue to support board development.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
1. Explore/provide opportunities for continuing education	1. Museum Board; Friends Board	1. Personnel; operational funds/virtual resources	1. Ongoing

C. Increase the personnel capacity of the Birmingham Museum by increasing professional staffing, engaging volunteers, and utilizing partner organizations.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
4. Maintain appropriate staffing levels and effective use of personnel resources	4. Museum staff/professional volunteers/interns	4. Personnel; partner organizations	4. 2021-ongoing

D. Enhance fundraising through the exploration of grant-writing efforts.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
2. Identify/explore grant opportunities for supporting museum initiatives	2. Museum staff	2. Personnel; partner organizations	2. Ongoing

CAPACITY BUILDING/SUPPORT-RELATED GOALS—Goal IV: Define a unified message and marketing plan. Further develop the museum’s brand to increase awareness, interest, and attendance through a consistent message and marketing plan.

Objectives for Goal VI:

A. Continue to maximize low cost marketing resources.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
2. Explore/develop low cost marketing opportunities to complement social media marketing	2. Museum staff	2. Personnel; materials/operational funds	2. Ongoing

B. Strengthen our ties to the community by identifying our new/existing audiences and enhancing the museum’s image.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
2. Explore/enhance relationships with local and virtual organizations	2. Museum staff/ Museum Board	2. Personnel; partner organizations	2. Ongoing

C. Explore best practices in marketing the new face of the museum.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
5. Maintain and explore continuing education in museum marketing and branding	5. Museum staff	5. Personnel	5. Ongoing



Leslie Pielack <lpielack@bhamgov.org>

Cultural Fundraising During the Pandemic

1 message

russwdixon@aol.com <russwdixon@aol.com>
To: lpielack@bhamgov.org

Wed, Jul 8, 2020 at 9:12 AM

Dear Board Members:

As discussed at our last meeting, I've done some research regarding the subject issue. A couple of things first.

I'd like to repeat that earlier research I did noted that fund raising should be directed towards those already with a vested interest in the organization (rather than trying to expand the base). And what follows was in the context of keeping the doors open, maintaining existing programs, and keeping staff. It was not in the context of fundraising to complete projects.

thenonproffitimes.com

In response to a survey, 4 out of 5 organizations expected a decline in fundraising for the remainder of 2020.

Most non-profits plan on continuing fund raising efforts with "appropriate modifications".

Concentrate with direct appeals to major donors with a continued focus on general appeals to all stakeholders.

The pandemic has forced some organizations to adapt to a digital world.

npengage.com

People are scared, "be a source of truth", make clear the steps the organization is taking to ensure safety and promoting health.

Be transparent on how the pandemic may effect the organization.

Consider alternative, digital programming.

ssir.org

Strengthen your case for giving.

Stick with what has worked in the past.

Fish where the big fish are.

80/20 rule; 80% of the funds come from 20% of the donors.

Be attentive to donors.

As a side note. I'm being bombarded with digital materials from the DIA, Cranbrook, and all the Frank Lloyd Wright groups are doing video talks and tours.



🕒 Monday | June 1st, 2020



Fundraising Personnel Being 'Repurposed' During Pandemic

The NonProfit Times News June 1, 2020

A majority of nonprofits across all subsectors expect fundraising will decline through the remainder of 2020, according to a new survey, but few respondents have laid off or furloughed fundraising staff.

The 12-page report, " **THE NONPROFIT TIMES** Fundraising includes responses from 1,183 The Leading Business Publication For Nonprofit Management

Some 63 percent of responding nonprofits cite a decline in fundraising since the start of the pandemic and 25 percent report a "significant" fundraising decline. Religious and cultural organizations are among those particularly hard hit. The nearly 15 percent of respondents that noted increases were primarily hospitals, health and human service organizations.

Almost four out of five organizations expect a decline in fundraising for the rest of 2020, with half of those expecting a "significant" decline. Barely one in 10 expect to see an increase.

Despite economic hardships, three-quarters of survey respondents indicated they had not laid off or furloughed fundraising staff to date. Nine percent said they made "modest" reductions, another 6 percent reported "significant" reductions made, while 10 percent said such measures were under consideration. The cultural and performing arts sectors are the hardest hit, with the health, education, and human services sectors citing the least amount of fundraising staff reductions.

There's a likelihood that those employees would be either repurposed or laid off in parts of the fundraising department, like special events and other very "front-facing things," said Bob Kissane, chairman of CCS Fundraising. "We're seeing a lot of repurposing of fundraising staff," he said.

Repurposing of staff has become very effective and even has highlighted new skill sets of employees, Kissane said. In New York, some of the big medical centers have administrative personnel in direct stewardship and donor engagement, he said. At Alvin Ailey American Dance Theater, where Kissane serves on the board, the social media team has been amplified by dancers who are very adept at social media. "There's just so much more absorption of Ailey content and the social media side of it has picked up," Kissane said, noting some 13 million views for various streaming performances.

Most nonprofits still plan to continue with pre-existing campaign plans despite the pandemic, with "appropriate modifications." Only nine respondents, or less 1 percent, noted campaign cancellations. Almost two-thirds of organizations have continued to make appeals at the same or greater rate as before. More than a quarter of respondents have expanded appeals while an equal percentage eliminated or contracted them. Nonprofits with the largest operating budgets were most likely to have expanded fundraising appeals.

Major donor strategies with direct appeals are a higher priority during this time, with a continued focus on general appeals to all stakeholders reported as the only priority strategy cited more often. Current donors and stakeholders are the primary supporters cited by more than 68 percent of respondents.

Slightly more than half of those responding have launched special appeals in response to COVID-19, with hospitals, healthcare, and human service organizations representing sectors reporting the highest percentage of respondents that have launched emergency funds or special appeals in response to COVID-19. The majority of higher education institutions have also launched such appeals.

Nonprofits are adjusting or expanding their case for support to include new COVID-related programs as well as an enhanced focus on current programs. The sectors reporting the greatest adjustments to their case for support are education, healthcare, and human services organizations.

The pandemic has been an "accelerant" for some organizations to get into new operating methods, such as those that were not in the social media or digital space. It's forced some organizations to set up and live in a more digital world, Kissane said.

Some major, general hospitals didn't have an easy way to click a button to make a donation. "Focusing on cancer or children is different in messaging than focusing on every single illness in the world," Kissane said. "A lot of places are not that strong in just giving over the web that way. Now they have had to pivot overnight and change," he said. Many parishes in the Diocese of Brooklyn didn't have a digital presence and are now streaming masses online, Kissane said.

f ([http://www.facebook.com/sharer.php?u=https://www.thenonproffitimes.com/hr/fundraising-personnel-being-repurposed-during-pandemic/&p\[title\]=Fundraising Personnel Being 'Repurposed' During Pandemic](http://www.facebook.com/sharer.php?u=https://www.thenonproffitimes.com/hr/fundraising-personnel-being-repurposed-during-pandemic/&p[title]=Fundraising%20Personnel%20Being%20'Repurposed'%20During%20Pandemic))

t ([http://twitter.com/share?text=Fundraising Personnel Being 'Repurposed' During Pandemic&url=https://www.thenonproffitimes.com/hr/fundraising-personnel-being-repurposea-uring-pandemic/](http://twitter.com/share?text=Fundraising%20Personnel%20Being%20'Repurposed'%20During%20Pandemic&url=https://www.thenonproffitimes.com/hr/fundraising-personnel-being-repurposea-uring-pandemic/))

THE NONPROFIT TIMES
The Leading Business Publication For Nonprofit Management

Stanford SOCIAL INNOVATION Review

Informing and inspiring leaders of social change

Philanthropy & Funding

Solving the Mystery of Board Engagement and Fundraising

Nonprofit boards still have a long way to go in engaging their board members to improve fundraising.

By [Jeb Banner](#) | May 21, 2020



Photo by iStock/Jitalia17)

Nonprofit fundraising is heavily impacted by board engagement, so over the last two years, Boardable has conducted and sponsored multiple surveys to better understand the challenges that nonprofits face in working with their boards. Although I've founded two nonprofits and served on several boards, I was surprised by how many board members lack confidence in their own board fundraising: In "[A Study of Nonprofit Leadership in the US and Its Impending Crisis](#)," fewer than half (46.8

percent) of all participants had an optimistic view of their current fundraising environment and only 50.8 percent felt more optimistic about the future funding climate in the next six months.

Why the Pessimism?

While individuals tended to have a positive view of their own efforts (rating themselves 6.34 out of a 7-point scale), views of their board's ability to raise funds as a whole were much lower, at 4.0. Many boards were either unwilling or unable to play an active role in fundraising. If individuals felt they had a good understanding of fundraising and could positively contribute to the fundraising process, why is this knowledge not being translated into cohesive board action?

First, many board members view fundraising as a singular individual contribution, equating their own individual annual contribution to a "one and done" effort. Other board members look at fundraising as a narrow specialty, done by specialists, and not the responsibility of every board member. Finally, many

boards and board members simply look to the executive director to “make fundraising happen” (while EDs feel they need better nonprofit board engagement in the fundraising process).

These results informed the development of questions for our 2019 survey entitled, “**The State of Board Engagement in 2019**,” in which we asked more focused board-engagement questions:

- *Do boards feel engaged?*
- *What are the drivers to board engagement?*
- *What stifles board engagement?*
- *Do board members feel there is a direct connection between board engagement and fundraising, and if so, how are the two linked?*

The 2019 survey garnered 640 responses, demonstrating concern about pervasive board issues like lack of meeting preparation or the fact that only a few board members are doing the heavy lifting, both of which can stifle engagement. Fundraising continued to be of high concern as did engagement, particularly regarding both direct and indirect fundraising. The survey also showed the continued prevalence of individuals adding their own capital as a “one and done” fundraising effort, and while boards always have some members who do more fundraising than others, only half actively worked to solicit donations for the organizations they served. Furthermore, nearly 30 percent would only fundraise when specifically asked to do so.

Lack of board member engagement is definitely apparent to executive directors. According to data from a Evelyn and Walter Haas, Jr. Fund report, “**Daring to Lead**,” three out of four executive directors describe vastly inadequate board member engagement in fundraising. But board members also recognize the shortfall: About one-quarter (27 percent) of all board members were disappointed in their board’s efforts, particularly regarding fundraising. Respondents said that very few board members actually followed through to assist in fundraising, even though fundraising is clearly a significant board responsibility.

What Can Make a Difference for Boards in 2020?

Engagement efforts are crucial, particularly since boards have been shrinking in size (according to BoardSource’s report, “**Leading with Intent**”). The majority of boards in our 2019 survey had fewer than 20 members, with nearly half (42 percent) having fewer than 10. Shrinking numbers highlight the

increased importance of sustained board member engagement: While smaller boards can be more agile, the risk is that they cover less ground and reach fewer donors.

I offer three suggestions:

First, expectations for board members must be made clear, from board member recruitment and screening to selecting a board chair who is comfortable addressing board member shortfalls. A nonprofit has little hope of increasing engagement and improving board fundraising results if board members don't understand what is expected of them.

In the 2019 Board Engagement Survey, respondents felt one of the weakest areas of engagement for their board was understanding the board member role: "Lack of knowledge about how a board is to be run" was one response, along with "Diving too far into the minutia. We used to have too many board members without any management experience and they would give bad advice. That has changed," and "Board members seem unsure of their role and lack experience."

It is clear that more board member education is needed: 42 percent of respondents said their board has no expectation agreement for board members at all. I would recommend making ongoing board member education part of every board chair's yearly agenda.

Second, board members need to understand what fundraising is and what it *isn't*. Individual contributions are important, though just over half (52 percent) of boards require their members to make monetary donations. However, fundraising goes beyond the individual donation. Educating board members on the fundraising cycle can go a long way toward making them more comfortable and effective: There are five steps board members can engage in to help with fundraising: Identification, Qualification, Introduction, Solicitation, and Stewardship. All of these activities can increase fundraising or in-kind donations to further the organization's mission.

While many people fear being rejected on the "ask," and worry about their professional and personal reputations in the community, our survey showed tremendous willingness (59 percent) of board members to increase awareness of the organization and share the mission within their own networks. Board members invite guests to tour the nonprofit (47 percent) and ask their friends to buy tickets to fundraisers (49 percent) or volunteer at events (33 percent). By educating board members on how all of these actions are part of the fundraising cycle, they can gain confidence in their role in this effort.

Third, board leadership must look for ways to increase board productivity between meetings. Armed with the first and second recommendations, the next hurdle is to empower board members to get more done between meetings. Our 2019 survey respondents reported that communication was a major problem: Only 31 percent said that there was full-board communication between meetings, 64 percent said their board had no method of tracking to-dos or tasks between meetings, and 81 percent reported no dashboard or key metrics available to board members. On weak areas of board engagement, respondents wrote “Keeping all board members participating outside meetings,” and “Ongoing communication and tracking of activities and commitments made.”

Boards should work towards a rhythm of meeting preparation, followed by a meeting, then a recap of tasks and to-dos, next committee meetings and their reports, cycling back to meeting preparation. Establishing this cycle of productivity can fix the communication problem, but it is up to board chairs and executive directors to assess the best methods for communication with board members.

Advice to boards on how to engage donors can also be applied to board members. Get to know each board member and engage with him or her over time. Grab a cup of coffee or a meal together. Make sure they are invited to the organization’s events. In essence, cultivate the relationship. Find out what makes the person tick. What are his or her strengths and passions and what is the intersection of those passions with your organization? What motivates this board member to think of his or her goals between board meetings?

Empowerment Leads to Engagement and Better Fundraising

In my experience as a board member, board chair, and nonprofit founder, I’ve found that boards function most effectively when they feel *empowered*. All organizations expect their boards to make strategic decisions, but nonprofits rely particularly heavily on their boards for strategy and execution, especially around fundraising. Boards need the right tools and proper resources, but they *also* must feel empowered to use them. Empowerment correlates to competitiveness, both in finding the right board members and competing for funds: board members are more likely to join and be more active when the board is evidently empowered, when collaboration among empowered board members develop solutions together, rather than a board leader who dictates the solution.

Our research shows that most organizations have a considerable journey ahead of them to develop a truly philanthropic culture of engagement. Board members crave more communication, more

participation from board members, and greater support in fundraising. But the common factor is engagement, and it should be the top priority of board leadership who wants to improve fundraising and the organization as a whole.



Jeb Banner is CEO and co-founder of **Boardable**, a board management software company serving nonprofits around the world.

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An Analytics Consultant's Recommendations for Fundraising During COVID-19



By [Lawrence Henze](#) on Apr 8, 2020

Tagged: [analytics fundraising coronavirus COVID COVID-19](#)



17



186



36



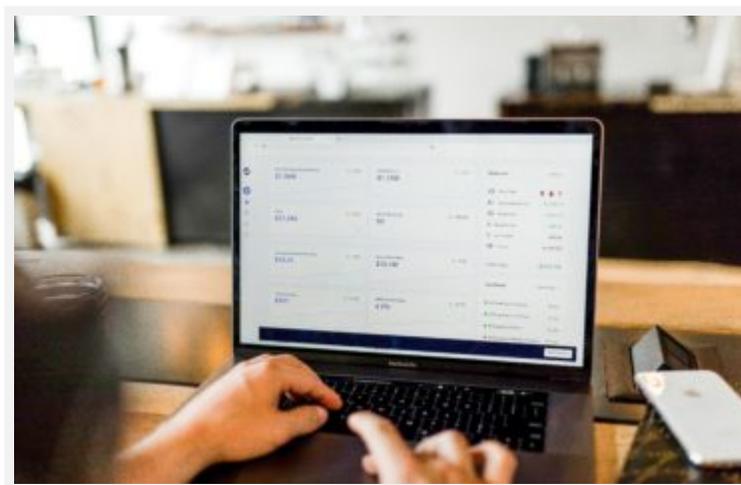
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As consultants, we give advice for a living. We are not medical professionals, but first and foremost, our advice is to follow the [recommendations made by true experts](#) whose guidance offers the best path to health and a return to normalcy. Please be safe!

Since the turn of the century, we have faced [many societal and financial challenges to raising money](#)

for our organizations: September 11, 2001, the recession that began in 2007, and annual natural disasters that challenge the worldwide environment. We've weathered the 11 recessions that have occurred between 1945 and 2001 as well.

In the past, members of the analytics consulting team at Blackbaud have written on this subject matter in the 2009 publication ***Building Fundraising Momentum in a Recession*** and the 2011 article ***Raising Money During Challenging Times***. In preparation for this blog, I revisited the recommendations and found that they have retained their value in 2020. The biggest difference is in the method of communication: social distancing limits in-person interaction as customarily practiced. However, ***social media and the Internet enable different forms of interpersonal communication that may be highly effective!***



Below are some of our best recommendations. If you are currently engaged with an analytics consultant, please do not hesitate to reach out to them to discuss strategies specific to your organization.

1. **Do not assume that philanthropy will decline.** Past data indicates that the opposite may happen. [The CARES Act](#) includes tax incentives for contributions from individuals and corporations.
2. **Whenever possible, communicate the following with your constituents:**
 - A succinct statement of your mission
 - How your mission impacts COVID-19 (if relevant)
 - How COVID-19 impacts your mission
 - The fiscal responsibility of your organization
3. **Employ positive messaging whenever possible.**
4. **If you have access to any of the following types of data, you are positioned to effectively segment your database by estimated responsiveness and ability to give:**
 - Predictive models
 - Wealth, affluence and capacity indicators
 - Persona-based cluster segmentation
 - Prospect research and screening tools

For example, it is not unusual for an organization to focus their communications on individuals and households that are already significant donors. Predictive modeling can help uncover individuals with high-end potential who are not currently performing at that level. Be as inclusive as you can with your communications and attempt to engage all of these prospects at a higher level.

On the flip side, models also indicate those likely to be unresponsive. If you are looking to curb expenditures, eliminate or reduce communications to these individuals.

5. [Planned giving activity often accelerates](#) in tentative economic times. Donors may choose to protect their income for the next round of economic uncertainty with gift annuities. Other individuals may decide that [now is the time for estate planning](#), while still others may wish to convert cash pledges to planned gifts.
6. **Use technology to communicate with donors and prospects.** Using your smartphone to record a brief “thank-you selfie” is a highly personalized method of communication. It

does not need to be a professional production. Ask individuals who have benefitted from your services to record “thank you” messages as well.

7. Most people are at home. A *short* break from their new normal featuring a virtual event offers participants an opportunity to re-engage with things that matter to them.

While we are forging ahead in uncertain times, having the right strategy and the right tools and data to support your strategy will help you make the best decisions you can. Remember to focus on your mission, your convictions, and the dedication of your constituents. It will go a long way.

Blackbaud customers: If you're interested in receiving strategic guidance specific to your organization, we encourage you to reach out to your Blackbaud Target Analytics® consultant. If you aren't sure of your appropriate contact, start with the support team at www.Blackbaud.com/support for assistance.



ABOUT THE AUTHOR

Lawrence Henze

Lawrence has worked in the nonprofit sector for 38+ years, with the first 13 years focusing on development and marketing positions in the not-for-profit sector, primarily in higher education. Since 1993, Henze has worked in the field of data and predictive analytics, creating analytics services and related consulting on behalf of organizations in the United States and Canada. He has co-founded Econometrics and founded Core Data Services. Lawrence is a frequent presenter at nonprofit conferences across the United States and Canada, covering subjects that include annual, major and planned giving, relationship management and predictive analytics.

Leave a Reply

Nonprofits & NGOs

COVID-19's Impact on Nonprofits' Revenues, Digitization, and Mergers

Interactive charts show how hundreds of nonprofits face dramatic changes in their operations and plans as the pandemic continues to upend life around the world.

By [David La Piana](#) | Jun. 4, 2020

The impact of COVID-19 on life around the globe is extraordinary, and nonprofits are no exception to the disruption. As the chart above reveals, roughly 73 percent of the organizations La Piana Consulting recently surveyed reported a drop in revenue. That fact may be an unsurprising consequence of the COVID-19 crisis, but the scope of it is nonetheless shocking. However, the results weren't entirely bad: 26 percent of social service organizations reported revenue increases during this period, possibly reflecting rising demand and timely governmental or philanthropic response. One respondent described the funding outlook in these terms: "It's really rough. It's scary. We don't know if we'll survive through the shutdown and even if we do, we don't have high hopes that the economy will return to normal any time soon, so revenue will continue to be difficult to raise or secure."

Other charts below use the same data—233 survey responses pulled from 331 overall—and dive into the digital transformation of nonprofits and their perspectives on mergers. Given that nearly a third of the respondents we culled from our survey results put themselves into the "other" category of issue focus, it's worth noting what some of those were. They included food, housing, philanthropy, capacity building, and many others.

Going Virtual

[Rethinking Social Change in the Face of Coronavirus](#)



In this series, *SSIR* will present insight from social change leaders around the globe to help organizations face the systemic, operational, and strategic challenges related to COVID-19 that will test the limits of their capabilities.



**FOLLOW THIS
SERIES**

Many people are wondering what the “new normal” is going to be. Working from home seems to be a big part of it for the nonprofits we surveyed. Eighty-two percent of respondents reported the majority of their staff are now working from home. Another 12 percent reported that half or fewer of their staff were working from home. Going virtual doesn't stop there—82 percent reported digitalizing some or all of the programs and services they offered. This trend generally held across all subsectors. As one respondent wrote, the pandemic “inspired us to be more agile, to pivot and approach issues more innovatively, and challenged us to look at our work differently going forward.” Another noted that “it's been very difficult in many ways but also very positive in adapting our culture to be more fluid, nimble, and paperless.”

Mergers

Over more than two decades of helping hundreds of nonprofits merge, La Piana Consulting has observed the prevalence of mergers to be 1 percent or less of the sector in any given year. It is remarkable that 23 percent of the organizations responding to our survey are now considering such partnerships. One of them said they had been thinking about a merger with another group for years, and “COVID-19 has finally pushed us to begin those discussions.” Another respondent described it in job terms: “In order to keep staff, we are exploring a partnership with another nonprofit to share [an] employee's time and cost of employment.”



David La Piana is the founder and managing partner of La Piana Consulting, which helps the social sector navigate change.

DATE: August 6, 2020
TO: Museum Board
FROM: Leslie Pielack, Museum Director
SUBJECT: Director Report

Preservation and Repair Projects-Hunter House—On July 20, the city commission approved both contracts for the Hunter House work. LGK, Inc. will be undertaking the drainage project in the next few weeks. This will include excavation and installation of drainage below ground and repair of the Hunter House foundation masonry and wood elements. After that, LGK will be working on the siding repair and window restoration. Jackie Hoist, the historical architect from H2A Architects, will be consulting during the construction.

Amended Museum Board Ordinance—Also on July 20, the commission approved the amended ordinance that will provide for one alternate member of the Museum Board.

Expansion of online payment options--Additional online payment forms are in the works. They will offer opportunities for online sales of selected books and the museum's Christmas and pandemic post cards as well as renewal of Friends memberships; also to collect online donations for the Taylor monument.

Research Services—There has been a considerable increase in requests for research, photographs, and related materials, primarily by private individuals but also by some businesses. This does provide some revenue, but it also demonstrates a wider visibility of the museum's role in preserving and maintaining historic materials and records. A high profile use of historic photos from our collection will be used in an upcoming façade project in downtown, with the museum's credit line in prominent placement. This will not only represent a successful bridge of the past with the present, but will reinforce our importance in providing valuable information.

The Virtual Birmingham Museum—several different video series have been used to highlight different features of our museum and bring our collection out in front of our virtual audiences. **"Unboxing the Birmingham Museum"** is an 11-part short series in which Caitlin goes into 11 different storage areas and randomly selects a box to open and discover with the viewers what is inside. **"Facebook Live"** is every Thursday at 1 PM and consists of a two-person discussion format, sometimes with artifacts and photos, to informally discuss various aspects of Birmingham history. Viewers can watch during the live or afterward when it is posted on Facebook. We have seen a steady increase in interest during the live program. People also regularly view the videos after they are uploaded to our YouTube page. A new series is called, **"Birmingham Shocking True Tales,"** taken right from the pages of newspapers from the 19th and early 20th centuries. They include reports about Birmingham of strange events, murder attempts, scandals, and other surprising items drawn from the local papers. These are just a few minutes long, and presented as if happening in present time, e.g., "This just in..." The series will air once a week beginning July 29. Watch the first episode here: <https://youtu.be/fEOp24tJIXs>

While these are light-hearted and spontaneous/informal videos, we are planning a more polished/edited video interview with Alex Bingham, our new clerk, and some amazing things we have uncovered about her family connections to Birmingham and its history. Donna Casaceli will use an interview format to talk with Alex about her role and her personal Birmingham story, and will reveal some of these amazing connections on camera to Alex. We will collect the raw footage and do some editing to create a docu-style video of 20 or 30 minutes.

Acquisitions—the museum intends to begin collecting personalized COVID masks—handmade/decorated masks that the public would like to donate to our personal collection. For the most part, these will not be donated for a while, but we want to get the word out that we want them, once people are ready to put them aside.

Museum pop-up exhibits will be delayed until the outcome of the construction is more certain. Currently it is expected to take several more weeks until complete.

Museum Fees and Services

Total \$0.00

Please use this form to make electronic payment for fees and services provided by the Birmingham Museum for invoiced and pre-arranged services and fees. Please contact the museum at 248-530-1928 if you have any questions or need additional help.

Research Services and Duplication (from prepared invoice)

Check All That Apply

- Research services
- Digital images
- Black and white photocopies
- Color photocopies
- Photographic copy prints

Copyright and Image Use Fees (from prepared invoice; must be accompanied by completed Image Request and Use Agreement)

\$
Dollars

Grounds and Buildings Use Fees (from prepared invoice)

\$.
Dollars Cents

Customer Information

* Name

First Last

* Address

Street Address

Address Line 2

City

State / Province / Region

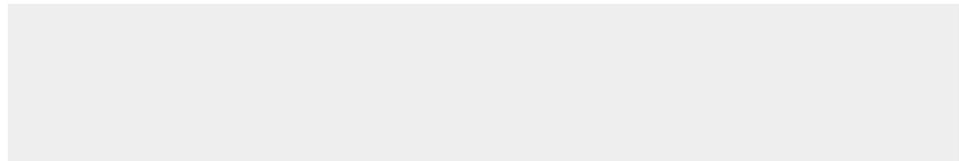
Postal / Zip Code

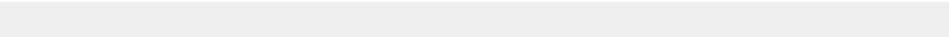
Country

* Phone Number

- -

Email





Birmingham Museum Program and Exhibit Support

For project support, please follow this [link](#) Thanks!

Total \$0.00

The Birmingham Museum creates lecture programs and informational videos that are available online at <https://www.youtube.com/channel/UCsllewh2a83-cUO7G0Bbsg>.

VIDEO PROGRAMS AND LECTURES-I want to contribute to the Birmingham Museum's video programs and lecture programs!

I'm supporting:

Check All That Apply

- 2nd Grade Virtual Tours of Hunter House (Suggested donation: \$5 each/\$30 for all six)
- Museum Lectures at the Baldwin Library (Suggested donation: \$10 each/\$50 for all five)
- Other Museum Programs and/or Videos

Video Programs/ Lectures Amount

\$ Dollars

Please Share any Comments You May Have:

MUSEUM EXHIBIT SUPPORT - I want to contribute to support the Birmingham Museum's exhibits!

Check All That Apply

- Contribution toward online/virtual exhibit development
- Contribution toward development of on site and pop-up exhibits

Exhibit Support Amount

\$ Dollars

Please Share any Comments You May Have:

(Optional) Donor Information

Entering any of the below information is completely optional.

(Optional) Donor Name

First Last

(Optional) Donor Address

Street Address

Address Line 2

City State / Province / Region

Postal / Zip Code Country

(Optional) Donor Email

Birmingham Museum Project Support

For general donations or program support, please follow this [link](#). Thanks!

Total \$0.00

PROJECT SUPPORT-I want to contribute to the Birmingham Museum's Heritage Zone landscape restoration project! (To learn more, follow this link/download the .pdf of the [Landscape Master Plan](#) for the Birmingham Museum.)

Check All That Apply

- Contribution toward restoring the elm trees in the landscape (Total needed; \$5,950)
- Contribution toward heritage community garden perennials (Total needed; \$6,000)
- Contribution toward children's garden area near Hunter House (Total needed; \$6,600)

Project Support Amount

\$
Dollars

Please Share any Comments You May Have:

PROJECT SUPPORT-GEORGE AND ELIZA TAYLOR GRAVE MONUMENT I want to contribute to a monument for the unmarked graves of George and Eliza Taylor, who died in 1901 and 1902. The Taylors were former slaves who escaped to Michigan and were the first African-Americans to own property in Birmingham.

Contribution toward purchase and placement of a joint grave monument for the Taylors in Greenwood Cemetery, Birmingham, with a large base and upright tablet consistent with the other monuments used in the cemetery (Total needed; \$5,000)

Taylor Monument Project Support Amount

\$
Dollars

(Optional) Donor Information

Entering any of the below information is completely optional.

(Optional) Donor Name

First Last

(Optional) Donor Address

Street Address

Address Line 2

City

State / Province / Region

Postal / Zip Code

--
Country

(Optional) Donor Email

Birmingham Museum Membership/Renewal

MEMBERSHIP (Friends of the Birmingham Museum, a 501c3 Non-profit Organization Tax ID #38-611127)

Membership in the Friends of the Birmingham Museum includes unlimited visits and The Heritage newsletter. It also helps the Friends support cool projects at the museum that help preserve Birmingham's story, such as artifact research and Greenwood Cemetery tours. Friends members also receive complimentary copies of Jack Fawcett's "Parking for a Nickel" and "The John W. Hunter House Anniversary" booklet as well as discounts on other [books](#) and special events. You can use this form to become a member or renew your membership electronically and securely. Find out more about the Friends of the Birmingham Museum [here](#). Please contact the museum at 248-530-1928 if you have any questions or need additional help.

Total \$0.00

NEW MEMBERSHIP

Please sign me up as a new member (calendar year)!

Name
First Last

Address
Street Address
Address Line 2
City State / Province / Region
Postal / Zip Code Country

Phone Number

- Individual: \$25
Family/Grandparent (Includes up to 2 adults and 4 children): \$40
Business (Includes recognition in each issue of The Heritage newsletter): \$50

Amount \$ Dollars

MEMBERSHIP RENEWALS

I'm already a member and want to renew!

Name
First Last

Address
Street Address
Address Line 2
City State / Province / Region
Postal / Zip Code Country

Phone Number

- Individual: \$25
Family/Grandparent (Includes up to 2 adults and 4 children): \$40
Business (Includes recognition in each issue of The Heritage newsletter): \$50

Renewal Amount

\$ Dollars

Email

Birmingham Museum Gift Shop

Please use this form to make electronic payment for merchandise from our virtual bookshop. We offer free curbside pickup, or we will send your purchases for an additional charge. Please contact the museum at 248-530-1928 if you have any questions or need additional help.

Total \$0.00

AVAILABLE TITLES in our virtual gift shop of selected local history books

THE SAGINAW TRAIL, by Leslie Pielack (2018). See why this book by our own Museum Director about the people and history of Woodward Avenue has five star reviews! (The History Press: 190 pages, illustrated, softbound—all proceeds go to the Birmingham Museum). She'll even sign it at no extra charge! Please select if you would like the book curbside or shipped AND if you would like it signed by the author.

- Curbside: \$24
Shipped: \$29
Signed by author

THE BOOK OF BIRMINGHAM, by Jervis McMechan (1976). A classic work that details the founding and earliest history of Birmingham into the early 20th century and beyond. Only a limited number of copies remain in this title! (Birmingham Historical Board: 228 pages, illustrated, hardbound).

- Curbside: \$35
Shipped: \$40

MICHIGAN AND THE CIVIL WAR, by Jack Dempsey (2011). Michigan Historical Commissioner, historian, and former Michigan Assistant Attorney General examines and explores the special Civil War stories and sacrifices of the Great Lake State. (The History Press, 188 pages, illustrated, softbound)

- Curbside: \$24
Shipped: \$29

Book Amount Friends (Members in good standing: subtract 10%)

\$ Dollars

POSTCARDS FROM THE MUSEUM FRONT- Created from our museum's permanent collection, our post card series show flair and have that vintage vibe.

Postcards available for curbside pickup at prices noted. For shipping, please add \$2 per set of postcards.

- HOLIDAY POSTCARDS-four different designs of beautiful and quaint greetings of the season (blank). Five sets of four; 20 postcards total. \$15
HISTORICAL ODDITIES-four designs that will get your friends and family's attention (blank) Five sets of four; 20 postcards total. \$15
PANDEMIC POSTCARDS-fifteen different historic photos with shutdown sentiments from spring 2020. One set of each, 15 postcards total. \$15

Postcards Amount Friends (Members in good standing: subtract 10%)

\$ Dollars

Name

First Last

Address

Street Address
Address Line 2
City State / Province / Region
Postal / Zip Code Country

Phone Number

Phone Number input fields

Email

Email input field