

## **DREAM Board Meeting Agenda**

January 18, 2006  
DREAM Office  
5:30pm – 7:30pm  
Dial-in Number: 1-712-432-2000  
Access Code is: 12321

### **Chair Report**

(old business and new business)  
Chair, Jon Harris  
(5:30pm)

### **Q & A\***

(answers to questions brought up through homework)  
Executive Director, Mike Loner  
(5:45pm)

### **Discussion #1: Presentation on EL Evaluations**

Chair, Jon Harris  
6:05

#### Talking Points

- What was the process for the EL Eval?
- What purpose do they serve?
- Brief description of results
- What follow-up will we have?

*\*Note – An Executive Session will be called during this discussion*

### **Discussion #2: How does DREAM affect its children and family stakeholders?**

Chair, Jon Harris  
(6:40)

Talking Points We have parents scheduled to come in for February's meeting. What questions can we prepare for them to address:

1. what results DREAM produces for children specific to the Theory of Change
2. how we can use their input to develop our parents Ends, which are currently:  
Ends 3 – Parents  
Parents are involved in their children's lives and are empowered advocates for their children's wellbeing. Accordingly,
  - 3.1 Parents have positive, healthy interactions with their neighbors.
  - 3.2 Parents are actively engaged in the running of DREAM.

## Compiled Comments on January HW

### 1. Last meeting's minutes. **Accepted – Jon please comment**

- I think the minutes should document the conversation and points made during our discussion topics, especially concerning expansion. Perhaps the online minutes were only partially uploaded?

### 2. Executive Director's Report, January 2006 **Accepted – Mike L please comment**

- Everything looks great.
- Great progress... thanks Mike! I was wondering if DREAM is considering building up a Board-designated reserve fund in the upcoming years? Many "best practices" folks consider building up a reserve of 6 months operating budget to be sound fiscal practice, so if we're in a position to begin thinking about this, it might be a good thing to consider (if we aren't already).
- Really exciting as usual - could you also provide an update on the strategic planning process?.
- Looks great! Could you briefly summarize how you decided to invest money in the CD at Wednesday's meeting, and what other options you came across?

### 3. New-monitoring reports (Mike Foote's report on Governance Process Policy 1-5)

#### GP 1.1: Group Responsibility: **Accepted**

The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely reactor to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body rather than to substitute individual judgments for the board's values. The board will allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling board commitments.

**Report:** *I report compliance with suggestions contained below.*

The board has had a relatively strong performance in monitoring policy and conducting other board business this year. Feedback through the homeworks and the resulting discussions have been particularly exciting for me. Still, not all members complete the homework, attend meetings on a regular basis, and take on parts of the workload. In order for the board to live up to its commitment to effectively govern this quickly growing organization, all members need to put in the time.

Comments: I agree with this section especially, and feel a sense of culpability on this one. I'd add. But I am glad that we're thinking about this as an important tenet of our behavior, and I personally will be trying hard in 2006 to fulfill these expectations of me as a Board member.

#### GP 1.2 **Accepted**

#### GP 1.3: Discipline **Accepted with Condition**

The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability. Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvement.

**Report:** *I report compliance with suggestions contained below.*

Our board has had tremendous growth in membership and effective policy governance. As stated above, stronger participation and attendance are important next steps to our governing ability. Also, the board's orientation for new members is currently somewhat inadequate – helping new members tackle some first simple tasks would be a big step towards moving new members to the level where they need to be to feel comfortable contributing.

Comments:

- Should we delegate someone to come up with a better orientation program/package for new members?
- Orientation would be very helpful and I believe would allow new board members to be much more affective in a timely manner.

#### GP 1.4 **Accepted**

**GP 2.1: Link to Ownership – Accepted with condition**

The board will produce the link between the organization and the ownership.

**Report:** *I do not report compliance.*

This is an area in need of improvement. We should be a more visible and interactive board in 2006. *We should also interact with the purpose of improving policy.*

Comments: One way to connect board members is to coordinate at least one-two meetings a year to be held before or after a DREAM event, like a Wednesday evening fundraiser or Friday DREAM program.

**GP 2.2 Accepted**

**GP 2.3: Assurance of Executive Performance. Accepted with condition**

The board will produce assurance of Executive Director performance (against policies in 2.1 and 2.2).

**Report:** *I report compliance with suggestion to change policy.*

I'm not sure what policies 2.1 has, and would recommend removing that part of 2.3 unless anyone else can explain. As for evaluating ED performance against the policies in 2.2, we successfully completed that process in 2005 and are starting it again with the new year. This year, the evaluation will end in an assessment of current executive remuneration.

Comments: I agree that this policy should read "against policies listed in GP 2.2"

**GP 3.1 Accepted**

**GP 3.2: Agenda Development Accepted**

The cycle will start with the board's development of its agenda for the next year

a. Consultation of Ownership

Consultations with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged in the first quarter of the board cycle, to be held during the balance of the year.

**Report:** *I report compliance.*

The board consults periodically with its ownership. In 2006, with the important development of Ends policies, it will be more necessary to gain input from ownership on a regular basis in accordance with the End being reviewed. Although we did not arrange such input during our first quarter, we can use our Ends development timeline to correlate to requesting input

I'm sorry ... I'm not sure I understand what this one means ... I was calling Mike to catch up tomorrow anyway so will make sure to ask him about this.

**GP 3.2b. Board Education Accepted with condition**

Governance education and education related to Ends determination will be arranged in the first quarter of the board cycle to be held during the balance of the year.

**Report:** *I report compliance with lots of room for improvement.*

The board should do a better job educating its members. There are online resource, VANPO trainings, and veteran members available as resources. I have found the most valuable training to incorporate some real board task.

- YES. I think orientation is key — so am excited about this.
- I agree and think that improving the ease of visiting programs and stakeholders for Board members (such as holding a few meetings a year concurrent with DREAM activities) will vastly improve the Board's education on Ends. As for Governance education, it may be helpful to bring in a governance "expert" to speak with the board (do such experts exist?) or even a member of another board that successfully practices the Carver model, such as the Hanover Co-op.

**GP 3.2 b- e Accepted**

## GP 4 Accepted

### GP 5.1 – 5.2 Accepted

#### GP 5.3: Review of Policy

Each new board member shall be required to review a copy of this policy and to acknowledge in writing that he or she has done so. Each board member shall annually complete a disclosure form identifying any relationships, positions or circumstances in which the board member is involved that he or she believes could contribute to a conflict of interest arising. Such relationships, positions or circumstances might include service as a director of or consultant to a housing authority, or ownership of a business that might provide goods or services to The DREAM Program, Inc. Any such information regarding business interests of a board member shall be treated as confidential and shall generally be made available only to the Chairperson, the Executive Director, and any committee appointed to address conflicts of interest, except to the extent additional disclosure is necessary in connection with the implementation of this Policy. This policy shall be reviewed annually, as stated in the Bylaws, by each member of the Board of Directors. Any changes to the policy shall be communicated immediately to all Responsible Persons.

**Report:** *I do not report compliance with a suggestion below.*

We do not currently require members to read this policy, although hopefully they have. I recommend putting the requirement into the letter of commitment. This policy is reviewed annually by reading the annual review.

Comments: I'm happy to sign of course, but didn't actually (embarrassingly enough) know this existed.

Can I suggest that new Board members be sent (either by mail or e-mail) a packet of information, policies, etc. going forward as part of an orientation?

### GP 5.4 Accepted

#### GP 5.5: Board Committee Principles **Accepted with condition**

Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to Executive Director.

##### a. Role of Committees

Board committees are to help the board do its job, never to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have dealings with current staff operations.

**Report:** *I report compliance.*

In 2005, we did not formally set up any committees, although we did assign tasks to individuals which I believe is essentially the same thing. Such tasks were always board focused (Community Ends, Legal Audit, and other research individuals performed). I found these "individual-committees" to be a highly effective means of moving ahead on board priorities.

Comments: Makes perfect sense for a Board our size ... we may want to set up committees as we expand however, particularly on items such as the audit, for which we may have some individuals with particular relevant expertise.

### GP 5.4 b-d Accepted

#### GP 5.4 e. Use of Committees **Accepted with condition**

Committees will be used sparingly and ordinarily in an ad-hoc capacity.

**Report:** *I report compliance.*

Committees as I defined above are used sparingly, but have also been a very useful tool for advancing board prerogatives and I suggest using them less sparingly than we have in the past!

Comments: I agree, I think they're quite useful, especially as we are still developing policies and procedures.

### GP 5.4f Accepted

**GP 5.6: Cost of Governance Accepted with Condition**

Because poor governance costs more than learning to govern well, the board will invest in its governance capacity.

a. Excellence in Governance

Board skills, methods, and supports will be sufficient to assure governing with excellence.

i. Training

Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.

ii. Outside Monitoring

Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.

iii. Outreach to Ownership: Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.

**Report:** *I report compliance.*

As I stated in previous reports, the board should improve its member training. I would also encourage individual members to speak up when they feel like they are under-trained for their role. We experienced our first outside monitoring this year with a successful legal audit and are looking forward to financial reviews in the future. Outreach to ownership has been low but is a priority during our Ends-focused 2006.

Comments: I would be happy to take on responsibility (with input from others) on Board orientation, as it's something I do feel could be improved. It would be a great way for me personally to actually be oriented ...

**GP 5.6 b Accepted**

4) Annual DREAM Eval – Jon will present this at Wednesday's meeting

5) Proposals – Jon will comment at this at Wednesday's meeting