



**Board of Directors Meeting  
Friday, February 25, 2022 ~9:30 AM TO 2:00 PM**

Meeting Minutes

**Attendance:** Marian Clowes, Tres Ross, Mike Lewis, Susie Nelson, Michelle Foster, Elizabeth Pellegrin, Dena Cushman, Renee Steffen, Brett White, Janell Ray, Patty Showers Ryan; and Staff: Paul Daugherty, Chad Matlick, and Abigail Miller

Not in Attendance: Megan Hannah

Called to Order by Board Chair Adam Sanders; Chairman Sanders welcomes attendees and centers the meeting on our Mission, Vision, Values.

● **CONSENT AGENDA:**

- Approval of December 2021 BOD Minutes
- 02/2022 Grants Tracking Report
- 2022
- Event Venue Commitments
- President's Progress Report

Elizabeth Pellegrin moves to approve the Consent Agenda; Mike Lewis seconded the motion; passed unanimously.

- Financial Report presented by Treasurer Mike Lewis. Treasurer Lewis reviewed the Financial Statements with supplemental information prepared by Suttle & Stalnaker for the month ended December 31, 2021. Mike noted a loss in projected revenues due to continuing COVID 19 impacts in 2021 (lack of in-person events, lower attendance, etc.) as well as lower expenses. There may be some adjustments as he works in partnership with the accountants to better reflect some pass-through grants, but overall the financial statements seem to be well in-order.

Question from Marian Clowes: with the adjustment for the pass-through grants will that affect our overall financial statement to be in the red or in the black? Mike responded that the adjustment should put us at just about even or slightly in the black.

Additionally, a return to in-person programming will result in positive implications for our overall budget. Chairman Sanders followed up with a question on the status of our search for a new CPA. Mike stated that we are working with Richmond & Company from the Beckley area.

Susie Nelson moves to approve the Financial Report; Tres Ross seconded the motion; passed unanimously.

- UNFINISHED BUSINESS: Membership Investment Increases
  - Due to Megan Hannah's absence (work conflict), Paul Daugherty stepped in to lead the discussion on revised membership investment levels from the December BOD meeting. Overall, Philanthropy WV is lagging behind peer organizations in the percentage of our annual operating budget covered by dues revenue. Peers run the range of 35 – 80% operating budget sustained by dues; Philanthropy WV is only in the 15 – 20% range, at present. This is not a sustainable business model moving forward.
  - Working from the Board's concerns in December about increases being too substantial, the Membership Committee reconvened in early February to revise the proposal. New membership investment (dues) increases are capped around 15% for 2023 and then will include an automatic 2.5-3% increase every other year moving forward.

Susie Nelson moved to approve the proposal. It was not seconded.

After further discussion, Marion asked for an affirmation that committees (in this case the Membership Committee) are empowered to do their work, noting that this is the second time this proposal has come back to the full Board. Elizabeth and Chairman Sanders affirmed their support for Susie's comment.

Michelle moved to pass the proposal; Mike seconded the motion; passed unanimously.

### **Integrity Driven Partnerships**

Paul presented on the purpose and intent of our Integrity Driven Partnerships. This initiative began a few years ago and has been formalized into the proposal we are presenting today. After several bad experiences with extractive and transactional "partnerships," Philanthropy WV determined a need to create a framework for

partnerships that would increase transparency and lay out issues affecting partnerships with the intent to clearly set expectations and improve experiences for all involved.

Patty questioned whether this comprised a formal document that the Board would need to approve vis-à-vis all partnerships in the future? Paul replied that in our view, no, this would be implemented at the operations level for programming partnerships and no Board approval would be needed for most partnerships. Only contractual and institutional level contracting partnerships would potentially be elevated to the Board level for approval.

Susie made the motion to approve; Marian seconded; unanimous approval.

### **Strategic Plan 2022 – 2026**

Paul presented the second version of the strategic plan, created in conjunction with Becky Mathis Stump at Ethos Leadership. Becky was unable to attend due to meetings rescheduled.

- Clarify Values Feedback was positive. Elizabeth moves to approve this section; Renee seconded; unanimously approved.
- Value Proposition Feedback created some discussion about the scope of the organization (WV vs Appalachia) and some language issues. Paul asked if the Board would like to approve this section pending final grammatical edits as discussed. Elizabeth moved to approve; Michelle seconded; unanimously approved.
- Strategic Focus Feedback - there was discussion about implementation and action items to drill down on the strategic focus with measurable goals. Paul stated this section would be edited based on your feedback and brought back to the Board for final consideration in May.
- Anticipated Outcomes Feedback - there was discussion about strengthening this session, and creating a framework for monitoring and reporting the outcomes. No motion was made.
- **Specific Strategies Feedback:**
  - Paul – no staff and budget allocations yet. We will finalize those before soliciting Board feedback on those parts. Today, focus on the strategies themselves.
  - **Strategy 1 Feedback:** Susie: urged consideration of timing of programs for private & family foundations – ex. After hours or on weekends are needed. Janell approved of focus on staff education for foundations.
  - **Strategy 2 Feedback:** Including come home legislation, CARES Act, ARPA funds, Public Policy Engagement. No feedback from Board.

- **Strategy 3 Feedback:** Serve as a launch point for Philanthropy in WV.

Chairman Sanders requested that the Give2WV project be high priority in the strategic plan and in our day-to-day organizational work.

### **Federal Government & National Funder Partnerships**

Paul updated the Board that work he and Sharell have been doing regarding US EDA Funding in Rural areas is ongoing. This was received positively, with much feedback on the value of grant writing and partnerships to pursue these funding opportunities.

There seemed to be consensus here, but no confirmation of formal board approval.

### **National and Regional Funding Partnerships**

Paul listed our current slate of projects and those we hope to initiate during the period covered by the strategic plan:

- Ascendium Education – closing in on funding gap with partnership continuing work and eyeing future opportunities for WV as a test site.
- Fall or Spring 2023 National Funders Tour (adapting the Alaska model) with strategic foci such as: SUD, Foster Care, Economic Development, etc.
- Creation of a National Funders Advisory Council. Envisioning a group to share what’s going on in WV and connect national funders for partnerships with local organizations. Idea would be to convene this group 2-3 times per year, on-site in the state if possible, including at the annual conference where they could speak.

Susie motioned to approve; Janell seconded; unanimous approval.

### **Adaptive Business Modeling & Revenue Generation**

Paul presented our version of adaptive business modeling, based upon the United Philanthropy Forum’s report “Riding the Wave” – ours is more a “Riding the Rapids” to reflect our West Virginia context. Chad is focusing on technology uses for the plan and Paul and Sharell are working on revenue streams. These are the current projects on the docket in our initial stages of new business modeling:

- Member Investment Increases and changing the language from “dues” to “investments” to reflect the nature of our work together in partnership with our members.
- Philanthropic Partners Program - revenue stream above and beyond dues.
- Corporate Sponsorships
- Foundation Support
- Signature Program Investments
- Program Revenue – hit hard during COVID, need to build back

Questions? Adam asked whether program revenue falls to Chad’s responsibility? Paul responded that yes, financial oversight is passing from him to Chad.

### **Modernization of Operations**

Chad spoke about his first eight months of employment with the organization. After a period of assessment, first major project was to update staff laptops and monitors for daily work efficiency, and the conversion to a secure digital workflow

A search was also underway to determine an appropriate CRM for the organization and a choice is imminent. We hope to be onboarding the new system between March – May/June.

### **Introduction of New Staff**

New Staff Members Isabella Stamm, Communications Fellow and Abigail Miller, Program & Engagement Manager, had the opportunity to introduce themselves and say hello to the Board. Isabella joined the staff in December and Abigail in January.

### **Programming 2022 Update**

Abigail provided a brief update of 2022 programming as development is currently in progress. Gave an overview of work & affinity groups meeting quarterly, partnership programming in development, Annual Conference planning, ACPI Retreat Planning, a potential CEOs Summit, and more.

### **Board of Directors Development**

Paul reminded the group that the last Board assessment was just done in August 2021. Looking ahead this year we have prioritized Equity & Inclusion Work/Training (United Philanthropy Forum) and Purpose Driven Leadership (Jim Taylor at Board Source) as

priorities for Board learning. Does anyone have feedback on these items or looking for any other focus in learning for the Board this year?

Adam questioned whether this is the right time coming out of COVID? Maybe now isn't the right time? Susie noted we face both of these topics through other channels, maybe not a need at the moment. Agree with Adam, these are important topics but we don't necessarily need this from Philanthropy WV right now.

Adam noted the comments on ESG movement hurting WV, as harmful to WV economy by refusing business and investment with energy & extractive industries. Want to highlight to members the harmful side of ESG.

### **Final Business**

Paul gave a brief update on membership renewals and a recruitment campaign to kick off in the coming months with the hope to bring new folks to the table and to the Annual Conference in May. We will be conducting spring visits to old partners and new prospects alike to deepen the campaign and strengthen membership retention & recruitment.

We also discussed an attendance policy of no more than three specialized events for non-members per year. This policy will encourage membership and show the value of joining Philanthropy WV.

Final discussion focused on speeding up membership renewals, developing deeper programs, and Transfer of Wealth engagement.

Susie moved to adjourn the meeting; Tres seconded; unanimously approved. Meeting adjourned at 2:00 PM.



**Board of Directors Meeting  
Wednesday, May 18, 2022 11 AM - 1 PM  
Glade Springs Resort, Daniels WV**

Meeting Minutes

The Board of Directors met for lunch at Philanthropy WV's 2022 Annual Conference at Glade Springs Resort. The meeting was a celebration of departing President & CEO Paul Daugherty and his career at Philanthropy WV. It included a video tribute and other presentations.

There was no quorum, agenda or official business.