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LILY WHITE AND COMPANY

BOARD RETREAT SUMMARY

June 26 and 27, 1993

The Board of Directors of Lily White and Company held a retreat on June 26 and 27, 1993 at the home of Joe and Lynn Kintz. The initial intent of this retreat was to examine the present status and future goals and ambitions of the Company, in a relaxed open forum in an environment removed from routine Company functions. Board members present were Paul Foltz, Sharon Staub, Eric Selvey, Ed Fuhrer, Fred Bollendorf, Jack Sowers, and Tim Rhinehart. Company member Lynn Kintz was present and Joe Kintz was the facilitator.

I. PAST HISTORY

Paul opened the retreat with a summary of Lily and Company's history from its first performance in 1980 to the present. The overview was enlightening to all including those who had been with the Company through much of this time. Note was made of the focus on AIDS patient relief beginning in 19~~8~~², and its incorporation to a non-profit organization, Lily White and Company in 19~~8~~².

The Company has grown in the complexity of its organization since its beginnings, with sharp peaks and valleys in the quality of its productions. Paul pointed out that the most significant pattern that emerges is one of successful pushes to large and high quality productions followed by membership and talent drop off, and periods of regrouping. These trends should be noted when future goals are discussed.

Joe then took over with a presentation on structuring an effective Board, and how to effect good planning. He followed this by guiding the group in the formulation of a mission statement and establishment of long and short term goals.

Part 1

THE BOARD OF DIRECTORS

I. BOARD STRUCTURE

A. "2 C and 2 W" Board

2 C: contacts, clout. Board members should have connections with the community and have influence in social or business areas that affect the organization.

2 W: wisdom, work.

8. Reasons for joining a Board: Watch for "negative" reasons. That are self-serving and not in the interests of the organization.

C. Functions of a Board

1. To oversee the organization in its mission
2. To make long range plans, and thereby develop and direct short range plans.
3. To monitor program activities
4. To decide the proper utilization of funds
5. Fund Raising
6. Develop and maintain a public image between the organization and the community.

A Board is responsible for recruiting its members and for analyzing and critiquing its effectiveness.

A Board does not execute day to day operations, or do direct services. It's function is to plan for and maintain the organization in the big picture.

II. Board Membership

The Board should be staffed with:

1. members from professional skills (legal, accounting, etc.).
2. A Spokesperson responsible for representing the Board accurately to the community and to the members of the organization.
3. Fund raisers
4. Programming and events organizers

Members are selected based on leadership professions, business supporters, personal involvement with the cause of the organization, retired executives, and devoted audience members.

A selection committee interviews and explains the conditions of the Board membership to the candidate. The reasons the applicant wishes the Board position are carefully considered. A number evaluation system by the committee is recommended.

After selection the new Board member is given orientation information on the organizations structure, by-laws, job descriptions, etc.

All Board members must maintain the "big picture" for the organization, maintain their relationship to the community, and maintain personal credibility as a representative of the organization.

III. Board Maintenance

Maintaining the viability and effectiveness of the Board can be achieved by implementing the following:

1. Assign tasks to all Board members to keep them involved
2. Information flow - see that all members receive all the information
3. Set up a meeting schedule according to the needs and schedules of the members. Preferably this should be set up on a yearly basis. Keep the meetings regular. Have an agenda and follow it.
4. Board Evaluation - every three to five years the activities and effectiveness of the Board should be evaluated by someone totally uninvolved with the organization.
5. Members should have set rotating terms. Ineffective members should not be invited back.
6. Recruitment activity should be ongoing
7. Hold Board retreats about once a year
8. The establishment of an "advisory committee" provides a place to put ineffective members that can't be immediately rotated out.
9. Before accepting additional terms the member can do a self-evaluation based on looking at his past meeting attendance, committee participation, personal contributions (financial or otherwise), his service as an advocate of the organization, and his efforts to keep himself informed.

Part 2

LILY WHITE AND COMPANY
MISSION AND GOALS

I. Organizational planning

Planning is the key to an effective organization. A good plan allows the project or goal to be executed efficiently with as little waste of time and resources as possible, with the end result accomplishing what it set out to do.

- A good plan defines what, why, and how.
- The Board plans, the committees and performers take the action.
- Planning is not a single step activity but an ongoing process.
- Identify and overcome barriers to the accomplishment of the plan.
- Focus on the critical audience.
- Assign responsibility.

II. Mission

A concise and official declaration of the purpose of Lily and Company's existence is necessary to formulate future goals and to make a statement to the public.

The mission statement is the guide for planning efficiently, economically, and productively. It is the "vision thing" that decides where you want to go. Definition of goals grows out of the mission statement.

The requirements of a mission statement are that it be short (one sentence), accomplishable, clear and understandable. It should define the who, what, why, how, where, and when of the organization.

A very lengthy discussion proved necessary to formulate this mission statement. Ideas from the sublime to the ridiculous were encouraged, discarded, replaced, added to, and changed. It was immediately evident that every Board member had a different idea of the company's purpose, and members had been working with this

diversity of perception for years.

The first coherent draft read: "A non-profit, charitable troupe of entertainers who are advocates of diversity and independent creativity in central Pennsylvania."

The final official statement was drafted and unanimously voted to be Lily White and Company's mission statement:

"Lily White and Company, Inc., is a non-profit troupe whose mission is to raise funds for organizations which
-provide HIV+/AIDS patient supportive services
-support gay and lesbian services and issues in central Pennsylvania.

III. LONG TERM GOALS

Long and short term goals must be quantitatively, not qualitatively, defined.

The following long term goals (two to four years, September 1993 to September 1997) were determined and defined in open discussion and voted on:

1. Obtain a 20 ft. panel truck - 2 years
2. Raise or assist in raising \$30,000 in contributions every two years beginning in September 1993.
3. Develop a corps of responsible, experienced technicians and performers - 2 years
4. Board leadership development - 2 years

IV. SHORT TERM GOALS

Short term goals were defined as being from 6 months to two years. Some of these issues are already being addressed.

1. Establish a committee for each long term goal (Ad hoc): One committee per goal of four people including two board members. Some committees are already in place in the organizational structure. The committees can also be employed as a tool for recruiting Board members.
2. The fund raising goal stated in "Long Term Goals" should be divided into components coordinated by the Board's direction.

part 3

RETREAT ASSESSMENT

Finally, the retreat itself was discussed and evaluated for its positive and negative aspects.

POSITIVE

The provision of food for breaks

The visual vote process: ALL ideas were posted on a 5x7 card and voted on by each Board member placing dots as a vote on the card, thus weeding out more extreme suggestions and making the elimination processes clearly visible to all.

The opening of the retreat with a review of the Company's history

Brain storming

The general "get away" atmosphere

The lack of distractions

The lack of a severe structure.

NEGATIVE

The retreat was not attended by the full Board membership

Focus was lost during the creation of the mission statement

There was no closure at the end of the first day.