



Board & Staff Retreat Agenda Introduction Saturday, November 4, 2017

HISTORY AND BACKGROUND

Starting in 2015, the G UW Board has held a full-day annual retreat (9am – 3pm) on a Saturday each fall. In the six years prior to that, the Board held one full-day retreat (2009) and one half-day retreat on a week day afternoon/evening (2012).

The most recent strategic framework approved by the Board was in January 2015, creating the new dual philanthropic model: continuing traditional Annual Campaign fundraising for Community Investment Grants plus adding new Direct Impact fundraising for the (then nonexistent) Direct Impact Programs. That framework also called for focused efforts in marketing, organizational efficiency, and governance.

The topics for discussion at the upcoming 2017 retreat were distilled from extensive review of G UW materials and key interviews with senior Management and key Board members conducted by representatives of retreat consultant, Polisi Jones Communications, LLC. G UW engaged Polisi Jones Communications, LLC in summer of 2017 for a fee of \$5000. Those interviewed were: David Rabin, Jeremy Nappi, Anne Sherrerd, Donna Byrnes, Karen Keegan, Nisha Hurst.

TWO GENERAL STRATEGIC TOPICS TO BE DISCUSSED BY ALL GROUPS:

What are the elements needed to achieve our mission and vision? (see attached)

What do I need to be doing, as a Board member, to support G UW's efforts?

ONE OPTIONAL ADDITIONAL QUESTION FOR EACH GROUP IF TIME ALLOWS:

What haven't we discussed that's top of mind right now?

FIVE SPECIFIC TOPICS FOR SEPARATE GROUPS:

***GROUP A:** What tactics does G UW need to employ to be recognized as the largest grant maker and leader in developing and implementing critical human services programs in Greenwich?*

***GROUP B:** What specific actions need to be taken by the G UW Board and Management in regard to the three Direct Impact programs? (YIP, ECAGS, HSTS)*

***GROUP C:** Is G UW best serving the needs of the community by continuing to make grants of widely varying amounts to a large number of agencies versus concentrating larger grants on fewer agencies to yield a greater impact from donor dollars on the lives of those served?*

***GROUP D:** In order to meet the organization's short and long-term goals, what suggestions do we have to build on and improve the current proposed 2018 committee structure for the Board?*

***GROUP E:** Looking three years out, what percentage of G UW's fundraising should be focused on Direct Impact vs Annual Campaign?*