

May 2025

# BUILD A GREAT 90-MINUTE BOARD MEETING

Presentation

*Presented by* **Erik Hanberg**

[www.forsmallnonprofits.com](http://www.forsmallnonprofits.com)

**THIS WORK IS  
IN MY BONES**







Photo by Russ Carmack

*Dennis and Kathy Hanberg were our 1997 school volunteers of the year. Dennis serves on the Technology, Auction, Booster, Long-Range Planning, and Building and Grounds Committees. He is also a former school board president. Kathy served as president of the SCOPE organization, and has been active in the Shoes Liturgy, Auction and Boosters. Kathy currently serves as our parish kitchen coordinator.*







- **BOARD OF “POSTCARD”  
NONPROFITS**
- **ASSOCIATION BOARDS**
- **STATEWIDE ORGANIZATIONS**
- **GOVERNMENT BOARD W/  
\$50M ANNUAL BUDGET**



**FIND AT LEAST ONE THING YOU CAN  
IMPLEMENT IMMEDIATELY**

**FIND AT LEAST ONE THING YOU CAN  
WORK ON OVER THE NEXT  
THREE MONTHS**



**FIND AT LEAST ONE THING YOU'RE  
ALREADY DOING WELL**

**WHAT'S THE JOB  
OF THE BOARD?**



**1. MISSION**

**2. POLICY**

**3. FINANCIALS & BUDGET**

**4. PLANNING**

**5. FUNDRAISING**

**6. “HIRE & FIRE”**

**7. IMPROVING ITSELF**



**NOT OPERATIONS!**

**YES,  
AND.**





**WE ARE HERE TO BUILD  
SOMETHING THAT OUTLASTS  
THE PEOPLE IN THIS ROOM.**





A ***Future*** FOR  
THE ***Sport***

**WHERE IS THIS...**



**A *Future* FOR  
THE *Sport***

**ON YOUR AGENDA?**

TOO OFTEN...  
WE DON'T **MAKE** THE TIME  
ON OUR AGENDAS

**(WE ARE BUILDING TO MEETINGS, I PROMISE)**



**WHAT I LOOK FOR**  
**WHEN I WORK**  
**WITH A BOARD**



# RULES





# SYSTEMS





**“SYSTEMS SAVE US FROM  
THE POVERTY OF OUR  
INTENTIONS.”  
—ELIZABETH KING,  
SCULPTOR**







**CULTURE**

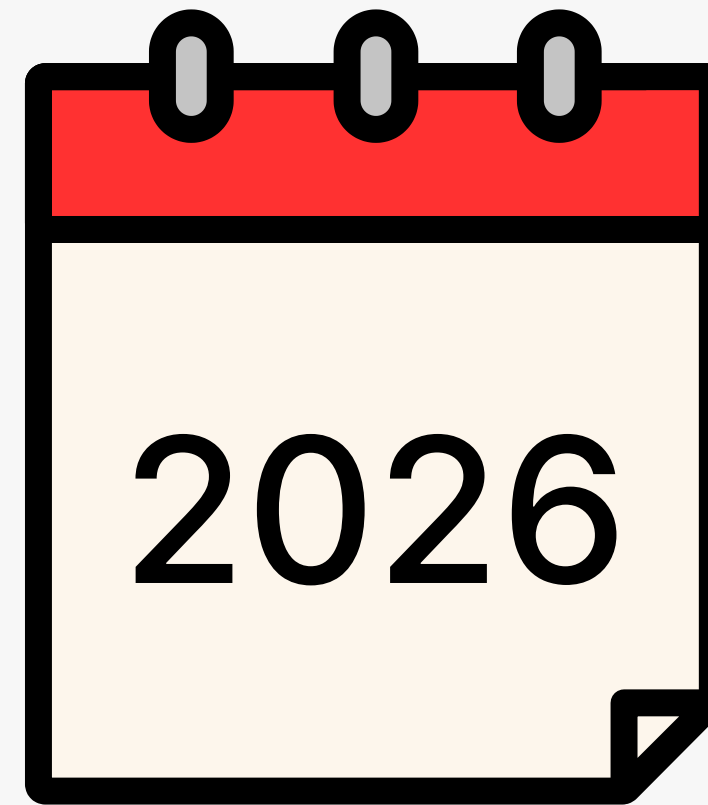


# **RULES, SYSTEMS, AND CULTURE FOR GREAT BOARD MEETINGS**

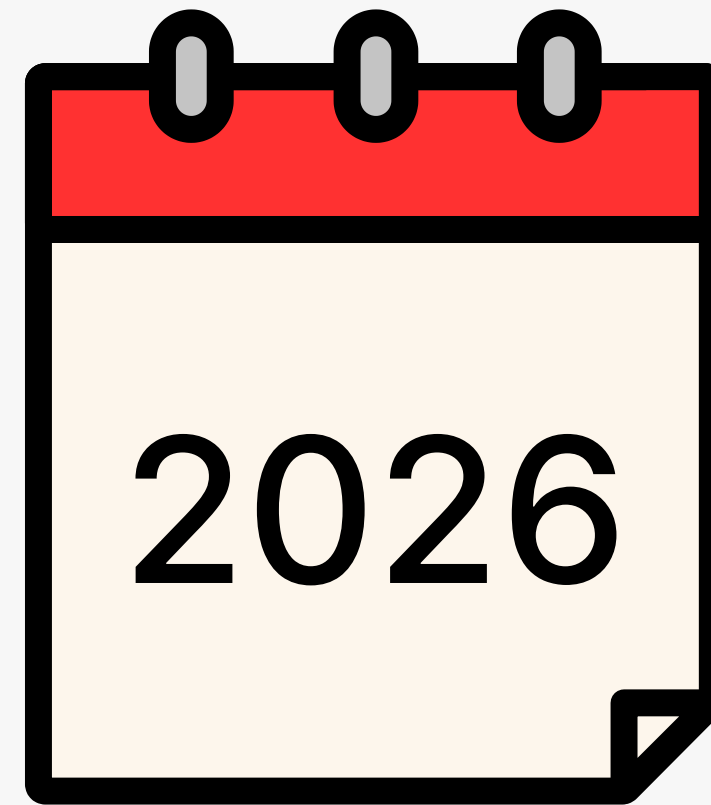
**THESE WORK FOR**  
**ALL BOARD MEETINGS**  
**ALL FREQUENCIES**

A black and white photograph of an hourglass. The top bulb is partially filled with sand, and a stream of sand is falling through the narrow neck into the bottom bulb. The background is solid black.

**CULTURE  
TIME AT THE BOARD MEETING  
IS A PRECIOUS COMMODITY.**



**SYSTEM:  
CALENDAR YOUR BOARD MEETINGS  
TWO YEARS IN ADVANCE**



**NO JOKE. TWO YEARS.**

**SYSTEM:**  
**EMPOWER YOUR**  
**EXECUTIVE COMMITTEE**



An ornate, gold-colored picture frame with intricate carvings and floral motifs. The frame is rectangular with a wide, decorative border. The text is centered within the frame.

**THIS SMALL GROUP  
CAN TAKE A BIG-PICTURE  
LOOK AT YOUR AGENDA**

**IMAGINE** SHOWING UP TO A  
MEETING IN NOVEMBER TO FIND...



**THE TOURNAMENT**  
**THE BUDGET**  
**AND RECRUITING**

# OCT. RECRUITING

# NOV. THE TOURNAMENT

# DEC. THE BUDGET







**THEN WE REFINE  
EACH AGENDA LATER**



**ACTIVATING THE  
EXECUTIVE COMMITTEE HELPS THE  
LONG-TERM HEALTH**



**LEADERSHIP IS LEARNED**  
**NOT INHERITED**

**BOARD MEMBER –>**  
**COMMITTEE CHAIRS –>**  
**SECRETARY –>**  
**VP –>**  
**PRESIDENT?**



# THE ROLE OF THE BOARD PRESIDENT

**RINGMASTER MORE THAN  
TASKMASTER**







**ASSOCIATION BOARDS ARE NOT  
RUN LIKE SMALL BUSINESSES**



THE BOARD PRESIDENT IS NOT THE  
“BOSS” AND BOARD MEMBERS  
AREN’T “EMPLOYEES”



**A BOARD MEETING IS NOT  
A STAFF MEETING**



A male singer with short blonde hair, wearing a dark t-shirt and a necklace, is captured in profile, singing into a microphone. He is on a stage with bright, warm stage lights creating a hazy atmosphere. In the background, the silhouettes of a crowd are visible, with several hands raised in the air, some making rock-on gestures. The overall mood is energetic and vibrant.

**STRUCTURE BEATS ROCKSTARS**



A male singer with short blonde hair, wearing a dark t-shirt and a necklace, is captured in profile, singing into a microphone. He is on a stage, and the background is filled with bright, hazy stage lights. In the foreground, the silhouettes of several audience members are visible, with their hands raised in the air, some making rock-on gestures. The overall atmosphere is energetic and vibrant.

**STRUCTURE ATTRACTS ROCKSTARS**



**CAN YOU CRAFT HOW YOU WORK  
AS MUCH AS THE WORK ITSELF?**





**BUILD THE BUCKET**





THE BOARD PRESIDENT  
WEARS A SUIT OF ARMOR





**“I’M SORRY TO INTERRUPT...”**



**“WE HAVEN’T HEARD FROM YOU IN A  
WHILE... WHAT DO YOU THINK?”**



**“I THINK WE’VE HAD A GOOD  
DISCUSSION. LET’S SEND THIS BACK  
TO THE COMMITTEE.”**

**“MARY, THEN ERIK.”**

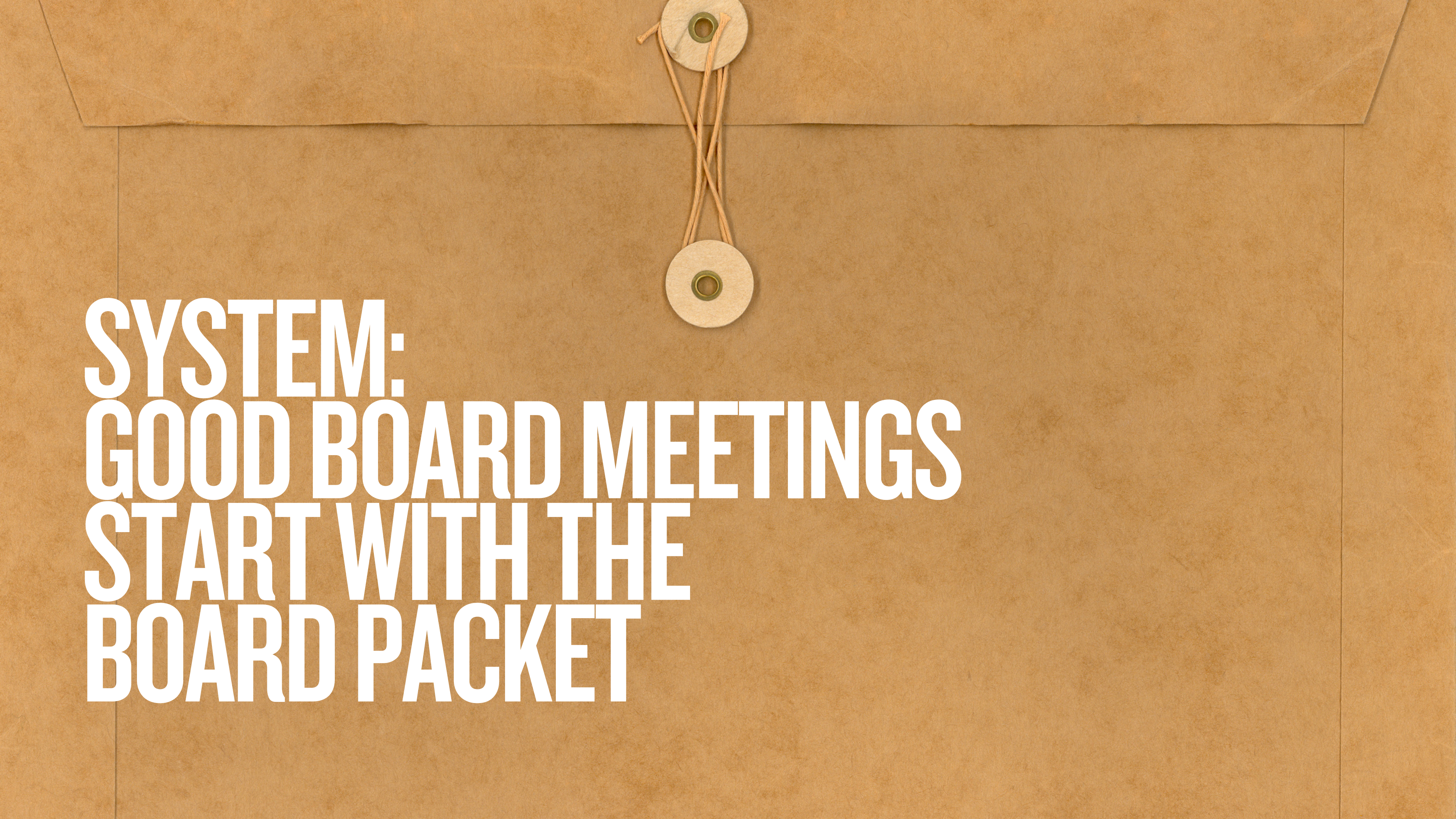




A brown paper envelope is shown from a top-down perspective. The envelope is closed, with the flap visible at the top. A string is threaded through two circular paper fasteners, one near the top flap and one further down. The string is tied in a knot between the two fasteners. The background is a solid brown color, matching the envelope.

**ONE FINAL SYSTEM  
BEFORE WE START  
THE MEETING**



A brown paper envelope is shown from a top-down perspective. The envelope is closed, with the flap visible at the top. A light-colored string is threaded through two circular, light-colored fasteners (one at the top and one at the bottom) and is tied in a knot. The text "SYSTEM: GOOD BOARD MEETINGS START WITH THE BOARD PACKET" is printed in large, bold, white capital letters on the left side of the envelope.

**SYSTEM:  
GOOD BOARD MEETINGS  
START WITH THE  
BOARD PACKET**



- **FINANCIALS**
- **WRITTEN REPORT FROM THE ASSOCIATION MANAGER**
- **ANYTHING THE BOARD WILL VOTE ON**





**SYSTEM:  
GIVE YOUR COMMITTEES  
TIME TO GET THEIR WORK  
INTO THE PACKET**



**LET'S START  
THE MEETING!**





5:00 pm

**REMINDE THE BOARD OF “THE WHY”**







5:00 pm

START WITH A STORY...  
READ A LETTER...  
BRING AN OBJECT...







**NOW...  
LET'S CONDENSE THE BORING  
PARTS OF THE MEETING**



A close-up photograph of a hand holding a bright yellow egg. The hand is positioned in the center-right of the frame, with the thumb and fingers wrapped around the egg. The background is a soft, out-of-focus blue and white. A red digital clock overlay is positioned above the hand, displaying '5:05 pm' in a pixelated font.

5:05 pm

**IT'S CALLED  
"THE CONSENT AGENDA"**



# THE THREE BASIC REPORTS



5:10 pm

# THE PRESIDENT'S REPORT



5:15 pm

# THE MANAGER'S REPORT





**GET IT IN WRITING.**



**Executive Director's Report**  
*February*

**Major Accomplishments of January**

**Launch of the Membership Database**

I am pleased to announce that the online membership database has gone live on City Club's website. The membership database will serve as a membership recruiting tool for several reasons:

- Many potential members will want to be included in the site.
- When someone passes their renewal date, their information automatically falls out of the search queries—i.e. they are no longer shown as a member. This makes the strength of a renewal stronger, as not renewing has an immediate effect.
- We are "crowd sourcing" the accuracy of our database. By encouraging the entire membership to flag any incorrect information, we can keep better tabs on our members, by replacing old email addresses or phone numbers. This will be especially helpful for member renewals.

**Soft Launch**

The launch will be complete over the course of February. After testing by board members (thank you!) a link to the membership database went live on the homepage of City Club. Between February 1 and February 14, members who spot it and request a login will get their password and will serve as the final testers of the site. Finally, at the February 15 lunch, we will give usernames and passwords to all member attendees, encouraging them to try it out. We will also include it in the Catalyst newsletter. Finally, any member who has not gotten their username and password by the March Dinner will be sent their information.

This staggered launch will help us spot any major issues early, save on any mailing costs, and possibly generate a little buzz within the membership.

**Possible New Features**

I am working on two new features:

*Browsing membership alphabetically*

"Suggest a member" – A message that says something to the effect of: "Didn't find who you were looking for? Send an email right from the site and invite them to check out City Club." This is tricky because we don't want to spam people, but used effectively we could again see our members working for us.

*New Opportunities*

Facebook, and personal emails to let our attendees know that the lunch had been rescheduled. What could have been a major issue went very smoothly.

**KBTC CityLine Filming**

Kristina and I were on CityLine the morning of January 12 to promote City Club. We had 12 minutes on the show to talk up City Club, our mission, and our upcoming programs. The show was live that morning and then played often over the next week. I think it was a big success.

**Other Tasks & Accomplishments**

- Secured the Bates boardroom for a March 22 Phone-a-thon
- Rented the booth and provided our material to board volunteers at Shift Happened
- Successfully encouraged the Museum of Glass to become a corporate member
- Applied for a \$3,000 grant from the Greater Tacoma Community Foundation
- Sent special weekend email for Hide/Seek letting members know more about the exhibition
- Successfully secured a members-only tour of Hide/Seek at TAM after the March 21 lunch
- Worked out new financial reporting procedures with the treasurer

[for-small-nonprofits.com/bowl/](http://for-small-nonprofits.com/bowl/)



5:25 pm

# THE TREASURER'S REPORT





5:40 pm

**NO MORE REPORTS!**



**“COMMITTEE REPORTS”**



**CULTURE:**  
**HONOR** THE WORK AND TIME OF  
THE PEOPLE ON THE COMMITTEE





**CULTURE  
LET'S NOT REHASH  
COMMITTEE MEETINGS  
AT THE BOARD MEETING**





**SYSTEM  
USE COMMITTEES AS THE  
WORKHORSES OF THE BOARD**



**SYSTEM:  
COMMITTEES DON'T GET TIME ON  
THE AGENDA **UNLESS** THEY HAVE A  
RECOMMENDATION FOR A VOTE**

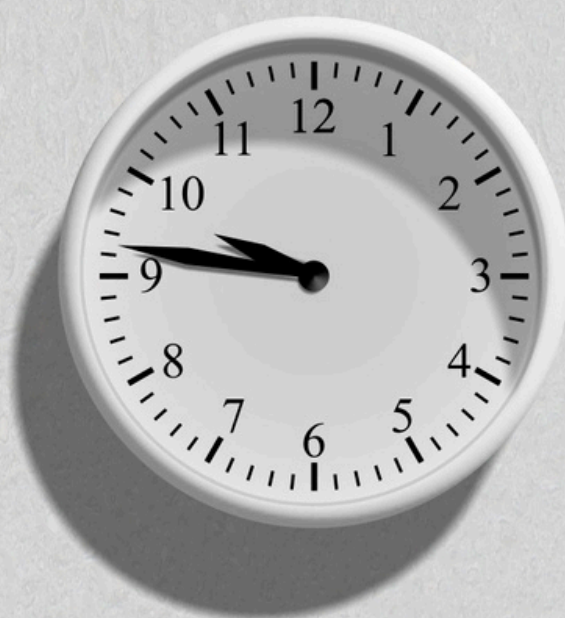


**SYSTEM:  
WHEN THERE'S NO VOTE...  
COMMITTEE CHAIRS REPORT  
IN WRITING**



**SYSTEM:  
DON'T TRY TO PASS BIG THINGS AT  
THE FIRST MEETING THE  
BOARD SEES THEM**





**LONDON**



**NEW YORK**



**TOKYO**



**MOSCOW**

# TIME CHECK



5:50 pm

**WHY HAVE WE DONE ALL OF THIS?**



**USING CULTURE AND SYSTEMS  
WE HAVE MADE ROOM FOR  
THE FUTURE**



5:50 pm

**WE ORGANIZED EVERYTHING TO  
MAKE ROOM FOR 30 TO 40 MINUTES  
OF TRULY PRODUCTIVE TIME**



5:50 pm

1. DELIBERATION & DECISION
2. LEVERAGING BOARD RELATIONSHIPS
3. “MANY HANDS MAKE LIGHT WORK”



**NOW THERE'S TIME...**

**BUDGET**

**PLANNING**

**RECRUITING**

**AND YES, THE BIG EVENT**



6:25 pm

# WRAPPING UP THE MEETING



6:25 pm

**“BOARD COMMENTS”**



90

**THAT'S 90 MINUTES!**



**PLAN  
WRITE  
SQUEEZE  
SYSTEMS  
THE BIG STUFF**





**CULTURE:  
PUT THE BOARD TO WORK  
FOR TEN MINUTES  
AFTER THE MEETING**



May 2025

**THANK YOU  
SO MUCH!**

*Presented by* **Erik Hanberg**

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**forsmallnonprofits.com/bowl**

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