

Star Island Corporation 2017 Board Goals  
Proposed April 25, 2017

We have been talking about what it would mean to move to more strategic board goals. The goals below reflect our desire to:

- 1) Relate our goals to the strategic map
- 2) Relate goals to Board responsibilities
- 3) Link our actions to our vision
- 4) Adopt multi-year goals
- 5) Evaluate ourselves using the strategic map

We also reminded ourselves that in the real world, important challenges and opportunities will come up that are not reflected on our strategic map and that we remain mindful of those while not abandoning our strategic map.

## Goals

### Board Goals for Itself

- 1) Assess board composition, especially regarding outside board members and ministerial participation

We have talked about both of these issues for some time. We are considering the places of specialized expertise (including a pastoral presence), outside engagement, diversity, and connection to the wider Star Island community in the composition of the board, and how we communicate those desires to the Nominating Committee and wider membership.

- 2) Review board activities relative to the board job description, particularly as regards liaison responsibilities with committees

Rationale: We should harmonize the Board's "Roles and Responsibilities" (adopted by the board on January 27, 2015) and the Nominating Committee's "Board of Directors Job Description" (drafted in November, 2014). Neither document specifically addresses Board members' responsibilities as committee liaisons. We have highlighted this task as key to maintaining good communication, soliciting a wide range of input, and ensuring that interests beyond those of a single committee are present in the discussions on any given subject.

### Strategic Goals

- 3) Create linkage between strategic development planning and strategic facilities planning

Rationale: It is possible that the long range integrated financial planning tool will do this, but if it does, it's not clear that we're using it this way. Strategic development planning includes what we do until a potential capital campaign, and how that both of those relate to strategic facilities planning and other strategic uses of funds. Economic #1

- 4) Be "owners if a thoughtful process" around Star Island's future – what issues do we as a community want to engage with?

Rationale: This seems like the essence of a strategic goal: leveraging our knowledge of the island

and our knowledge of the wider trends in the world (political, economic, philanthropic, environmental, etc), how do we want to position Star Island? And once we've identified that positioning, how do we assess where we are relative to that, and how do we move in the direction we want to go? Community #4, Environment #1, Environment #2

- 5) Articulate the place we wish Star Island to have in the wider community and identify strategies to get there.

Rationale: We have the opportunity be more intentional and strategic about our profile in the wider community – not limited to the Seacoast, and intentionally including UU and UCC outreach, and relationships with the UU Camps and Conference Centers. This seems to articulate well with being “owners of a thoughtful process” around Star’s future and thoughts around Board composition regarding outside directors. Community #3, Community #4, Environment #2

- 6) Articulate our goals regarding Star Island as an employer and specifically regarding staff compensation.

Rationale: Compensation was a major area of concern this year. That concern stemmed from (implicit and explicit) goals we have around Star Island as an employer. Articulating our goal around Star Island as an employer will give us a firm basis on which to make compensation decisions and allow us to decide how that goal interacts with our other goals – strategic facilities, development, conference services, amenities, etc. 30, Community #1, Community #3, Economic #2, Stewardship #2

- 7) Articulate our strategic goals regarding Appledore

Rationale: Among other things, we need to develop a conservation plan for Appledore. More generally, what our strategic goals are around Appledore? Articulating these may help us avoid discussion around Appledore proposals that don't fit with our strategy.

*Crossover Goal – Getting us from the tactical to the strategic*

- 8) Use the long range integrated financial planning tool to inform Board decisions, mindful of its degree of integration with development, conference services, and amenities planning.

Rationale: Conceptually, the long-range integrated financial plan is key to linking our strategic plan goals to our annual goals and projects. While this tool has become effective for staff, its visibility and utility to the board is still evolving. Making this an effective guidance tool for the board will make it possible for us to do this strategic-annual goal-project linkage. Ensuring that “integrated” includes not only finance and facilities, but development, conference services, and amenities will be necessary to make this a strategic planning tool. And, before that goal is achieved, the conclusions drawn from the LIRFT must be modified to take in to account development, conference service, and amenities priorities.

### Tactical Goals

- 9) Identify at each meeting, one item that might not have been brought to the board, but rather handled by staff or committees.

Rationale: Becoming more strategic means getting out of the day-to-day, spending more time thinking about fewer things, and things that are beyond range of staff and committees. What are the (tactical) things we are willing to give up thinking about so we can think about bigger questions?

- 10) Invigorate volunteer leadership process including through a continuation of the work of the taskforce on committees and opportunities for recognition.

Rationale: We continued our discussion of “what does it mean to be a corporation member?” including the contexts of giving, recognition, and service. I would suggest that all of these are in pursuit of the strategic goal of creating more engaged island citizens. But these opportunities for increased engagement may require board leadership. Hence the inclusion of this as a board goal.

- 11) Develop a strategic approach to how Island facilities affect the conferee experience, looking at physical accessibility and amenities.

Rationale: Efforts in recent years towards improved accessibility have, perhaps, plucked the “low hanging fruit.” A strategic approach to accessibility will provide a framework for prioritizing and designing future projects. Similarly amenity changes seem often to be driven by either unexpected opportunities or constraints; rarely to amenity decisions seem to drive facilities, development, or financial decisions. This is our opportunity to be intentional about both accessibility and amenities. Community #2, Economic #3, Economic #4, Environment #4

- 12) Implement the dashboard.

Rationale: Carryover from 2016 goal. Based on our February meeting, we seem to have a plan to complete this. But would we have fulfilled all our goals if we got to this point next year without it?

### Parking Lot Goals from Previous Years

- 1) Examine and develop strategies to recognize generational engagement issues
- 2) Review Bringer of Light criteria
- 3) Look at budget process/cycle – Optimal calendar
- 4) Examine function of Executive Board – should it do more to remove some workload from staff/Board and/or shorten Board meetings
- 5) Review and recommend appropriate Committee operations and activities (Qtr reports, minutes, meetings, etc) – review next level of Committee work
- 6) Risk Management – beyond just legal exposure – do we need more
- 7) Hospitality/Professionalism