THE CENTER FOR COMMUNITY SOLUTIONS EST. 1913

BOARD DEVELOPMENT COMMITTEE
Thursday, May 14, 2026 | 8:30-10am
Zoom

Join Zoom Meeting
https://us02web.zoom.us/j/86468664097?pwd=ayq2F0ehwkRgUkNfiiZmi36HiFqjp1.1

Meeting ID: 864 6866 4097
Passcode: 862115

MEETING AGENDA

1. Call to Order and Welcome	Tana Peckham
2. Vote to Approve Minutes from 2/26/26 Meeting	Tana Peckham
3. Updates	Tana Peckham
4. Structure of Board Committees	Emily Campbell
5. Board Engagement Survey	Emily Campbell
6. Board Events	Jason Kluk-Barany
○ July/August – Breakfast or brunch	
○ October – Volunteer activity	
○ December – Happy hour after the final board meeting	
7. Other Business	
○ Board Portal	Jason Kluk-Barany

Notes/Attachments

- 2/26/26 Meeting Minutes
- Committee Structure Discussion
  - List of Current Committee Responsibilities
  - Potential New Committee Structure
  - Strategic Plan Goals for Committee Structure Discussion
- Board Engagement Survey Questions (new questions for this year have been highlighted)

Members: Tana Peckham, Chair, Margie Glick, Brie Lusheck, George Sample

Next meeting: August 13, 2026

THE CENTER FOR COMMUNITY SOLUTIONS EST. 1913

BOARD DEVELOPMENT COMMITTEE MEETING MINUTES
Thursday, February 26, 2026 | 8:30am
ZOOM

Present: Tana Peckham, Chair, Margie Glick, Brie Lusheck, George Sample
Staff: Emily Campbell, Jason Kluk-Barany

MEETING AGENDA

Call to Order and welcome
Tana called the meeting to order at 8:32

Vote to Approve Minutes from 10/16/25 Meeting
Tana so moved to approve the minutes, Brie seconded, all were in favor. George abstained because he was not yet a board member.

Board Officer Term Renewal for 2027

- The committee agreed that all board officers will be recommended for term renewal for 2027.
- Emily will reach out to the officers individually to see if they are still interested in serving in their roles.

Board Member Term Renewal for 2027
Tana agreed to renew her term. The committee members volunteered to reach out to the other board members up for term renewal. Tana asked if during the conversations, committee members could see if there is anything that could be done to increase board engagement.

- Tana: Dabney and Bode
- Brie: Michael Meyer
- Margie: Aseem
- George: Ed

Board Engagement
New member engagement (Board Buddies)

- The committee agreed they would like to see this put into practice for new board members.
- The expectation would be to have an initial phone call to talk and set up coffee/lunch, and then a check-in call after a few months, and possibly quarterly, to see how things are progressing.
- Brie will reach out to Mike Riley to ask if he could be Dane’s board buddy.

- Emily also wants to reach out to board members in between meetings to make sure their expertise is tapped into as another way to engage.
- Jason will draft a list of board events for the year for the committee to review. It will include a breakfast, volunteering/educational activities, an end of the year party/happy hour, and other events, approximately one event per quarter. We will try to plan these events around other happenings to make it as convenient as possible for Columbus board members.
- Jason will share the last engagement survey and the new survey questions. The new survey could ask questions around the committee structure but we should be mindful of length. Brie said it will be good to keep it as similar as possible to be able to compare year over year.
- Margie said she is surprised to not hear from Heather or other leadership about board engagement. The Board Development Committee has done outreach, but there may be opportunities for leadership to reach out if people are not engaged.

Other Business

- Staff will put together a list of committee responsibilities to start the discussion around board committee structure/reorganization based on the strategic plan. The Board Development Committee could be where data is compiled to make recommendations to the full board. We will survey the full board and staff around committee structure and then find time to discuss the results.
- Brie asked about Columbus recruitment of board members and specifically lobbyists. Emily said it could be helpful to get someone with federal experience.

<u>Notes/Attachments</u>

- 10/16/25 Meeting Minutes
- Board Member Terms

Members: Tana Peckham, Chair, Margie Glick, Brie Lusheck, George Sample
Prepared by Jason Kluk-Barany

Current Board Committee Responsibilities

Board Development

- Nominate candidates for the Board of Directors
- Nominate candidates for Board Officers
- Oversee orientation and training of new Directors
- Periodic assessment of the Board of Directors
- Develop Board engagement activities

Celebration Committee

- Review budget, agenda, sponsorship packet, and other materials for the Celebration of Human Services
- Provide feedback and ideas for the event, marketing, outreach, etc.
- Assist in solicitation of sponsors and encourage other board members to do the same

Diversity, Equity, and Inclusion Committee

- Monitor the organization's progress in furthering DEI work inside the organization and through its research, policy, and consulting work.
- Make regular reports to the Board, including recommendations for improvements

Executive Committee

- Meet with President and CEO on a regular basis
- Between meetings of the board, the committee may exercise all powers of the Directors
- Report at Board meetings what actions have been taken since the prior board meeting

Finance, Administration, and Audit Committee

- Review and submit annual budget to the Board for approval
- Monitor financials and report out to the Board
- Establish investment policies
- Advise and monitor the management and investment of endowment funds
- Monitor HR matters and review personnel policies and employee benefit programs
- Review annual audit report, review management letters, make recommendations concerning the selection or termination of the auditor

Policy and Program Advisory Committee

- Establish advocacy and priorities for each calendar year and monitor progress toward programmatic goals
- Recommend Board policy and coordinate processes for selecting Board-targeting programmatic goals, and monitor outcome measures of success
- Consider proposals for the merger or termination of existing programs and program-related advisory committees, shall consider proposals for the creation of new programs and program-

related committees, and shall establish policies for and monitor any new consultation services by the Corporation.

- Monitor communication of research results and analysis to decision makers and community
- Stay informed on Community Solutions work and policy environment in which the organization is operating

Potential Board Committee Structure

Questions and suggestions from leadership team:

- Expand the scope of the Celebration committee to encompass marketing, and PR such as events, fundraising, chamber recruitment?
- Does Board Development and marketing go together?
- Morphing the Program & Policy Advisory Committee into more of a policy and advocacy committee?
- Where should oversight of consulting sit? Right now it is in Program and Policy Advisory Committee. Is this the committee which will review the business plan?
- Should HR and organizational policy/handbook move to DEI committee which focuses on staff and board engagement and belonging?

CoPilot prompt: *Use our current board of directors code of regulations and the recently adopted strategic plan to design a new board committee structure which includes 5 working committees plus an executive committee*

Recommended Board Committee Structure
(5 Working Committees + Executive Committee)

1. Executive Committee (EXISTING – clarified role)
Purpose: Governance continuity, CEO partnership, and strategic alignment between board meetings.
Core responsibilities

- Act on behalf of the Board between meetings, as allowed by the Code
- Support, evaluate, and partner with the President & CEO
- Monitor enterprise-level risks and emerging issues
- Coordinate committee work and resolve cross-committee overlap
- Serve as the escalation point for time-sensitive decisions

Why this fits:
This directly reflects the Executive Committee authority already defined in the Code and responds to the strategic plan's emphasis on agility in a volatile policy environment.

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2. Governance & Board Development Committee (MERGED / EXPANDED)
Purpose: Board effectiveness, composition, and accountability.
Combines

- Current **Board Development Committee**
- Elements of governance oversight currently handled informally or by the Executive Committee

Core responsibilities

- Board recruitment, onboarding, evaluation, and succession
- Officer nominations and committee assignments
- Board policies (Code of Conduct, conflicts, expectations)
- Periodic review of governance structures and committee effectiveness
- Stewardship of board culture and engagement

Why this fits:
Your Code already empowers this function, and recent board discussions point to a need for tighter alignment between **structure and strategy**.

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3. Finance, Audit & Organizational Sustainability Committee (REFRAMED)
Purpose: Long-term financial health and organizational resilience.
Evolves from

- Finance, Administration, and Audit Committee

Core responsibilities

- Budget, audit, investments, and financial controls
- Endowment and long-term financial sustainability
- Risk management and compliance
- Oversight of organizational infrastructure (HR, systems) at the **board-policy level**
- Financial implications of strategic initiatives (e.g., consulting growth)

Why this fits:
The strategic plan explicitly calls out stronger internal systems and sustainable growth; this keeps the committee focused on *enterprise health*, not operations.

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4. Policy, Advocacy & Program Impact Committee (REFOCUSED)
Purpose: Stewardship of mission impact and nonpartisan advocacy.
Builds from

- Policy and Program Advisory Committee

Core responsibilities

- Recommend annual advocacy priorities consistent with the strategic plan
- Monitor progress toward programmatic and policy goals
- Ensure work aligns with the organization's **nonpartisan role**
- Review major new initiatives, partnerships, or program sunsets
- Oversee impact metrics and learning (not day-to-day program management)

Why this fits:
This reflects the committee authority already in the Code while strengthening alignment with the plan's emphasis on **impact, messaging, and disciplined focus**.

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5. Equity, Values & Culture Committee (ELEVATED)
Purpose: Embed racial equity, belonging, and values across governance and strategy.
Evolves from

- Diversity, Equity, and Inclusion Committee

Core responsibilities

- Monitor progress on equity commitments internally and externally
- Ensure board and organizational decisions reflect stated North Star values
- Partner with other committees to apply an equity lens (finance, policy, governance)
- Report regularly to the full Board with recommendations

Why this fits:
The strategic plan and North Star explicitly elevate equity as central—not ancillary—to the work. This committee ensures that role is real and durable.

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6. External Relations, Partnerships & Revenue Committee (NEW – replaces narrow event focus)
Purpose: Strengthen influence, partnerships, and diversified revenue.
Replaces

- Celebration Committee as a standalone body

Core responsibilities

- Board engagement in fundraising and relationship-building
- Oversight (not management) of consulting and partnership strategy
- External positioning and ambassador role for trustees
- Strategic guidance on events, sponsorships, and visibility tools

Why this fits:
The strategic plan explicitly calls for strengthening outward-facing work and developing a clearer business model—this committee aligns trustee effort with that goal.

COMMUNITY SOLUTIONS
2026 STRATEGIC GOALS

NONPARTISAN POSITION

Continue to strategically respond to external challenges and an evolving political climate to align with organizational focus areas; support the health and social services sector; and emphasizes the organization's nonpartisan position

FOCUS ON CUYAHOGA COUNTY

To maintain focus on the residents of Cuyahoga County while exploring opportunities to expand our reach and maximize resources and capacity

CULTURE AND CAPACITY

Uplift Community Solutions' organizational culture and build the organization's capacity at the Board and staff level

IMPACT AND RELATIONSHIPS

Strengthen Community Solutions' portfolio of work to maximize impact and leverage relationships and expertise

2026 Community Solutions Board Self-Assessment & Engagement Survey

Part 1: Board Assessment

1. On a scale of 1-5 (1=poor, 5=outstanding), how would you rate...

	1 = poor	2	3	4	5 = outstanding
Your overall experience on Community Solutions' board of directors?	◯	◯	◯	◯	◯
Your understanding of your own role on our board?	◯	◯	◯	◯	◯
Your feelings of connectedness with other members of the board?	◯	◯	◯	◯	◯
Your understanding of the distinction between the board's role and that of staff?	◯	◯	◯	◯	◯
Your understanding of the organization's priorities, strategies, and mission?	◯	◯	◯	◯	◯
The quality of information you receive in order to make informed decisions regarding financial and programmatic matters?	◯	◯	◯	◯	◯
How comfortable you are expressing your opinion during board and/or committee meetings?	◯	◯	◯	◯	◯

Comments (Optional):

2. As part of our strategic plan, Community Solutions is committed to advancing diversity, racial equity and inclusion internally and externally. On a scale of 1-5 (1=poor, 5=outstanding), how do you feel the board is doing in meeting this obligation?

◯ 1 ◯ 2 ◯ 3 ◯ 4 ◯ 5

Comments (Optional)

2026 Community Solutions Board Self-Assessment & Engagement Survey

Part 2: Self-Assessment

* 3. I have served on the Community Solutions board:

- ◯ 1-3 years (1st term)
- ◯ 4-6 years (2nd term)
- ◯ 7-9 years (3rd term)
- ◯ Unsure (please explain)

4. Please indicate if the following statements are true or false.

	True	False	Not Sure
I attend at least 4 of the full board's 5 meetings per year.	◯	◯	◯
I disclose any potential conflicts of interest in a timely manner.	◯	◯	◯
I maintain the confidential nature of board and committee discussions.	◯	◯	◯
I make an annual personal financial contribution to Community Solutions at a level that is meaningful to me.	◯	◯	◯

5. I actively participate in at least one committee of the board.

- ☐ Yes, some
- ☐ Yes, a lot
- ☐ No
- ☐ Unsure

Comments (optional)

6. I attend and support Community Solutions events as often as possible.

- ☐ Yes, some
- ☐ Yes, a lot
- ☐ No
- ☐ Unsure

Comments (Optional)

7. When asked, I have assisted Community Solutions staff in relationship building, advocacy, and/or fundraising efforts (examples include: arranging introductions, signing letters to associates, making solicitations, etc.)

- ☐ Yes, some
- ☐ Yes, a lot
- ☐ No
- ☐ I have not been asked
- ☐ Not Sure

Comments (Optional)

8. Do you have other connections, areas of expertise, or experience which could be helpful for Community Solutions? Please describe.

9. How do you stay informed about Community Solutions news?

- [ ] "5 Things You Need to Know This Week"
- [ ] Community Solutions Website
- [ ] Emails from Community Solutions Staff
- [ ] Social Media
- [ ] Events
- [ ] All of the above
- [ ] None of the above
- [ ] Other (Please specify)

10. Do you have anything else you would like to share as part of this survey? [Optional]

11. You may share your name if you choose to. It is not required as part of the assessment but would be helpful if you would like a personal response to any questions or concerns. Thank you!