

**ATTACHMENT 1**

<b>A G E N D A</b> <b>Wider Horizons Board of Directors</b> <b>Monday, January 8, 2023</b>		<b>10:30 am – 1:00 pm</b> <b>Memory Hub</b>	
<b>AGENDA</b>		<b>Facilitator: Debbie Ward</b>	
<b>Time</b>	<b>Item</b>	<b>Presenter</b>	<b>Outcome</b>
10:30	President's Report	Nancy H.	Grounding & inspiration
10:40	<b>Consent Agenda</b> [need motion to accept all of these without discussion]: <ul style="list-style-type: none"> <li>• Agenda (Att. 1)</li> <li>• Minutes (Att. 2)</li> <li>• Executive Director's Report (Att. 3)</li> </ul>	Mailed in advance	A member may request an item be moved from the consent agenda. That item may then be considered at once or at the end of the meeting, at the President's discretion.
10:45	Wrap-up of discussion from November on all-member communication	Jeanne Marie	Consensus about our approach to controversial issues and how they are discussed in the membership.
11:30	Leadership Evaluation, cont'd.: Discuss Questions 2 and 3.A. and confirm approach to sharing with the membership (Att. 4)	Nancy Hooyman	Complete Leadership Evaluation.
12:15	<b>B R E A K</b>		We have the strength to go on.
12:25	Website Evaluation/Re-Design Project	Denise K.	Board input on how this project will be structured and led
12:35	Member Input	All	
12:40	New Business	Debbie	

**Invited:** Susan Adler, Valerie Costa, Joe Garcia, Audrey Hansen, Nancy Hooyman, Denise Lishner, Barbara Oswald, Nancy Robb, John Rochford, Jeanne Marie Thomas, Debbie Ward; **Facilitator:** Debbie Ward; **Staff:** Denise Klein -

**Next Meeting: Monday, February 5, 2024 - 10:30 am at the Memory Hub – Note unusual date for the February meeting due to Nancy's schedule.**

## ATTACHMENT 2

***D R A F T Minutes***  
***Wider Horizons Board of Directors***  
***Facilitator: Debbie Ward***

**Monday, November 13, 2023**  
**10:30 am – 1:00 pm**

### **President’s Report, Nancy Hooyman**

Nancy framed her remarks around the concept of gratitude, noting the research on the benefits of expressing it. She spoke of her Gerontological Society of America (GSA) talk at which she received a standing ovation. After mentioning how grateful she was for our organization and this Board of Directors (noting that this would be Bob Anderson’s last meeting as a director), which has become a very high functioning group, Nancy concluded by asking if others wished to express gratitude.

### **Consent Agenda**

By request, the 2024 Budget was pulled from the “Consent Agenda” and the remainder of the agenda was accepted unanimously. Denise said she would like to address the 2024 Budget immediately. Board members had several questions and then unanimously adopted the Budget. In response to a question about why the Budget document did not include a projection of revenue and expense through December, Denise stated that she did not see a need to provide that projection during the 3<sup>rd</sup> Quarter of the year. Most of our revenue comes during November and December. Given that unknown, and the lower-than-budgeted expenses, the 3<sup>rd</sup> Quarter projection is not very helpful to understanding the organization’s financial position. In the past, when we had far fewer assets, Denise did feel it necessary to do projections (not just quarterly, but monthly), but that is not required now. To build the original 2024 Budget, which was shared with the Board in October and again this month, Denise used the first six months of 2023 expenses. She also used the most conservative revenue estimate (the \$60,000 which was budgeted).

### **Final Nominating Committee Report, Susan Adler**

The report was accepted unanimously. Nancy Hooyman; John Rochford; and Jeanne Marie Thomas were re-elected to their second 3-year terms. Valerie Costa, Joe Garcia, and Debbie Ward were elected to their first 3-year terms. In October, the officers were elected as follows: Nancy Hooyman, President; Audrey Hansen, Vice President; Denise Lishner, Secretary; Jeanne Marie Thomas, Treasurer.

### **Leadership Evaluation, Debbie Ward**

Debbie summarized the results of the Board members survey (Leadership Evaluation Discussion questions):

- People felt positive about the Board’s functioning as a team.
- They understood what they, as Board members, had contributed.
- They wanted to improve as individuals and as a Board.
- They felt they were connecting with members.

Debbie came up with two connected themes for further discussion:

- Board members did not always feel they were encouraged by other Board members to express their opinions at Board meetings.
- Board members did not always encourage other Board members to express their opinions at Board meetings.

In addition, someone observed that input from Board members seemed to be occurring “off camera,” perhaps pre-empting discussion by the full Board.

Discussion of these two themes suggested that:

- In the service of efficiency, discussions may not be given their full due. Perhaps we need to have fewer agenda items and more in-depth discussion.
- Before a final decision is made, we could have a final “go-around” during which members can either express an opinion or “pass.”
- We all have a responsibility to do the following:
  - Invite others to share their thoughts.
  - Be willing to speak up in real time.
  - Respect that some people don’t feel comfortable speaking in a group.
  - Take up the appropriate amount of space and allow others to do the same. There may be a cluster of 3 Board members who regularly speak more often than others.
  - Allow silence between comments and not assume that is the end of what needs to be expressed.
  - Trust each other to speak up and recognize that speaking up is not a natural part of every Board member’s “style.”
  - Learn each member’s communication preferences, including how we want to give and receive feedback.
  - Learn to say when we are uncomfortable; perhaps create a language for expressing this.
  - Be kind and careful when giving critical feedback. Consider whether the critical feedback about you is true or not. One member was told that she, as an articulate person, got more attention (which was hurtful and inhibiting).
  - Raise hands and don’t just speak out.
- For a complex discussion, consider breakouts.

Debbie summarized the discussion this way:

- Ask people about their communication preferences.
- Have fewer agenda items.
- Decide on a process for what people do when they feel uncomfortable.

#### **Brief Report on All-Member Meetings, Denise Klein**

- A long-time espouser of member drivenness stated the Board has evolved in the right direction. There is a sense that what you say is being heard and that members are brought together so Board members and other members can learn what they think.

- About 6 members were confused about specific programs such as the difference between a personal assistant and a social worker, but most appreciated the clarity of our programs and understood how our contractors could help them.
- Members had great suggestions that would help ensure that people know about our programs and contractors. Members were enthusiastic about both large gatherings (a dance party, a winter holiday party) and old (an annual show of members' art) and new (Escape rooms, ABCD topics to stimulate discussion) small groups events.
- We will return in 2024 to the topics raised that bear upon the organization's strategic directions.

### **Policy on All-member Communication, Denise Klein**

This was an open discussion, which was not intended to reach a final decision on whether we need a policy or what it could be. The following points were made, and we will take it up again in January:

- The listserv is a way for members to communicate with each other.
- We need to grow a sensitivity regarding partisanship; it is not about intention but effect.
- Assumptions can be wrong; how we address an issue is important.
- Anti-Semitism and threats to democracy are highly charged issues for some of us.
- We should assume our members want to be kind and sensitive to the needs of other members.
- We're not a political organization, so "no" to partisan communication from our leaders to everyone.
- Is this a policy in search of a problem?
- This is not a problem. We need an alternative to a policy--perhaps a change to our norms.
- We will discourage the expression of extreme views.
- Avoid loaded, harmful words. Now is the time for sensitivity.
- How do we include and how do we exclude; when do I feel included and when do I feel excluded?
- Guidance is needed for how we speak and what we share and when.
- **It is important now to be able to have civil dialog about what is going on in the world!**

### **The Value of Social Work to our Members and Options for Continuing to Provide the Social Work Services, Denise Klein**

This was tabled, to be taken up by a small group during December.

Bob asked to have the 'final word' at this, his final Board meeting, and expressed his heartfelt appreciation for the opportunity to serve with this Board and Executive Director. He commented that this Board had evolved into perhaps the highest functioning Board he had ever served on and how confident he was of the future direction of WH being in such capable hands (and hearts).

Nancy adjourned the meeting at 1:00 pm

**Attended:** Susan Adler, Bob Anderson, Audrey Hansen, Nancy Hooyman, Denise Lishner, Barbara Oswald, Nancy Robb, John Rochford, Jeanne Marie Thomas; Joe Garcia

**Facilitator and new Board Member:** Debbie Ward; **Staff:** Denise Klein

**Next Meeting:** Monday, January 8, 10:30-1, The Memory Hub

**Goal 1. For ourselves as members: Support our members to age successfully and safely with as much independence, choice, and sense of well-being as possible.**

- a. This was a very busy period in terms of members needing help. So much so that it was difficult for me to keep up with other work, like fundraising (thank you's). So I have resolved to hire a PT assistant-to-the-Director as soon as possible.
- b. The couples Life Plan class will have its final meeting on January. It has been a great success. Our next "singles" class will begin in February with 8 participants. We will again have Pat Hughes as our facilitator.
- c. We had four formal holiday events, with a duplicated count of at least 70 people. It was so fun to socialize in person! To my knowledge, there were no Covid cases!! Thanks to the hosts and hostesses: **Ellen Taussig** and her partner Bill; **Deirdre Cochran**; **Jeanne Marie Thomas** and I (at **Audrey's Hansen's** home); and **Debbie Ward**. My granddaughter Mara helped Debbie and was, apparently, a big hit.
- d. Many less formal events also occurred, including a sing-along hosted by Debbie and led by **Pat Siggs** and numerous dinner parties.
- e. Our December Forum by **Tom Heller** was a phenomenal experience. The anti-semitism Forum planned for January 21 will be held at Bill and Micki Lippe's home. The speaker Hilary Bernstein will talk about anti-semitism. There is room for 35. About 20 have already signed up. Other exciting Forums are in the works!
- f. Not only did the Movie Group have its regular sessions, led by **Denise Lishner**, but 12 WH folk/prospective members also went together to see *Boys in the Boat*.
- g. Aegis Lake Union offered us a host of benefits in December, including a discounted respite stay (that five of our members availed themselves of) and a cocktail party for Board members.
- h. Based on member-expressed interest and input, I put together a seminar on Artificial Intelligence, to be held in March. The seminar leader, Steve Tanimoto [Steve Tanimoto | Paul G. Allen School of Computer Science & Engineering \(washington.edu\)](#) is someone I met at a holiday sing-along hosted by newish members Jannie and David Spain.

**Goal 2. For our organization: Nurture a responsive and dynamic organization that will be sustained over time.**

- a. We are at 122 members, with several hot prospects. I am expecting several people who did not find the organization a good fit for them to leave this coming month.

- b. By now, you know that we blew past our 2023 fundraising goal. As of today, fundraising stands at \$102,000. I'll be compiling a detailed report in January-February.
- c. Our total assets as of today are \$216,500, of which \$90,000 is in a CD that turns over in April. With Audrey's help, I am placing another \$50,000 in a CD that will pay 5%+ as soon as possible. I'm sure we'll be reinvesting the \$90,000 as well but the interest rate may be lower than it has been.

**Goal 3: For our Community: Weave a sense of kinship and cooperation into our relationships within our surrounding neighborhoods in a way that reflects our values.**

- a. I will be the speaker for the Women's University Club's after-dinner program on housing options on January 24. **Denise Lishner**, the editor of our *Housing Options Handbook* will join me and copies of the *Handbook* will be distributed to the attendees.
- b. I'll participate, along with other local aging experts, in a strategic planning retreat with a local non-profit *Elderwise* on January 16.
- c. I have an appointment with Wellspring Family Services to discuss opportunities for further collaboration with them. This is the agency to which our Fiber Arts group donates hats and scarves ("Warm for Winter"), under the leadership of **Joan Bergman**.
- d. I also consulted with people in the Olympia area who want to start a village there.

**1. What were the major accomplishments from 2022-23 and what effect did these have on the health or functioning of the organization?**

A. Goals

- How did members contribute? Not every way, but the ways that were most important or had the most beneficial effect on the health or functioning of the organization?
- What did members have to say at the member meetings?

B. Board Initiatives and Products

- A new statement of purpose
- Behavioral norms
- Roles and responsibilities
- Cultural norms (our “secret sauce”)
- Strategies discussed at the May Board Retreat (increasing needs of members; healthy growth; being more intergenerational)<sup>1</sup>

**2. With respect to the Board Initiatives/Products:**

- A. How did these affect productivity?
- B. Personal interactions?
- C. Board, ED, and member satisfaction?
- D. Board and ED interactions and communication?
- E. How did Members or the ED contribute?
- F. Which of these made the most difference?

**3. Looking Forward**

- A. What work still needs to be done to ensure these achievements are carried forward to become permanently embedded in our organizational culture (with new hires, new Board members, Board leadership, committee membership, etc.)?
- B. What new areas should be explored or tackled in 2024 in addition to those already identified and calendared?<sup>2</sup>
- C. When and how should goals be set for 2025 and beyond? (Board goals; organization goals; ED goals)?<sup>3</sup>

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<sup>2</sup> Health advocacy; Strategies for attracting younger members; Involvement in the larger community

<sup>3</sup> These seem appropriate for the 2024 Board Retreat