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Friends of Rainbow Company Program Evaluation

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Friends of Rainbow Company

Program Evaluation

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University of Nevada, Las Vegas

Greenspun College of Urban Affairs

Final project for the Master’s in Public Administration

In partial fulfillment of PUA 791

Dr. Jaewon Lim

August 16, 2013
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Executive Summary

Friends of the Rainbow Company (Friends) is a nonprofit organization that supports the mission of The Rainbow Company Youth Theatre (Rainbow Company) in Las Vegas, Nevada. Established in 1978, it supports the Rainbow Company through non-traditional financial streams and hands-on support. The Rainbow Company receives primary financial support from the City of Las Vegas Office of Cultural Affairs. Being the City’s only youth theatre education program of its kind, it has received local governmental funding since 1976. The City support is mainly for salaried employees and facilities.

Friends and the Rainbow Company are very closely linked in several ways. First, Friends raises funds to purchase equipment, supplies and other necessary items that the City is unable to provide or fund. Second, Friends membership is primarily Rainbow Company graduates and parents of children enrolled in Rainbow Company. Third, Friends Executive Board (officers) is voluntary and has been traditionally made up of parents of current Rainbow Company students.

Current Rainbow Company staff requested an evaluation of Friends from the University of Nevada Las Vegas School of Environmental and Public Affairs during the spring 2013 semester. The HCE Project Team (HCE), consisting of Holly Balmer, Christin Downing and Eric Garner had its initial meeting with two of the three full-time Rainbow Company employees and the current Friends Board president to discuss their concerns and challenges. This information was used to develop a Scope of Work which defined the purpose of the evaluation and outlined the steps needed to address the evaluation questions.

The purpose of this project was to assist Friends in evaluating the activities and effectiveness of its Board in meeting its goals and mission in supporting the Rainbow Company. HCE set out to provide a comprehensive evaluation of the Friends’ Board including structure, management,
effectiveness, direction and linkages to the Rainbow Company. Friends identified the following research questions:

1. How are similar nonprofit organization boards structured?

2. Do these boards face the same issues, such as board effectiveness, leadership, cohesiveness, etc.? If so, how have they overcome them?

3. How can the Board increase parental support with:
   a. Meeting attendance
   b. Commitment to and respect for the Rainbow Company’s core values
   c. Support staff rules and decisions
   d. Support and assistance to students in networking

In order to address these questions, an evaluation was designed that included quantitative, qualitative, and mixed methods to collect and analyze data. A benchmark study was conducted along with an analysis of similar nonprofit organizations to look at board structure and leadership, challenges faced and parental support. In addition, HCE administered two surveys, conducted numerous stakeholder interviews of present and past Board members, as well as officers. An extensive document review of the original nonprofit charter, bylaws and other Board documents was also performed.

Major findings revealed that Friends does not have a vision statement or organizational chart. In addition, there is a need to update their mission statement and bylaws as the organization is at a crossroads and has evolved over the last 35 years. The organization does not incorporate any strategic planning or long-term planning with identified goals. Because this is a volunteer Board, typically their elected officers do not have experience in leading and/or serving on a nonprofit board. Through extensive document review and interviews, it was found that the organization lacks basic organizational policies and procedures. In addition, the benchmark
study revealed that similar nonprofit organizations include community members on their executive boards. Parental support has also been a struggle for many years according to interviews, and the organization has tried various ways to increase parental participation.

HCE has identified various recommendations which Friends can implement immediately for little or no cost. Recommendations cover the areas of board structure, board effectiveness, parental communication and marketing and fundraising. To mention briefly, some specific recommendations include diversifying Friends executive board, changing the terms of office, incorporating transparency and internal controls into the bylaws, engaging in strategic planning, and partnering with UNLV to provide training in nonprofit management and leadership in order to equip the officers with the necessary skill sets to lead and guide the organization. Increasing parental support can be accomplished by incorporating a strategic communications plan through newsletters, emails, etc. Recruiting community members to sit on the Board is another recommendation that would enhance the diversity, networking and partnership abilities of the Board. These and additional recommendations are explained in further detail in the following pages.

*Keywords*: Friends, Rainbow Company, HCE, PUA 791, program evaluation
Introduction

Background

Rainbow Company

Rainbow Company is an award-winning, nationally acclaimed theatre education program operating under the auspices of the City of Las Vegas Office of Cultural Affairs. Founded by Governor’s Arts Award in Arts Administration winner Jody Johnson in 1976, Rainbow Company’s three full-time staff members have historically worked with a core ensemble of youths ranging in age from 10 to 18 to produce a “four-show season of family oriented theatre” (City of LV, 2013, p. 1). According to Rainbow Company staff, the organization’s current operating budget is between $20,000 and $25,000, excluding salaries, with the City of Las Vegas funding roughly 95 percent of that budget. Although the Rainbow Company’s mission statement varies slightly between online, past and present printed materials, Marcellus (2004) press release encompasses all variants by stating that its mission is “to enhance the quality of life of Las Vegas residents by providing opportunities for creative and satisfied use of leisure time, through productions of quality family theatre” (p 1). To that end, Rainbow Company’s stated goal is “to offer any child in the Las Vegas area the opportunity to participate in all aspects of theatre” (Rainbow Co. Staff, 2013, p. 1).

Friends of Rainbow Company

Made up primarily of ensemble youth parents, Friends is an independent, non-profit, 501(c) (3), volunteer organization whose sole purpose is to support the Rainbow Company Youth Theatre. The Friends group was “…organized on September 19, 1978, by parents and community supporters…” of the Rainbow Company Youth Theatre (Albers, 2008, p. 1). Helping to fund needed equipment, such as microphones, ensemble trips to San Francisco, Chicago and other cities, as well as trips to numerous Las Vegas shows, Friends has provided not
only financial support for Rainbow Company over the years, but also direction and planning for fundraising and use of funds, along with networking and emotional support for staff and students.

Project Challenges

Because Friends is at a crossroads in its evolution, HCE was asked to evaluate the organization. The goal of this evaluation is to provide Friends with a comprehensive evaluation of their board structure, management, effectiveness, direction and linkages to Rainbow Company. Friends provided evaluation research questions they felt were priorities in order for their nonprofit to become more successful in supporting Rainbow Company (see Appendix A for the full Scope of Work).

The evaluation research questions that were provided stem from current challenges that Friends is facing. These challenges include a lack of record retention, by having no central repository or organization of past information such as financial records and having no reliable past board members or officers contact information. Friends is also facing a crossroad with lack of communication between them and the City of Las Vegas. There is a perceived fear among Friends’ Board officers that the City will cut all funding to Rainbow Company if the trend of budget cuts continue to occur as they have over the past four years. In its current state and capacity, Friends is not in a position to serve as the main benefactor to Rainbow Company. These challenges that Friends are currently facing is the reason why they contacted UNLV for help in how to better improve their organization for the future.
Purpose of the Evaluation

Project Explained

As University of Nevada Las Vegas (UNLV) graduate students in the final stages of the Greenspun College of Urban Affairs, School of Environmental and Public Affairs, Master of Public Administration degree program, students must work with members of their graduate cohort to complete a capstone project. Graduate students Holly Balmer, Christin Downing and Eric Garner came together to form the HCE Project Team in the spring of 2013. Guided by Dr. Jaewon Lim, assistant professor in the School of Environmental and Public Affairs, the trio initially chose to perform a program evaluation of the Rainbow Company; however, after meeting with Rainbow Company staff and Friends’ Board president, all parties agreed that the evaluation should focus on the nonprofit Friends and not the Rainbow Company. Thus, the purpose of this capstone project is to assist Friends in evaluating the activities and effectiveness of its governing Board in meeting its goals and mission of supporting the Rainbow Company.

A comprehensive evaluation of Friends’ Board, including structure, management, effectiveness, direction and linkages to the Rainbow Company was performed as part of this evaluation. A benchmark study and analysis of similar nonprofits, as well as an assessment of Board structure and leadership, challenges faced, and parental support was also completed. The main purpose of this evaluation is to provide Friends’ Board with the following:

- Friends current mission and goals and how they align to Rainbow Company’s mission and goals;
- A nationwide benchmark of where Friends is currently in meeting its goals and mission;
- An assessment of how similar successful nonprofits boards are structured, managed and lead;
• Provide recommendations that Friends can use to help be a successful nonprofit in the near future to help support Rainbow Company to the best of their abilities;

• Analysis of board/parent meetings;

• Analysis of Friends current board structure; and

• Provide recommendations that can be incorporated to improve Board effectiveness and parental support.

The intent of this evaluation is for Friends’ Board to have a tool to use in making decisions for its future. For that reason, HCE worked closely with Friends to identify the following evaluation questions:

1. How are similar nonprofit organization boards structured?

2. Do these boards face the same issues, such as board effectiveness\(^1\), leadership, cohesiveness, etc.? If so, how have they overcome them?

3. How can the Board increase parental support with the following:
   a. Meeting attendance
   b. Commitment to and respect for the Companies core values
   c. Support staff rules and decisions
   d. Support and assistance to students in networking

Approach

By addressing Friends’ specific research questions, HCE believes it will be able to provide the organization with tailored evaluation results and advice rather than general recommendations. The approach, as part of this evaluation, was to employ quantitative, qualitative and mixed

\(^1\) Board effectiveness is not easily defined. In this paper, board effectiveness is put into the context of using the goal approach which measures effectiveness by the degree of goal attainment (Green).
methods to analyze data. Specific data sources were utilized, such as Friends’ original nonprofit charter, bylaws and other foundational documents, as the main sources of qualitative data to measure Board effectiveness and performance. Interviews were conducted with numerous stakeholders, past and present, as part of our qualitative analysis. Similar organizations that Friends’ Board holds in high regard were also interviewed in order to conduct a comparative analysis. Below is a bulleted list of the analytic tools employed as part of this evaluation:

- In-person interviews with current Friends’ Board members
- In-person interviews with past and present Board presidents and officers
- In-person interviews with Rainbow Company staff
- In-person survey of Rainbow Company parents and patrons
- Day-long Board Retreat with former Friends, followed up by an email questionnaire
- Email and telephone interviews with similar organizations
- Document review
- Benchmark study

Developing a Scope of Work was the first step in defining specific intent, tasks and deliverables (see Appendix A).

**METHODOLOGY**

This evaluation study utilizes mixed methods to analyze the program. While mainly qualitative in nature, two separate surveys were developed and administered, as well as multiple interviews and a benchmark study.
Surveys

Two surveys were conducted: Parent/Non-Parent Patron Survey and the Friends Board Survey (see Appendix B). Both surveys were reviewed by Rainbow Company, fellow PUA 791 colleagues and Dr. Lim.

Parent/Non-Parent Patron Survey

This seven question survey was designed to measure knowledge of the Friends organization, its mission, meeting attendance, fundraising activities and to measure any interest in serving on the Friends’ Board. Survey development took into consideration the evaluation questions raised by Friends related to board structure, parental involvement and meeting attendance.

This survey was administered over four performances of a Rainbow Company production. The survey was handed out to adult ticketholders upon admission and at intermission during each performance. A 42 percent response rate was received. A total of 226 responses were received, however, five were eliminated as non-adult ticketholders replied and were, therefore, ineligible to submit. In consultation with Dr. Lim, a decision was made to combine the “Patron” and “Other” categories together as the perspectives being sought were from parents and non-parent patrons.

Friends Board Survey

A second survey was designed which targeted past and present Friends Board officers. The questions were designed to address board structure, effectiveness and efficiencies of current processes. The survey was administered during a special Board workshop on June 15, 2013. One exception was the current treasurer who was not available to attend the workshop, was given the opportunity to take the survey on June 9, 2013. A total of 14 responses were received which is an 87 percent response rate. Two officers declined as they had only been serving on the board
for a short time.

Additional information sought was to learn of board turnover and its affect on Board effectiveness, clarification of roles, policy making practices, planning practices, fiscal management practices, fundraising practices, board structure and practices, board meetings, and external and internal board relations. The majority of respondents were former executive board members.

Interviews

As part of this analysis, structured face-to-face interviews with current Board officers, the current Board president, several past presidents, officers and Rainbow Company staff were conducted. Additionally, an extensive document analysis was conducted. Following a day-long Friends’ workshop, facilitated by Rainbow Company staffer Kristopher Shepherd, questionnaires to 14 former Friends officers/members were emailed. The rational for selecting participants, developing specific interview questions, and choosing the aforementioned data gathering methods were based on two key considerations: the primary research/interview question(s) chosen for this analysis and the setting in which the research was slated to take place. In the Findings section of this document, there is a table listing findings gleaned through interviews and document analysis juxtaposed with correlating interview questions.

As the sample size was no larger than 30 responses, findings were based on qualitative analysis of multiple participants’ responses to identical research questions. While conducting interviews, steps were taken to respect the rights of participants by informing them of the proposed use of findings. Although maintaining the confidentiality of interview participants was important, it was difficult to provide anonymity to such a small group. Nevertheless, by attributing comments to the group rather than individuals, ethical considerations were accounted for.
The Board Member/Past President/Stakeholder Interview Questions were specifically selected from a large set of interview questions. The purpose of selecting these particular questions was not to skew participant feedback in any way; the purpose was to analyze participants’ feedback to evaluative questions rather than simply regurgitating participants’ responses to factual questions, which do not require analysis.

Rainbow Company staff members were very helpful throughout the entire program analysis process. They worked with Friends to provide requested documentation. The document review process consisted of collecting hard copy and electronic records on Friends dating back over 30 years. The records contained relevant information but were kept in such a disorganized manner that it was difficult to find specific information. That is partially the reason it was recommended Friends develop and implement records retention management procedures (see Recommendation 5).

The final set of interview questions were distributed in the form of an email questionnaire to 14 former Friends following a day-long Friends’ workshop facilitated by Rainbow Company staffer Kristopher Shepherd. Questions listed in “Table 1: Board Member/Officer/Past President Interview Questions” were included in the email questionnaire. Table 1 findings included feedback from former Friends. The questionnaire was distributed via email due to time constraints.

HCE’s role in the workshop was merely to observe. Surprisingly, feedback heard during the workshop supported evaluation recommendations, as evidenced by Shepherd’s meeting follow up document (see Appendix C).
Benchmark Study

As a starting point for the benchmark study in seeking to identify successful nonprofit boards throughout the United States, Rainbow Company employee Kristopher Shepherd identified several successful youth theatre programs, along with performing arts nonprofits that have successful board participation and structure. Also identified was a local nonprofit organization in Las Vegas that supports the Clark County Museum Guild\(^2\) similar to how Friends supports the City of Las Vegas program, Rainbow Company.

The purpose of this benchmark study for Friends is to help them analyze how other successful nonprofit boards are being operated in regards to their performance, board effectiveness, and provide an analysis of successful activities in fundraising to be used as a measurement of board effectiveness that have been accomplished by these nonprofits.

Based on several limitations this benchmark study will focus on the gap analysis for board structure, effectiveness and fundraising activities on a smaller scale. This gap analysis is based on surveys that were conducted from March of 2013 to July of 2013 (see Appendix D).

All surveys\(^3\) were done via electronic mail (hereinafter e-mail) for the purpose of gathering qualitative data to analyze how other nonprofits function in comparison to Friends. The questions asked were to answer one of the following categories: board effectiveness, parental support, and fundraising in regards to board effectiveness.

Out of the thirteen nonprofits that were identified, only four responded to the survey. A gap analysis matrix was used in order to compare Friends to the four nonprofits that provided feedback. The four organizations that responded to our survey were the Clark County Museum Guild board, the Las Vegas Shakespeare Company board, Childsplay Theatre board located in Las Vegas, and the Nevada Arts Council board.

\(^2\) Recommended by UNLV School of Environmental and Public Affairs, Associate Professor Dr. Jessica Word
\(^3\) Reviewed by HCE, PUA 791 colleagues and Dr. Lim
Arizona and the Mosaic Youth Theatre board in Michigan. All surveys were completed by the board president or the executive director. The data from this benchmark study will help support recommendations that will be provided to Friends.

**FINDINGS**

*Surveys*

*Parent/Non-Parent Patron Survey*

It was important to measure and compare the depth of knowledge of Friends, its mission, meetings, fundraising activities and interest in serving on the Board between parents and non-parent patrons.

In the analysis of the breakdown of ticketholders, it was found that roughly one third of those surveyed were Parents (n=72); the remaining were Non-Parent patrons (n=149) (see Figure 1).

![Figure 1: Breakdown of ticketholders](image)

It was found that 43 percent of Parents (n=31) and 42 percent of Non-Parent Patrons (n=63) who responded indicated that they have not heard of Friends (see Figure 2). This is significant as it indicates that the Board needs to improve on educating parents and the community of Friends and its mission. Increasing awareness of Friends can also provide an
opportunity for a larger pool of qualified candidates to sit on the Executive Board, increase parental attendance at meetings and increase donor contributions (see Recommendations 1 and 8).

Figure 2: Ticketholders knowledge of Friends

In the analysis, comparing the knowledge or awareness of Friends in relation to the exposure to Rainbow Company performances was also sought. The results indicated that for the most part, the more exposure (number of performances) that both Parents and Non-Parent Patrons had with Rainbow Company, the more likely they knew about or were aware of the Friends organization (see Figures 3 and 4). The only exception was Non-Parent Patrons who attended 4 to 5 performances in which 8 respondents indicated they have heard about Friends compared to 12 respondents who had not heard of Friends. This observation is insightful in that the Friends Board may need to consider how the parents and community are made aware of the Friends organization and its activities. The Parents responses in particular may provide indication of low meeting attendance which was one of the concerns expressed by Friends. In addition, the recommendation to recruit members of the community to serve on the Board as well as to consider opportunities to increase fundraising and increase awareness of Friends website could possibly be addressed by using performances as a venue to educate Parents and Non-
Parent Patrons alike about Friends mission (see Recommendations 1, 8 and 13).

![Figure 3: Parents: Number of performances attended compared to heard/not heard of Friends]

![Figure 4: Non-Parent Patrons: Number of performances attended compared to heard/not heard of Friends]

Regarding familiarity with the mission of Friends, 76 percent of respondents who knew about the organization indicated that they knew that it raised funds to support the educational mission and needs of the Rainbow Company (see Figure 5).
Board members also wanted to know why meetings were not well attended. A question was asked to identify which group attended membership meetings. Fifty-one percent of parents and .025 percent of non-parent patrons indicated that they have or had attended meetings (see Figure 6).

Of those who responded that they did attend meetings, a survey question was asked on why they attended meetings (see Figure 7). Parents who indicated they have attended meetings, the majority indicated that they did so to be informed of decisions being made (66 percent),
future plans (71 percent), and to increase their knowledge of the Friends organization (66 percent).

![Bar chart showing reasons for attending meetings.]

**Figure 7: Reason attend meetings**

Parents were more likely to respond to attending meetings. The parents indicated that they did not attend meetings (see Figure 8) because they did not know the day or time of the meetings (30 percent) or did not have time to participate (35 percent). These reasons most likely have an impact on parental support and may be a contributing factor to low meeting attendance at board meetings.
Figure 8: Reason do not attend meetings

When asked how familiar the respondents were with the fundraising activities of the Friends’ Board, 45 percent indicated that they were very or somewhat familiar, leaving 55 percent of respondents indicating that they were either not too or not at all familiar with Friends fundraising activities (see Figure 9). This indicates an area of growth for the Board to increase the awareness of fundraising activities and planning (see Recommendations 6, 8, and 12).
When asked if respondents had an interest in serving on the Board, only 12 percent responded positively. Out of the Parents (who currently are the main target audience to serve on the Board), 79 percent indicated that they would not be interested in serving on the Board (see Figure 10). This may give further evidence to why the organization has experienced some difficulty in recruiting board officers.

![Figure 10: Interest in serving on board](image)

Friends Board Survey

To understand officer turnover, individual officer expertise and board cohesion and its effect on board effectiveness, clarification of roles, policy making practices, planning practices, fiscal management practices, fundraising practices, board structure and practices, board meetings, and external and internal board relations and its impact on the organization, the Friends Board Survey was administered. The majority of respondents who participated in this survey were former board officers. The survey was divided into nine sections and the following are the findings of the responses received:

Section 1: Friends Board and Rainbow Company Roles (Figures 11 through 13)

This three-question series focused on measuring perception of clearly defined roles, adequate officer training and policy setting. Asking whether roles and responsibilities of the
Board were clearly defined, respondents appeared to be split; six responded either agree or strongly agree; five responded neutral and three disagreed. This may indicated that the Board leadership should take steps to educate members on the roles of Board officers when recruiting them to serve on the Board. It also indicates that officers may not fully understand their roles or the roles of others who serve on the Board (see Recommendations 3 and 7).

![Figure 11: Board roles clearly defined](image)

The next question addresses board officer training. Only 14 percent of respondents perceived that they had received adequate training to perform their officer role on the Board. This is valuable for the current Board leadership to understand, as a lack of training and expertise has a dramatic impact on Board effectiveness (see Recommendations 3 and 7).

![Figure 12: Board had adequate training](image)
In setting policy, 66 percent indicated that the Board takes primary responsibility for setting Friends’ policies. While this is a positive indicator, there is room for improvement in leadership’s abilities to provide direction and guidance to the rest of the Board. It may also indicate that there is lack of implementation and evaluation of policies that are set by the Board and that the Board may lack stability (see Recommendation 2 and 4).

![Figure 13: Board sets policies](image)

Section 2: Policy Making Practices (Figures 14 through 16)

This three-question series focused on procedural and board cohesion when setting policy. The majority of respondents agreed that new policies are clearly presented and discussed by the Board. The majority of respondents also indicated that the Board works closely with Rainbow Company when developing Friends’ mission and goals. The Board uses strategic and financial indicators in assessing organizational performance. It is interesting to note, however, 7 out of 12 who responded indicated that they agree (versus strongly agree) in all three questions. The other five respondents indicated being neutral or disagree when asked about policy making practices. This is an indication that there is room for improvement by the Board leadership in involving all officers and Rainbow Company staff when defining goals and conducting joint strategic planning.
exercises (see Recommendation 6).

Figure 14: New policies are clearly presented

Figure 15: Board and Rainbow Company participate in joint strategic planning, mission and values of Friends
Section 3: Planning Practices (Figures 17 through 19)

This three-question series focused on having a defined mission, vision and review of strategic planning. Half of the respondents were neutral when asked if Friends mission and purpose were clearly understood and accepted by the Board. When asked whether the Board collaboratively reviews and updates Friends on strategic planning at least biennially, 58 percent were either neutral or disagreed. Regarding board consensus on directional vision, 66 percent were neutral or disagreed. This indicates a significant opportunity for Board leadership to work closely with officers and membership in ensuring clarity of the organization’s mission and vision is understood and goals are aligned and articulated. Joint strategic planning should also be a priority of the Board (see Recommendations 6 and 7).
Figure 17: Friends mission/purpose clearly understood and accepted by Board

Figure 18: Board collaboratively reviews and updates strategic plan

Figure 19: Board has consensus on vision of Friends over 3-5 years
Section 4: Fiscal Management Practices (Figures 20 through 22)

This three-question series focused on fiscal planning practices of the organization. The majority of the respondents agreed that the annual budget is fully discussed and understood prior to acceptance by the Board. The next question refers to an annual report of the organization’s independent auditor. HCE learned that Friends does not employ an independent financial auditing firm and, therefore, agree to not use this question in developing recommendations. However, this may indicate a need to review and update current fiscal procedures and record retention policies as well to ensure transparency and protection for the organization and donors alike (see Recommendations 2 and 5). The last question focused on clearly expressed financial needs of Rainbow Company to the Board and 84 percent agreed that this was the case.

![Figure 20: Budget is fully discussed and understood by Board](image)

![Figure 21: Annual report of independent auditor is reviewed by Board](image)
Section 5: Fundraising Practices (Figures 23 through 25)

This three-question series focused on communication, clearly defined needs and fundraising best practices in philanthropy. Concerning officer knowledge of new best practices in philanthropy, 75 percent disagreed or neutral that this is something that is shared with them. This may be an area of consideration by Board leadership to arrange for education of Board officers in the future (see Recommendation 3). The majority of respondents agreed that Board members play an active role in Friends fundraising efforts (83 percent), and 84 percent of respondents agreed that the Board clearly understood Rainbow Company’s needs. If the organization wants to grow in this area, however, it is strongly recommended that Board leadership consider looking into engaging a grants subcommittee and engage in long-term strategic planning and develop a fundraising campaign (see Recommendations 6, 9 and 12).
Figure 23: Board updated regularly on fundraising new best practices

Figure 24: Board active in fundraising

Figure 25: Board clearly understands Rainbow Company needs
Section 6: Board Structure and Practices (Figures 26 through 28)

This three-question series focused on officer selection, knowledge of bylaws and officers’ relationship with Rainbow Company (having a child enrolled in Rainbow Company at the time of serving). Regarding knowledge of bylaws, 66 percent of respondents indicated that they did have a working knowledge of Friends’ bylaws. In the area of officer succession and training practices, 66 percent were either neutral or disagreed with current practices. This may be an area for Board leadership to consider changing current practices for officer succession planning and training officers to serve (see Recommendation 7). All respondents indicated that they have or had children enrolled in Rainbow Company while serving on the Board.

Figure 26: Board has working knowledge of bylaws
Section 7: Board Meetings (Figures 29 through 31)

This three-question series focused on meeting procedures and if members had any previous experience on serving on nonprofit boards. When asked if board meetings were generally well run and made good use of members’ time, 54 percent were neutral. This may be an area for current board leadership to consider how meetings should be structured in the future.
(see Recommendations 1, 2 and 3). When making board decisions, 45 percent of respondents agreed that issues were thoroughly vetted before taking Board action. There is room for improvement in this area and recommends that Board leadership review current policies and make adjustments to Board decision making (see Recommendations 2 and 4). It is interesting that all respondents indicated neutral or disagreed that Board members had previous experience with serving on other nonprofit boards. This perception may have dramatic impact on board effectiveness and, therefore, it is recommended that Board leadership considers officer training (see Recommendation 3).

Figure 29: Meetings are well run

Figure 30: Board makes fully informed decisions
Section 8: External Relations Practices (Figures 32 through 34)

This three-question series focused on external partnerships and public relations practices. HCE found it interesting that all respondents indicated neutral or disagreed that the Board regularly assesses its effectiveness with external partnerships (i.e., the City of Las Vegas). Therefore, it is recommended that Board leadership look for ways to increase external relationships (see Recommendations 1, 6, 10 and 11). Half of the respondents indicated that they actively support public relations and marketing events that benefit the organization. There is room for improvement in this area (see Recommendation 10 and 12). It was also interesting that respondents were split when asked whether the majority of Board members attend critical organizational events. This is another area that can be improved (see Recommendation 8 and 10).
Figure 32: Board assesses effectiveness of external stakeholders

Figure 33: Board actively supports public relations/marketing events

Figure 34: Board attends critical promotional meetings/events
Section 9: Internal Relations Practices (Figures 35 through 39)

This five-question series focused on satisfaction with the Boards’ effectiveness and direction setting. The majority of respondents were satisfied with the work they do on the Board and with the Board itself. The majority of respondents also indicated that they were satisfied with Rainbow Company. However, it is interesting when asked about current direction and scope that the Board is taking, only 30 percent indicated that they were satisfied. In addition, only 20 percent agreed that they were satisfied with the current board taking full advantage of opportunities to move the organization forward. It is recommended to current Board leadership to address how they can improve in these areas (see Recommendations 2, 3, 4 and 6).
Figure 37: Officer satisfied with Friends organization

Figure 38: Officer satisfied with current direction and scope

Figure 39: Officer satisfied with current Board taking full advantage of moving organization forward
Interview findings show that most participant responses were in line with the recommendations; however, the question: “Do/Did you do any joint planning with the Rainbow Company and/or City when setting your annual goals?” yielded an unexpected response. An important recommendation is for Friends to engage in long-term planning with the City and Rainbow Company. Past and present Friends alike made comments similar to the following that contradict our recommendation:

As to the City... if any of us had the slightest bit of political or financial power we would have been up in the face of the 'City'. They have no idea what they have in Rainbow Company. They're absolutely clueless about how they could grow the program and they don't seem to get the fact that this is an asset that should be cultivated. If Rainbow Company dies, the City will have killed it. (See Appendix E)

Most respondents essentially echoed the skepticism above. Nevertheless, HCE holds firm to its recommendation that the three groups should jointly engage in long-term planning. How they structure that planning is most vital, as Friends and the City seem to have a tenuous relationship. Perhaps Friends, Rainbow Company and the City could work together to make long-term plans, and Rainbow Company staff could work with the City to make certain that those plans align with and support the City’s goals for the Rainbow Company. This would allow Friends to maintain its independence from the City while building a working relationship with the City (see Figure 40).
Table 1

**Board Member/Past President/Stakeholder Interview Questions**

<table>
<thead>
<tr>
<th>Board Member/Past President/Stakeholder Interview Questions</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Were you well versed in the bylaws and mission/vision of Friends?</td>
<td>Most respondents were aware of Friends’ overall mission of supporting the company. However, many of them were not as familiar with the bylaws. A few respondents claimed to know Friends’ vision although the organization does not officially have one.</td>
</tr>
<tr>
<td>✓ See Leadership and Direction Recommendation #7</td>
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<tr>
<td>Did you receive any training (i.e., leadership, non-profit management, strategic planning) while you were in office? If not, do you think it would have helped during your tenure? (What training would you have liked to receive?)</td>
<td>Only one respondent claims to have received training while in office and that training was through the secretary of state’s office. All agreed that training would have been useful. Many members believe that training would be most beneficial for management and decision-making. Participants advise that having guidelines for presidents and officers, in addition to less frequent member turnover, would help with continuity (member elections are annual).</td>
</tr>
<tr>
<td>✓ See Board Effectiveness Recommendation #3</td>
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Table 1 (Continued)

*Board Member/Past President/Stakeholder Interview Questions*

<table>
<thead>
<tr>
<th>Board Member/Past President/Stakeholder Interview Questions</th>
<th>Findings</th>
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<tr>
<td>Do/Did you do any joint planning with the Rainbow Company and/or City when setting your annual goals?</td>
<td>Past presidents and stakeholders who attended Friends’ workshop all say that joint planning never took place between Friends and the City. Although Friends and the Rainbow Company met annually to discuss the Rainbow Company’s needs, Friends say Rainbow Company staff always served as liaisons for the City. Based on respondent feedback, it is clear that the Friends organization does not trust or have a positive outlook on the City. Respondents overwhelmingly agreed that Friends should avoid interacting with the City.</td>
</tr>
<tr>
<td><strong>✓ See Leadership and Direction Recommendation #6</strong></td>
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<tr>
<td>How would you like to see Friends grow as a nonprofit and supporting Rainbow Company?</td>
<td>Respondents would like to see more people at the membership meetings, increased networking, and more community involvement. Many would like to see Friends being more aggressive in approaching individuals from the Smith Center, Cirque, etc., to sit on the Board.</td>
</tr>
<tr>
<td><strong>✓ See Board Structure Recommendation #1</strong></td>
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Clearly, the Board Member/Past President/Stakeholder interviews revealed some interesting findings. Interviews with Rainbow Company staff added to those findings.
Table 2

Rainbow Company Staff Interview Questions

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<tr>
<th>Rainbow Company Staff Interview Questions</th>
<th>Findings</th>
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<tbody>
<tr>
<td>How much of the Rainbow Company’s budget comes from the City and how much comes from Friends?</td>
<td>HCE learned that the City currently funds 90-95%, roughly $20-25,000 for productions, as well as $225-230,000 for full-time and $30,000 for part-time salaries. The City has cut one full-time position and has decreased the Rainbow Company’s budget in recent years. Friends usually pays for one show by supporting 5-10% of the Rainbow Company’s budget, about $5,000. Rainbow Company staff fears additional cuts so this may be the best time for Friends to ramp up support.</td>
</tr>
</tbody>
</table>

✓ See Leadership and Direction Recommendation #9-10

And

✓ Marketing, Public Relations and Fundraising Recommendations #13

What would be your view of the perfect scenario for Friends and Rainbow Company?

✓ See Leadership and Direction Recommendation #1

Rainbow Company staff believes that the Rainbow Company should remain part of the City and that Friends should fully fund more educational trips so that children at all income levels can participate. Rainbow Company staff also believes that Friends’ long-term vision should support the children of tomorrow not just today.

Benchmark Study

The data from the benchmark study supports several recommendations to help Friends become a more efficient and successful nonprofit that they strive to be in supporting Rainbow Company. The benchmark study focused on fundraising as a measurement of board effectiveness in meeting the mission of Rainbow Company. Friends wanted to see what successful nonprofit boards were using as fundraising tools that they could use to be a more effective board in supporting Rainbow Company.
All three performing arts boards that were used in the study had community members on the board (see Appendix D). This finding supports the recommendation to Friends to stay a volunteer-based board, but to expand from having an “all parent” board to having involvement from the community by actively recruiting community members to serve on the Board (see Recommendation 1).

Two out of the four nonprofit boards (Clark County Museum Guild and Mosaic Youth Theatre) in the benchmark study provide handbooks or reports to new and existing officers (see Appendix D). This data supports the recommendation that Friends needs to create a succession plan that includes creating a Board Volunteer Manual to pass along to each new president and board officer to maintain board leadership and direction. The benchmark data also supports the recommendation to create and maintain an organizational chart. All four nonprofit boards in the study have an organizational chart, where Friends has not provided one. An organizational chart is a fundamental document, as it is important for officers to know and understand what their exact roles and responsibilities are within the organization (See Recommendation 7).

The benchmark data showed that all four boards from the study provide their officers with training (see Appendix D). Currently, Friends does not provide any training for new or existing officers. UNLV provides free training seminars for nonprofits and this is something that Friends should utilize as the Childsplay Theater, used in the benchmark study, utilizes Arizona State University as a training center for their board (see Recommendation 3).

All four boards that responded to the survey have record retention (see Appendix D). In the beginning of the evaluation, Friends was unable to provide relevant records because there was no record retention plan in place. Two out of the four nonprofits (Childsplay Theatre and
Mosaic Youth Theatre) keep records online, which supports the recommendation to keep copies online through a program, i.e. Dropbox (see Recommendation 5).

The recommendation supported from the benchmark data was that all four of the nonprofits surveyed agreed that grant writing was an important step in fundraising (see Appendix D). This is linked to the recommendation that it is important for Friends to invest in training a board officer yearly on how to write grants and commit to a writing a minimum of two grants per year (see Recommendation 9).

It was revealed that fundraising events have been very successful for the Clark County Museum Guild. The findings supported that fundraising events are also key to being a successful nonprofit as two of the four nonprofit boards had very successful fundraising events (see Appendix D). For example, Childsplay Theatre did a fundraising event called “Bright Lights Bright Kids” and it exceeded its goal by $2 million. It was also revealed that the Las Vegas Shakespeare Company requires their Board of Directors to give annually (see Recommendation 10).

Friends should seek out corporate partnerships to help sponsor more shows and this can also tie into having community members on the board. “Ask!! People don’t just give because you look pretty.” (Martin, 2013) The benchmark findings show that three of the four nonprofits have corporate sponsorships. See webpage’s of each nonprofit for list of corporate partnerships they currently have (see Appendix D and Recommendation 11).

In concluding the findings of the benchmark study process, it can be supported that successful performing arts nonprofits utilize their board officers’ skills to the best of their abilities especially when it comes to board structure and effectiveness along with leadership. Friends should continue being a volunteer board but should consider recruiting community
members to help expand the vision and mission of Friends. Friends also needs to have a better system to help with the struggles of board turnover by having a Board Volunteer Manual to be passed on from board officer to board officer as board turnover is inevitable. Friends can use this benchmark study to learn from and improve upon to better utilize the current board officers and members of Friends along with preparing for the future when turnover occurs.
Recommendations

Board Structure

1. Diversify Executive Board: Stay a volunteer-based board but recruit community members and successful alumni who are “movers and shakers” in the community, including individuals associated with local theater/entertainment groups.

As it was mentioned in several interviews conducted, current members and officers would like to see Friends Board grow through community involvement. Las Vegas has a tremendous wealth of entertainment industry experts, executives and entertainers that Friends can recruit and learn from. “The (board) leadership must maintain a network of contacts with community members and funding agencies in order to be viable” (Galaskiewicz, 1985). This was also identified through the benchmark study that all three performing arts boards had community members severing on the board and currently Friends does not. Friends should seek to diversify their Executive Board based on these findings. The Friends Board Survey revealed 100 percent of those responding indicated they disagreed or were neutral in the board assessing their effectiveness of external constituent relationships. This may indicated that the Board does not pay enough attention to developing or maintaining relationships with key external stakeholder groups.

2. Consider longer terms of officers along with creating staggered terms in bylaws and consider incorporating transparency, conflict of interest, SOX and COSO standards into bylaws.
This recommendation was identified through past president interviews conducted throughout this evaluation. Many past presidents indicated that they spent their first year learning about their role. In their second year they felt comfortable to provide leadership and direction to the organization. Incorporating longer and/or staggered terms may help with this transition of not consistently having turnover and new officers from year to year. Santora (2009) says, “Given that dangerously high executive turnover rate, we would expect that nonprofit leadership, both executives and their boards of directors, would exhibit both diligence and vigilance in establishing executive succession plans to allow for only minimum organizational disruptions.” (p. 2). Transparency, conflict of interest procedures, Sarbanes-Oxley Act (SOX) and Committee of Sponsoring Organizations of the Treadway Commission (COSO) standards all serve to protect the nonprofit organization and donors. A thorough review of Friends bylaws indicates that they do not incorporate transparency, conflict of interest, SOX, or COSO Standards into current bylaws. This would be beneficial for them to incorporate in the long run as the IRS cautions nonprofits with 501(c)(3) status to ensure transparency is a priority when developing and implementing administrative and operational policies. Such policies also provide donors and partnership with confidence that the organization has the necessary internal controls in place that limit risk.

**Board Effectiveness**

3. **Provide board officers with professional training, such as leadership and nonprofit management, and consider a board officer mentoring program.**

It was found through the benchmark study that all four nonprofits provide training to their Board officers. Through the Board survey only 14 percent of respondents indicated that they have
received adequate training to perform their officer role. This indicates that Friends has room for improvement when it comes to ensuring their officers receive the skill sets necessary to carry out their assigned roles. Training is vital to help maintain board effectiveness. “From our perspective, one of the most encouraging findings was the potentially high payoff for board training and development.” (Green, p. 399) Just as Childsplay Theatre utilizes Arizona State University for board training, Friends should utilize UNLV ‘s Nonprofit Management classes along with considering a mentoring program to meet their specific needs and challenges. The creation of a mentoring program is something that Friends can create and implement at little or no cost. There are many benefits for having a mentoring program, especially in the case with a volunteer board where board officers typically have minimal exposure to serving on a nonprofit board.

4. **Conduct year-end success review to measure goal attainment.**

Goal attainment is important for Friends to consider as the Board Survey revealed that there is not a clearly articulated mission or a review of their strategic planning efforts. In fact, 58 percent either disagreed or were neutral when asked about regularly reviewing strategic planning efforts. This can have a negative impact on the organization. “Success for nonprofits should be measured by how effectively and efficiently they meet the needs of their constituencies.” (Kaplan, 2001). A Lack of planning (both long and short term) results in a lack of clearly defined goals. A task as simple as discussing what worked or did not work after an event can provide valuable information to the Board as to practices that can be continued or need to be revised or discontinued. This can help a new president from having to start from scratch the first year.
5. Development and implement records retention and management procedures.

It was revealed that all four boards in the benchmark study have record retention. For example, the Las Vegas Shakespeare Company and Childsplay Theatre have a specific position for this task. The Las Vegas Shakespeare Company also uses a 3rd party CPA and Childsplay Theatre has a Development Clerk. Record retention is important for board effectiveness. In order for boards to continue to grow and learn from previous experiences they must have records of activities that were successful and unsuccessful. Record retention and organization can help Friends make sure they keep their 501(c)(3) status because all information will be easily accessible. Formal policies for record retention should be created and implemented and enforced by the President of the board. As reported in other studies, “84 percent [of boards] reported having a records-retention policy” (Salamon, P. 8). An extensive records review of the Friends organization indicates that there is no structure or central repository of where records are kept. In addition, there is no document or manual that identifies which documents are mandatory to be maintained.

6. Engage in long-term, strategic planning to include:

   a. The City and Rainbow Company
   
   b. Fundraising

Long-term planning is vital at this point because Rainbow Company’s primary funding source continues to decrease. The three organizations (City, Rainbow Company and Friends) must work together to solidify Rainbow Company’s future. “People who do the planning together develop a better shared vision of what is important and why risks can and should be taken. And what's good for the organization, a thoughtful perspective on the future, is doubly good for the
individuals leading that organization” (Blatstein, 2012 p. 38). It was revealed through interviews with past and present executive board officers that they would like to fund more educational trips. This can only be done if Rainbow Company and Friends engage in long-term planning. It was also revealed through the Parents/Non-Parents survey that 55 percent of respondents were unfamiliar with Friends fundraising activities. This is very insightful for Friends because they need to figure out how engage in long-term/strategic planning with regard to fundraising.

7. **Create a succession plan to include:**

   a. New board member orientation training; and

   b. A board volunteer manual that includes:

   1) Vision statement

   2) Mission statement

   3) Goals

   4) Organizational chart

   5) Position descriptions

   6) Past accomplishments of Friends (i.e. Trips, Galas)

Through the benchmark study it was found that the Clark County Museum Guild and the Mosaic Youth Theatre provide handbooks to their board. This is important to note because currently Friends does not provide any orientation or manual to their newly elected executive board officers. Friends should provide and maintain a Board Volunteer Manual that should include a mission and vision statement, position description for each position, organizational chart, time commitment for each position, goals, and accomplishments made throughout the years. “The practices that were the most widely implemented (with very large majorities) include use of a
nominating or board development committee, board manual, and consensus decision making.”

(Herman, 1996)

Parental Communication

8. Create a strategic communication plan with regard to parental support, and incorporate a "Peer-Support" program.

Through interviews and survey findings, it was evident that the lack of a strategic communications plan targeting parents and lack of strategic planning between Rainbow Company and Friends adversely affect parental support. Due to inadequate internal communications, new parents may not be familiar with Friends and may not be aware of Friends and Rainbow Company’s core values. Although 57 percent of parents knew about Friends, 43 percent indicated that they had not heard of Friends. Therefore, increasing communication through social media, email, and the like, with existing and new parents will provide the exposure needed to educate this key stakeholder group of the Friends organization. In addition, Friends needs to incorporate a “Peer-Support” program similar to the “Buddy System” program discussed at the Friends workshop. This will allow current board members to interact more closely with new parents in order to help educate them on Friends and Rainbow Company’s core values. Friends also mentioned that Board meeting attendance was poor. The Parents/Non-Parents survey revealed that a majority of parents who responded were not attending meetings was because they did not have time to participate or were unaware of the days/times of the meetings. Friends can be more effective in reaching out to parents and making them aware that they are indeed eligible members of the Friends organization, and of the import role that they serve within the nonprofit. Participants at the Friends workshop agreed that it should be
mandatory to have parents attend one meeting per year, which coincides with our recommendations as well.

**Marketing and Fundraising**

9. **Contract or hire a professional development officer who is willing to work for a minimal base salary, plus a commission from grants received, and actively engage a grants subcommittee with a goal of submitting at least two grants per year.**

Grants are very important for nonprofits to succeed in their goals in fundraising efforts. In the past few years Friends has not secured any grants due to lack of training in writing grants. It was found through the benchmark study that all four nonprofits surveyed agreed that grant writing was an important step in fundraising. In addition, the Board Survey revealed that 75 percent of respondents disagreed or were neutral when asked if board members were updated regularly on best practices in the field of philanthropy. This could essentially be another area where Friends can partner with UNLV to receive grant writing training and guidance. Hiring a development officer to write grants could be a costly prospect; however, if Friends offers to pay this individual based solely on commission from the grants s/he brings in, it could be incentive enough for a confident grant writer to take the job. “Apart from emphasizing that employers must pay considerably large bonuses in order to motivate workers, Gneezy and Rustichini (2000[a]) also assert that the introduction of a monetary incentive is likely to alter the nature of an incomplete contract” (Pouliakas, 2010, p. 616).

10. **Hold annual giving and fundraising kickoff events.**
The benchmark study revealed that fundraising events have been very successful for the Clark County Museum Guild board and Childsplay Theatre board in Arizona. Friends should reach out to both of these nonprofits to gain a better understand as to what they put into their fundraising events. It was also noted in Friends records that their most successful years of fundraising were when they held fundraising events such as galas. “As such, fundraising events can fit into a fundraising strategy to target a broader group of people outside the charity’s core philanthropically motivated base.” (Webber, 2004). Friends should require their board officers to give annually even if it is a minimal amount of $20 to $40 per year, this shows that the board officers believe in the mission and vision of Friends and are willing to not only donate their time but their money this organization.

11. **Cultivate corporate sponsorships and/or partnerships.**

It was found that three of the four nonprofits have corporate sponsorships. These sponsorships are also listed on their websites (Childsplay Theatre, Las Vegas Shakespeare Company, and Mosaic Youth Theatre). Friends currently does not have corporate sponsorships. Friends has a unique opportunity in Las Vegas that many other performing arts companies outside of Las Vegas do not have, and that is the Las Vegas Strip. There is a variety of performing arts shows that exist right at their doorstep. Seeking out performing art companies could be very beneficial in helping Friends to grow and reach their ultimate goal of being able to better support Rainbow Company. “A carefully researched, structured, and implemented cause-related marketing campaign can be a win-win alliance for both the nonprofit and the business.” (Nowak, 2003). Corporate sponsorships can be very beneficial for all parties involved.

12. **Create and expand community awareness of Friends.**
As validated in the Parents/Non-Parents Patron Survey, Friends has a tremendous opportunity to promote the organization and raise awareness at such venues as Rainbow Company productions. The survey showed that 42 percent of Non-Parents that attended the show and took the survey had not heard of Friends. This observation is insightful in that the Friends Board may need to consider how the parents and the community are made aware of the Friends organization. Many non-parent patrons seem to frequent these events and can be educated on Friends’ mission and be encouraged to donate. Actively pursuing corporate sponsorships/partnerships is also an opportunity for the Board to brand their organization and educate the community of their mission. This point was also discussed at length during the Friends workshop. The group agreed that there needs to be an increased emphasis on community involvement and building public awareness.

13. **Redesign Friends’ website to include the following functionality:**

   a. An intranet portal to serve as a document archive
   
   b. The ability to accept donations
   
   c. The ability to utilize social media tools
   
   d. The ability to deliver useful items for children, parents and Friends, such as the annual photo album

Through document review and interviews it was found that many parents and board members do not actively visit Friends’ website. It was found through the benchmark study that three out of the four nonprofits accepted online donations through their website. This would be a great opportunity to help friends fundraise in different ways then they have previously. Research by
Lee, Chen, & Zhang (2001) highlights a few of the benefits of having a strong online presence. “Non-profit organizations in the United States have taken to cyberspace and are getting results. The Web's round-the-clock availability to a global audience makes it ideal for use by both national and international organizations. This sector has become a leader in envisioning the benefits to society of interactive media and has put it to practical use. There are over one million non-profit providers and they are natural information providers.”

Limitations

Surveys:

On the Parents/Non-Parent Patrons survey, it was discovered that having a category of “Other” may have been too ambiguous for the participants. Therefore, it was decided to combine the “Patron” and “Other” categories together, as the perspectives being sought were either from parents and non-parent patron groups.

On the Board Officer survey, there was no opportunity to administer this survey to the majority of current officers due to time constraints. Only one out of the 14 responses received was from current membership. In addition, because of the low response rate of questions #4 through #6, it was decided that these questions were not well designed and, therefore, should not be used to measure board turnover and its possible effects on board effectiveness.

Benchmark Study:

There were several limitations in this study as it pertains to how these boards garnered parental support, as some of the successful performing arts programs that were used in this study are larger in capacity than Friends and only allow community members to serve on the board; thus, resulting in limited information gathered for an analysis on how other nonprofits garner parental support. The other limitation of this study is that the sample size is relatively small for
the number of nonprofit boards in existence in the United States.

**Conclusion and Future Study**

In order to assist Friends in evaluating the activities and effectiveness of its Board in meeting its goals and mission of supporting Rainbow Company, HCE set out to provide a comprehensive evaluation of Friends’ Board; however, numerous limitations presented barriers from the start. For example, a lack of accessibility to past and present documentation presented a challenge to assessing the evaluation research questions. This was due to Friends having no central records repository or established bookkeeping system. The lack of record retention also added difficulty to conducting further interviews with past board members and officers because no contact information was reliable. Additionally, a lack of consistent financial data meant that financial records could not be used as a means of measuring board effectiveness. Not to belabor the point, but it is important to note that other challenges encountered while assessing the evaluation research questions were the minimal amount of responses from similar organizations, in relation to the benchmark study, as well as the lack of communication between Friends and the City of Las Vegas. Finally, limited access in administering the survey to parents and non-parent patrons of Rainbow Company meant it could only be conducted during the weekend of May 3-5, 2013, which was the final weekend of the last production of the season.

Nevertheless, due to the qualitative nature of this evaluation, the aforementioned challenges had little impact on the quality of the study. As this initial evaluation is complete, Friends’ Board now has a valuable tool to use in making decisions for its future. Although this evaluation is by no means the solution to every challenge that Friends currently faces, it is both a starting point for future study and call for action on the part of Friends.
References


Committee of Sponsoring Organizations of the Treadway Commission, “Internal Control — Integrated Framework” May 2013

http://www.coso.org/documents/COSO%202013%20ICFR%20Executive_Summary.pdf


Rainbow Company Youth Theatre Staff (2013). *Who is the Rainbow Company*
Johns Hopkins University Center for Civil Society Studies, 2005.


doi:10.1002/nml.22
SCOPE OF WORK
FRIENDS OF RAINBOW COMPANY

This proposed Scope of Work (Scope) describes the tasks to be performed by Holly Balmer, Christin Downing, and Eric Garner (HCE) Project Team from the UNLV Public Administration Masters Program. The purpose of this project is to assist the Friends of Rainbow Company (Friends) in evaluating the activities and effectiveness of its Governing Board (Board) in meeting its goals and mission in supporting The Rainbow Youth Theater Company (Company). The intent of the Scope is to outline an evaluation that will provide insight for the Board in meeting its intent.

Background:

The Company began in 1976. It is a youth theatre education program that is supported by the City of Las Vegas Office of Cultural Affairs. The Company’s goal is to offer any child in the Las Vegas area the opportunity to participate in all aspects of theater. The intended outcome is to give these students a greater understanding of the value of the arts while teaching them valuable life skills. This program uses a student-focused educational approach and has served as a model nationally.

Friends is a nonprofit organization that supports the Company through non-traditional financial streams and hands-on support. It funds equipment, supplies and other necessary items that the City is unable to provide or fund. The Friends is primarily made up of Company graduates and parents. The Board provides direction and planning for fundraising and use of funds.

Program to be Evaluated:

HCE will provide a comprehensive evaluation of the Friends’ Board including structure, management, effectiveness, direction and linkages to the Company. Specifically, HCE will perform benchmark study and analysis on similar nonprofits and look at board structure and leadership, challenges faced, and parental support (refer to Evaluation Questions section).

Purpose and Use of Evaluation:

The purpose of this evaluation is to provide the Board and Friends with:

- a nationwide benchmark of where it is currently in meeting its goals and mission
- an assessment of how similar successful nonprofits boards are structured, managed and lead
- an analysis of successful activities in garnering parental support and Board effectiveness
• providing recommendations that can be incorporated to improve effectiveness and parental support

The evaluation findings will be used by the Board to make decisions for its future.

Evaluation Questions:

The following questions have been identified by Friends:

1. How are similar organization boards structured?
2. Do these boards face the same issues, such as board effectiveness, leadership, cohesiveness, etc.? If so, how have they overcome them?
3. How can the Board increase parental support with:
   a. Meeting attendance
   b. Commitment to and respect for the Company’s core values
   c. Support staff rules and decisions
   d. Support and assistance to students in networking

Methods:

Data Sources, Collection, Analysis:

As part of this evaluation, HCE may employ quantitative, qualitative methods, and/or mixed methods to analyze data. Specific data sources are yet to be determined. Qualitative data sources will include but are not limited to, original nonprofit charter, bylaws and other foundational documents. Financial reports will serve as a main source for quantitative data to measure board effectiveness and performance. We may also require stakeholder identification for subsequent interviews. In addition, we will require a list of similar organizations that the Board holds in high regard in order to conduct a comparative analysis.

Existing Performance and Potential Sources of Underperformance:

• Lack of Human Resources
  The Company has three full-time staff members that are city employees. This is a reduction in staff from the usual (four +). There also are four to five part-time instructors/workers.

• Lack of Cohesiveness in Board
  The Board varies in size from year to year. Most Board members are parents. Board cohesiveness is an issue.

• Ineffectiveness with Increasing Parental Involvement
  The Board is concerned with decreasing parental involvement in meetings. Therefore, their stated goal includes increasing parental participation and overall meeting effectiveness.
Deliverables:

HCE will:

- Analyze Board Structure
- Analyze Board/Parent Meetings
- Identify Board’s current mission and goals and how these align to Company’s mission and goals
- Assess of how similar successful nonprofits are performing and provide an analysis of successful activities in garnering parental support and Board effectiveness
- Provide recommendations that can be incorporated to improve effectiveness and parental support

Timeline:

Kickoff meeting: March 14, 2013.
Scope development and approval: April 9, 2013
Data gathering/interviews: April 10-May 17, 2013
Assessment and analyses: May 20-July 29, 2013
Final input from Board: July 30-August 2, 2013
Formal presentation will be made to the Board, UNLV Public Administration Program Faculty and any Friends wishing to attend. This presentation will take place sometime between August 12 and August 19, 2013.

 Consultants:

Holly Balmer
Christin Downing
Eric Garner
Faculty Advisor: Dr. Jaewon Lim

[Signatures]

UNLV HCE Project Team Representative
Date: April 5, 2013

Friends of Rainbow Company Representative
Date
May 3, 2013

The purpose of this survey is to assist “Friends of Rainbow Company” in determining parent/patron knowledge of “Friends” mission as a nonprofit and to increase patron/parental support in achieving its mission.

1. Are you a: (please check one)
   a. Parent ________ (has a child enrolled in Rainbow Company)
   b. Patron ________
   c. Other ________

2. How many times have you attended Rainbow Company performances (including today’s performance) over the last two years?
   _____ 1 time  _____ 2-3 times  _____ 4-5 times  _____ more than 5 times

3. Have you heard of Friends of Rainbow Company? _____ Yes _____ No
   (If yes, please proceed to question 4. If no, thank you for your time and please return this survey to one of the ushers before leaving tonight’s performance.)

4. Did you know that Friends raises funds to support the educational mission and needs of the Rainbow Company? _____ Yes _____ NO

5. Have you attended a Friends board meeting? (Board meetings are typically held the second Tuesday of each month during early evening) _____ Yes _____ No
   a. If yes, what made you want to attend (check all that apply):
      _____ To know what decisions are being made financially, organizationally, etc.
      _____ To know what decisions are being made about future plans (i.e., performances, educational opportunities, etc.)
      _____ To increase my knowledge of Friends
      _____ Other (please specify) __________________________________________________________
   b. If no, why not? (check all that apply):
      _____ I do not know the days/times of the meetings
      _____ I am not available on that particular day/time
      _____ I do not have time to participate
      _____ I do not find the meetings informative/meetings are too long
      _____ Other (please specify) __________________________________________________________

6. How much do you know about fundraising activities of the Friends board?
   _____ Very familiar  _____ Somewhat familiar  _____ Not too familiar  _____ Not at all familiar

7. Do you have an interest in serving on the Friends Board? _____ Yes _____ No

Thank you for your time and input. Please return this form to one of the ushers before leaving tonight’s performance.
HCE Project Team is comprised of graduate students from the UNLV School of Environmental and Public Affairs. This team is working on an evaluation of Friends of Rainbow Company in partial fulfillment for the Masters of Public Administration degree.

**FRIENDS BOARD SURVEY**

The purpose of this survey is to evaluate the non-profit board Friends of Rainbow Company.

1. Do you currently have a child enrolled in Rainbow Company? _____Yes _____No
2. How many years have you been on the Friends of Rainbow Company board?
   _____ Less than a year _____ 1-3 years _____ 4-5 years _____ 5 or more years
3. How much time do you devote to serving on the Friends of Rainbow Company board in a month on average?
   _____ Less than a hour _____ 1-3 hours _____ 4-7 hours _____ 8 or more hours
4. How many Friends of Rainbow Company board members are there currently on the Friends board?
   (please specify a number) ______
5. During your tenure on the board, how many board members have left?
   (please specify a number) ______
6. During your tenure on the board, how many new board members have joined?
   (please specify a number) ______

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<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Section 1: Friends Board and Rainbow Co. Roles</strong></td>
<td></td>
<td></td>
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<tr>
<td>The roles and responsibilities of our board are clearly defined.</td>
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<tr>
<td>The board members have adequate training to perform their responsibilities.</td>
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<tr>
<td>Our board takes the primary responsibility for setting Friend's policies.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Section 2: Policy Making Practices</strong></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>If a new policy is needed for the board or Friends as a whole, the issue is clearly presented to and discussed by the board.</td>
<td></td>
<td></td>
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<tr>
<td>The board and Rainbow Co. work together to develop and review strategic goals, mission, and values for Friends.</td>
<td></td>
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<tr>
<td>The board balances strategic and financial indicators in its ongoing assessment of organizational performance.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Section 3: Planning Practices</strong></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friends mission and purpose are clearly understood and accepted by our board.</td>
<td></td>
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<tr>
<td>The full board collaboratively reviews and updates Friends strategic plan at least every two years.</td>
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</tr>
<tr>
<td>The members of the board reach consensus on a vision that communicates where the organization will be headed over the next 3-5 years.</td>
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</table>

<table>
<thead>
<tr>
<th><strong>Section 4: Fiscal Management Practices</strong></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization's annual budget is fully discussed and understood by the board prior to approving it.</td>
<td></td>
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<tr>
<td>The annual report of our organization's independent auditor is reviewed by the board and any necessary actions are taken in a timely way.</td>
<td></td>
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<tr>
<td>Rainbow Company clearly expresses their financial needs to Friends on an annual basis.</td>
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</tbody>
</table>
### Section 5: Fundraising Practices

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board members are updated regularly on our knowledge of new best practices in the field of philanthropy.</td>
<td></td>
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<tr>
<td>Board members play an active role in the organization's fundraising efforts.</td>
<td></td>
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</tr>
<tr>
<td>Rainbow Co's needs are understood by the board.</td>
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</tbody>
</table>

### Section 6: Board Structure and Practices

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board members have a working knowledge of the organization's by-laws.</td>
<td></td>
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<tr>
<td>We consciously select and prepare board officers for their leadership responsibilities.</td>
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<tr>
<td>Most board members currently have a child that participates in the Rainbow Company theatre.</td>
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</tbody>
</table>

### Section 7: Board Meetings

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board meetings are generally well-run and make good use of members’ time.</td>
<td></td>
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</tr>
<tr>
<td>Our board thoroughly examines the pros and cons of all major issues and makes fully informed decisions.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Most board members have previous experience on a nonprofit board?</td>
<td></td>
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</tbody>
</table>

### Section 8: External Relations Practices

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our board regularly assesses the effectiveness of our relations with our key external constituent groups. (i.e. City of Las Vegas)</td>
<td></td>
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<tr>
<td>Individual board members actively support public relations and marketing events that benefit the organization during the fiscal year.</td>
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<tr>
<td>A majority of board members attends critical organizational events designed to promote the organization with key publics (annual meeting, annual programmatic kick-off event, openings of major new programs, etc).</td>
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</tbody>
</table>

### Section 9: Internal Relations Practices

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with the kind of work I do on the board.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>I am satisfied with the board on which I serve.</td>
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</tr>
<tr>
<td>I am satisfied with the organization which the board governs.</td>
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<tr>
<td>I am satisfied with the current direction and scope that the board is taking.</td>
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<tr>
<td>I am satisfied that the current board is taking full advantage of opportunities to move the organization forward.</td>
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</tbody>
</table>

### Section 10: Additional Comments:


### Appendix C

<table>
<thead>
<tr>
<th>Community Presence</th>
<th>Social Media</th>
<th>Education</th>
<th>Archives</th>
<th>Season's Goals</th>
<th>Finance</th>
<th>Making Friends</th>
<th>Continuity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community involvement</td>
<td>Social Media</td>
<td>Educational Panel of Experts for Ensemble</td>
<td>Professional quality DVDs free of charge</td>
<td>Beginning of years goals</td>
<td>Grants</td>
<td>Buddy System</td>
<td>Executive Board of Friends</td>
</tr>
<tr>
<td>Build Public Awareness (stop being best kept secret)</td>
<td>Website Current</td>
<td>Group trip to theatre experience</td>
<td>Annual Yearbook (both online and book form)</td>
<td>Ask staff first-what do they need or want</td>
<td>Better donation system (United way, grants, rebates)</td>
<td>Use strengths of Friends parents</td>
<td>Alumni involvement</td>
</tr>
<tr>
<td>Advertising</td>
<td>Facebook page for Friends of Rainbow Company</td>
<td>Internship for seniors on theatre career path</td>
<td></td>
<td>Comprehensive mission statement</td>
<td>Diversify fund raising ideas “large and small”</td>
<td>Cookies need to continue</td>
<td>Honorary advisors from community</td>
</tr>
<tr>
<td>Build City Relationships (and exploit them!)</td>
<td></td>
<td>Offer educational opportunities to community</td>
<td>Yearly goal statement</td>
<td></td>
<td>Rebate Websites</td>
<td>Friend’s presence at all auditions</td>
<td>Comprehensice Mission Statement</td>
</tr>
<tr>
<td>Community Announcements</td>
<td></td>
<td></td>
<td>One mandatory meeting for parents</td>
<td></td>
<td>United Way Listing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Don’t reinvent the wheel. Do what has worked, establish solid goals</td>
<td></td>
<td>Grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Finance 5th show</td>
<td></td>
<td>Corporate Partnership</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
- Season's Goals:
  - Beginning of years goals
  - Ask staff first-what do they need or want
  - Comprehensive mission statement
  - Yearly goal statement
  - One mandatory meeting for parents
  - Don’t reinvent the wheel. Do what has worked, establish solid goals
  - Finance 5th show

**Making Friends**
- Buddy System
- Use strengths of Friends parents
- Cookies need to continue
- Friend’s presence at all auditions

**Continuity**
- Executive Board of Friends
- Alumni involvement
- Honorary advisors from community
- Comprehensive Mission Statement
Community Presence

During the Next five to ten years, the Friends of Rainbow should be developing a strong community presence for the Rainbow Company because it is a “well-kept secret”. Not only will developing a strong presence increase ticket sales, which will benefit the company, it will also benefit the community as well which is starved for culture. More exposure will give families the opportunity to expose their children to an inexpensive yet high quality theatre experience. It will also make parents and children aware of the many educational experiences that the Company offers though the classes offer thought the year.

Social Media

Friends of Rainbow will develop a stronger presence with social media over the next ten years because this is the most efficient way to communicate with today’s children and teenagers. It is a quick “live” way to interact with the company and community.

Education

Friends should develop an educational component that includes offering educational experiences for ensemble members. This can include expert panels and group trips. Opportunities for senior ensemble members to participate in internships should be offered. Certain educational opportunities should be made available to the community.

Archives

Friends should provide professional quality DVDs of every production to every cast and ensemble member free of charge. And annual yearbook should be compiled and available to all for free through the internet, and at cost for those would like to purchase an actual book.

Season’s Goals

Friends should have season’s goals because it gives the group something to work toward. It gives them a path to follow and in some instances, the path has been traveled before.

Finance

Financing for the Friends of Rainbow Company for the next 5-10 years should involve grant writing, events, corporate sponsorship and exploring new avenues of fund development. Finance is important to sustain the quality and quantity of experiences for the Rainbow Company. Financial stability and support is necessary for the continued success and growth of the Rainbow Company.

“Making Friends” (Orientation)

Friends must make a concerted effort to welcome and involve new friends in a meaningful and specific way. Evaluate skills through the use of a “talent” and “interest” survey. Try to identify which people appear eager to help. Make sure we get a very good handle of the talent pool. Try to create a teambuilding situation that gives parents an opportunity ot do something helpful, meet the staff and work as a group (Gallery show). The board should maintain contact with any and all individuals who have demonstrated a love for, and a willingness to maintain contact and lend support to Friends of Rainbow Company.

Continuity

Friends should work toward an organizational structure to incorporate the mission of Friends of Rainbow, and provide a manual describing the offices and chair duties. As the different seasons/years come to an end, provide a template of successful endeavors, with the capacity for improving and reworking future projects
## Appendix D

<table>
<thead>
<tr>
<th>Board Structure</th>
<th>Why was your board established?</th>
<th>Does your board support a specific organization or just the nonprofit portion?</th>
<th>Is your board professional or volunteer?</th>
<th>Does this composition work for your particular organization?</th>
<th>Would you change the structure if you could?</th>
<th>Do outside community members serve on your board?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friends</td>
<td>To support Rainbow Company</td>
<td>Yes</td>
<td>Volunteer</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Museum Guild</td>
<td>To establish a 501 © 3 organization, per Nevada &amp; Federal tax requirements</td>
<td>Specific - Clark County Museum</td>
<td>All Volunteer</td>
<td>Yes</td>
<td>No - We reviewed all of our by-laws last year and are completely satisfied with our current structure</td>
<td>No</td>
</tr>
<tr>
<td>Shakespeare Company</td>
<td>As a non-profit organization, our Board of Directors oversees, approves, and runs every facet of our organization. Much like a for-profit corporate Board, our Board chooses the organization's leadership, creates the organization's mission statement, and approves all budgets, contracts, and all legal obligations. Our Board of Directors runs the entire corporation. All individuals and entities involved with our organization are answerable to the Board. All Board members are volunteers. No Board member can receive compensation for serving on the Board, nor can any member of our Board serve in other capacities within our organization and receive compensation. We believe that paying Board members creates a conflict of interest for our mission.</td>
<td>All of the above</td>
<td>Volunteer</td>
<td>Yes</td>
<td>We would not want this to change.</td>
<td>Our Board is made up solely of community members. No Board member &quot;works&quot; for our organization.</td>
</tr>
<tr>
<td>Childsplay Theater</td>
<td>To support the organization as required under IRS rules.</td>
<td>All of the above</td>
<td>Volunteer</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Mosaic Youth Theatre</td>
<td>We are a non-profit 501 © 3, we are run by a board. That is law.</td>
<td>Our board are volunteers that serve according per our bylaws. They may serve other organizations and have professional lives outside of Mosaic. But as a group, they govern no other organization.</td>
<td>Volunteer</td>
<td>Structure and size are defined by bylaws. Composition of its members is discretionary.</td>
<td>Like to see it grow larger and with a wider skill set</td>
<td>Yes</td>
</tr>
<tr>
<td>Board Structure</td>
<td>Do you have a current organizational chart?</td>
<td>Are board members listed on the website along with contact information?</td>
<td>Do your officers have term limits?</td>
<td>Do you have challenges with board turnover?</td>
<td>Does board turnover have an impact on board performance?</td>
<td>Do your board officers receive training?</td>
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</tr>
<tr>
<td>Friends</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Museum Guild</td>
<td>Yes</td>
<td>Board Members are listed, personal contact information is not.</td>
<td>Yes</td>
<td>Yes</td>
<td>Not every year but it can have an impact depending who can’t return for a year</td>
<td>Yes</td>
</tr>
<tr>
<td>Shakespeare Company</td>
<td>Yes</td>
<td>Yes, every board members has their own organization email address</td>
<td>Board officers have term limits of TWO years, Board Directors do not have term limits.</td>
<td>Board turnover can almost be essential if the mission of the organization changes.</td>
<td>If you have a board who truly believes in the organization’s mission statement, there should not be a large Board turnover.</td>
<td>Yes</td>
</tr>
<tr>
<td>Childsplay Theater</td>
<td>Yes</td>
<td>On website, no contact information</td>
<td>They have terms but not limits on number of terms.</td>
<td>N/A</td>
<td>At one time we were in the midst of a capital campaign and didn’t have the capacity to manage term limits so we eliminated them</td>
<td>Yes, through the non-profit center at ASU and from Board Source</td>
</tr>
<tr>
<td>Mosaic Youth Theatre</td>
<td>Yes, but it is undergoing change</td>
<td>No</td>
<td>Yes</td>
<td>Generally members stay their term. But we do not recruit as actively as we should. Size and composition affects performance.</td>
<td>Size and composition affects performance.</td>
<td>Some, they could use more.</td>
</tr>
<tr>
<td>Board Meetings</td>
<td>When are board meetings held and how often?</td>
<td>Do you have good board meeting participation?</td>
<td>Methods</td>
<td>How long does a typical board meeting last?</td>
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<td></td>
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</tr>
<tr>
<td>Friends</td>
<td>Every 2nd Tuesday of the month</td>
<td>No</td>
<td>N/A</td>
<td>1 Hour</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Museum Guild</td>
<td>1st Wednesday of every month. Day of month is up to the President</td>
<td>Yes</td>
<td>The board is informed of all matters concerning the Guild several days before each meeting via an agenda, encouraged to speak freely at the meetings, giving answers or explanations on each question or subject matter, and given all new or updated information between meetings via email</td>
<td>Between 1 &amp; 2 hours, depending on number of agenda items.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shakespeare Company</td>
<td>Board meetings are held once a month</td>
<td>Yes</td>
<td>We change our meeting date &amp; time to make sure that all board members can attend our monthly meetings</td>
<td>2 to 3 hours</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Childsplay Theater</td>
<td>Every other month</td>
<td>Sometimes - depends on the agenda, Crisis will always fill seats at the board meeting.</td>
<td>N/A</td>
<td>2 hours</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mosaic Youth Theatre</td>
<td>Five times annually</td>
<td>Not as good as we would like/.</td>
<td>Key is proper orientation. Letting them know the expectations prior to joining. There is no value in bringing in dead weight.</td>
<td>2 hours</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Management</td>
<td>Does your board have goals and if so how are they established?</td>
<td>How often are goals reviewed?</td>
<td>Do you have bylaws?</td>
<td>How often are they reviewed?</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Friends</td>
<td>Yes, once a year</td>
<td>Once a year</td>
<td>Yes</td>
<td>Every few years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Museum Guild</td>
<td>Yes, and they are discussed and accepted by the board and then presented to the general membership.</td>
<td>The accomplishments are reviewed in the September Annual Meeting.</td>
<td>Yes</td>
<td>Every 5 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shakespeare Company</td>
<td>We have various goal plans: development, capital campaign, fiscal policies &amp; procedures, and a ten year plan.</td>
<td>Annually</td>
<td>Yes</td>
<td>Annually</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Childsplay Theater</td>
<td>Yes, Established each year at a retreat with an independent facilitator</td>
<td>Annually</td>
<td>Yes</td>
<td>Reviewed every two to three years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mosaic Youth Theatre</td>
<td>There are participatory expectations.</td>
<td>Depending on how active the chair is determines review.</td>
<td>Yes</td>
<td>Were just reviewed this year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Management</td>
<td>What are the primary types of support that your host organization requests?</td>
<td>Does your nonprofit work directly with the city or does all correspondence go through the host organization?</td>
<td>Does your organization have a strategic plan?</td>
<td>If so, is it linked to the host organization's plan?</td>
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<td>-----------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friends</td>
<td>Money for things the City won't pay for</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Museum Guild</td>
<td>Items for the Museum Collections, memberships in local, state, and national organization, items needed to complete an exhibit, admission at the museum, guest speakers, and exhibit openings.</td>
<td>We work mainly with museum Guild but have been known to also talk directly with Clark County. Generally, all correspondence goes thru the Museum. (Also the City of Henderson is not involved with the Museum Guild unless we are placing a building for the Museum.)</td>
<td>We have Mission and Vision Statements, but no strategic plan.</td>
<td>Both the Mission and Vision Statements are centered around the support of the Museum.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shakespeare Company</td>
<td>The main goal of our Board is to make sure that the artistic team that the board has put in place has the necessary funding and support staff to effectively implement the mission and goals of the organization.</td>
<td>Our Board is the governing body of the host organization, the two are the same. All correspondence with city governments (City of Las Vegas, and City of Henderson) all go through the Board of Directors.</td>
<td>We are all one organization. All strategic plans created by the Board become by Board authority the organization's plans. Our Board is not a &quot;board of advisors&quot; nor &quot;board of consultants&quot;. Our board literally owns and tunes the entire organization.</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Childsplay Theater</td>
<td>N/A</td>
<td>We are not affiliated with any city or government umbrella. We are an independent nonprofit.</td>
<td>We have a pseudo plan that continues to be fleshed out as we transition into a new business model.</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mosaic Youth Theatre</td>
<td>Money and in-kind service</td>
<td>Self contained</td>
<td>Yes</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Friends

- Money for things the City won't pay for

Museum Guild

- Items for the Museum Collections, memberships in local, state, and national organization, items needed to complete an exhibit, admission at the museum, guest speakers, and exhibit openings.

Shakespeare Company

- The main goal of our Board is to make sure that the artistic team that the board has put in place has the necessary funding and support staff to effectively implement the mission and goals of the organization.
<table>
<thead>
<tr>
<th>Fundraising / Funding / Operations</th>
<th>What makes up your revenue stream portfolio?</th>
<th>What have been your most successful fundraising efforts?</th>
<th>Has your organization been successful in securing grants?</th>
<th>Do you have a paid development officer on staff?</th>
<th>Who maintains your files/records?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friends</td>
<td>Cookies and Donations</td>
<td>Galas</td>
<td>Not recently</td>
<td>No</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Museum Guild</td>
<td>Fundraising Events</td>
<td>Halloween Event and Poker Tournament</td>
<td>No</td>
<td>No</td>
<td>President, Vice President, Secretary and Treasurer and Fundraising Director</td>
</tr>
<tr>
<td>Shakespeare Company</td>
<td>Grants, donations, and board require annual gifting. (Each board member must contribute $20,000 in cash annually to maintain their Board Directorship).</td>
<td>Direct donor donation appeals to assist in our mission and vision</td>
<td>Yes, we regularly receive grants from Nevada Council of Arts, Human Humanities, and the National Endowment for the arts</td>
<td>Yes. This is a staff position (not a board position)</td>
<td>A paid staff position, who reports to the board, works with a 3rd party independent CPA to maintain our files and records.</td>
</tr>
<tr>
<td>Childsplay Theater</td>
<td>Ticket Sales, performance fees, and individual, foundation and corporate contributions</td>
<td>Bright Lights Bright Kids exceeded its goal by $2 million. It was a capital campaign</td>
<td>Very</td>
<td>Me and Three others</td>
<td>Development Clerk</td>
</tr>
<tr>
<td>Mosaic Youth Theatre</td>
<td>Individuals 8% Corporations 26% Foundations 19% Government 11% Eearned 26% Other 20%</td>
<td>Corporate sponsorships</td>
<td>Yes</td>
<td>Yes</td>
<td>Files are kept by staff in both hard copies and electronic files</td>
</tr>
<tr>
<td>Fundraising / Funding / Operations</td>
<td>How are they maintained (are passed onto incoming officers, etc.)?</td>
<td>Can you accept donations via the web?</td>
<td>What percentage of your revenue stream is received in this manner?</td>
<td>Do you perform annual strategic planning with your partners who fund you?</td>
<td>How do you incorporate this process?</td>
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<tr>
<td>Friends</td>
<td>No</td>
<td>No</td>
<td>N/A</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>Museum Guild</td>
<td>Original records are maintained in the Guild volunteer office and guild computer. Each officer and Director has a &quot;handbook&quot; that is passed down to new officers and directors with past copies of guild information. Yes</td>
<td>Yes</td>
<td>Less than 1%</td>
<td>No, we have no partners.</td>
<td>For fundraising events - We visit with sponsors at the beginning of the event planning process to discuss the event and what/how their sponsorships will be utilized.</td>
</tr>
<tr>
<td>Shakespeare Company</td>
<td>Paid staff position, works with a 3rd party independent CPA to maintain our files and records.</td>
<td>We do not accept donations via the web at this point in time. We have found that the cost of maintaining a secure mechanism of receiving web donations overrides the benefits.</td>
<td>N/A</td>
<td>All of our strategic plans are open to everyone for review.</td>
<td>They are a part of the Board of Directors meeting minutes, which are a matter of public record. We find that one going dialogue of monthly conversations with our partners works better than a formalized annual meeting for review of our strategic.</td>
</tr>
<tr>
<td>Childsplay Theater</td>
<td>We have a data base software program</td>
<td>Yes</td>
<td>40% Contributions and 90% ticket sales</td>
<td>Partners are an integral part of our planning but we are independent</td>
<td>Partners are an integral part of our planning but we are independent</td>
</tr>
<tr>
<td>Mosaic Youth Theatre</td>
<td>Officers are given reports</td>
<td>Yes</td>
<td>Tiny. A small fraction of the 8%</td>
<td>No</td>
<td>N/A</td>
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<tr>
<td>Conclusion</td>
<td>Any Advice</td>
<td>Benchmarks</td>
<td>Can we share?</td>
<td>Can we have a copy of your bylaws?</td>
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<tr>
<td>Museum Guild</td>
<td>N/A</td>
<td>the organization, membership growth and ability to fund the Museum Request.</td>
<td>Yes</td>
<td>Yes</td>
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<td>I believe you'll always have an uphill hurdle if you are raising funding</td>
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<td>for an organization that you do not directly control nor operate. ....We</td>
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<td>found that donors with the means to contribute larger donations expect</td>
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<td>that the organization they contribute with have the proper checks and</td>
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<td>balances in place to ensure that they are truly donating to a nonprofit</td>
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<td>organization and not a shell entity.</td>
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<td>Shakespeare Company</td>
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<td>We evaluate our budgets quarterly and see how our fundraising matches to</td>
<td>Yes</td>
<td>Yes</td>
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<td>our ten year goal plan. These are basic economic moving targets, such as</td>
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<td>the overall state of the economy (or in Las Vegas tourism declined);</td>
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<td>less grants being funded etc, which can inadvertently affect your</td>
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<td></td>
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<td>success.</td>
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<tr>
<td>Childsplay Theater</td>
<td>ASK!! People don't just give because you look pretty.</td>
<td></td>
<td>Yes</td>
<td>Yes</td>
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<td>Did we achieve our artistic and learning goals while balancing the</td>
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<td>allocation and acquisition of resources?</td>
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<tr>
<td>Mosaic Youth Theatre</td>
<td>I don't know who &quot;Friends&quot; is. The goals of the organization and the</td>
<td></td>
<td>Yes</td>
<td>Yes. It is undergoing review ask</td>
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<td>person strengths of its personalities, both staff and board drive</td>
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<td>again in September.</td>
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<td>fundraising.</td>
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HCE Benchmark Study Interview Questions

**Purpose:** To conduct a comparative analysis and assess how similar successful nonprofits are performing and provide an analysis of successful activities in garnering board support and Board effectiveness

**Completed by:** Samuel Pollak – Director - 6/20/2013 – Mosaic Youth Theatre

**Board Structure**

1. **Why was your board established?** *We are a non-profit 501c3, we are run by a board. That is law.*

2. **Does your board support a specific organization or just the nonprofit portion?** *There is no for profit section. Our board is are volunteers that serve according per our bylaws. They may serve other organizations, and have professional lives outside of Mosaic. But as a group, they govern no other organizations.*

3. **Is your board professional or volunteer? Does this composition work for your particular mission? Would you change the structure if you could?** *See above. Structure and size are defined by bylaws. Composition of its members is discretionary. I would like to see it larger and with a wider skill set.*

4. **Do outside community members serve on your board?** Yes.

5. **Do you have a current organizational chart?** Yes, but it is undergoing change.

6. **Are your board members listed on the website along with contact information?** No.

7. **Do your officers have term limits?** Yes. **Do you have challenges with board turnover...does it have an impact on board performance?** *Generally members stay their term. But we do not recruit as actively as we should. Size and composition affects performance.*

8. **Do your board officers receive training?** Some. They could use more.

**Board Meetings**

1. **When are board meetings held and how often?** *Five times annually.*

2. **Do you have good board meeting participation? If yes, what methods did/do you use to increase/maintain good participation?** *Not as good as we would like. Key is proper orientation. Letting them know the expectations prior to joining. There is no value in bringing on dead weight.*

3. **How long does a typical board meeting last?** 2 hrs.

**Board Management**

1. **Does your board have goals and if so how are they established and how often are they reviewed?** *There are participatory expectations. Depending on how active the chair is determines review.*

2. **Do you have bylaws? If so, how often are they reviewed?** Yes, reviewed this year.

3. **What are the primary types of support that your host organization requests?** *Money and in-kind service.*

4. **Does your nonprofit work directly with the city or does all correspondence go through the host organization?** I don’t understand host organization. That does not exist for us. We are self-contained.

5. **Does your organization have a strategic plan?** Yes. If so, is it linked to the host organization’s plan?
1. What makes up your revenue stream portfolio? Individuals 8%; Corporations 26%; Foundations 19%; Government 11%; Earned 26%; Other 20%

2. What have been your most successful fundraising efforts? Corporate sponsorships.

3. Has your organization been successful in securing grants? Yes

4. Do you have a paid development officer on staff? Yes

5. Who maintains your files/records? How are they maintained (are the passed onto incoming officers, etc.)? Officers are given reports. Files are kept by staff in both hard copies and electronic files.

6. Can you accept donations via the web? Yes. If so, what percentage of your revenue stream is received in this manner? Tiny. A small fraction of the 8% noted in #1

7. Do you perform annual strategic planning with your partners who fund you? No. How did you incorporate this process?

Conclusion

1. Is there any advice that you could offer that might help Friends in terms of fundraising or constituent participation? I don't know who “Friends”. The goals of the organization and the personal strengths of its personalities, both staff and board drive fundraising.

2. What benchmarks do you use to evaluate your success? Financial as well as impact on the community. However, the measurement of community impact is a challenge to measure.

Disclaimer: Can we share this information with Friends Board for our program evaluation? Yes. Can we have a copy of your bylaws? It is undergoing revisions. Ask again in Sept.
HCE Benchmark Study Interview Questions

**Purpose:** To conduct a comparative analysis and assess how similar successful nonprofits are performing and provide an analysis of successful activities in garnering parental support and Board effectiveness

**Completed by:** Steve Martin – Director – 6/7/2013 - Childsplay, Inc

**Board Structure**

1. Why was your board established? To support the organization as required under IRS rules
2. Does your board support a specific organization or just the nonprofit portion? All of the above
3. Is your board professional or volunteer? volunteer Does this composition work for your particular mission? Yes Would you change the structure if you could? yes
4. Do outside community members serve on your board? yes
5. Do you have a current organizational chart? yes
6. Are your board members listed on the website along with contact information? On website...no contact info
7. Do your officers have term limits? They have terms but not limits on number of terms. Do you have challenges with board turnover...does it have an impact on board performance? At one time we were in the midst of a capital campaign and didn’t have the capacity to manage term limits so we eliminated them.
8. Do your board officers receive training? Yes – through the non-profit center at Arizona State University and from Board Source.

**Board Meetings**

1. When are board meetings held and how often? Every other month
2. Do you have good board meeting participation? Sometimes – depends on the agenda. Crisis will always fill seats at the board meeting. If yes, what methods did/do you use to increase/maintain good participation?
3. How long does a typical board meeting last? 2 hours

**Board Management**

1. Does your board have goals and if so how are they established and how often are they reviewed? Yes...established each year at a retreat with an independent facilitator
2. Do you have bylaws? If so, how often are they reviewed? By-laws are reviewed every two or three years
3. What are the primary types of support that your host organization requests? Don’t understand the question
4. Does your nonprofit work directly with the city or does all correspondence go through the host organization? We are not affiliated with any city or government umbrella...we are an independent non-profit
5. Does your organization have a strategic plan? If so, is it linked to the host organization’s plan? We have a pseudo plan that continues to be fleshed out as we transition into a new business model.
Parental Support – not applicable to Childsplay

1. Do parents serve on the board?
2. Do you feel your board has strong parental support, i.e. support for core values, staff rules/decisions, assistance to students in networking??
3. Do parents attend board meetings regularly? (If yes, what methods did/do you use to increase/maintain good participation?)
4. Have you found a method that helps increase parental attendance at board meetings?
5. How do you inform parents of board meetings who are not currently serving on the board?
6. Please identify other youth theatres or nonprofits your board views as successful.

Fundraising/ Funding/ Operations

1. What makes up your revenue stream portfolio? Ticket sales, performance fees and individual, foundation, and corporate contributions.
2. What have been your most successful fundraising efforts? Bright Lights Bright Kids exceeded its goal by $2 million. It was a capital campaign.
3. Has your organization been successful in securing grants? Very
4. Do you have a paid development officer on staff? Me and three others
5. Who maintains your files/records? Development clerk. How are they maintained (are the passed onto incoming officers, etc.)? We have a data base software program.
6. Can you accept donations via the web? Yes If so, what percentage of your revenue stream is received in this manner? About 40% of contributions and about 90% of ticket sales
7. Do you perform annual strategic planning with your partners who fund you? How did you incorporate this process? Partners are an integral part of our planning but we are independent.

Conclusion

1. Is there any advice that you could offer that might help Friends in terms of fundraising or constituent participation? Ask!!! People don’t just give because you look pretty.
2. What benchmarks do you use to evaluate your success? Did we achieve our artistic and learning goals while balancing the allocation and acquisition of resources?

Disclaimer: Can we share this information with Friends Board for our program evaluation? Can we have a copy of your bylaws?
HCE Benchmark Study Interview Questions

Purpose: To conduct a comparative analysis and assess how similar successful nonprofits are performing and provide an analysis of successful activities in garnering board support and Board effectiveness

Completed by: Jeanne Brady – President- 6/6/2013 (Clark County Museum Guild)

Board Structure

1. Why was your board established? To establish a 501 (c) 3 organization, per Nevada & Federal tax requirements
2. Does your board support a specific organization or just the nonprofit portion? Specific – Clark county Museum
3. Is your board professional or volunteer? All Volunteer
   a. Does this composition work for your particular mission? Yes
   b. Would you change the structure if you could? No – we review all of our by-laws last year and are completely satisfied with our structure
4. Do outside community members serve on your board? No
5. Do you have a current organizational chart? Yes
6. Are your board members listed on the website along with contact information? Board members are listed, personal contact information is not.
7. Do your officers have term limits? Yes
   a. Do you have challenges with board turnover... Yes
   b. does it have an impact on board performance? Not every year but it can have an impact depending who can’t return for a year.
8. Do your board officers receive training? Yes

Board Meetings

1. When are board meetings held and how often? 1st Wednesday of the month, every month. Day of the month is up to the president.
2. Do you have good board meeting participation? Yes
   a. If yes, what methods did/do you use to increase/maintain good participation? The board is informed of all matters concerning the Guild several days before each meeting via an agenda, encouraged to speak freely at the meetings, given answers or explanations on each question or subject matter, and given all new or updated information between meetings via email.
3. How long does a typical board meeting last? Between 1 & 2 hours, depending on number of agenda items.

Board Management

1. Does your board have goals and if so how are they established and how often are they reviewed? Yes, and they are discussed and accepted by the board and then presented to the general membership. The accomplishments are reviewed in the September Annual Meeting.
2. Do you have bylaws? Yes
   a. If so, how often are they reviewed? Every 5 years!
3. What are the primary types of support that your host organization requests? *Items for the Museum Collections; memberships in local, state and national organization; items needed to complete an exhibit; admissions at the museum; guest speakers; and Exhibit openings.*

4. Does your nonprofit work directly with the city or does all correspondence go through the host organization? *We work mainly with the museum, but have been know to also talk directly with Clark County. Generally, all correspondence goes thru the Museum. (Also the City of Henderson is not involved with the Museum Guild unless we are placing a building for the Museum.)*

5. Does your organization have a strategic plan? *We have Mission and Vision Statements, but no strategic plan.*
   a. If so, is it linked to the host organization’s plan? *Both the Mission and Vision Statements are centered around the support of the Museum.*

**Fundraising/ Funding/ Operations**

1. What makes up your revenue stream portfolio? *Fundraising events*
2. What have been your most successful fundraising efforts? *Halloween event and Poker Tournament*
3. Has your organization been successful in securing grants? *No*
4. Do you have a paid development officer on staff? *No*
5. Who maintains your files/records? *President, V-President, Secretary and Treasurer (officers) and fundraising Director*
   a. How are they maintained (are the passed onto incoming officers, etc.)? *Original records are maintained in the Guild volunteer office and guild computer. Each officer and Director has a “handbook” that is passed down to new officers and directors with past copies of guild information.*
6. Can you accept donations via the web? *Yes*
   a. If so, what percentage of your revenue stream is received in this manner? *Less than 1%*
7. Do you perform annual strategic planning with your partners who fund you? *No, we have no partners.*
   a. How did you incorporate this process? *For fundraising events - we visit with sponsors at the beginning of the event planning process to discuss the event and what/how their sponsorships will be utilized.*

**Conclusion**

1. Is there any advice that you could offer that might help Friends in terms of fundraising or constituent participation?
2. What benchmarks do you use to evaluate your success? *Ability to fund administration of the organization, membership – growth and ability to fund the Museum Request.*

**Disclaimer:** Can we share this information with Friends Board for our program evaluation? **YES** Can we have a copy of your bylaws? **Yes**
HCE Benchmark Study Interview Questions

**Purpose:** To conduct a comparative analysis and assess how similar successful nonprofits are performing and provide an analysis of successful activities in garnering board support and Board effectiveness

**Board Structure**

1. Why was your board established?  As a non-profit organization, our Board of Directors oversees, approves, and runs every facet of our organization. Much like a for-profit corporate Board, our Board chooses the organization leadership, creates the organization’s mission statement, and approves all budgets, contracts and all legal obligations.

2. Does your board support a specific organization or just the nonprofit portion?  Our Board of Directors runs the entire corporation. All individuals and entities involved with our organization are answerable to the Board.

3. Is your board professional or volunteer?  Does this composition work for your particular mission? Would you change the structure if you could?  All Board members are volunteers. No Board member can receive compensation for serving on the Board, nor can any member of our Board serve in other capacities within our organization and receive compensation. We believe that paying Board members creates a conflict of interest for our mission, and we would not want this to change.

4. Do outside community members serve on your board?  Our Board is made up solely of community members. No Board member “works” for our organization.

5. Do you have a current organizational chart?  Yes (attached)

6. Are your board members listed on the website along with contact information?  Yes. Every Board member has their own organizational email address.

7. Do your officers have term limits?  Board Officers have term limits of TWO years. Board Directors do not have term limits. Do you have challenges with board turnover...does it have an impact on board performance? Board turnover can almost be essential if the mission of the organization changes. If you have a Board who truly believes in the organization’s mission statement, there should not be a large Board turnover.

8. Do your board officers receive training?  Yes. We hold quarterly retreats for our Board with development advisors on talk about effective Board participation and donor recruitment.

**Board Meetings**

1. When are board meetings held and how often?  Board meetings are held one a month.

2. Do you have good board meeting participation?  Yes. If yes, what methods did/do you use to increase/maintain good participation?  We change our meeting date & time to make sure that all Board members can attend our monthly meetings.

3. How long does a typical board meeting last?  2 to 3 hours.

**Board Management**
1. Does your board have goals and if so how are they established and how often are they reviewed? We have various goal plans: development; capital campaign; fiscal policies & procedures; and a ten year plan. Each plan is reviewed annually.

2. Do you have bylaws? Yes. If so, how often are they reviewed? Annually.

3. What are the primary types of support that your host organization requests? The main goal of our Board is to make sure that the artistic team that the Board has put into place has the necessary funding and support staff to effectively implement the mission and goals of the organization.

4. Does your nonprofit work directly with the city or does all correspondence go through the host organization? Our Board is the governing body of the “host organization”. The two are the same... there is no separation. All correspondence with city governments (we deal with both The City of Las Vegas and The City of Henderson) all go through the Board of Directors.

5. Does your organization have a strategic plan? If so, is it linked to the host or organization’s plan? We are all one organization.... All strategic plans created by the Board become by Board authority the organization’s plans. Our Board is not a “board of advisors” nor “board of consultants”. Our Board literally owns and runs the entire organization.

Fundraising/ Funding/ Operations

1. What makes up your revenue stream portfolio? Grants, donations, & Board required annual gifting (each Board member must contribute $20,000 in cash annually to maintain their Board Directorship).

2. What have been your most successful fundraising efforts? Direct donor donation appeals to assist in our mission and vision.

3. Has your organization been successful in securing grants? Yes. We regularly receive grants from Nevada Council of the Arts, Nevada Humanities, and the National Endowment for the Arts.

4. Do you have a paid development officer on staff? Yes. This is a staff position (not a Board officer position).

5. Who maintains your files/records? How are they maintained (are the passed onto incoming officers, etc.)? A paid staff position, who reports to the Board, works with a 3rd party independent C.P.A. to maintain our files and records.

6. Can you accept donations via the web? If so, what percentage of your revenue stream is received in this manner? We do not accept donations via the web at this point in time. We have found that the cost of maintaining a secure mechanism of receiving web donations overrides the benefits.

7. Do you perform annual strategic planning with your partners who fund you? How did you incorporate this process? All of our strategic plans are open to everyone for review. They are a part of the Board of Directors meeting minutes, which are a matter of public record. We find that an ongoing dialogue of
monthly conversations with our partners works better than a formalized annually meeting for review our of strategic plans.

Conclusion

1. Is there any advice that you could offer that might help Friends in terms of fundraising or constituent participation? If I understand your organization correctly, I believe you’ll always have an uphill hurdle if you are raising funding for an organization that you do not directly control nor operate. A similar circumstance happens at UNLV with the Nevada Conservatory Theater... they have a “Board of Advisors” but in actuality this advisory board has no authority nor legal right to participate in the daily operations of the organization. We have found that donors with the means to contribute larger donations expect that the organization they contribute with have the proper “checks and balances” in place to ensure that they are truly donating to a non-profit organization, and not a shell entity.

2. What benchmarks do you use to evaluate your success? We evaluate our budgets quarterly, and see how our fund raising matches to our ten year goal plan. These are basic economic moving targets, such as the overall state of the economy (or in Las Vegas has tourism declined); less grants being funded; etc., which can inadvertently affect your success.

Disclaimer: Can we share this information with Friends Board for our program evaluation? YES. Can we have a copy of your bylaws? YES. (Attached. The Bylaws of any non-profit are a public document.)
1. How much of Rainbow Company’s budget comes from the City?
   90 – 95% Roughly $20-25,000 for production $225-230,000 for salaries, $30,000 for part-timers
   She will provide us with her budget she receives from the city.
   Cuts have been made and no one asked her opinion as to where cuts should be or can be made.

2. How much of Rainbow Company’s budget is supported by Friends?
   Friends supports 5-10% about $5,000, Friends usually pays for a show

3. Are there any challenges in the budget processes that you face?
   Have to have high quality product with less money, difficulty also comes from her supervisor
   with the office of cultural affairs. She fears they are trying to get rid of Rainbow.

4. Do you provide a list of needs to Friends? If so, how often are those needs met?
   She usually ball parks the needs but it is usually around $5000 and they usually meet the needs
   that she ask for and sometimes can give extra when something comes up. Friends also provides
   scholarships with no questions asked when Karen asks for them. Karen does ask kids to fill out
   paperwork she trust them.

5. Any years that you viewed Friends as more successful than others?
   She said the years that Friends had a clear vision and wanted to support Rainbow for the long
   haul that is when they were most successful. She doesn’t like when it is like a PTA board and
   parents are just in it for their children at the time with no long term goal. She is thankful for the
   parents but would like to Friends have a clear long-term vision plan.

6. What would be your view of the perfect scenario for Friends and Rainbow Company?
   Fundraise more and see the big picture. They do benefit from being a part of the city so she would
   never want to see that taken away but would like to do more educational trips for the kids today
   but doesn’t want it to be just for the “rich families” but have Friends pay for everything. She also
   wants Friends to have a long-term vision to support the kids for tomorrow not just today.

7. What similar organizations do you view as successful?
   Las Vegas Youth Orchestra at the fifth street school & Sign Design – Will try to reach out to both
   of these with regard to Parent support.

8. Would you like to see Friends have a professional board or stay volunteer?
   She wouldn’t mind if it stayed volunteer as long as they had community members to help with the
   long term vision.

9. Do you think Friends would benefit from strategic planning with Rainbow Company and the
    City? NO because she also feels that since every year they are decreasing her budget that they
    would just give up on Rainbow and Friends is not ready to support Rainbow and Rainbow
    Company gets a lot of benefits from being a part of the city.

10. Anything else you would like to share with us?
    Friends can attend more shows, follow through on things, be more politically active, promote on a
1. **Were you well versed in the bylaws and mission/vision of Friends?**
   Beth has been involved with the Rainbow Company Youth Theatre for three years, but has never read the bylaws. She is familiar with the Company’s mission, however.

2. **How often did/do you have board meetings?**
   She attends 90% of Friends' meetings.

3. **How often are/were goals evaluated in a year?**
   She says that Friends' budget process was shared with members and that members worked hard conducting various fundraisers all year long, such as managing show concessions, to raise money.

4. **Do/Did you promote Friends outside of Rainbow Company?**
   Yes, but only at her son’s school and at work.

5. **How would you like to see Friends grow as a nonprofit and supporting Rainbow Company?**
   Beth would like to see more parents getting involved and supporting Friends.
1. What board officer role(s) did you occupy and when did you hold this/these positions (i.e., President 2008-2010; Vice President 2007-2008, etc.)?
   Recording Secretary 04-07

2. What factors led you to becoming a board member?

   Wanted to become more involved with Friends and do something to help Rainbow Co

3. Did you receive any training (i.e., leadership, non-profit management, strategic planning) while you were in office? If not, do you think it would have helped during your tenure? (What training would you have liked to receive?)

   I had no specific training in non-profit management/leadership. This would definitely have been very useful and helpful to be able to have better direction on ways to manage a group, making better decisions, work more expeditiously and have a clear vision of what we were doing and where we were taking the organization.

4. Were you well versed in the bylaws and mission/vision of Friends? No. There were bylaws written and some of the members had better perspective on this vision. But the majority of the members, including myself as Recording Secretary, did not.

5. How often did/do you have board meetings?

   We met once a month.

6. What is/was your main goal as a board member of Friends?

   As I stated, my purpose was to be more involved with the group, help out with any ideas or activities that would assist the Rainbow Co to achieve their goals. I felt a sense of obligation
to participate in an organization that was vital to my son’s development. I wanted to give something back. I also had my own ideas of activities that Friends could participate in that would help the kids, and the organization as a whole.

7. How do/did you set the strategic direction for the Board and identify goals? How often was this done (biannually, annually)? At the beginning of the year, the current Friends president would start off the meeting with introductions and discuss her conversations with Karen as far as the goals for the Company and ways Friends could assist with that.

8. How often are/were goals evaluated in a year?
Perhaps once or twice a year, an informal review of our goals and how we were achieving these was discussed. I don’t recall formally working through a system to achieve the goals, other than to raise money for the purpose of buying something that the Company needed.

9. Do/Did you do any joint planning with the Company and/or City when setting your annual goals? If not, do you think this would be/would have been helpful? No, in the 5 years I participated in Friends, there was never a meeting with City officials to discuss the Company or Friends’ role. I think this is an excellent idea, and will probably be a Win-Win for all.

10. What do/did you consider to be your challenges during your tenure?
The challenge was always to feel that we were truly making a difference and helping the Company achieve what was set out. I felt that many of our meetings were mis-managed and mis-directed. It was also difficult to get everyone to participate in an event or activity. It seemed like the work was always accomplished by the same worker-bees!
11. Do/Did you promote Friends outside of Rainbow Company?
   I personally talked about Friends at my office and discussed with my personal contacts, but nothing more than that, other than when we were looking for auction items for a fundraiser.

12. What is/was your relationship/interaction with the City of Las Vegas? No interaction.

13. How would you like to see Friends grow as a nonprofit and supporting Rainbow Company?
   I think that an organization like Friends is crucial to support the Company. However, in order to make a significant step in a beneficial way, more leadership training, motivational training, and direction needs to take place. I think a relationship with the City officials and local business community is crucial to raising awareness about Friends and their role in supporting the Rainbow Co.
Friends President Interview Questions

What factors lead you to becoming president? Had a background in event planning wanted a new direction for Friends and she had the resources to do it as she worked in Fundraising at Lawry’s Steakhouse.

How long did you serve as president or have you currently been serving? 3 Years (VP and P)

Did you serve on the board previously to your becoming president? Served on the Cookie Chair Committee and Fundraising Chair Committee

Did you receive any training (i.e., leadership, non-profit management, strategic planning) while you were in office? If not, do you think it would have helped during your tenure? (What training would you have liked to receive?) NO! Would like for Friends to have a broader horizon and get outside community involvement and become more professional

Were you well versed in the bylaws and mission/vision of Friends? She redid the bylaws when she took over because they had not been redone in 20 years. They almost lost 501© 3 status.

How often did/do you have board meetings? Once a month

Do/Did you facilitate the board meetings? If not, who did? Yes, even had meetings during the summer to setup new goals for the upcoming year. New things were hard to get passed sometimes because had to live by City rules, Karen's rules when it came to getting events approved.

Do/ Did you maintain records of meeting agendas? Yes, but she passed them on and don't know if they were kept. She will give us what records she has.

Does/Did the President determine board members roles and responsibilities? If not, how are/were those determined? They were determined from the bylaws and according to the goals that is what committees were made.

Do/Did you maintain records of all current board members (etc. phone, e-mail, address)? Yes, had a directory.

What do/did you consider to be your successes during your tenure? Making money through fundraising and more professionals. Partnered with cirque du soleil

What is/was your main goal as President of Friends? Same as successes Making money through fundraising and more professionals

How do/did you set the strategic direction for the Board and identify goals? How often was this done (biannually, annually)? Yes, annually
How often are/were goals evaluated in a year? Reevaluate annually in the summer. Miss doing trips and at one time Friends was able to do Financial Hardships for kids who couldn’t afford trips.

Do/Did you do any joint planning with the Company and/or City when setting your annual goals? If not, do you think this would be/would have been helpful? No, City didn’t want Friends and the city frowned upon Friends.

What do/did you consider to be your challenges during your tenure? Getting parents committed and getting people to follow through on their commitments.

What is/was your relationship/interaction with the Rainbow Company? Open relationship. Whatever Rainbow needed Friends would provide that was the intent of Friends.

Do/Did you promote Friends outside of Rainbow Company? Yes, TV, Radio. She had media connection and professional connections with the community and that is what they are lacking now.

What is/was your relationship/interaction with the City of Las Vegas? None. They didn’t like Friends.

How would you like to see Friends grow as a nonprofit and supporting Rainbow Company? Be more professional and more involved with the community.

Are there any organizations that are similar to Friends that would be useful to include in our benchmark study? Las Vegas Academy – Parent organization support and Faith Lutheran Arts.

Are there any questions we didn’t ask that you wish we had? No.
Friends President Interview Questions

1. What factors lead you to becoming president?
   a. Always wanted to be involved in what her kids were involved in.

2. How long did you serve as president or have you currently been serving?
   a. Served for 2 yrs

3. Did you serve on the board previously to your becoming president?
   a. Asst. treasurer 2008-2010

4. Did you receive any training (i.e., leadership, non-profit management, strategic planning) while you were in office? If not, do you think it would have helped during your tenure? (What training would you have liked to receive?)
   a. No training. It would be helpful especially as president. There should be guidelines to follow. Also a checklist for each officer of things/responsibilities that need to be done and when they need to be done, i.e., Treasurer should know when to submit Form 990, President should know to set up committee chairs early in their tenure, etc. The first year for a new president is pretty slow because they are just getting acclimated to what needs to be done; their second year it usually picks up but then a new president is elected the following year. Bylaws call for officer elections annually. This can be an issue, especially for the president because it takes one year for them to get acclimated to their responsibilities.
   b. Officers/president, needs to be more assertive in voicing needs and perhaps call parents to ask them to chair a committee or to be an officer instead of waiting for them to be approached. Officers need to give more accolades and recognition to members. Personal contact is a better approach than email. Committee reports need to be required more consistently.

5. Were you well versed in the bylaws and mission/vision of Friends?
   a. yes

6. How often did/do you have board meetings?
   a. Monthly. August to December parents tend to be involved and come to meetings; January through April attendance tapers off. May is well attended (last meeting of the year).

7. Do/Did you facilitate the board meetings? If not, who did?
   a. Yes; as president she set the agenda

8. Do/Did you maintain records of meeting agendas?
   a. Recording secretary's responsibility
9. Does/Did the President determine board members roles and responsibilities? If not, how are/were those determined?
   a. Bylaws. All officers knew what their roles were.
10. Do/Did you maintain records of all current board members (etc. phone, e-mail, address)?
    a. Recording secretary
11. What do/did you consider to be your successes during your tenure?
    a. New parent orientation in which alumni and board members were seated at each table with new parents; her board members all worked together; she was a very hands on president and always planned at least one month ahead.
12. What is/was your main goal as President of Friends?
    a. As president it was to get more parents involved because then the kids feel that they play an important role in the Company. As treasurer it is keeping the books and reports accurate; good communication and prompt response time to donations, etc.
13. How do/did you set the strategic direction for the Board and identify goals? How often was this done (biannually, annually)?
    a. She worked together with her board to discuss plans for the year.
14. How often are/were goals evaluated in a year?
    a. After plays or fundraisers, she always had a report on how it went; she would readjust goals throughout the year.
15. Do/Did you do any joint planning with the Company and/or City when setting your annual goals? If not, do you think this would be/would have been helpful?
    a. Only worked through Karen. There is tension between the City and Friends. Karen and Kris do not want the City to know how much money Friends has because then they could decrease funding. Karen would frown upon strategic planning with the city.
16. What do/did you consider to be your challenges during your tenure?
    a. Parental support; getting people to turn in receipts.
17. What is/was your relationship/interaction with the Rainbow Company?
    a. Daughter was enrolled in Rainbow for 6 yrs.
18. Do/Did you promote Friends outside of Rainbow Company?
    a. Word of mouth; Kris does an email and has a mailing list; sometimes there is an article in the newspaper. When arts programs at Clark County were getting cut, they reached out to the schools to promote Rainbow. However, this effort did not have any significant impact on enrollment or awareness.
19. What is/was your relationship/interaction with the City of Las Vegas?
    a. None, works through Karen.
20. How would you like to see Friends grow as a nonprofit and supporting Rainbow Company?
   a. Would like to see 50-60 people at the membership meetings; increase networking; involve community members. Feels like they are too much of “small potatoes” to approach anyone from the Smith Center, Cirque, etc., to sit on their board, but she said that Friends needs to be more assertive.

21. Are there any organizations that are similar to Friends that would be useful to include in our benchmark study?
   a. no

22. Are there any questions we didn't ask that you wish we had?
   a. no
Friends President Interview Questions

1. What factors lead you to becoming president?
   a. Needed to be part of the solution. Daughter in RC for 10 yrs so she attended all the meetings anyway. Thought that meetings were a waste of time and very repetitive. Serves as co-president with Michelle Salas. Saw that things needed to be done that were just being talked about.

2. How long did you serve as president or have you currently been serving?
   a. Only has been serving one year as president

3. Did you serve on the board previously to your becoming president?
   a. No
   b. Does not feel that there is a lot of turnover on the board. Presidents are usually in office 2-3 years.

4. Did you receive any training (i.e., leadership, non-profit management, strategic planning) while you were in office? If not, do you think it would have helped during your tenure? (What training would you have liked to receive?)
   a. No but training would have been helpful. All board members are volunteers.

5. Were you well versed in the bylaws and mission/vision of Friends?

6. How often did/do you have board meetings?

7. Do/Did you facilitate the board meetings? If not, who did?
   a. Agendas are set one week prior to membership meeting

8. Do/Did you maintain records of meeting agendas?
   a. Yes – role of recording secretary

9. Does/Did the President determine board members roles and responsibilities? If not, how are/were those determined?
   a. In the bylaws

10. Do/Did you maintain records of all current board members (etc. phone, e-mail, address)?
   a. Yes; started to compile a list of alumni

11. What do/did you consider to be your successes during your tenure?
   a. Will be instituting an internship program with film students at UNLV for next year. Streamlining the processes, website development for members and parents only. Organized information and communication. Organized an educational seminar.

12. What is/was your main goal as President of Friends?
   a. Getting video of performances taken care of. Keep supporting RC and increase parent participation

13. How do/did you set the strategic direction for the Board and identify goals? How often was this done (biannually, annually)?
a. None. Board meets with City employee once per year and given the budget.

14. How often are/were goals evaluated in a year?

15. Do/Did you do any joint planning with the Company and/or City when setting your annual goals? If not, do you think this would be/would have been helpful?
   a. No joint planning with the City.

16. What do/did you consider to be your challenges during your tenure?
   a. current board has a different mindset. However, feels that she has great committee members
   b. Parent turnout at meetings is a challenge.
   c. see #17

17. What is/was your relationship/interaction with the Rainbow Company?
   a. Parents did not think having a co president would work. Board members do not think outside the box.

18. Do/Did you promote Friends outside of Rainbow Company?
   a. they had a 35th anniversary gala; no annual drive

19. What is/was your relationship/interaction with the City of Las Vegas?
   a. Tenuous relationship with City. Fearful that money will be taken away.

20. How would you like to see Friends grow as a nonprofit and supporting Rainbow Company?
   a. Needs to think about it.

21. Are there any organizations that are similar to Friends that would be useful to include in our benchmark study?
   a. Needs to think about it.

22. Are there any questions we didn't ask that you wish we had?
Friends President Interview Questions

1. What factors lead you to becoming president?
   a. Wanted to be involved

2. How long did you serve as president or have you currently been serving?
   a. 2 yrs – good to have fresh blood but the board also needs continuity. Wanted to have term limits for officers.

3. Did you serve on the board previously to your becoming president?
   a. Served as vice president for one year.

4. Did you receive any training (i.e., leadership, non-profit management, strategic planning) while you were in office? If not, do you think it would have helped during your tenure? (What training would you have liked to receive?)
   a. Received no training.
   b. Presidents should have prior experience. Would LOVE training. Thinks officers would embrace it and the board would get more volunteers if training was provided…serving would be less intimidating.

5. Were you well versed in the bylaws and mission/vision of Friends?
   a. yes

6. How often did/do you have board meetings?
   a. One per month. Board meetings were held one week prior to membership meetings.
   b. Committee heads are separate and meet as on ad hoc basis.

7. Do/Did you facilitate the board meetings? If not, who did?
   a. yes

8. Do/Did you maintain records of meeting agendas?
   a. yes

9. Does/Did the President determine board members roles and responsibilities? If not, how are/were those determined?
   a. Bylaws; would like to have a president-elect.

10. Do/Did you maintain records of all current board members (etc. phone, e-mail, address)?

11. What do/did you consider to be your successes during your tenure?
   a. 35th anniversary gala...raised a lot of money

12. What is/was your main goal as President of Friends?
   a. Parent involvement; educational trip; surviving budget cuts.

13. How do/did you set the strategic direction for the Board and identify goals? How often was this done (biannually, annually)?

14. How often are/were goals evaluated in a year?
15. Do/Did you do any joint planning with the Company and/or City when setting your annual goals? If not, do you think this would be/would have been helpful?
   a. Yes. Nervous on City input. Bureaucratic process (logo incident – City said no)
16. What do/did you consider to be your challenges during your tenure?
   a. Getting parents involved. Changed the structure of new parent orientation. Veterans now mingle with new parents. Social and round table discussions take place. Parents are grouped by zip code with veterans. Refreshments are served at membership meetings. Tried to publish a newsletter to keep parents involved and connected but it did not make a difference. Meeting attendance is a challenged because it depends on the age of the children; if the kids can drive, parents are not likely to attend. It is a big time commitment. Attendance is not required for parents because there is no ramification.
17. What is/was your relationship/interaction with the Rainbow Company?
18. Do/Did you promote Friends outside of Rainbow Company?
   a. Advertising...parents take on this role mainly by word of mouth. City has no promotion of Friends or Rainbow.
19. What is/was your relationship/interaction with the City of Las Vegas?
   a. Ticket sales go to the City’s general fund. She had no knowledge of the City’s budget for RC but thinks this information would have been helpful to Friends in their planning.
20. How would you like to see Friends grow as a nonprofit and supporting Rainbow Company?
   a. Would like to increase public awareness of Friends and RC. Organizations are worth supporting. Would also like to see more networking opportunities and perhaps have some professional board members from Smith Center or Cirque.
21. Are there any organizations that are similar to Friends that would be useful to include in our benchmark study?
22. Are there any questions we didn't ask that you wish we had?
To: <balmerh@unlv.nevada.edu>
Cc:

I am starting this at 9:58 p.m. on June 28, 2013. It is my intention to have it finished before midnight and therefore not miss the June 28th deadline.

Ready, Set, Go...

#1: I was the co-president of the Friends of Rainbow Company from 1997 to 2004. That was my title but it in no way reflected my "duties". Wendy Meoz and I shared this position and we were involved in virtually all aspects (from conception to conclusion) of the events, projects, fundraisers, etc. that were conducted by the board in behalf of Friends.

#2: I became aware of Rainbow Company at its inception. I was a producer at Channel 10 and we broadcast a television production of their first play, Pippi Longstockings. I was fascinated by the idea of the company and by the quality of the children in the cast. While at Channel 10 and later as a freelance producer I used many Rainbow kids in my own television projects. When my son was accepted into the company my allegiance continued to grow. When my next chid was accepted I had more time to
participate and because nature abhors a vacuum... Wendy and I stepped in to provide leadership where none existed, (at that point in time.)

#3: No I didn't receive any training. I am naturally bossy, (in nice sort of way) and my specialty is my gift (or curse) to be able to generate a non-stop supply of ideas. It might have been useful for me to have training in organization but training might have diverted me away from my ability and/or tendency to get others to carry out my ideas.

#4: I wouldn't say I was well versed in the bylaws, I was aware of them and we used them on an as needed basis. We were clear in the idea that Friends' purpose was to support Rainbow Company but the exact nature of that support was not spelled out in the by-laws so we felt free to offer 'support' in areas that best matched our individual skill set(s).

#5: Board Meetings were held as needed and Friends meetings were held monthly. If we were doing something special in the way of events or fundraising we were pretty assertive about getting people to attend. If it was business as usual then the people who enjoyed coming came... and a good time was had by all.

#6: I felt like it was our goal was to make it easier for the staff to do their job. If we were able to raise money to take the students to a show or bring a guest speaker to them then in doing so, we had supported and augmented the efforts of the staff. Our biggest fundraising efforts were held to give the students the opportunity to travel to the Shakespeare Festival in Utah, to the Lion King in LA, and to New York City to take tours, see shows and attend workshops. For some of the students it was the first time they'd ever left the state... that's education and Friends made it possible.

#7: Strategic direction was pretty well established... we were there to support the staff and enrich the kids. Those two goals really don't change. It often seemed to me that in years following our 'administration' the Friends had mutated somewhat away from the idea that we were there to make things easier not more annoying but that's probably just me being obnoxious and judgmental.

#8: I think this falls into the category of "if it ain't broke, don't fix it." If things were going well, our ideas successful, our group participation effective then we most likely evaluated our goals over lunch. If they were working well, we toasted our success with a little glass of Chianti. If they weren't working we had a second class.

#9: Friends didn't have anything to do with the Company per se. We were cheerleaders, room mothers, enablers etc. but we had no part in planning how the Company would function. As to the City... if any of us had the slightest bit of political or financial power we would have been up in the face of the 'City'. They have no idea what they have in Rainbow Company. They're absolutely clueless about how they could grow the program and they don't seem to get the fact that this is an asset that should be cultivated. If Rainbow Company dies, the City will have killed it.

#10: The main challenge was simply getting support and participation on the part of the parents. In the years when participation was the highest we were able to do great things.

#11: I'd have to say "no" I don't promote Friends per se but I will never cease to be a cheerleader for Rainbow. It played an enormous part in the lives of two of my children and by default it played an enormous part in mine.

#12: See my answer to Question #9

#13: In a perfect world, Friends would attract a membership that goes beyond parents of Company members. In a perfect world, former child stars would promote it. Rich matrons would support it and old guys who had always wanted to be a director would leave it money. It would be ideal if the Rainbow Company could be sustained by money and political power instead of just parents. That's really the only way to build a stable future.

Finished at 11:21 p.m. June 28th. Ta dah! (I'm not attesting to the quality of my editing however.)
1. What board officer role(s) did you occupy and when did you hold this/these positions (i.e., President 2008-2010; Vice President 2007-2008, etc.)?

I did not hold a formal role (i.e. President, Secretary, Treasurer) on the Board, but did act in an advisory capacity to those who did hold these positions.

In addition, I agreed to serve as Chairperson for Ensemble Art—a new concept that encouraged kids who were Ensemble members to create forms of art that were connected to each show that could be sold as a fundraising effort. Examples of items created included baskets made from costume fabric, quilts, steampunk dolls to coordinate with “Sleeping Beauty” (done in a steampunk fashion), spiderweb decorations to coordinate with Halloween and “Charlotte’s Web”, as well as assorted jewelry, painted platters and food items designed for each particular show. The goal of this program was to encourage Ensemble members to take a personal interest in fundraising efforts on behalf of Friends of Rainbow.

2010-2011 Chairperson for Ensemble Art
2011-2012 Chairperson for Ensemble Art, Gala Committee

2. What factors led you to becoming a board member?

- My mother was an award-winning regional theatre and television actress
- I attended a high school for the performing arts
- I spent 3 years working with Living Stage Theatre (part of Arena Stage in Washington, DC), a group that used theatre for social change.
- I became a marine biologist in the many years that followed, but I still support the theatre (especially local efforts, like Rainbow)

3. Did you receive any training (i.e., leadership, non-profit management, strategic planning) while you were in office? If not, do you think it would have helped during your tenure? (What training would you have liked to receive?)

I received no training from Friends of Rainbow however, I spent 13 years in management development courses while working directly for Steve Wynn and have provided consulting services in leadership, non-profit management and strategic planning for museums, zoos, aquariums, and schools over the past 12 years.

I think that some basic training would be welcome by all board members. Even if someone like me is on the board with this kind of experience, it’s still helpful to have everyone on the same page.

4. Were you well versed in the bylaws and mission/vision of Friends?

I was familiar with the mission of Friends to support the Rainbow Company and I
was aware of the bylaws however, I wasn’t a full-fledged Board member. As the vision of Friends was not very clear, I actually suggested a strategic planning session.

4. How often did/do you have board meetings?

I attended Friends of Rainbow meetings monthly and I attended Board Meetings whenever asked—usually once every few months.

6. What is/was your main goal as a board member of Friends?

My main goal was simply to help out in any way I could.

7. How do/did you set the strategic direction for the Board and identify goals? How often was this done (biannually, annually)?

There was no strategic direction. I suggested a strategic planning session with an annual review and offered my services for free more than once. My project log is pretty full and my volunteer time is very limited, so when no effort was made to take me up on my offer, I didn’t push it.

8. How often are/were goals evaluated in a year?

Goals were evaluated only in terms of fundraising dollars. This was evaluated show by show and project by project (i.e. Ensemble Art, t-shirt sales, chocolate sales, etc)

9. Do/Did you do any joint planning with the Company and/or City when setting your annual goals? If not, do you think this would be/would have been helpful?

There was ongoing communication with Kris and Karen on behalf of the Company, which was imperative to anything Friends of Rainbow wanted to accomplish.

Karen always served as a liaison between the City and Friends of Rainbow.

Before working with Friends of Rainbow, I helped out with programming for the summer Theatre Arts Conservatory (TAC) program that Rainbow conducted with the City at Reed Whipple. I found myself caught in the middle of paranoid and inconsistent behavior on the part of the City that made no sense. I served as a volunteer, but was professionally embarrassed enough that I withdrew any further services to the program.

Unless the City has undergone major changes, I would recommend that there always be Rainbow Company staff serving as liaisons to the City.
10. What do/did you consider to be your challenges during your tenure?

The only real challenge was not having everyone share the same vision as there was no strategic plan to follow.

11. Do/Did you promote Friends outside of Rainbow Company?

Absolutely! I did and I do promote Friends whenever the opportunity presents itself.

12. What is/was your relationship/interaction with the City of Las Vegas?

See the answer to Question #9.

13. How would you like to see Friends grow as a nonprofit and supporting Rainbow Company?

- Get a strategic plan with both short term and long term goals (work with Rainbow Company to ensure the plan meets their needs and desires).
- Review the plan annually to make any necessary adjustments.
- Follow the plan!
- Consider an “Advisory Committee” of past Board Members to provide assistance and continuity to current Boards as needed.
Friends Board Officer Interview Questions

1. What board officer role(s) did you occupy and when did you hold this/these positions (i.e., President 2008-2010; Vice President 2007-2008, etc.)?

I was VP in 2008-2009. I was on various committees in the 3 prior years.

2. What factors led you to becoming a board member?

Rainbow Company was a worthwhile cause.

3. Did you receive any training (i.e., leadership, non-profit management, strategic planning) while you were in office? If not, do you think it would have helped during your tenure? (What training would you have liked to receive?)

No. Not really. I have been on other boards. Friends is unique in that involvement is generally based upon a child's involvement with the Company. There is not long term continuity of leadership.

4. Were you well versed in the bylaws and mission/vision of Friends?

Yes.

5. How often did/do you have board meetings?

I do not recall. There were meeting of all the members of Friends on a monthly basis, but the board met when needed and that was sometimes before the regular meeting and at other times on a different night.

6. What is/was your main goal as a board member of Friends?

To provide needed support for the Rainbow Company.
7. How do/did you set the strategic direction for the Board and identify goals? How often was this done (biannually, annually)?

We had a planning meeting before the start of the season to identify goal for the year.

8. How often are/were goals evaluated in a year?

I do not recall an actual evaluation of goals.

9. Do/Did you do any joint planning with the Company and/or City when setting your annual goals? If not, do you think this would be/would have been helpful?

The board did not. The president met with the Company staff prior to our goal-setting meeting.

10. What do/did you consider to be your challenges during your tenure?

Fundraising.

11. Do/Did you promote Friends outside of Rainbow Company?

The goal was to promote the company, not Friends.

12. What is/was your relationship/interaction with the City of Las Vegas?

Other than our interactions with the Company staff, we had little or no interaction with the city.

13. How would you like to see Friends grow as a nonprofit and supporting Rainbow Company?

I would like to see Friends more actively seek appropriate grants. Most of our fundraising efforts met with limited success.
Hello!

I apologize that this is after the deadline.

First my daughter (the RBC alum) was in town for 5 days the week after the workshop; then I was not well last week; and then I was waiting to have some of the dates corroborated and didn't hear back until I was out of town this weekend.

I hope it is not too late.

Let me know if you need anything else.

Wendy

Friends Board Officer Interview Questions

1. What board officer role(s) did you occupy and when did you hold this/these positions (i.e., President 2008-2010; Vice President 2007-2008, etc.)?
Co-president 1997-2004. After that I remained involved by creating the annual directories until 2010; helped with the headshots of the ensemble for a number of years; and helped with the gallery exhibits showcasing RBC.

2. What factors led you to becoming a board member?

No one else but Judy Mower and I showed interest and we were motivated to see the organization do more than it had in the previous years that we were involved.

3. Did you receive any training (i.e., leadership, non-profit management, strategic planning) while you were in office? If not, do you think it would have helped during your tenure? (What training would you have liked to receive?)

No training initially, but another parent (VP) and I attended a workshop after the first couple of years for non-profits given by the secretary of state's office.

4. Were you well versed in the bylaws and mission/vision of Friends?

Of the mission - yes; of the by-laws - not so much initially

5. How often did/do you have board meetings?

We had monthly meetings for the entire Friends group and communicated frequently among the board members the rest of the month. Separate board meetings were usually right before the general meeting.

6. What is/was your main goal as a board member of Friends?

My main goal was to help out RBC in any way that they needed and also to further the educational value of the ensemble experience.
7. How do/did you set the strategic direction for the Board and identify goals? How often was this done (biannually, annually)? We met with the staff, asked what they wanted or what they thought of our ideas. That was done right at the beginning of the season. So usually once a year unless the staff brought anything else up later.

8. How often are/were goals evaluated in a year?
I recall only once, unless something wasn't working.

9. Do/Did you do any joint planning with the Company and/or City when setting your annual goals? If not, do you think this would be/would have been helpful?
No we did not do this and no I do not think that would have been helpful. Friends is for the most part independent of the City, except for making sure we do not do or plan anything that causes conflict of purpose.

10. What do/did you consider to be your challenges during your tenure?
Getting participation.

11. Do/Did you promote Friends outside of Rainbow Company?
Only in that we invited others to Friends events and the shows; mostly we tried to promote RBC itself.

12. What is/was your relationship/interaction with the City of Las Vegas?
None

13. How would you like to see Friends grow as a nonprofit and supporting Rainbow Company?
I would like to see it expand beyond just current parents and attain the potential to sustain RBC should the need arise.