



COO Peer Network Meeting Summary
September 27, 2006, 11:00 a.m. – 3:00 p.m.
YMCA of the USA Washington Office

Agenda

1. Strategic Planning

Brian Murrow, Principal and co-founder of iBelong Networks
(introduced by Sharon Brender, Youth Service America)

--Brian serves on Youth Service America's (YSA) Board and helped YSA develop a five-year strategic plan. The plan took 1 ½ years to develop.

--YSA's strategic plan was derived from its "theory of change," a tool nonprofits can use to define their mission, vision and strategy. The plan resulted in a new mission statement.

-- A collaborative team approach will enable broad participation in strategic plan development. YSA created teams for the Board, management, consultants, and staff. 90-95% of the work was done by YSA management and staff.

--PowerPoint presentation includes best practices in strategic planning, proposed strategic planning framework, benchmarking relative to peer organizations, top 10 measures for improving organization performance, and strategic budgeting.

For more information, see attached presentation entitled "Strategic Review Methodology".

2. Organizational Culture

Jaclyn Libowitz, Girl Scouts of the USA

--Organizational culture is the learned and shared assumptions of a group that produce predictable behavior and decisions.

--Underlying assumptions are at the center of culture (rarely articulated and broadly believed). Surrounding underlying assumptions are values (beliefs as to what is important, what is right, what the organization values). Behaviors surround values and assumptions are the only visible part of culture. Behavior changes are required for culture change.

--Girl Scouts of the USA (GSUSA) is undergoing an enormous transformation that started two years ago. This culture change is designed to better serve girls and develop high-capacity local councils. GSUSA communicated these changes through meetings, teleconferences, a new weekly newsletter, and a new website. GSUSA added a Chief Leadership Officer and recently held a two-day summit for the entire staff about organizational culture.

--Must measure culture; identify where you are to discover where you want to go; also important to identify the ideal culture; culture belongs to everyone—sense of ownership.

For more information, see attached PowerPoint presentation entitled “Organizational Culture”.

3. Telecommuting

Marie Lynch, YMCA of the USA

--Telecommuting is any work arrangement where employees conduct some or all of their work away from their primary workplace. 37% of companies allow telecommuting, 46% of CFOs stated that telecommuting is second only to salary as the best way to attract top talent, and 21% of the adult workforce in the U.S. was engaged in teleworking arrangements in 2001.

--Benefits to the organization include increased productivity and reduced operating costs especially related to real estate. Benefits to the individual include supporting work/life balance, flexible work hours and increased job satisfaction.

--Critical factors for a successful telecommuting program include top management support, technology and tools, and training for both teleworkers and their managers. (Additional factors are included in the PowerPoint presentation.)

--Approximately one-third of YMCA of the USA’s employees telecommute; most work at home. Requires signed telecommuting agreement. Survey of remote workers found that they feel overwhelmed with irrelevant emails and attachments; training sessions are not held enough; want to improve relationship building between on site and off site workers.

For more information, see attached presentation entitled “Telecommuting”.

4. Agenda Items and Location of Next Meeting

- Board Governance and Culture (speaker from United Way of America)
- Decisionmaking at Management Level (Walt Decker, AFB, to lead discussion)
- Theory of Change (speaker from Youth Service America or GSUSA)

Next meeting will be held in March 2007 at Girl Scouts of the USA in New York City.

Participants

Sharon Brender	Youth Service America
Richard Burman	National Council on the Aging, Inc.
Eliza Byard	GLSEN
David Carrier	National Human Services Assembly
Phil Collyer	National Human Services Assembly
Walt Decker	American Foundation for the Blind
Joe Haggerty	United Way of America
Jacquelyn Lendsey	Women in Community Service
Jaclyn Libowitz	Girl Scouts of the USA
Marie Lynch	YMCA of the USA
Brian Murrow	iBelong Networks
Bill Regehr	Boys & Girls Clubs of America
Cynthia Smith	Delaware's Promise