



BOARD OF DIRECTORS RETREAT

September 5, 2025

AGENDA

RETREAT OBJECTIVES:

- **Relationship-Building:** Strengthen awareness of each other's strengths, passions, and "why" for supporting youth, adults, families, and communities.
- **Current Board Development Initiatives:** Vote in a new member, review the status of recruitment efforts, and preview the October Annual Meeting.
- **Nonprofit Sector Review:** Analyze key nonprofit sector developments and their strategic implications for SAY's operations, funding strategy, and mission delivery over the next 2-3 years.
- **Governance Excellence Review:** Identify specific improvement opportunities and recommend/adopt enhanced policies for board effectiveness, accountability, and strategic oversight.
- **Strategic Planning Status:** Update Board on status of current strategic planning by staff

10:00 am I. **Call to Order and Roll Call**

10:10 II. **Welcome and Retreat Overview**
 a. Chair's Welcoming Remarks
 b. CEO's Welcoming Remarks
 c. Agenda Overview

10:20 III. **Activity: Whose Leadership Inspires You?**

10:40 IV. **Status of Board Development**
 a. New Member Vote: Rob Gaan
 b. Status of Recruitment Efforts
 c. Preview of October Annual Meeting
 i. Proposed officer slate for October board elections
 ii. Board Member Term Renewals
 iii. Proposed committees for 25/26 board year

11:00 V. **State of Non-Profits**

11:30 *Pause for Lunch Service – Working Lunch*



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11:45	VI. Review of Governance Excellence and By-Laws a. Introduce the use of the Board Agreement b. Roles and Responsibilities: Board and Executive Staff c. Term Limits d. Committee Structure e. Meetings: Cadence, Configuration, and Attendance f. Financial/Fiduciary Oversight g. Fundraising and Contributions
1:30 pm	<i>Break</i>
1:45	VII. Activity: Diamond
2:00	VIII. Strategic Planning a. Progress on 2025/2026 Priorities b. 2026-2028 Strategic Framework Development: Approach, Method, and Emerging Priorities c. Board Feedback
2:45	IX. Reflections and Closing Remarks a. Board Members' Reflections b. CEO's Closing Remarks c. Chair's Closing Remarks
3:00 pm	<i>Retreat Adjourned</i>
