

LOOKING TO THE FUTURE

Over the past five years, BC has developed written protocols, forms, and documents to guide, support, and inform officers, members, mentors, students, donors, and the public. These include:

- Mission and vision statement
- Job descriptions
 - Board members
 - Mentor coordinator
 - Mentors
 - Members
- Policies and procedures that cover:
 - Recruiting new members and mentors
 - Mentorship
 - Membership
 - Computers for new students
 - Additional financial support for students
 - Students who are at risk for termination
- Forms
 - Student request for extra support and ongoing treatment forms
 - Member request for reimbursement of expenses
 - Donor pledge form
 - Online mentor report form that feeds into a spreadsheet on the Google Drive
 - More concise application form, student contract, student interview forms
- Publicity
 - Updated website in English and Spanish
 - Newsletter now in English and Spanish versions
 - Flyers for distribution at public events and to recruit members, mentors, sponsors, donors in English and Spanish
- Checklist for producing events
- Description of timeline and tasks for admissions committee
- Regularly updated student lists
- Outline of student meetings—structure and content

Even with these documents, there is still the need to allocate responsibility for following the protocols and executing the myriad concrete tasks that underlie BC's mission to provide scholarships. Some of those tasks may be considered whistles and bells—do students need preprinted nametags? Does BC need to send students Christmas cards? Do quarterly reports need graphs and charts?—but most of the tasks are essential to conform to our bylaws and tax and legal requirements in the U.S. and Mexico; to serve our students; to raise money; and to maintain our profile in the community.

Before 2020, the board of directors rarely met. With pandemic-induced weekly Zoom meetings, the board coalesced into a cohesive governing body focused on reviewing, revising, and developing policies, procedures, and association activities. As a result, it was decided that the board will meet monthly in the

future, while member meetings will occur quarterly (the latter is a minimum, according to the revised bylaws, and may change according to organizational needs). This represents a clear shift in the dynamics and structure of the association. Going forward, that structure will depend on the rest of the membership's willingness to take ownership of and participate in the annual cycle of BC affairs through participation in standing committees.

The responsibilities that adhere to board and coordinator positions are described in a separate document. The committee descriptions below outline required (and some optional) tasks and sketch out how the work can be (indeed, MUST be) more evenly distributed across BC membership through the creation of standing committees. The recommended organizational architecture is not etched in stone, but alternative proposals must take into account the full range of essential tasks described herein, and must acknowledge that the board of directors cannot function without the support of active members.

The board is sending these documents for review by the membership now—both to delineate what is needed and to provide lead time to discuss and prepare for the change in officers at the end of January and for the time when BC activities are no longer constrained by the pandemic.

CURRENT COMMITTEES

The Admissions Committee is the only BC committee in continuous existence. The others described below are in various stages of development or don't yet exist. The board recommends that every member commit to a minimum of one year's participation on a standing committee—both as a means of better understanding BC processes and needs and as part of their contribution to the functioning of the association.

❖ ADMISSIONS COMMITTEE

Anna Adams has headed the Admissions Committee pretty much forever, with significant support from Silvia Salas and Juan Carlos Arrelano. Previously, this committee has been somewhat ad hoc: people volunteered to review applications after they came in; others volunteered to do individual interviews and home visits; at the end the application reviewers determined who got a beca. Most of the ancillary work was done outside of the committee, with Anna doing all of the scheduling and communication with students and interviewers throughout the process.

Anna has agreed to coordinate the admissions process for the coming year, but plans to turn over the role of coordinator to someone else after that. As she steps away from that role, it will be important for a committee (Anna plus 3 others?) to come together as soon as November, in order to start fulfilling the tasks outlined on the timeline below. Committee members should be comfortable in Spanish. Note that this timeline may again be affected by the pandemic—but it represents all the steps that typically occur.

- October/November: Arrange and carry out visits to prepas in and around Guanajuato, in order to inform staff and students about BC. Anna and Silvia usually orchestrate this, sometimes with support from others.
- December: Update application and calendar
 - Post on the website by December 15.

- Post flyers advertising the existence of BC around town (members take to their own neighborhoods)
- February/March: Applications are due.
 - A member of the committee makes a summary table of applicants--
 - And makes sure the applications are posted on the Google Drive so committee members can review them.
 - The committee meets to select applicants for the first round of interviews.
 - This is a good time to review number of students set to graduate over the year and to consult with the Finance Committee for an estimate of the number of students BC can take in the coming academic year.
- April: Arrangements are made with the Hotel Embajadoras to conduct personal interviews on a Saturday morning.
 - Teams of two are assembled (will include people on the committee, members not on the committee, and others outside of BC who speak Spanish well and understand our mission).
 - A schedule of Interviewers and students is developed and communicated.
 - Student applications are sent to interviewers for review ahead of time.
 - Interview forms are updated, if necessary, and printed.
 - At the end of the interviews, committee members and interviewers convene to determine which students are eligible for the next round of interviews (home visits).
- May/June: Arrange home visits—
 - Contact students and schedule them
 - Assemble teams of two—usually one person must have a car (most recently, Anna and David divided the visits, and took a second person with them)
- July: final selection
 - After the final selection, coordinator of mentors is notified—she and committee collaborate on matching students to mentors.
 - New student names and contact info sent to computer coordinator, as well as to secretary and coordinator of student affairs.

❖ COMMUNICATIONS AND OUTREACH COMMITTEE

This committee was formed this past spring and includes Rob Fleming (current coordinator), Vivian Little, Agota Page, and Karen Robinson. Its initial focus was getting more community interest in BC, with the idea that it might entice new people to become involved. While that remains a valuable goal, the focus has broadened to include communication related to our existence, as well as publicity for events.

Responsibilities would include:

- Maintaining and updating the website
- Producing a newsletter three times a year
- Creating/updating handouts that tell people about BC
- Collaborating with fundraising committee to create flyers, posters, and related material for events
- Creating, administering, and maintaining a Facebook page for BC
- Using social media creatively, both to advertise events and to send out news bulletins about BC

❖ FINANCE COMMITTEE

This committee has gotten under way, with one new BC member (David Hester) agreeing to participate with Carolyn Black at the end of the July quarterly meeting. It should consist of the treasurer, the accountant who keeps the books, and perhaps two others. The treasurer manages our banking relationships, makes sure we pay our taxes, and sends students their becas, while the accountant does most of the keeping track of money and produces reports. Both treasurer and accountant should have a backup--members who can be relied on to fill in if necessary.

The tasks spelled out in the treasurer's job description (see separate attachment that spells out board positions) will provide the focus for this committee and its members. Note that the board recommends that the Finance Committee assume responsibility for processing student requests for extra support—a task currently managed by the vice president. The necessary steps are outlined in the Additional Support Policy and Procedures and include approving the request and communicating that to students, mentors, and the treasurer, then following up by tracking receipts for the expenditure. This sounds like a lot, but it's typically only a few requests each month.

Someone on this committee must be delegated to send information about newly received donations to the Fundraising Committee, in order for thank you notes to be sent. This should be done once a month at a minimum.

PROPOSED COMMITTEES

❖ STUDENT AFFAIRS COMMITTEE

In 2018, one former member volunteered to coordinate the food and drink for monthly student meetings at Foro 81—a task that previously fell to the president and vice president. Ingrid Barradas, coordinator of student affairs, had agreed to take on programming for meetings. Cathy Lehman, mentor coordinator, volunteered to take attendance. In the fall of 2019, meetings focused on team building activities and rehearsals for the Pastorela. Then things fell apart with the pandemic. The last student meeting was held in March 2020, with a few Zoom meetings since then.

The board strongly recommends the creation of a Student Committee that will manage the administrative and on-the-ground tasks required to execute student meetings, as well as creating and maintaining student programming (the board has created a separate document that outlines the format and content of student meetings, synthesized from many years of experience with meetings and student needs and limitations). The coordinator of student affairs can head the committee, which should include three or four others who can divide up the tasks however it makes sense to them. This committee will be an excellent opportunity for members to get to know and interact with students, and the tasks shouldn't be onerous if distributed across several people.

General tasks for the committee:

- Maintain an up-to-date student roster with contact info/university/program/# of inscriptions/grad date/mentor
- Monitor graduation dates so that students/mentors can be alerted to the need to make a formal good-bye—both at a meeting and in writing for the newsletter; make connection with newsletter

- Review and update student contract, which has to be signed every year; all signed contract acceptance forms should ultimately be stored on the Google Drive, as they are evidence of our relationship to students
- Info on annual student contract should be checked against the student list, so any changes can be made
- Collaborate with board to organize student welcome in August—location, food, agenda, nametags for new students
- Organize programming for students—whether it occurs during monthly meetings or as stand-alone workshops (Anna Adams has already agreed to coordinate this, with input and support from others)
- Organize Three Kings event/book grab bag--January
- Organize tamales and atole—February
- Send Christmas and graduation cards to students

Tasks necessary to prepare for and run monthly student meetings (based on the way meetings have evolved over the last ten years):

- Make student name tags (hand out at beginning of meetings, collect at the end)
- Make officer name tags (used to make tags for others who often went to meetings...but too much trouble to maintain)
- Make sign-in sheets for attendance
- Assign someone to check students in (take note of egregious tardiness, absences—in case it needs to be addressed)
- Coordinate with Foro 81 for space; sometimes they provide a beverage
- Arrange to buy food and drinks
- Prepare agendas; schedule student good-byes during meetings

❖ **FUNDRAISING COMMITTEE**

This committee will oversee BC's relationship with donors and sponsors, while coordinating regular fundraising events and other efforts. This may include developing relationships with potential donors (both individuals and corporate). Its responsibilities would include:

- Writing thank you notes –annually for recurring monthly donations, immediately for others
- Keeping track of sponsors—so we know when their pledges end
- Committee coordinator meets with individuals voicing interest in donating to BC, along with an officer
- Continuing the practice of an end-of-year holiday greeting/donation request to entire mailing list
 - Worth sending announcements of on-the-ground events to entire mailing list, too—may yield donations from those far away, because of ease of PayPal
- Developing fundraising events—determining what, when, where
 - There are usually a minimum of two events a year—the Pastorela in December and a concert or other kind of entertainment in the spring or fall. While events are useful when it comes to promoting BC in the community, they take a lot of work and don't make that much money—so it's recommended to keep it to two events.

- If the pandemic continues to mitigate against live events, do stay-at-home events instead
- Given the cost in time and energy and supplies, may even want to consider Pastorela plus one stay-at-home event.
- Coordinating fundraising events, using the already developed checklist
 - The event coordinator (a member of the Fundraising Committee) appoints others to oversee sets of tasks that can be executed by people who are not members of the Fundraising Committee (or who may be community members willing to pitch in with tending bar, etc.)
 - Work with Communications Committee around publicity.

HOW THE BOARD AND COMMITTEES CONNECT

An organizational flow chart usually indicates who reports to whom, but BC doesn't have that kind of hierarchy. Instead, this diagram is intended to show interconnections among the various groups. While this document recommends that the treasurer oversee the Finance Committee and the coordinator of student affairs oversee the Student Affairs Committee, all of the committees would report to the board and membership as a whole during quarterly meetings. Note that all officers may participate in committees according to their interests and talents.

