



Upper Minnesota Valley  
**REGIONAL DEVELOPMENT COMMISSION**  
Helping Communities Prosper

323 W. Schlieman Ave. Appleton, MN 56208 320.289.1981 www.umvrdc.org

## Agenda

UMVRDC Board Stewardship Committee  
5:30 p.m., Tuesday, May 24, 2011  
Appleton Civic Center

**BHAG:** The RDC Commission will have 100% of the Board Members engaged in stewardship for the UMVRDC.

**Members:** Rusty, Harold, Warren, Juanita, Heather, Gary Johnson, Mark

Light Dinner

5:30-5:45 Review Goals (attached)

5:45-6:30 Goals for next year

1. Self evaluation review- are there any consistent area you agreed upon that need work?
2. What can we do to ensure 100% participation? How can we be more inclusive and engaging?
3. What if we have board members that are not participating? How do we define participatory expectations?
4. How can we structure committee and or board meetings to encourage 100% participation?
5. What are our “basecamps” after 5 years? How will we know if we have been successful?

### NOTES:

- I have included the summary from last year’s strategic planning session. It may be useful to review prior to our discussion.
- I also included a RDC Board Self evaluation that I would ask you complete prior to our meeting to help you think about what we want to do next year.
- I also included some information we use in the office when writing goals, strategies, objectives and outcomes. We need to keep these in mind when drafting new goals for 2012.

## UMVRDC BOARD SELF-ASSESSMENT

**Place a Yes or No next to each statement below.**

- \_\_\_\_\_ 2.4 It is easy to get board members to volunteer for organizational roles.
- \_\_\_\_\_ 2.4 Board members are active in fund raising efforts when necessary.
- \_\_\_\_\_ 2.5 The board conducts a thorough evaluation of the executive director's job performance.
- \_\_\_\_\_ 2.6 The board actively promotes the organization in the community.
- \_\_\_\_\_ 2.6 The board sets clear vision and direction on a consistent basis.
- \_\_\_\_\_ 2.6 Board members understand and are knowledgeable of the functions of the organization.
- \_\_\_\_\_ 2.6 The board is active in input in development of the budget.
- \_\_\_\_\_ 2.7 Board members willingly give of their time to the organization.
- \_\_\_\_\_ 2.8 The board is an active participant in policy development and policy decision making.
- \_\_\_\_\_ 2.8 Board members are active in committee processes.
- \_\_\_\_\_ 2.8 The board makeup represents a good fit for accomplishing our mission and goals.
- \_\_\_\_\_ 2.8 Board members are prepared for meetings.
- \_\_\_\_\_ 2.9 The board meetings are run efficiently and are results oriented.
- \_\_\_\_\_ 2.9 Board members feel like active participants in the work of the organization.
- \_\_\_\_\_ 2.9 The board pays attention to potential ethical and conflict of interest related issues.
- \_\_\_\_\_ 3.0 Board attendance is consistently at a desired level.
- \_\_\_\_\_ 3.0 The board questions and challenges processes when appropriate.
- \_\_\_\_\_ 3.1 The board functions well as a team.
- \_\_\_\_\_ 3.1 There exists a strong relationship between the board and the executive director.
- \_\_\_\_\_ 3.2 The board members have ample opportunity to participate in decisions and to provide input into decisions.

## The UMRDC's Good to Great Process

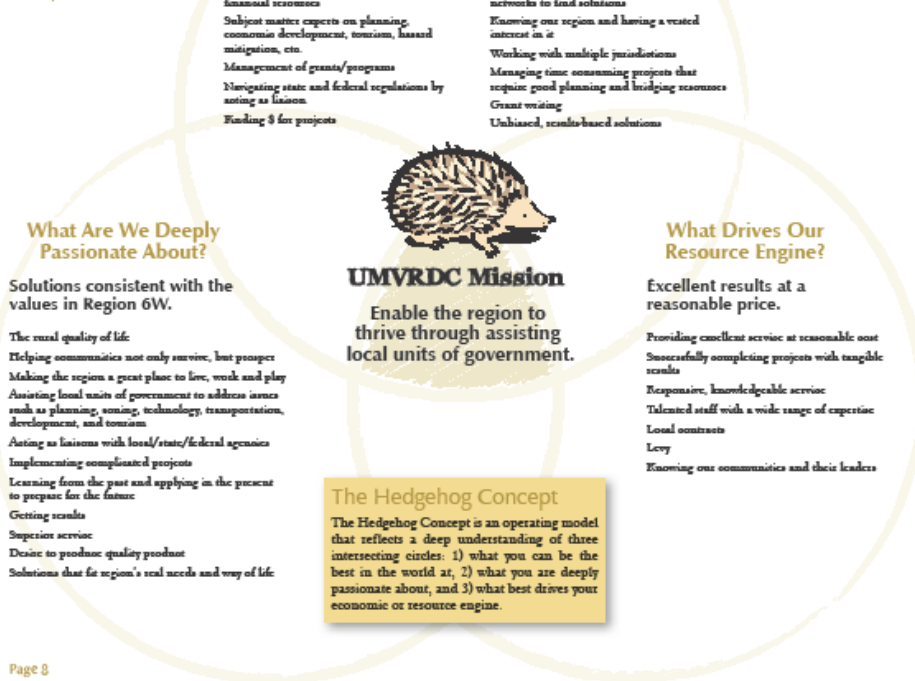
The UMRDC continues to implement our Good to Great strategic planning process that is defining the future for the agency. The goal of this plan is to position the UMRDC to best meet the needs of the local units of government it was created to serve. In the last year we worked with 16 different units of government in the region to write grants, manage projects, or complete other planning services.

Our strategic plan is based on Jim Collins' book *Good to Great*. We have spent the last five years focusing on moving our organization

from good to great by examining our organizational values, what we are passionate about, what we can be best at, and what drives our resource engine.

In 2010 the UMRDC reviewed what we have done over the last five years and renewed our strategic plan using *Good to Great* as a framework. Based on these ideas, we have developed the three Hedgehog Concepts and our BHAGs (Big Huge Audacious Goals) shown on these pages.

The following lists were compiled from our 2010 strategic planning sessions. The statements in bold are those that staff agreed were the most important in answering each question.



## Big Huge Audacious Goals

"A Big Huge Audacious Goal (BHAG) is action-oriented; clear (who, what, where, by when); compelling and gripping—people "get it" right away; bold; bordering on hubris and the unattainable. It is a 10- to 30-year objective—like a big mountain to climb—that serves as a unifying focal point of effort, galvanizing people and creating team spirit. It is crisp, compelling and easy to understand." (Good to Great, Collins, 2001)

### BHAG Accomplishments in 2010

- BHAG #1: Be the premier agency for community development in Region 6W.**
  - UMVRDC staff implemented 17 contracts in Benson, Granite Falls, Clarkfield, Maynard, Clara City, Appleton, Browns Valley, Big Stone, Chippewa, Lac qui Parle, Swift, and Yellow Medicine Counties and the Upper Sioux Community.
  - Sent numerous email blasts about upcoming opportunities and events.
  - Staff coordinated quarterly meetings for the Economic Development Professionals. Meetings and business tours were held in Montevideo, Granite Falls, Dawson and Canby.
  - Participated on the Clean Energy Resource Team (CERTs).
  - Coordinated a Rural Lender Roundtable in March 2010 with over 15 banking and economic development professionals in attendance.
  - Coordinated a Housing Workshop in April 2010 to provide resources for communities to improve dilapidated housing and deal with foreclosure and rental challenges.
  - Participated on Area Transportation Partnership 4 & 8.
  - Hosted free entrepreneur classes once a month.
- BHAG #2: Implement regional approaches to address needs in Region 6W.**
  - Received technical assistance from the EDA University Center in Crookston, MN to help with the organization and launch of a regional recruitment initiative.
  - The UMRDC region was selected as a Minnesota Rural Intelligent Community (MIRIC) demonstration region that will provide up to \$100,000 for regional broadband projects over the next two fiscal years.
  - Sustained Western Minnesota Prairie Waters Convention and Visitors Bureau.
  - Provided staff for the Meander Upper Minnesota River Art Crawl.
  - Provided staff for the Minnesota River Valley National Scenic Byway.

**BHAG #3: The RDC name will be as recognizable as the "golden arches" by communities in Region 6W.**

- Created new RDC website that reflects our current branding.
- Visited all Region 6W communities in FY10 and handed out new marketing packets.
- Continued to make all marketing efforts consistent with RDC branding.
- Sent at least 40 email blasts and at least 20 press releases.

**BHAG #4: Have 100% active participation of the UMRDC Board.**

- Updated board orientation packet and met with one new board member.
- BHAG committees met 3-6 times throughout the year prior to Commission meetings to discuss ideas and progress on goals. BHAG committee members reported on their discussion at RDC meetings.
- Continued to implement the round robin at Commission meetings to share issues and projects from their board. Planning staff meets the next day to review discussion and find areas to follow up on.
- Had several presentations under the discussion portion of the agenda on special topics: Steve Gasser from Vivid Image discussed social media, October 2009; MnDOT District staff and county engineers shared transportation projects, November 2009; Center for Rural Policy and Ortonville Media Center, February 2010.
- Utilized the Planner Update in the monthly board packet as summary of staff activities to inform and educate board members about the services and projects of the UMRDC. Board members are asked to share this update with their councils/boards.
- Implemented a board retreat on April 27 with Andrea Fox Jensen. RDC strategies based on the Jim Collin's book *Good to Great* were reviewed and updated.
- Surveyed Commission members quarterly about content, effectiveness and processes of monthly board meetings.
- Featured Commission members in each of the quarterly newsletters.

### UMVRDC Core Values

- Strong board stewardship
- Staff is accountable to and driven by the Board and the units of government in this region
- Agency's role is to assist, guide and facilitate projects and programs for units of government in this region
- Respectful, open and transparent
- Integrity
- Progressive thought and action
- Value all of our communities
- Excellent customer service
- Strive for excellence in work and products
- Collaboration and cooperation
- Value the region's lifestyle and all it has to offer
- Pride in the agency's abilities and capabilities

# WRITING GOALS, OBJECTIVES, STRATEGIES, AND OUTCOMES

## Getting Started

*Goals* are large broad statements of what you hope to accomplish but usually aren't very measurable. They create the setting for what you are proposing. They are the “destination”.

*Objectives* are operational; tell specific things you will be accomplishing by a given point of time to reach the goal. They are intended **outcomes** - results - and are measurable. Progress should be quantified and assessed.

*Strategies* are the activities carried out to meet the objectives and serve as the basis for evaluation.

### Dos:

- Be realistic in your setting your outcomes.
- Be specific in the goals you choose - visualize.
- Make an effort to keep track of all of your achievements – be organized.
- Write down your course of action in an easy step-by-step format.

### Don'ts

- Go into your goal with a defeatist attitude.
- Try to memorize all of the steps as most will be forgotten.
- Let yourself be overcome with the negatives or setbacks.
- Forget the reason why you have them set up in the first place.
- Procrastinate in beginning your course of action.
- Set your goals too high to achieve them.
- Set goals that are too vague.
- Let anything stand in the way of achieving your goals.
- Downplay your achievements, you are keeping yourself motivated.
- Let yourself get off track, stay focused on your goals!

## Writing Good Goals

1. Each goal should effectively pursue the organization's mission statement. or vision.	✓
2. Each goal should contain only one idea.	✓
3. Each goal should be clear, concise and succinct.	✓
4. Each goal should be broad, general statements.	✓
5. Separate each goal from how it will be attained.	✓
6. Do not include strategies or solutions in the goal.	✓
7. Separate the goal from measurement criteria.	✓
8. Usually 2-4.	✓



### Great Ideas For Keeping Track of Your Goals

Ways to keep on track include a variety of methods: marking tasks on a monthly calendar; making weekly or daily lists of things to do and cross off tasks as they are completed; using a computer program to create timeline charts which give you your time limits for task completion; Using a commercial appointment book or a notebook, with a new page for each day or week. Use whatever methods or goal setting worksheets that work best for you. In this way you will be eventually benefiting with the career goals you set for yourself.

### **The Peter Principle**

“If you don't know where you're going, you will probably end up somewhere else.”

*Lawrence Peter*

## Writing Good Objectives

A well-written objective should tell WHO is going to do WHAT, WHEN, and HOW will it be measured.

### SMART THEORY (Specific, Measurable, Aceptable, Realistic and Timely)

A complete objective is a statement that defines the:

- Audience – Who? (UMVRDC Staff)
- Behavior – What? What do you want to do or achieve?
- Condition – When or Where? Under what circumstances or context will it occur? What will you need to accomplish the objective?
- Degree – How much? How much will be accomplished and to what level? Do you want total mastery (100%) or would some percentage be adequate. A common (and totally non-scientific) setting is 80% of the time.

Tips: Be specific – there are usually several objectives per goal (2-6).

Be realistic – “small and possible”. Baby steps.

Focus on one thing per objective.

Strive for change and growth.

Should include action/active verbs for desired performance (see next page).

## Verbs to use to specify different sorts of objective outcomes

For Knowledge				
arrange	order	define	recognize	duplicate
label	recall	list	repeat	memorize
name	state	relate	reproduce	acquire

For Comprehension				
classify	locate	describe	recognize	discuss
report	explain	restate	express	review
identify	select	indicate	translate	convert

For Application				
apply	operate	choose	practice	demonstrate
schedule	dramatize	sketch	employ	solve
illustrate	use	interpret	write	carry out

For Analysis					
analyze	detect	differentiate	appraise	discriminate	calculate
distinguish	observe	categorize	examine	compare	experiment
contrast	investigate	question	criticize	test	estimate

For Synthesis					
arrange	specify	formulate	assemble	manage	collect
organize	produce	compose	plan	construct	prepare
create	build	propose	design	write	integrate

For Evaluation				
appraise	judge	argue	predict	assess
rate	attach	score	choose	select
compare	support	estimate	evaluate	**

**Avoid Words Like:** Know, comprehend, understand, appreciate, familiarize, study, be aware, become acquainted with, gain knowledge of, cover, learn, realize

### Typical Problems Encountered When Writing Objectives

Problems	Error Types	Solutions
Too vast/complex	The objective is too broad in scope or is actually more than one objective.	Simplify/break apart.
False/missing behavior, condition, or degree	The objective does not list the correct behavior, condition, and/or degree, or they are missing.	Be more specific, make sure the behavior, condition, and degree is included.
False givens	Describes instruction, not conditions	Simplify, include ONLY ABCDs.
False performance	No true overt, observable performance listed.	Describe what behavior you must observe



## Writing Good Strategies

Some steps to take in developing and choosing strategies are:

- List all the possible strategies that could be used to reach the objectives (brainstorm).
- Review those strategies from several perspectives.
- Check out the positives and negatives:

Write your strategy on one page, draw a line down the center of the page, on one side list everything you think could hinder you, or get in the way, check to see if any positives eliminate any negatives, and discuss what this exercise tells you about doing the strategy.

- Check the strategy with useful evaluative words. **ASK:**

*Is the strategy adequate (will it be enough)?*

*Is the strategy appropriate (are you the right people to be doing it)?*

*Will the strategy be effective (will it work)?*

*Is the strategy efficient (is it a wise choice for the resources that are available)?*

*What will be the side effects of using this strategy?*

The difference between objectives and strategies is similar to the difference between ends and means; the one allows for the other to be achieved.

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## Writing Good Measurements and Outcomes

Some specific questions to consider when developing the evaluation process:

- What do you want to know from the evaluation (go back to your stated goals and objectives to clarify what is supposed to be evaluated) **OR** What is the projected outcome?
- What does "success" mean in terms of the objectives (think about success in the broad sense, not just numbers). Consider different types of success.
- What is the evaluation trying to accomplish and what are you going to do by specific times?
- What evaluation tools should be used to collect information? (e.g.. the work of the project - how people got things done; why decisions were made; how people worked together--can be recorded with journals, files, meeting logs; the achievements of the objectives can be reviewed or measured by talking to participants/workers, using a questionnaire, interviews, evaluation forms)
- Who is going to gather and look at the evaluation information?
- Can activities be changed if needed (on-going evaluation and flexibility)?
- Who is the evaluation for and how will it be used?

A clearly outlined evaluation process can help to clarify goals, define objectives and refine procedures.

### **The Peter Principle**

“If you don’t know where you’re going, you will probably end up somewhere else.”

Lawrence Peter

BHAG #3: The RDC Commission will have 100% of the board members engaged in stewardship for the agency.				
Base Camps: 5-year 10-year 15-year				
Strategy A.	Tactics	Timeline	Accomplishments	Suggestions for 2012
Develop an orientation strategy for all newly appointed Commission members to make sure all commissioners have a sufficient level of knowledge and understanding of the Commission to enable them to be strong advocates of the RDC.	Update orientation manual annually.	Annually	In progress for new members meeting after January 1. Updated in April 2011.	Suggestions for process improvements or manual changes?
	Executive Director will meet with all <b>NEW</b> Commission members to review orientation packet.	As needed	Meet with Jeff Olson, Mark Bourne and new members after January 1, 2011. Met with Mark/Jeff 4/26/11. Need to meet with Mike, Angela, Heather, James, Kathi	I give members 3 months or so to sit in before doing this. Do you have more suggestions?
	RDC staff outreach to new members to introduce themselves and explain their areas of expertise	As needed	Did some- not formalized	What would be a good way to do this?
	Annually discuss special interest group board positions and reappoint members and or solicit new members. Current positions include: Prairie 5, Workforce Council, EDA.	April/May 2010	August 2010 committee discussion- no new members at this time	Any suggestions?
	Annually review highlights of orientation manual to ALL Commission members as a discussion agenda item at board mtg.	Annually	Did not do.	When should we do this?
Strategy B.	Tactics	Timeline	Accomplishments	Suggestions for 2012
To create a destination driven agenda that fully involves commissioners in policy setting and decisions and allows for the monitoring of BHAGs.	Set BHAG committees and meet prior to Commission meetings. BHAG committee meetings will rotate. Members will have 2- year terms- every 2 years 1/2 of each BHAG committee rotates.		Rotated July 2010	No rotation this year
	Commission members will report their committee discussion at RDC meetings. Staff will ask for a volunteer committee member to report.	Every 2 years Monthly	Juanita reported in August, Gary reported in November, Harold in January	
	Continue to implement the round robin at Commission meetings.	Monthly	Ongoing	Any changes?
	Have four presentations under the discussion portion of the agenda. This could include speakers from communities, organizations or agencies. Staff will discuss and identify potential speakers at monthly planner meetings.	As determined by staff	Cameron Macht- Self Employment Data - Aug 2010; Bill Coleman on Broadband Oct, 2010; Mark Nelson from MnDOT in Nov, MnDOT in March	Topics for suggestions?
	Continue to utilize the Planner Update to inform and educate board members about the services and projects of the UMRDC. Summarize topics better. Work with staff to determine what should be an info memo vs the planner update.	Monthly	Ongoing	What can we do to make this better and more useful?
	Use planner update in other ways: ask Commission members to share with their boards, use as blog on new website, email to city, county, school, EDA, P5 staff.	Monthly	Send to county administrators/city staff, new planner update format implemented in October	We send out blasts each month based on this.
Strategy C.	Tactics	Timeline	Accomplishments	Suggestions for 2012
Create a process for ongoing leadership training and assessment of Board functioning.	Implement an annual board retreat. Alternate between board leadership training and agency strategic planning	Annually	Will survey board at Sept 2010 mtg	Tour this July
	Survey Commission members quarterly about board meetings.	Quarterly	Sept, Jan, May	What should we be asking?

	Tactics	Timeline	Accomplishments	Suggestions for 2012
<b>Strategy D.</b> Increase public visibility of Board members.	Feature Commission members in newsletters.	Quarterly	Jim featured as new Chair in Sept., Mark Bourne, Craig, Nancy, Ron in Dec. Jeff Olson in March.	Should be in marketing BHAG
	Ask Commission members to attend outreach meetings in other areas with RDC staff when needed. Pay Commissioners per diem for this.	As needed	Brent Olson attended BS HRA meeting with Dawn.	
	After each annual meeting do a press release with a full photo of the Commission	August	Added this in January 2011	Should be in marketing BHAG
	Feature new Commission members in press releases.	On-going		Should be in marketing BHAG
	When the Commission starts new projects mention the RDC board member in the news release.	On-going		Should be in marketing BHAG