



filoli

Board of Directors
Feb 14 2024

Connecting with Our Communities

Welcome

David Wessel, Board Chair



Ukrainian Study Trip

Filoli in partnership with Sydney Leung, David Wessel, and The Center for Innovation, hosted a group of Ukrainian construction experts and delegates that came to learn about sustainability in architecture and the rapid rebuilding of damaged housing and infrastructure that needs to take place in Ukraine.



Approval of Minutes

November 9, 2023



Finance Committee

Bob Nibbi, Chair

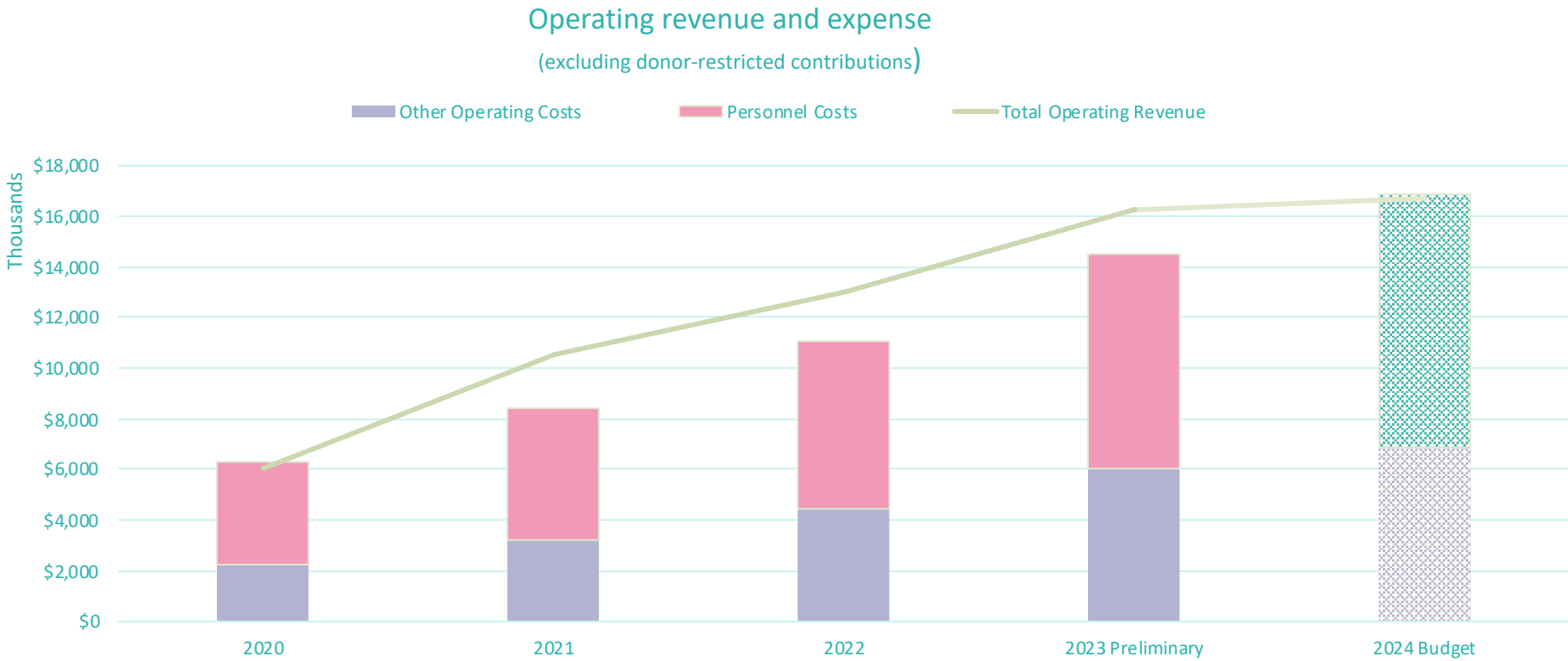


Operating Results 2023 vs 2022 Actual

Operating Results	Annual - Actual to Actual			
	Actual 2023	Actual 2022	Increase / (Decrease)	
Total Operating Revenue (w/o restrictions)	\$16,258,000	\$12,972,000	\$3,286,000	25.3%
Personnel expense	\$8,454,000	\$6,619,000	\$1,835,000	27.7%
Other operating expense	\$6,049,000	\$4,439,000	\$1,610,000	36.3%
Total operating expense	\$14,503,000	\$11,058,000	\$3,445,000	31.2%
Net Operating Income (w/o restrictions)	<u>\$1,755,000</u>	<u>\$1,914,000</u>	<u>(\$159,000)</u>	-8.3%

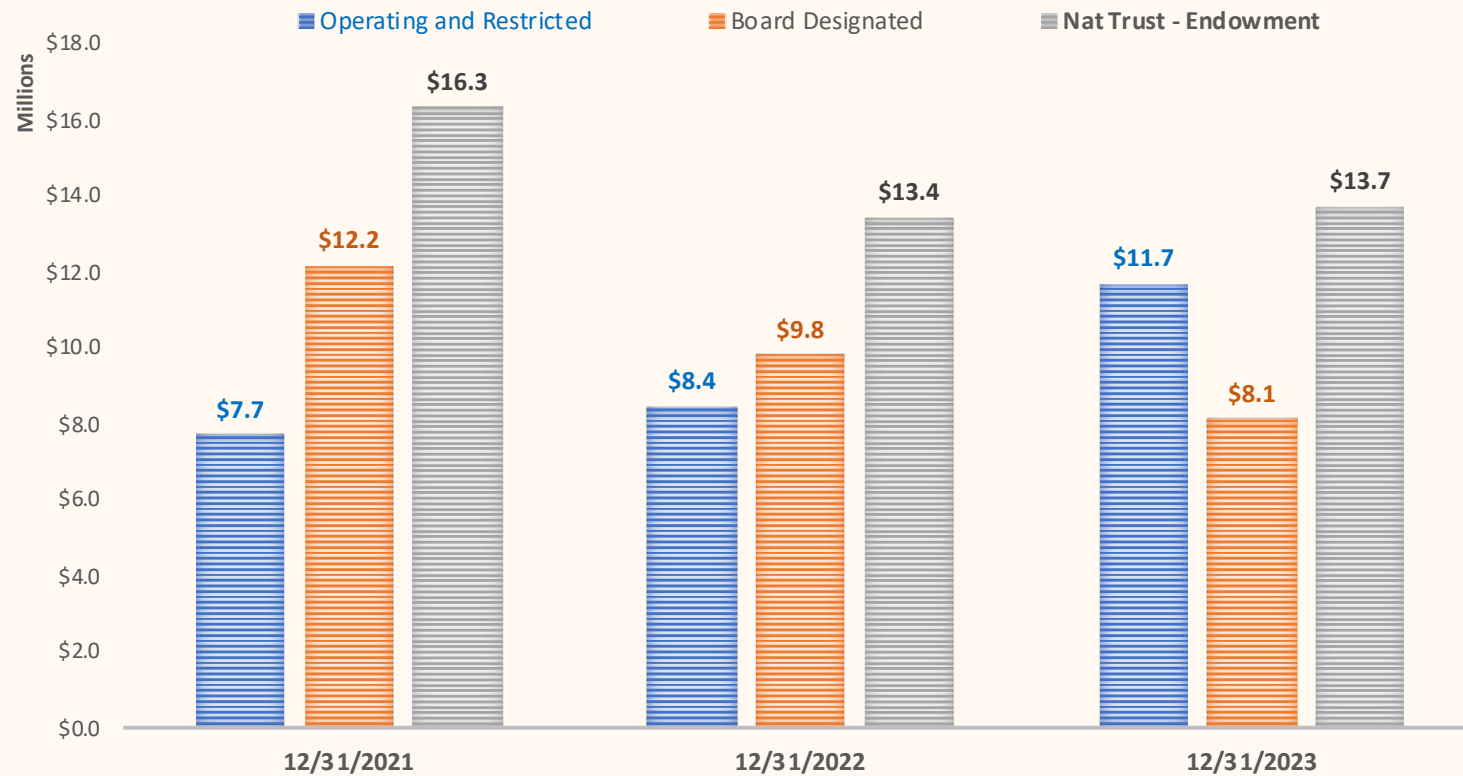


Annual Operating Trend 2020 to 2024



Cash & Investments 2021 - 2023

CASH & INVESTMENT BALANCES



Governance & Nominating Meeting

Sydney Leung, Chair
2023 Board Evaluation
Andi Stevenson,
Stevenson Wallace



People & Culture Committee

*Kara Newport for
Joyce Hammel, Chair*
Strategic Focus &
Discussion





Establish Filoli as a National Workplace of Choice

and a people centered culture
of integrity and equity.



Large Gardens

2023 Close Comps

	Budget	Attendance	Member	Endowment	Staff (FTE)	Board	Acres
Cheekwood (Nashville)	\$17,655,000	392,000	18,600	\$20M	112	60	55
Filoli	\$16,250,000	417,000	22,600	\$23.8M	83	29	654
Fort Worth Botanic Garden	\$17,191,695	418,350	7,899	\$69.5M	131	27	120
Desert Botanical Garden (Pheonix)	\$21,000,000	420,000	32,000	\$17M	120	48	150
Phipps Conservatory (Pittsburgh)	\$20,115,000	430,000	20,750	\$8.9M	122	37	15





American Alliance of Museums 2023 CEO Summit

Commissioned Yale to survey top 75
CEOs in Museums

Aligned results with Yale study on
workforce

AAM 2023 CEO SUMMIT, DENVER

LEADING IN THE POST-PANDEMIC WORKPLACE: EMPLOYEE ENGAGEMENT AND MOTIVATION



Jim Baron
Yale School of Management
May 21, 2023



Yale SCHOOL OF MANAGEMENT

BEYOND MOTIVATION OR “INVOLVEMENT”

- Many key behaviors enterprises seek today require more than mere “motivation” or “participation,” necessitating a higher level of commitment or engagement.
- For instance:
 - Empathy with stakeholders and customers
 - Inclusion and belonging
 - Innovation and creativity
 - Teamwork
 - Integrity and responsibility
 - Sustainability
 - Knowledge creation and transfer



KEY THEMES

- Engagement affects your bottom line.
 - To flourish, most museums today increasingly require it...
 - Millennials and Gen Z especially demand it...
- Engagement is surprisingly low, especially among younger folks.
- There are levers you can/should use to bolster engagement and intrinsic motivation, including:
 - Leadership driven by mission, purpose, core values
 - From performance management to “aspiration management”
 - Job design and job crafting

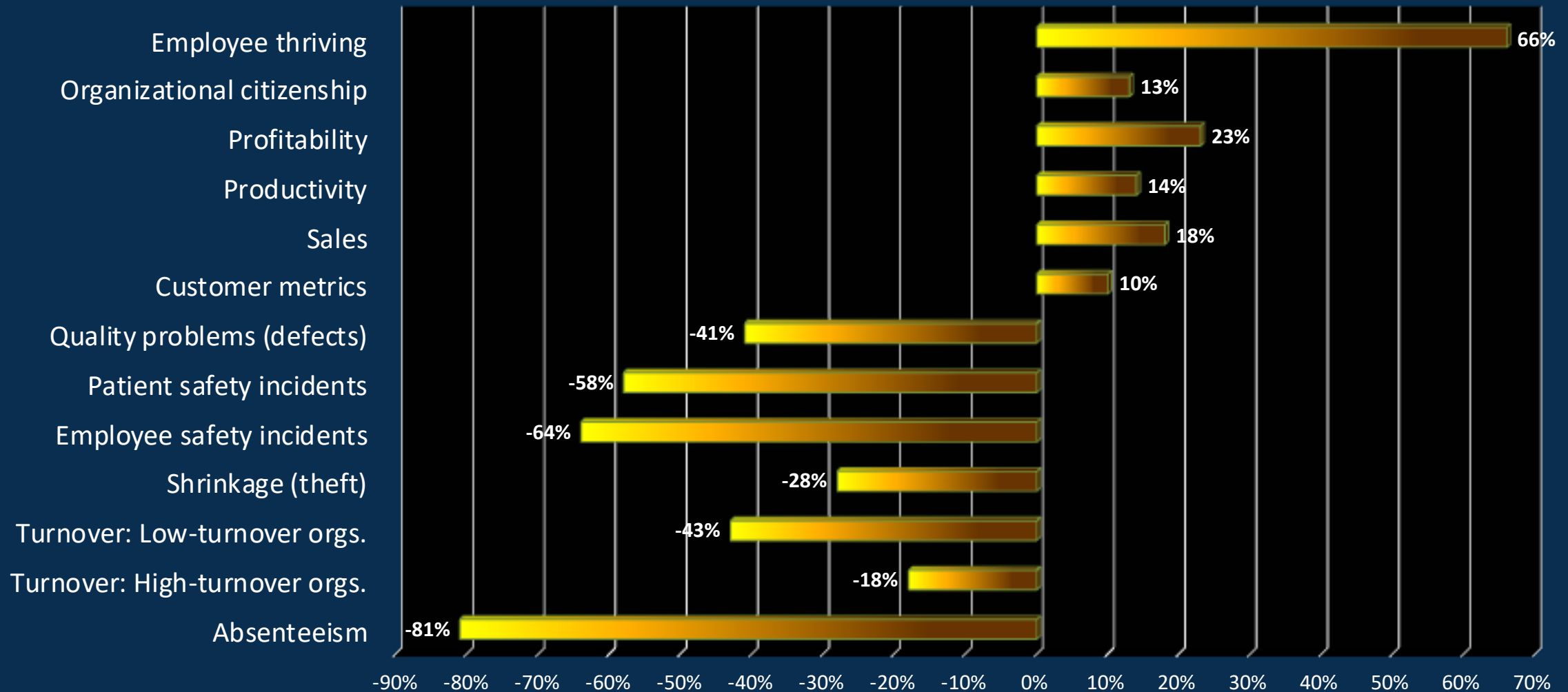


ENGAGEMENT DEFINED

- “Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace.”
- Two things to note about this definition:
 - It requires three psychological states
 - **Involvement:** active participation, going beyond what is minimally required
 - **Enthusiasm:** positive emotional energy
 - **Commitment:** devotion and a desire to persist
 - It requires feeling those states toward one’s **work** and one’s **workplace**



GALLUP: EFFECTS OF EMPLOYEE ENGAGEMENT, 2020*

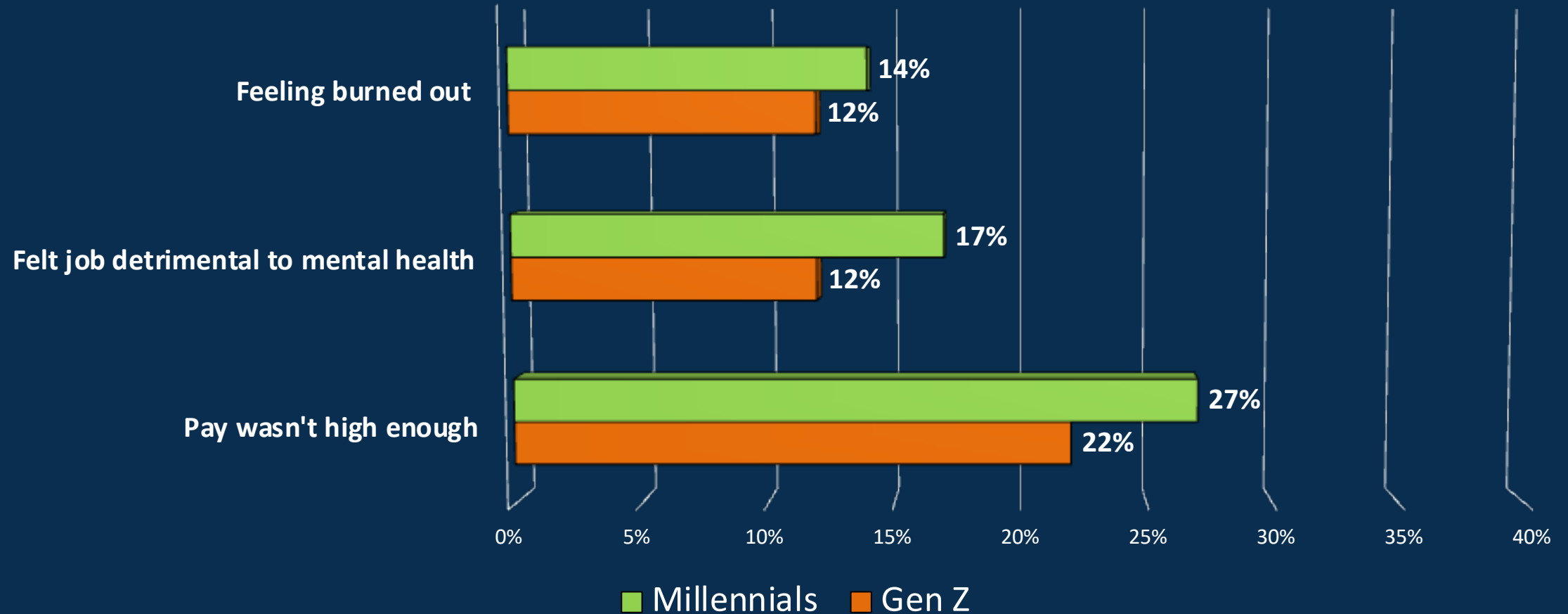


GALLUP: DISENGAGEMENT AMONG YOUNGER WORKERS*

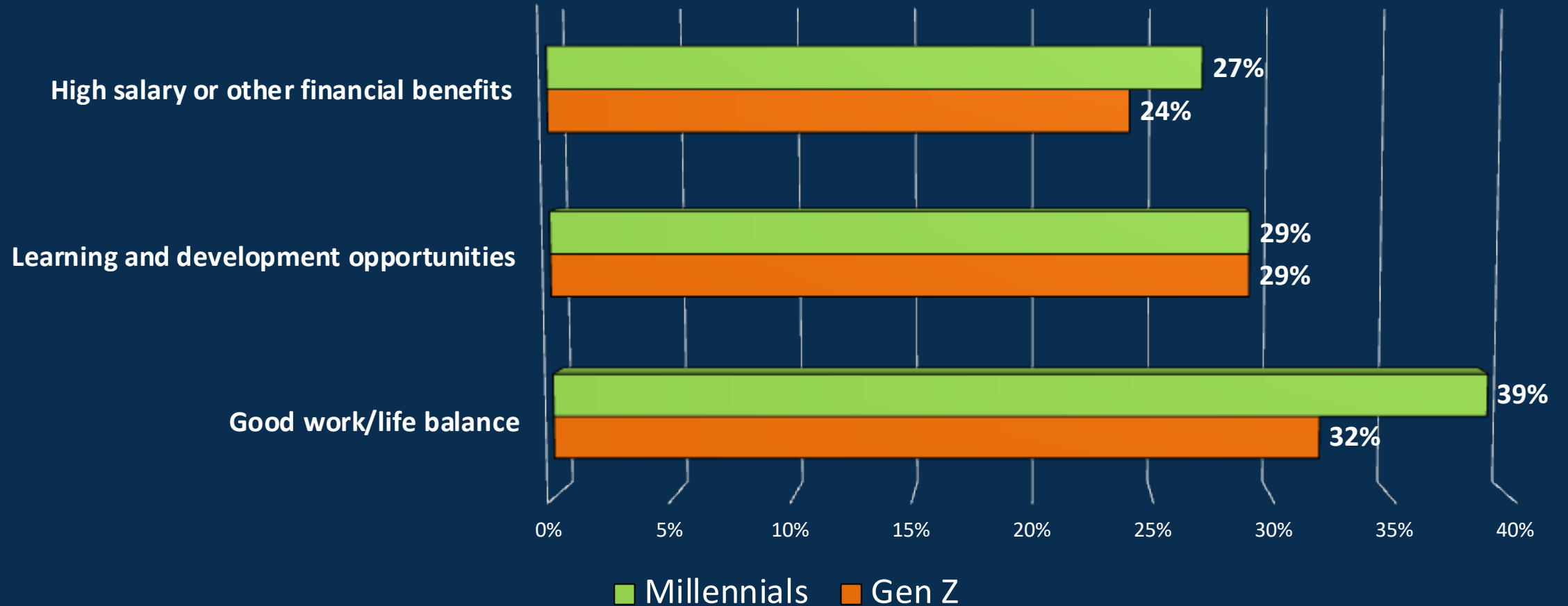
- Disengagement is highest and rising among younger workers.
- Among employees (Gen Z and Millennials) below age 35:
 - Percent engaged **dropped 6 points** between 2019 and 2022
 - **Dropped 10+ points** in the percentage who strongly agree that:
 - Someone cares about them
 - Someone encourages their development
 - They have opportunities to learn and grow



GEN Z AND MILLENNIALS: REASONS FOR LEAVING JOBS*

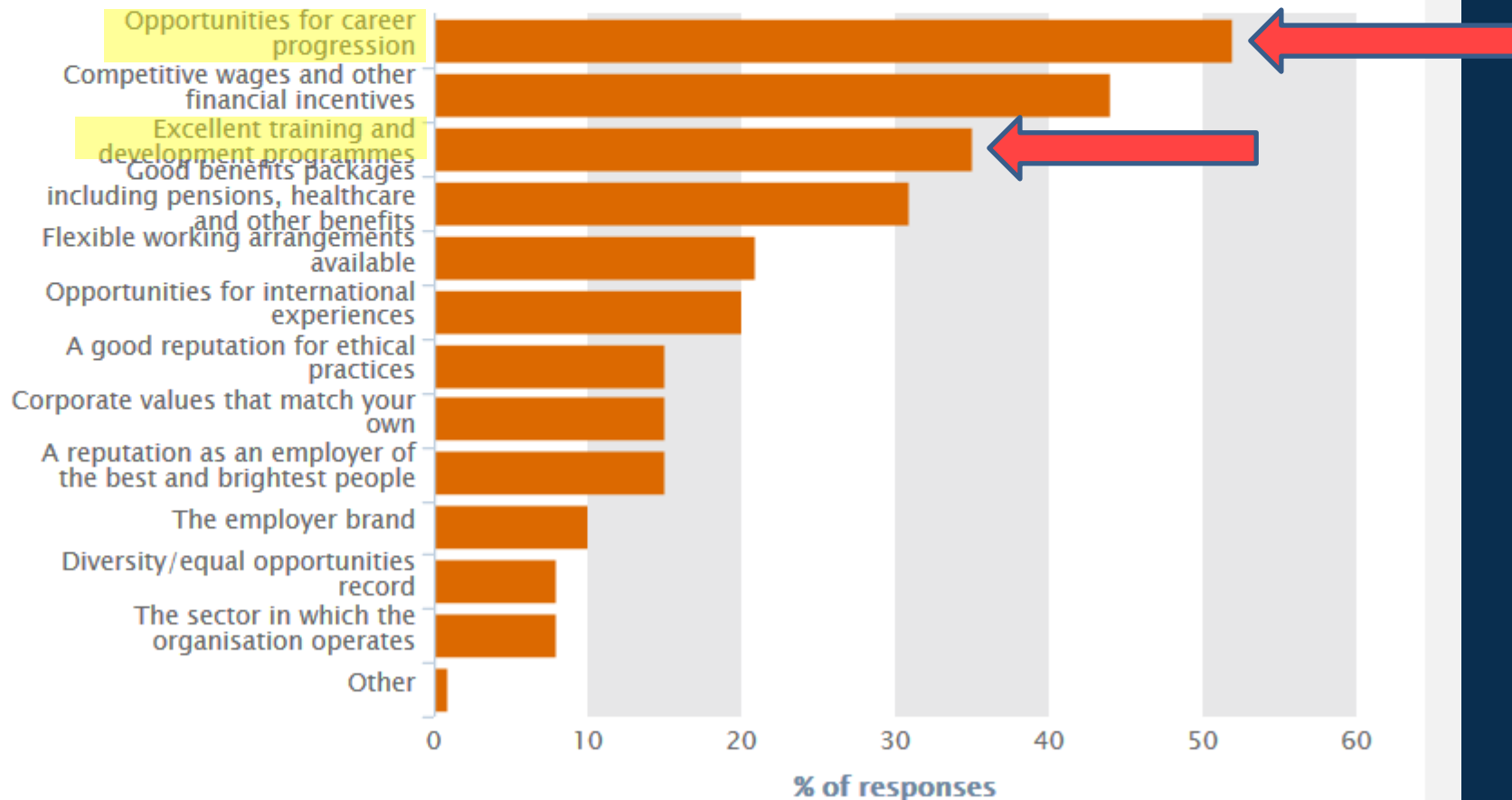


GEN Z AND MILLENNIALS: REASONS FOR CHOOSING JOBS*



WHAT MILLENNIALS VALUE

Which of the following factors do you believe make an organisation an attractive employer



DISENGAGEMENT: WHERE TO START?*

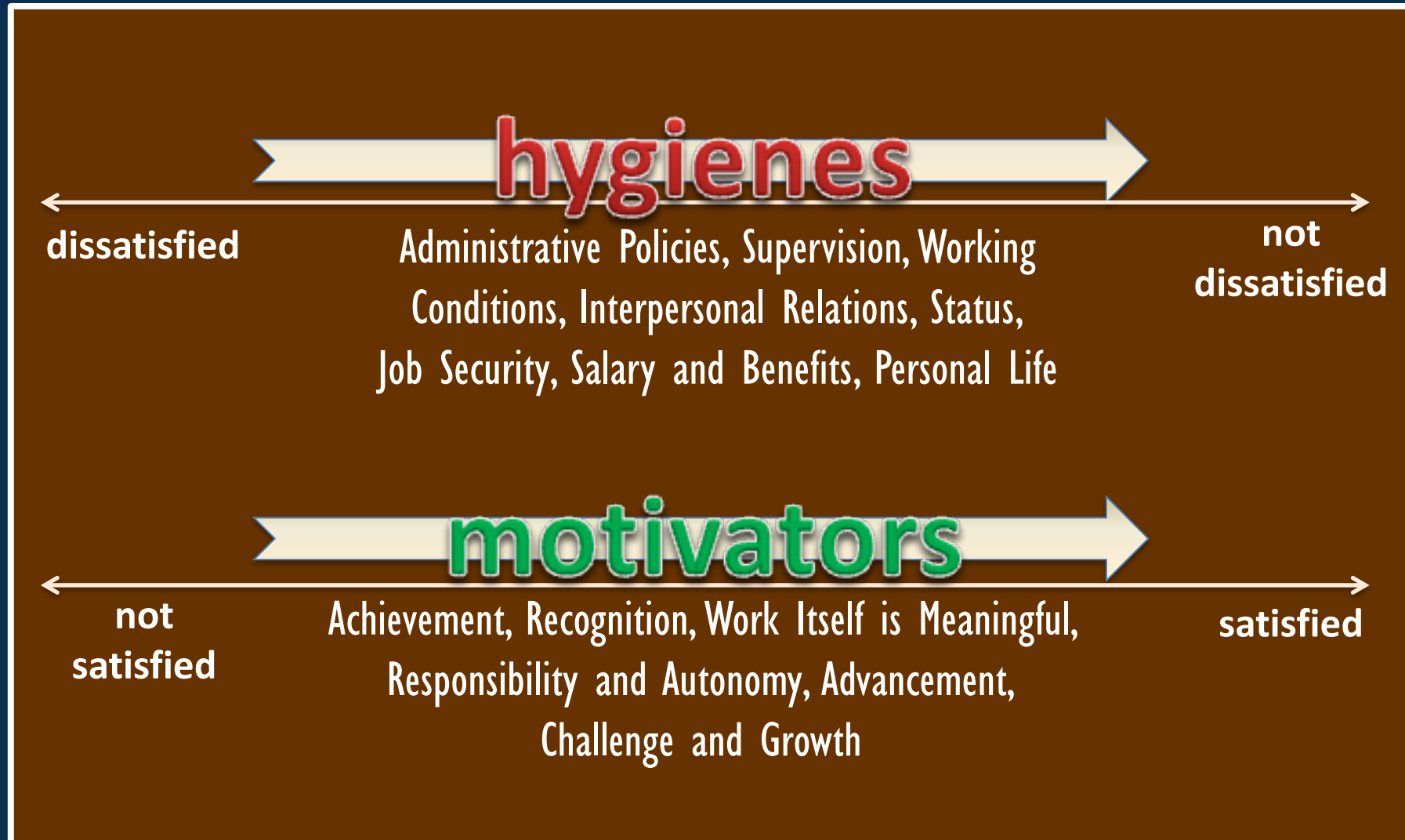
- First, address manager engagement.
 - Only one in three managers are engaged at work.
- Managers must learn how to have personalized developmental conversations to help employees reduce disengagement and burnout.
 - Meaningful conversation weekly with each team member (at least 15-30 minutes)
- ***Employees must see how their work contributes to the organization's larger purpose.***
 - Foster a **culture of well-being** in which people are engaged and feel they belong.
 - Addressing these challenges (as well as fostering DE&I) will be considerably harder if/when work is primarily remote or hybrid.
- Understand what factors actually drive motivation and engagement...



SATISFACTION AND MOTIVATION



HERZBERG ON MOTIVATION



LAY THEORIES OF MOTIVATION

- We view ourselves as driven by **motivators** but believe others are driven by **hygienes**.
- Yet surveys reveal people are driven by motivators and will even trade off material gain for more enriched, purposeful jobs.
- Managers instinctively lean on hygienes, but motivators are:
 - Usually cheaper
 - Often easier for managers to control
 - Less prone to satiation or habituation
 - More conducive to **intrinsic motivation**, which is what you should be leveraging in mission-driven cultural organizations

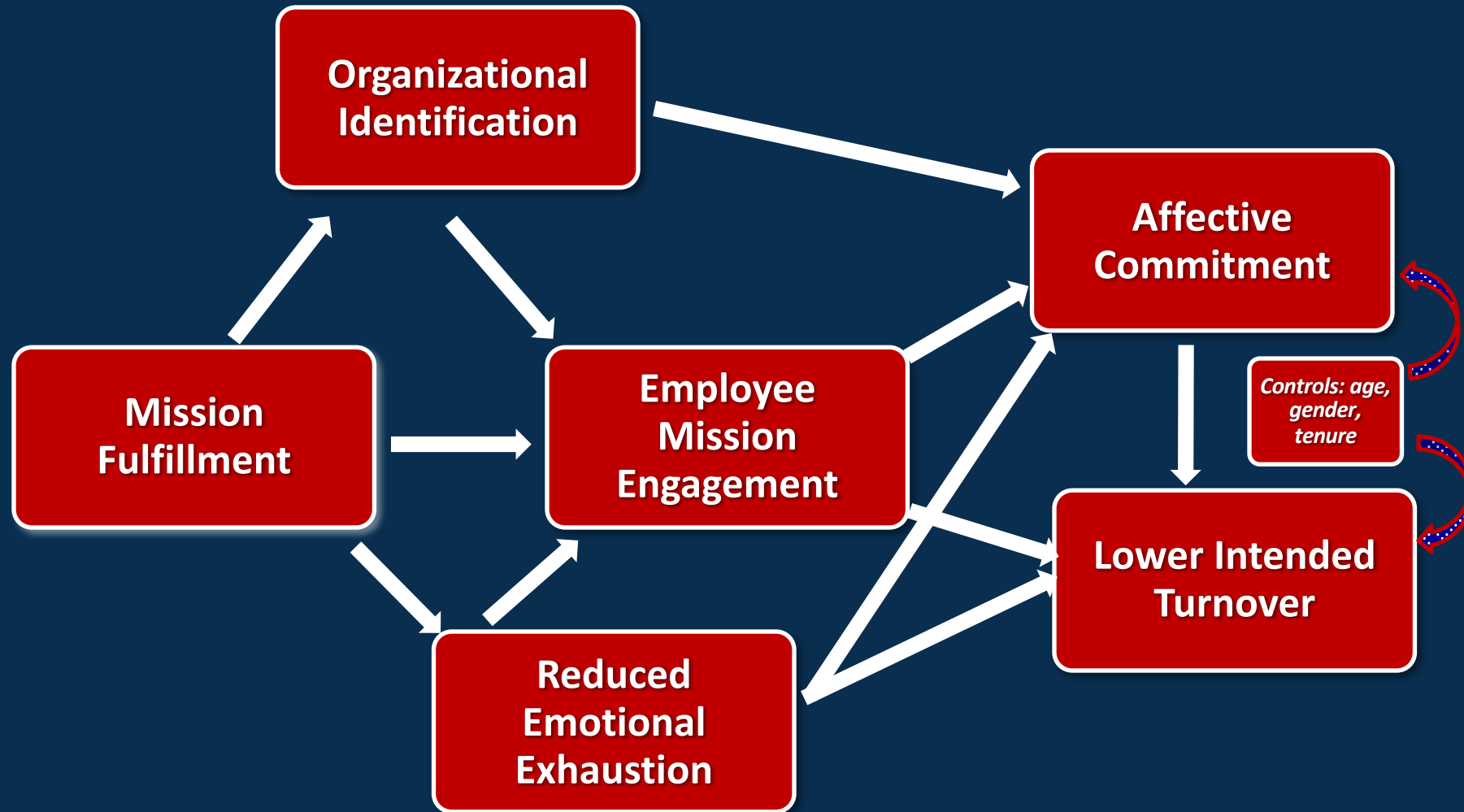


HARNESSING ENGAGEMENT

- Leadership driven by mission, purpose, and core values
- From performance management to aspiration management
- Job design and job crafting



MISSION EFFECTS ON EMPLOYEES



OTHER EFFECTS OF MISSION/PURPOSE ON EMPLOYEES

- Willing to work for less compensation
- Willing to exert more discretionary effort
- Shared values and vision facilitate collaboration and cooperation
- Less direct supervision or oversight required
- Better strategic decisions under uncertainty, having internalized guiding objectives and principles



MILLENNIALS AND PURPOSE

“My company’s purpose is part of the reason I chose to work here”



Millennials

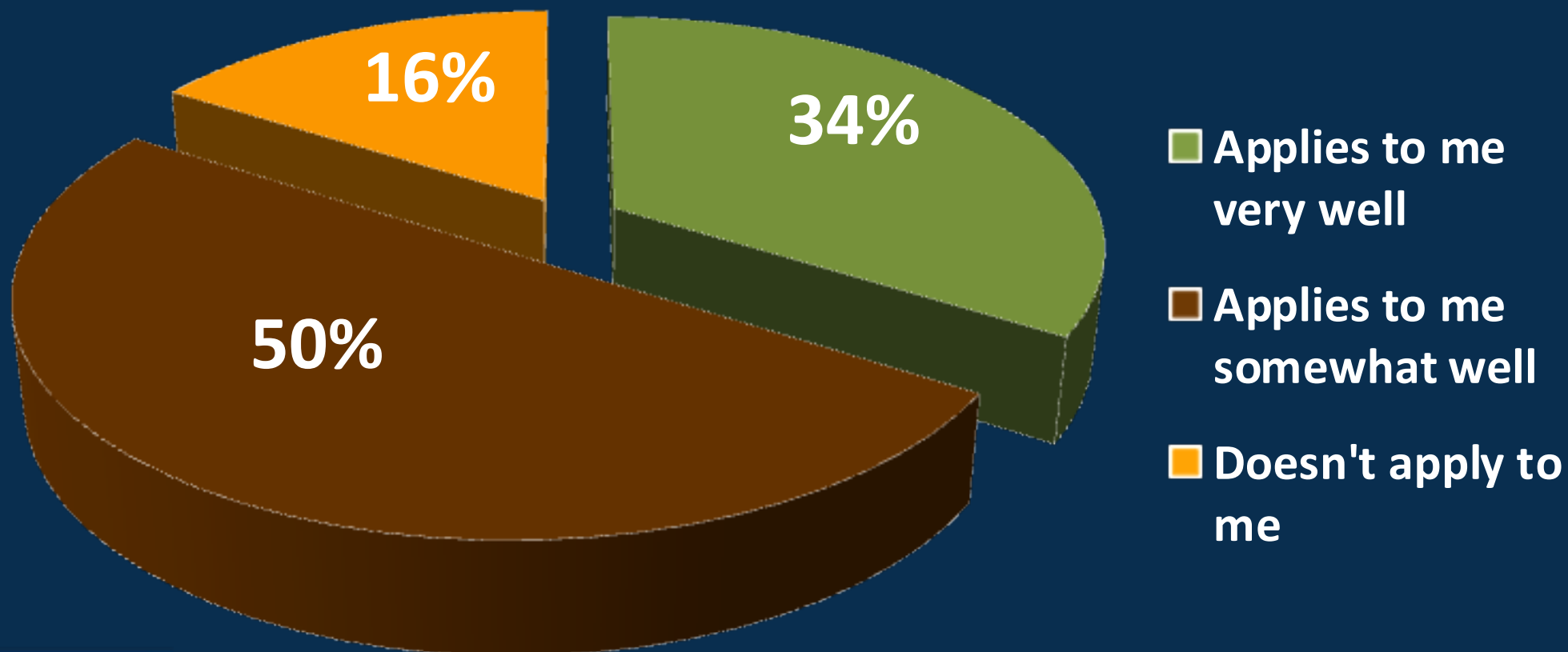


“Connected” Millennials



MILLENNIALS AND PURPOSE

“Knowing I am making a difference in the world is more important to me than professional recognition.”



MISSION: TAKEAWAYS

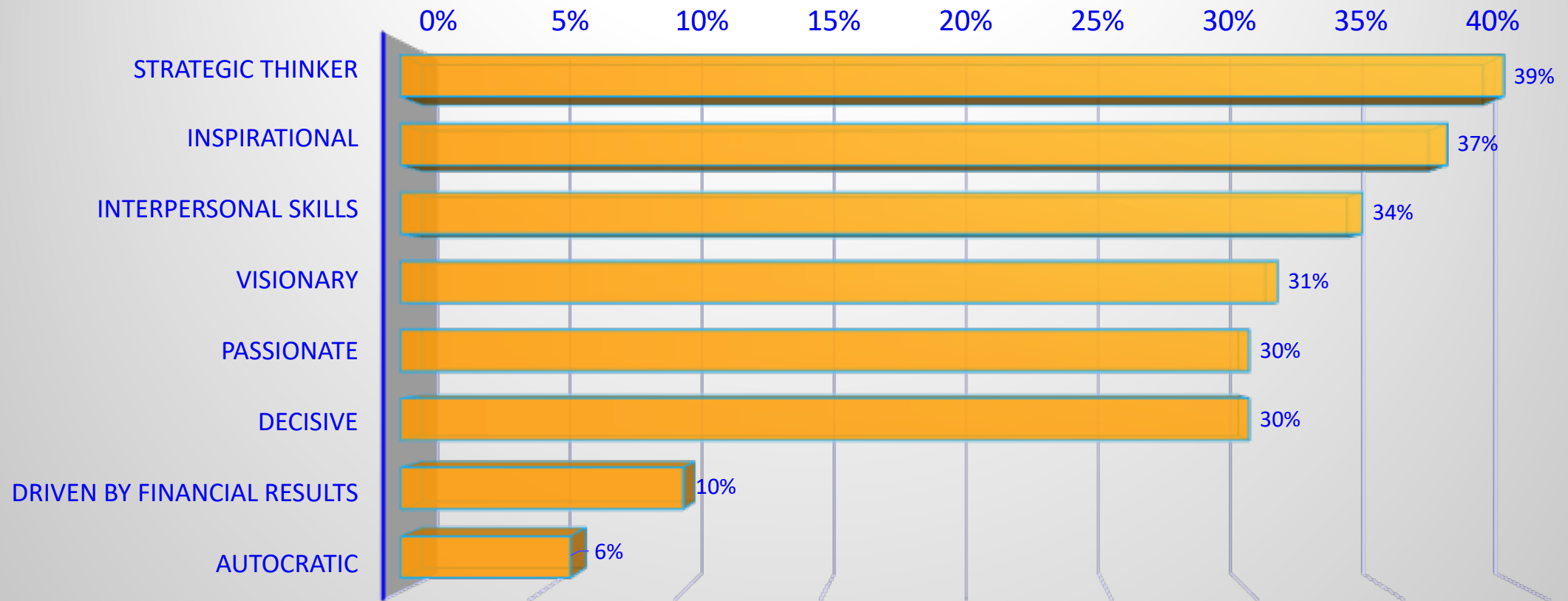


- Supercharge the mission of your organization or unit: make/keep it distinctive, simple, personal, and compelling
- Instantiate the mission in human resource management
 - Recruitment, selection, and onboarding (including for board members)
 - Performance management
 - Rewards and recognition
 - Delineating organizational boundaries (outsourcing activities remote from the mission)
- Cultivate mission-driven leaders and leader development



“TRUE LEADERSHIP” IN MILLENNIALS’ EYES

“In a business context, how do you define a true leader?”



HARNESSING ENGAGEMENT

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BEYOND MOTIVATION OR "INVOLVEMENT"

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ASPIRATION MANAGEMENT: TAKEAWAYS

- Regular (preferably *weekly*) developmental check-ins, discussing aspirations, not just performance
 - Especially for Gen Z and Millennials
 - Guided by growth mindset
- Feedback should go in both directions.
 - Manager learns how to better support and develop employees
- Can provide input into customized job redesign or job crafting opportunities for employees



HARNESSING ENGAGEMENT

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HOW LEADERS CAN FOSTER INTRINSIC MOTIVATION

- Mission and culture
 - Leverage purpose
 - Connect to stakeholders
- Rewards
 - Compress distribution
 - De-emphasize extrinsic factors
- Minimize stringent controls and monitoring
- Career and succession planning
 - “Aspiration management”
- Job design
 - Autonomy, variety, identity, significance, feedback
 - Encourage job crafting
 - Involve employees in hiring
- Recruitment
 - Require high effort
 - Public commitments
 - “The Offer” at Zappos; pay to quit
 - Screen for mission fit
 - Leverage “HR arbitrage”





Filoli Actions

Included Managers in Strategic Planning Process

Inviting Managers to Leadership Meetings

Engaging all staff in individualized Employee Development Planning

Providing self-directed professional development dollars

Instituted years of service awards

Break-out Session

What are some immediate actions Filoli could take to **Motivate** and **Engage** Staff at All Levels?

How should these ideas be funded?

Groups of 3-5
10 Minutes



Property Committee

Kristen Van Dam, Chair



2024 Property Projects

Master Plan Projects

- Main Entrance Improvement Project
(Construction Docs Completed in Feb)
- Visitor Center Adaptive Reuse Project
(Programming and Conceptual Drawing Q1)



2024 Property Projects

Infrastructure and Restoration Projects

- ❖ Balustrade and Foundation Beds Restoration
- ❖ Ballroom Restoration
- ❖ Diesel Fuel Furnace replacement in Admin Building
- ❖ Willow Rd Gravel Repair
- ❖ Overflow Parking Gravel for Peak Season Parking
- ❖ 2nd Floor Room Renovations for Modern Office Space Use
- ❖ New Nature Trail Loop
- ❖ Reimagined Interpretive Center at Red's Barn

Balustrade & Foundation Bed Restoration

February – March 2023

Designed by: Jen DeGraff

Installed by: Garden Route



Historic Reference

Mediterranean Inspiration



Present Day



Ballroom Restoration

June – Sep 2024



Ballroom Restoration

Painting entire
ballroom

Repair damaged
plaster

Touch up ceiling

Restore base
boards

Conserve paintings

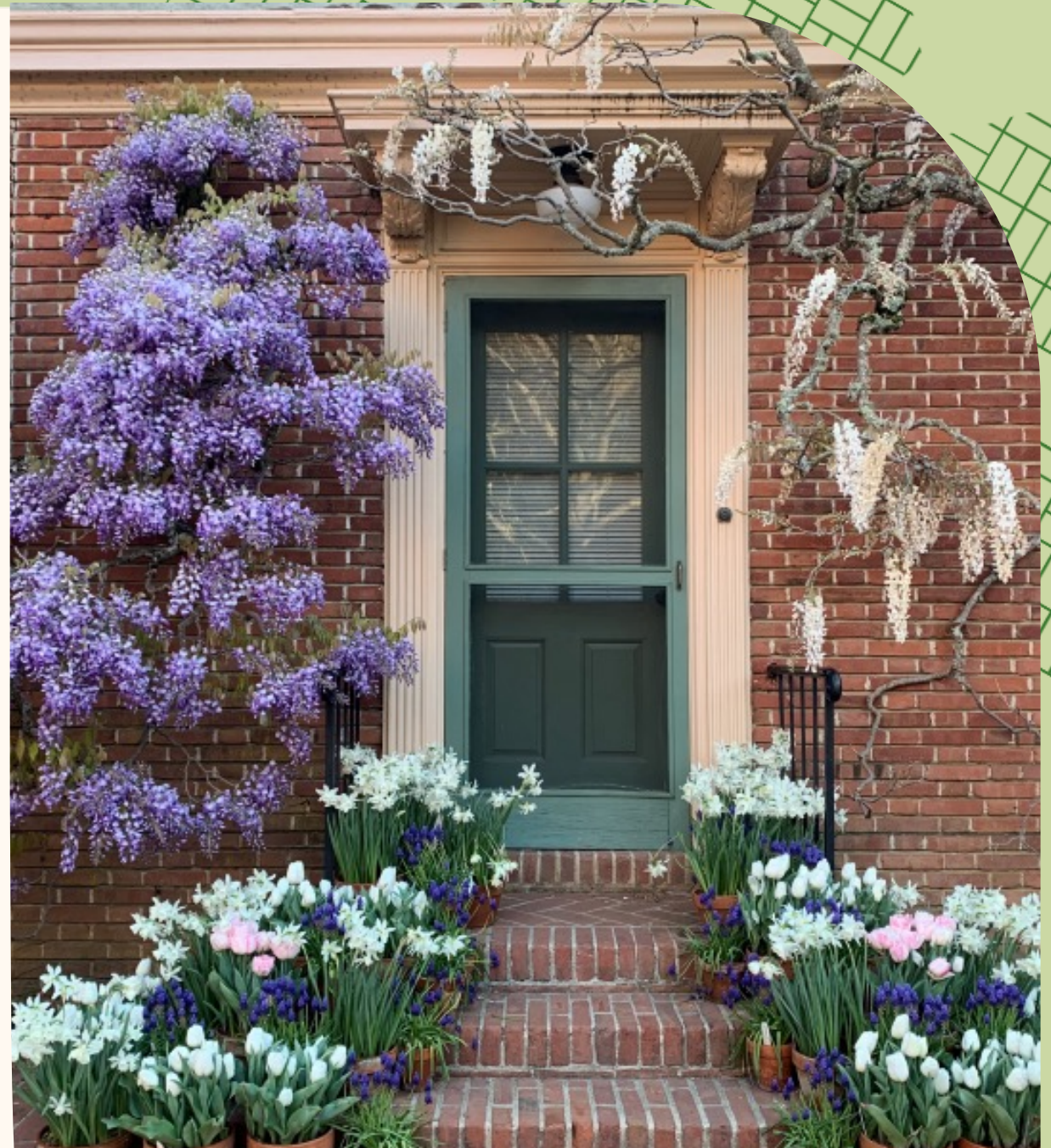
Re-gild lower level



Sustainability: Update Diesel Boiler

Update Administration Building
(former Chauffer's Cottage) from
diesel to electric heat

Important test for future updates
for Main House and Visitor
Center





Steward our Natural and Built Environment

through sustainable practices,
strategic site development,
and land conservation.



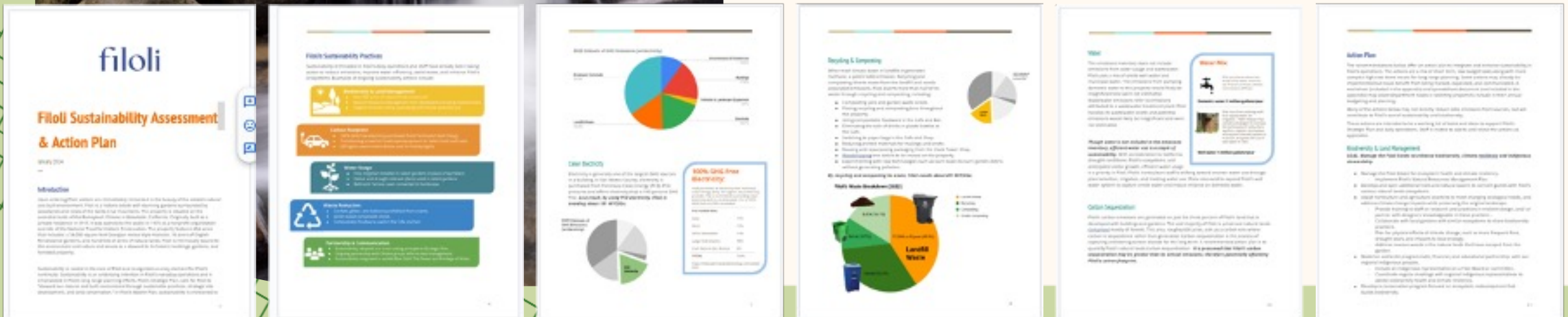


NEXT MEETING

May 15, 2 to 6 pm

Present Sustainability Assessment and Plan

Visit Red's Barn Site and new Lamchin Interpretive Center



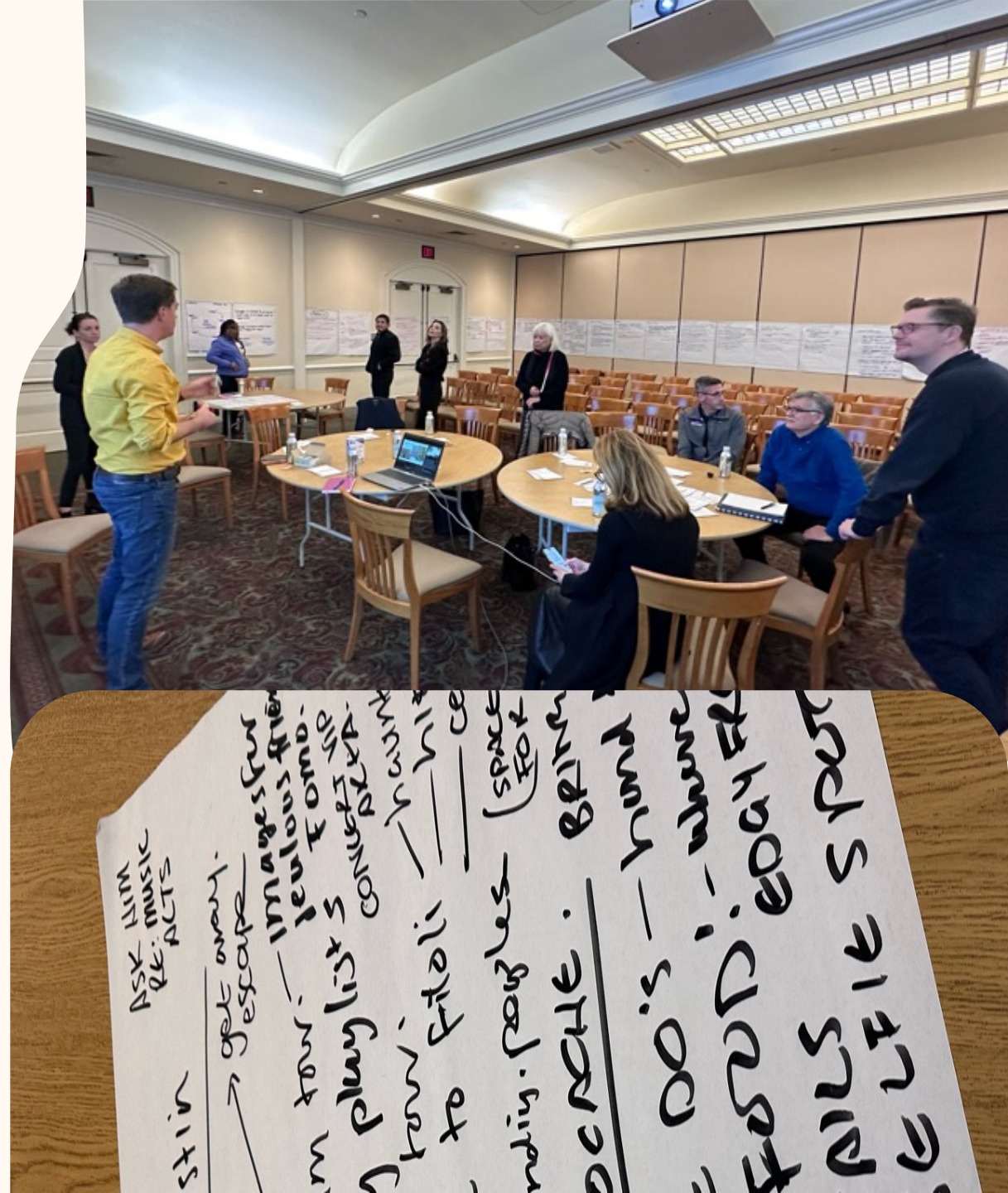
Engagement Committee

Michelle Taite Shaket, Chair



Engagement Committee Update

- Purpose
- Audience
- *The Filoli Way*
with Chris O'Callaghan
- Next Steps



Building the Filoli Touch

Chris O'Callaghan



Development Committee

Donna Colson, Chair



Individual Board Members’ Role in Fundraising

Chris Meeting Individually to
Review Top 5 Prospects

ALL

- Lead by example – support Filoli annually and make personally meaningful gifts
- Endorse and advocate for Filoli’s fundraising priorities
- Support and celebrate giving
- Engage and connect

SOME

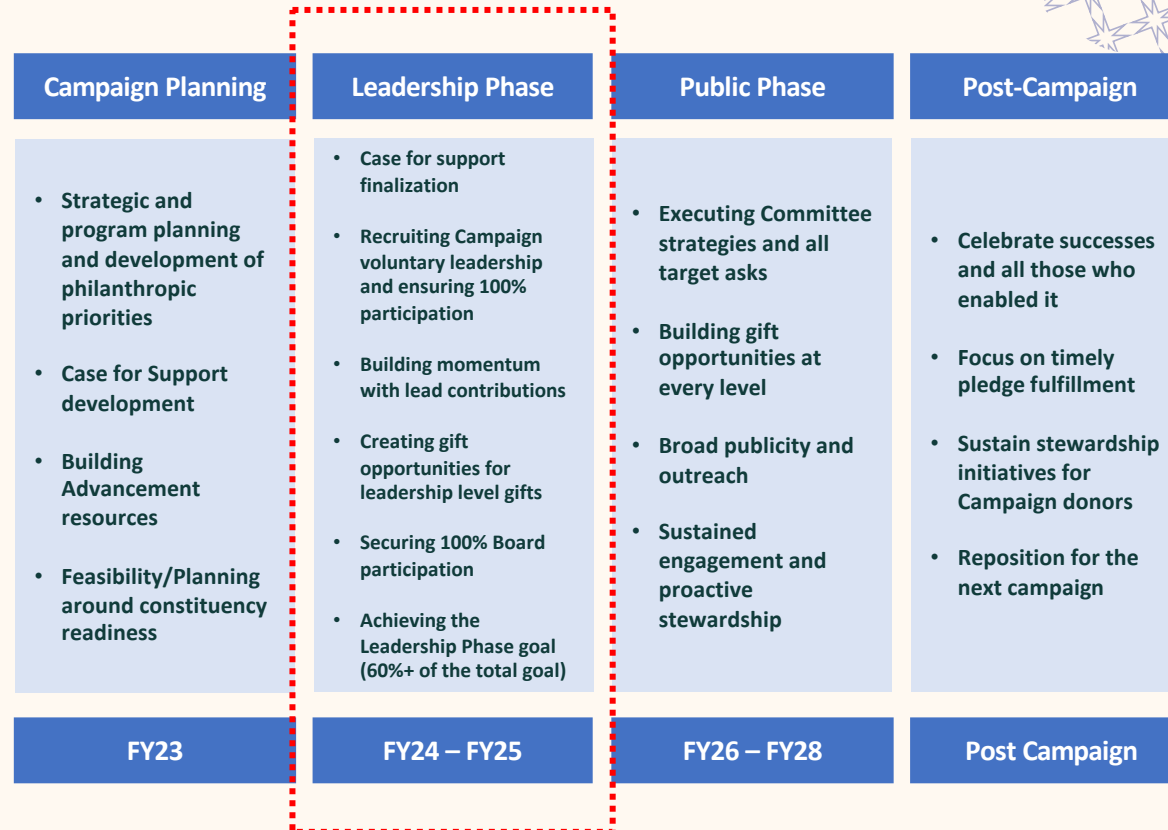
- Assist with strategic cultivation and stewardship
- Provide constructive feedback on fundraising planning, communications, and strategies
- Serve on a fundraising committee

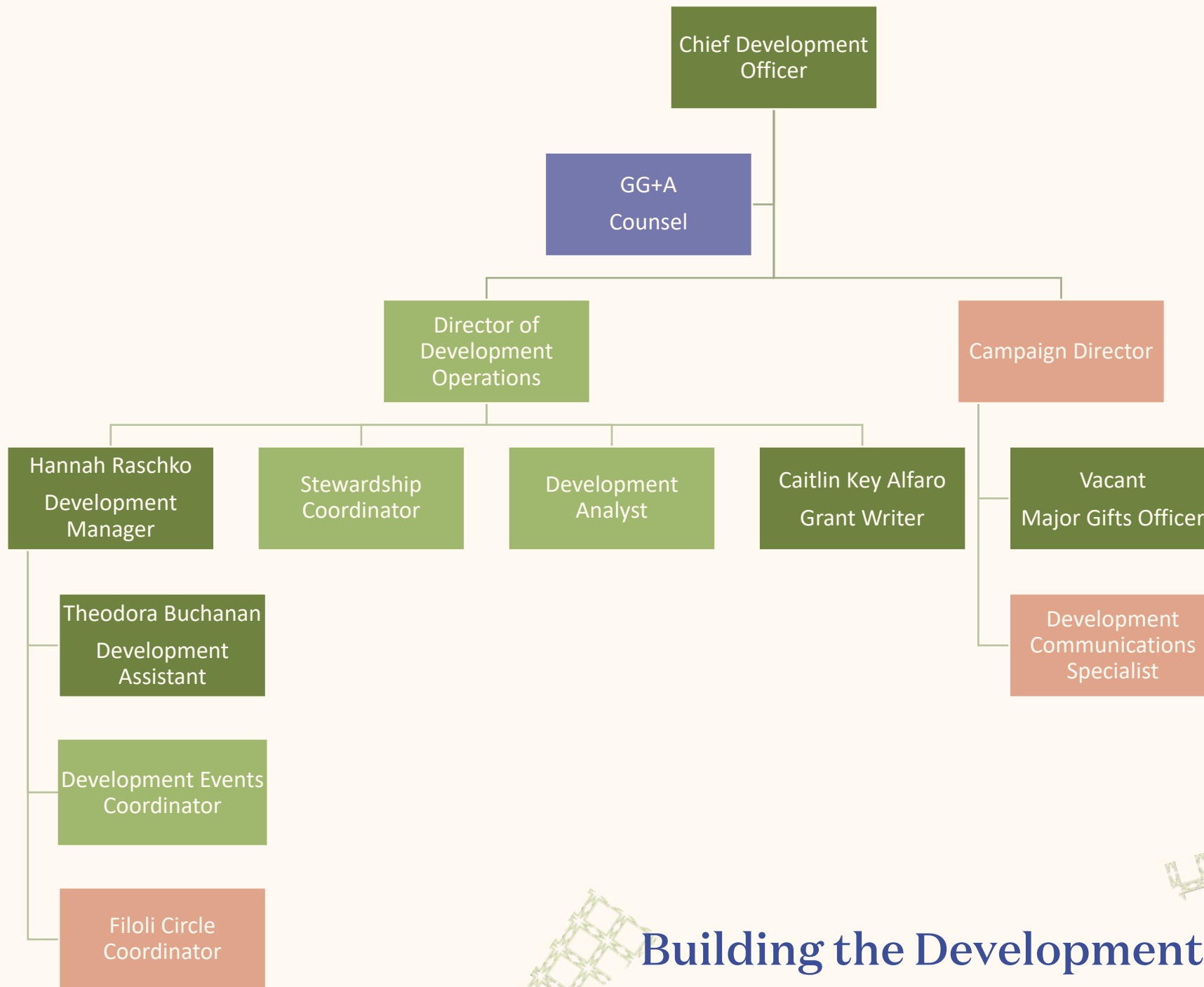
FEW

- ASK!



Campaign Timeline





Building the Development Staff

Upcoming Dates

Board Effect Training

March 20, 9-10 am

March 22, 1-2 pm

Board Meeting & Retreat

May 15, 2-6 pm

Solstice Event

June 21, 5-9 pm





filoli

2024

Connecting with Our Communities