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2020

The Cedars-Sinai
Board of Governors
has more than tripled
in size since 2003,
with over 750
members today.

2020

The Board of Governors,
through its various projects,
has committed almost
\$50,000,000 to fund
lifesaving research and
patient care at Cedars-Sinai
in just the past decade.

2000-2010

This report, based
on research, feedback,
comments, and
interviews of members,
will help guide the
Board of Governors
over the next decade.

2010-2020

January 2010



To Board of Governors members and friends:

The Cedars-Sinai Board of Governors (BOG) is a flagship of community support for the Medical Center. The BOG raises funds for high-priority research projects and serves as a primary connection point for donors, helping bring them into the Cedars-Sinai family.

Since 2003, the BOG has more than tripled in size, with over 750 members today. This growth created shifts in the nature of the group and resulted in both challenges and opportunities. The BOG has become a more substantially-sized group of talented and prominent people with great potential to support the Medical Center. On the other hand, it has also become harder, in this larger group, for members to connect and to find meaningful roles.

In May of 2009, with the support of the Cedars-Sinai Board of Directors and the Executive Cabinet of the Board of Governors, I convened a planning process to respond to the challenges and opportunities created by growth. John Bendheim and John Coleman served as Co-chairs of the 2020 Planning Committee, and a group of 20 members was convened. To inform its planning process, the Committee conducted an online survey of the entire membership of the Board of Governors during July and August of 2009 with 276 of the members responding. Data on giving and involvement was analyzed. In addition, input was gathered through multiple focus groups and individual interviews including both involved and previously uninvolved BOG members.

Based on this research, the 2020 Committee created these strategies for the future to help the BOG become even more successful at supporting the Medical Center and to provide an even more positive experience for its members. In the next few years, you will see more exclusive new programming, an increased focus on connecting members to philanthropic opportunities, and a deepening sense of community among what is already a wonderfully committed and highly talented group of people.

As I complete my two year term as Chair of the Board of Governors, I am pleased to have been a part of the leadership of this process and look forward to supporting John Coleman, my successor, as he and his leadership team work with Cedars-Sinai professionals to implement this exciting plan.

Sincerely,

A handwritten signature in blue ink that reads 'Rick Powell'.

Rick Powell
Chair, Board of Governors 2008–2009

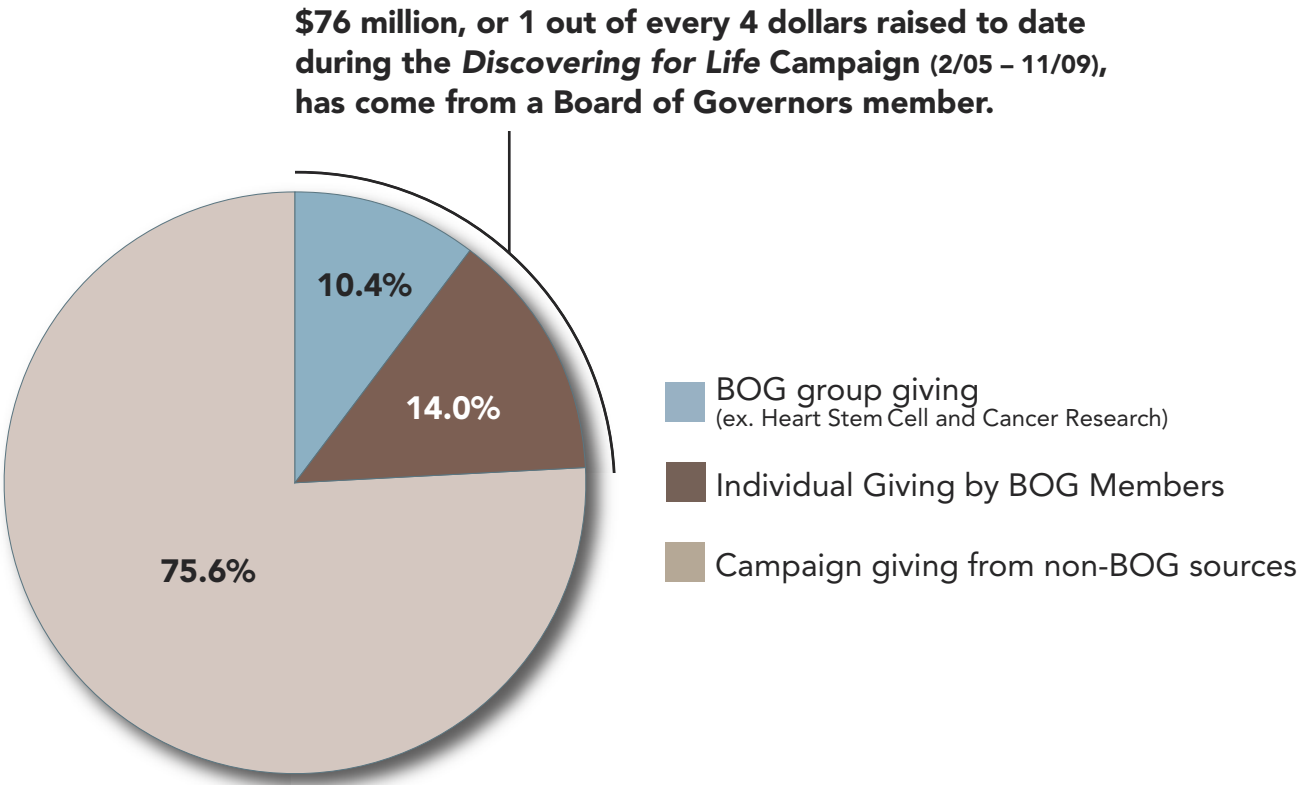
The Board of Governors (BOG) is an essential source of funding for Cedars-Sinai Medical Center.

Approximately 25% of the funds donated in the current campaign have come from the BOG’s group contributions as well as from individual gifts from its members.

In addition to making charitable gifts, many BOG members become directly involved in the Medical Center. The BOG fosters this closeness by providing educational and social programs, volunteer leadership and committee roles, as well as opportunities for hands-on volunteering. BOG members also serve an important function as the Medical Center’s ambassadors in the larger community.

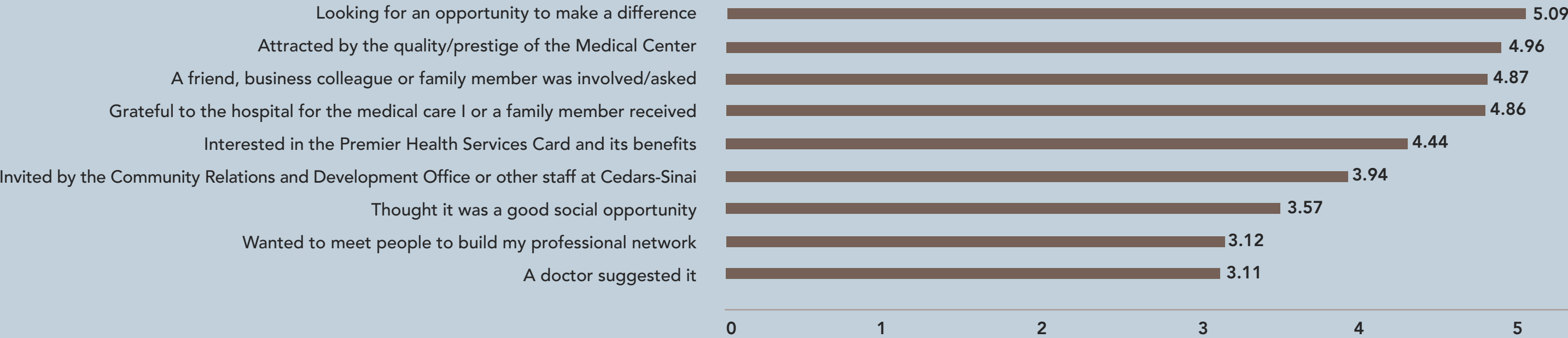
Members have a broad array of reasons for joining. The most important reason is “Wanting to make a difference” to Cedars-Sinai, its patients, and the larger community. Many members joined because they were attracted by the quality and prestige of the Medical Center or because someone they knew asked them. Others are grateful to the hospital for the care they or a friend or family member received and they want to give back.

In general, members have very positive views of their experience on the BOG and believe that the group is doing a good job in its mission to support Cedars-Sinai Medical Center.



Research Findings

Reasons for Joining Ranked by Importance



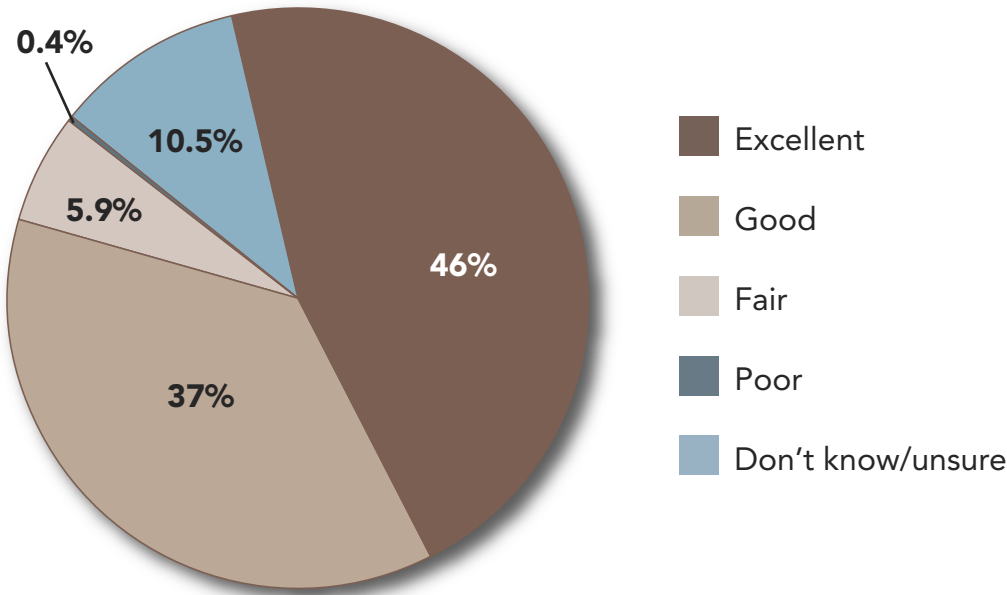
The strategic plan is based on a new set of goals that are built upon the BOG mission and are in alignment with survey respondent recommendations.

Goals
Focus on building a diversified and sustainable community of donors and leaders who are committed to support the Cedars-Sinai Medical Center by:

- Providing financial support to the Medical Center through raising funds for specific projects adopted by the Board of Governors as well as for other priority projects at the Medical Center.
- Educating and connecting its members to the Medical Center so that they will be motivated to provide a higher level of support to Cedars-Sinai.
- Promoting and providing service to help the Medical Center in leadership roles, committee work, hands-on volunteer work, and as ambassadors to the larger community.

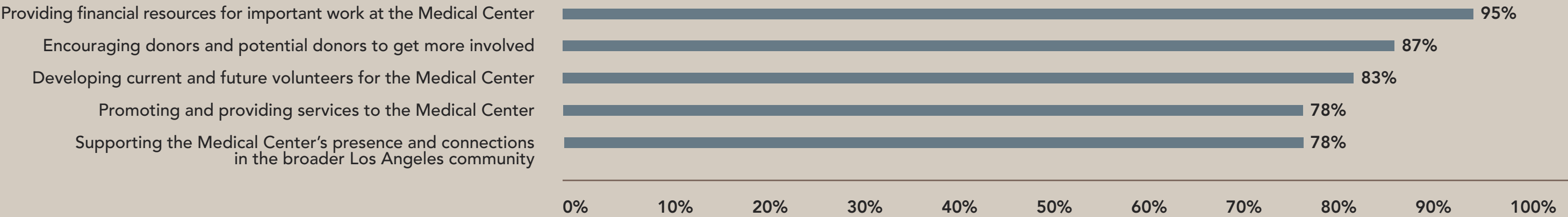
The rest of this document outlines a four-part plan to meet these goals.

How has the Board of Governors been doing at supporting and advancing the welfare of the Medical Center?



New Goals for the Board of Governors

Member Ranking of Importance of BOG Goals



95 percent of members ranked “Providing Financial Support” as the most important goal for the Board of Governors.

Over half of all members have given additional gifts beyond their initial contribution and dues. Research indicated that if BOG members were asked, a significant number would expand their giving to Cedars-Sinai. Many members commented that in order to be even more successful in this effort, the BOG needs to build more of a culture of giving within the group.

There is broad diversity of interest in medical areas with Heart and Cancer identified most frequently.

In total, over 35 different areas of interest were mentioned with clusters of people interested in brain/neuroscience, memory disorders, mental health, pediatrics and women’s health. In addition, a number of members are simply interested in being involved with Medical Center on a general basis. 72% also say that the BOG would raise more money if they were offered a broader variety of giving options and opportunities.

The research further suggests that the BOG could do more to recognize members for their giving.

20% do not feel they have been adequately recognized for their gift; while 30% feel only “somewhat” recognized.

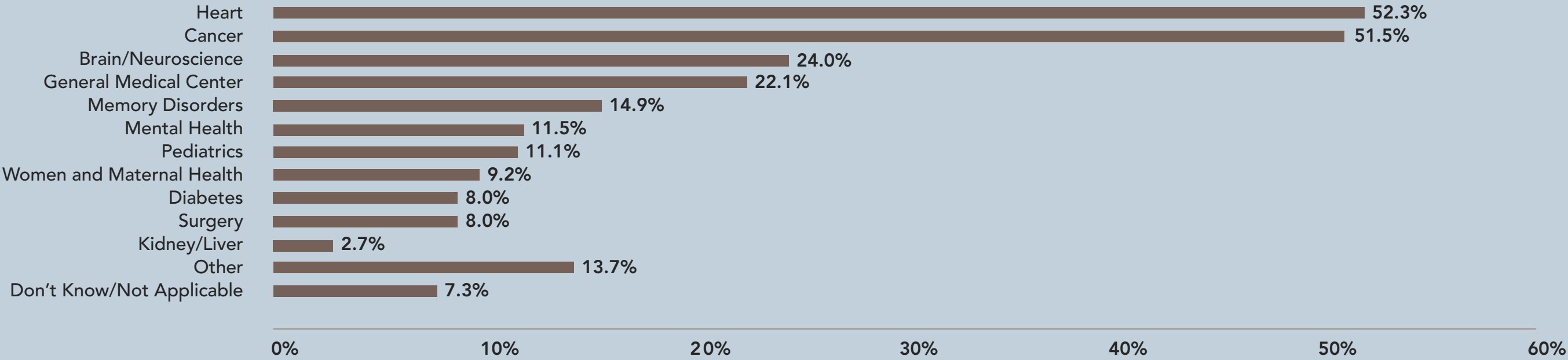
In response to these findings, the Board of Governors will look to its Development Vice Chair(s) and Committee to:

- **Focus on Philanthropy**
Reinforce philanthropy as the group’s major focus with the initial pledge seen as a start to a lifetime of support to the Medical Center.

- **Increase Individual Giving**
Initiate regular, systematic meetings with interested members to discuss giving to the BOG’s current campaign (Heart Stem Cell Center) as well as to connect donors with other Medical Center priority needs.
- **Additional Fundraising Projects**
With the Heart Stem Cell Center campaign continuing as the current central project, pilot other smaller (\$250K-\$500K) fundraising projects.
- **Recognition**
Assure Medical Center recognition of the BOG for all donations by BOG members and renew its emphasis on recognizing individual BOG donors.

I. Expanding Financial Support

Medical Areas of Interest for BOG Members



Participation of Members
in Programs and Leadership Roles

Data is drawn from the broader BOG membership
for tracked major events in 2007 and 2008

# of Annual Activities	Total # of BOG
0 activities	266
1 activity	213
2 activities*	152
3 activities*	59
4+ activities*	57
Total Group	747
*More than a third of members are highly involved in BOG activities.	

The focus of the BOG’s programming and activities will be on creating a sense of community among Cedars-Sinai donors within the group and increasing involvement of all members.

The research showed that most BOG members have a positive view of the Board of Governors, but a significant number are having difficulty connecting or feeling that they are a welcome part of the community. The data showed a large number of members who want to participate in activities, meet other members and feel more like they are part of the Cedars-Sinai family.

What is clear is that the BOG is made up of individuals with many different interests. While many members attend and enjoy the Annual Gala and the Dine Arounds, others want different types of programming.

As indicated in the chart below, there is strong interest in attending events that are both more intimate and exclusive. A significant number of members are looking for programs that involve special access to information about leading edge medical research and technology. Still others have a passionate interest in one disease or medical specialty area.

In response, a new Engagement Committee will work to involve its members in more diverse ways such as:

- **Educational Activities**
Offer new kinds of programs focused on leading edge medical research and techniques as well as other healthcare related topics.
- **Smaller Group Programs**
Create more intimate events involving physicians and providing unique access.

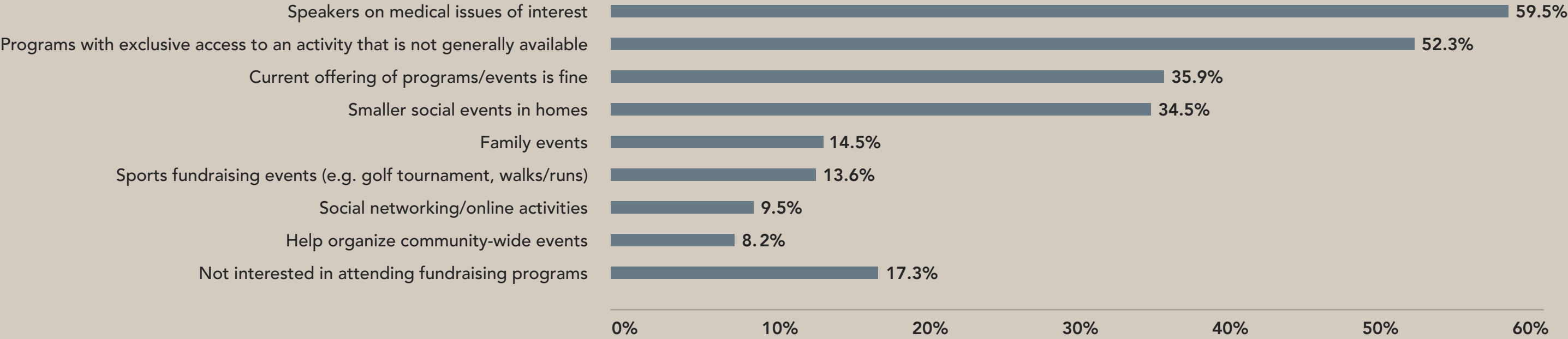
- **Clusters**
Organize selected programming around smaller subgroups of the BOG, based on life stage (e.g. Young Governors), medical interest, giving level, or other common interests.

An important aspect of the plan will be utilizing online communication to connect members:

- **E-mail/Website Communication**
Develop richer and more relevant content, along with an upgraded, user-friendly website.
- **Webinars and Other Electronic Media**
Design online interactive programs to inform members about advanced medical information that will allow busier members to participate.
- **Online Social Networking**
Link through existing social networking sites.

2. Educating and Connecting Members

Member Interest in Different Types of Activity



While survey responses indicated that “Wanting to make a difference” was the number one reason members gave for joining the BOG, each person expressed that in their own way.

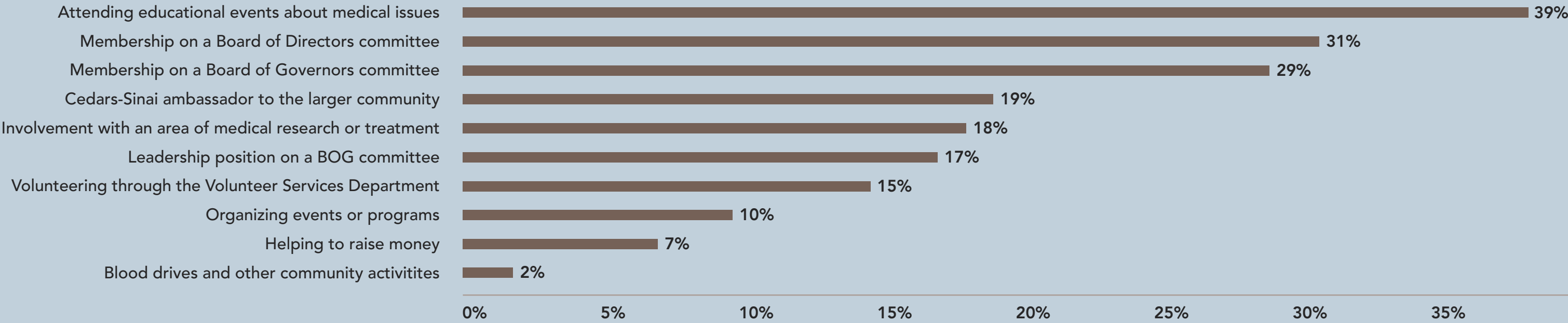
Major opportunities for participation were sought out through education and leadership roles on committees, meaningful volunteer service, and acting as an ambassador to the larger community.

To tap into this pool of energy and talent and to build greater commitment to the Medical Center, the BOG’s Engagement Vice Chair(s) and Committee are charged with involving more members in helping the Medical Center and in leadership roles including:

- **Committee Leadership and Involvement**
Expand committee opportunities, task forces and new leadership offerings.
- **Community**
Provide information to members so they can better serve as ambassadors in the community.
- **Hands-on Service**
Offer more volunteer service options.
- **Board of Directors Connection**
Expand relationship between the BOG and the Board of Directors.

3. Service and Leadership

Member Interest in Different Types of Volunteer Activities



The Board of Governors has grown substantially

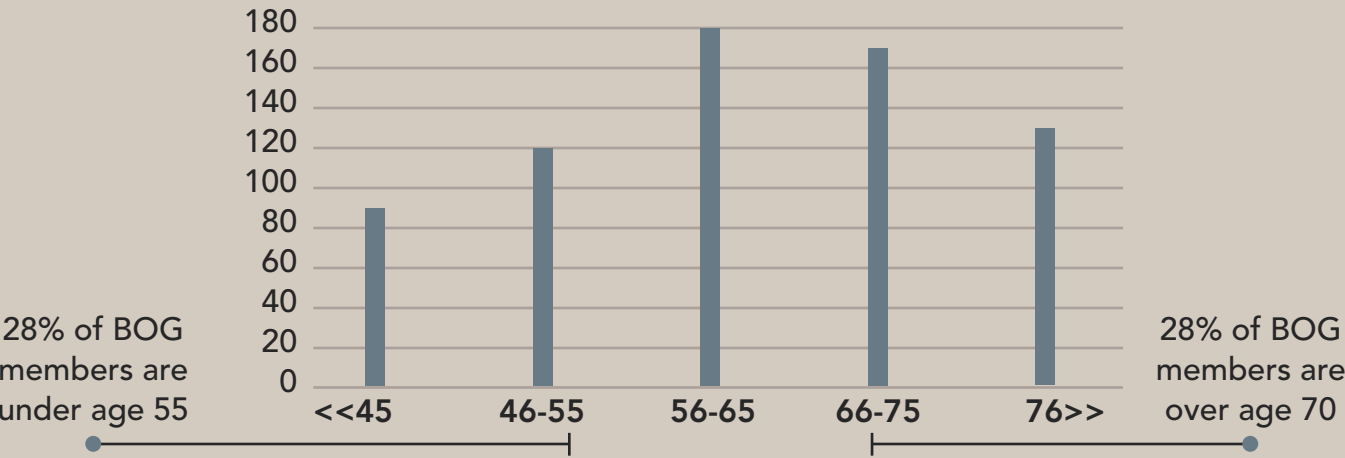
and has added many younger members in recent years. This age distribution will help ensure the longevity and vitality of the group. The group’s current makeup is also reasonably homogeneous in terms of both geography and demographics.

Because of the group’s size, new members have identified occasional challenges related to becoming involved and feeling like “insiders.” In response, looking forward, the Membership Vice Chair(s) and Committee will focus on:

- **Improved Integration of New Members**
Conduct introductory interviews and group meetings to connect new members with programs and opportunities.
- **Continued Growth and Diversification of Membership**
Reach out to new groups and to appropriate existing Cedars-Sinai donors.

4.Membership

Member Age Distribution



Implementation

Three major committees headed by Vice Chairs will be charged with implementing this plan:

- **Development Committee**
- **Engagement Committee**
- **Membership Committee**

Many subcommittees will join in by working on different aspects of the plan as well as committees working on successful ongoing projects and programs (e.g. Gala, Dine Arounds, Healthcare College).

Implementation will begin immediately and will involve an ongoing process where professionals and volunteer leaders work in partnership to make this plan a reality.

BOG leadership will monitor the implementation by benchmarking progress against goals including:

- Dollars raised for the BOG Heart Stem Cell Center
- Dollars raised in total for the Medical Center – with specific focus on BOG member participation in the overall campaign
- Membership growth and diversification
- Involvement of existing and new members in fundraising, leadership roles, attending programs and other activities
- Utilization of improved communication and materials

This plan will help build an even stronger community of talented and prominent people who support the Medical Center through fundraising, volunteer leadership, and as ambassadors in the larger community who will leverage their contacts to support the Medical Center.

Thank You

2020 Committee Members were involved in the eight month strategic planning process and were the key leaders in guiding this process through to its successful completion. Each committed time both in and outside of meetings to provide vision, insight, and direction for the Board of Governors’ future.

- Chair
- Board of Governors
- 2008–2009
- Rick Powell
- 2020 Planning Committee
- Co-Chairs
- John Bendheim
- John Coleman
- Committee Members
- Joey Behrstock
- Marina Cohn
- Nancy Dean
- Abby Feinman
- Michael Flagg
- Steve Fortner
- John Hall
- Robert Horowitz
- Aaron Kaplan
- Sally Magaram
- Harriet Nichols
- Scott Pearson
- Leslie Spivak
- Toni Stone
- Ian Weingarten

- Associate Director
- Board of Governors
- David Levy
- Director
- Community Engagement
- Jonathan Schreiber
- Senior Vice President
- Chief Development Officer
- Community Relations
- and Development
- Arthur J. Ochoa, Esq.
- Consultant
- Karen Barth
- Atid Consulting Group
- Administrative Support
- Juanita Gutierrez