

2016 BOD Candidate Forum Questions and Answers

1. The mission of the Sierra Club is “to explore, enjoy and protect the planet. To practice and promote the responsible use of the earth's ecosystems and resources; to educate and enlist humanity to protect and restore the quality of the natural and human environment; and to use all lawful means to carry out those objectives.” What connects you personally to this mission, and why did you join the Sierra Club, as opposed to other organizations, to do work that inspires you? What can Sierra do to inspire that connection to nature in others?

LUTHER DALE: The roots of my connection to the mission of the Sierra Club began in high school working summers as a guide in the Boundary Waters Canoe Area Wilderness (BWCA). I fell in love with the beauty and power of wilderness. It was the beginning of a lifetime of canoeing, hiking, camping, and biking. The mantra of the BWCA, "leave no trace," has become a touchstone for me as an environmentalist to preserve the natural web that sustains all life. I joined Sierra Club as a way of aligning my concerns with a national organization using political power and passionate volunteers to save the planet. It gave me an opportunity as a volunteer to do my part and inspire others to work to preserve the earth, our common home. Outings and continued media and community visibility highlighting the beauty and healing power of nature can inspire that connection in others.

CHUCK FRANK: When turmoil and depression shook my life, wilderness soothed my soul, uplifted my spirit and gave me a sense of purpose and a place in the universe. 45 years later it still does and is what keeps me sane. I joined the Club in 1975 to protect the places that were my temple.

Because the Club embraces volunteer involvement and leadership on a broad array of issues beyond wildlands protection, I've been able to engage in a myriad of issues from energy, clean air and water, transportation and lands protection to environmental justice. Therefore, the Club is the best entity for me to be involved.

Personal experience is critical in forming connections to nature. It is essential to reach those for whom a wilderness experience may not be practical. Therefore, I support expanding our outreach to new audiences through SCO, ICO, Nearby Nature and National and Local Outings.

JUDY HATCHER: I'm connected to the mission by inheritance—I'm one of the first in my family not born in the rural South, and my elders never lost their love of the country and of farming—and by a long commitment to working for social justice. I came of age in the Seventies, and still remember the first national Earth Days, and reading *Silent Spring* in high school. I learned about environmental justice struggles in the 1980s and 1990s, but the traditional green groups were noticeably absent. I joined the Sierra Club out of respect for the staff people I met over the last decade, and in appreciation of the Club's proactive work to build relationships and common cause with frontline communities.

ROBIN MANN: The ready access to nature and the opportunity for frequent outdoor experiences that I enjoyed from early childhood gave me a lifelong love for the outdoors. My involvement

with conservation was stimulated by growing awareness of pollution. I was drawn to the Sierra Club because, unlike the other organizations in my area at the time, it afforded volunteers the tools and agency to become advocates.

The Club's work over the years to provide access to nature, particularly to children from underserved communities, and the newer Nearby Nature initiative are the most important work we can do to cultivate the connection to and appreciation for nature in the next generation. We should continue to prioritize these efforts, support the volunteers who are the backbone of Inspiring Connections Outdoors with the tools and training they need to be successful, and draw a stronger link between this work and achieving our conservation mission.

JOSEPH MANNING: I was eleven when a family friend told me a story about his time sledding as a child in Nova Scotia. Twelve years later, I still remember the look of concern and sadness as he discussed the fact that an entire generation of Nova Scotians had never experienced sledding out across the frozen harbor. And though only a child when I first heard that story, out of that simple conversation I developed a strong desire to address global warming.

Outings connected us to nature the way my friend was connected as a child sledding. In order to build a broader base with our outings, chapters need to consider how they promote outing opportunities. The same way the Club has hired an employee responsible for supporting chapter fundraising, we should hire a staff member responsible for working with chapter outings teams to develop new marketing. The Club also needs to seek out major gifts to support people exploring the outdoors and living an active, healthy lifestyle.

MIKE O'BRIEN: Growing up, I never envisioned myself as an activist. I never even pictured myself in the wilderness. That changed in high school when I was required to participate in a week long outdoor trip. I was hooked! I found something inside of me I had never discovered before – a sense of independence, of awe for Mother Nature, of being part of something so much greater than me and a sense of both adventure and tranquility that I had never experienced before. I eventually became a river guide, a mountaineer, and an outdoor instructor, but it was only in my late 20s that I realized how threatened the places were. This is when I joined the Sierra Club. Since then I have been on a journey learning from amazing people through hands on experience how to work collectively for change.

SUSANA REYES: “Look deep into nature, and then you will understand everything better” Albert Einstein couldn't have said it better. I can still recall that “ah-ha” moment during a hike in a protected forest in the Philippines. That moment inspired me to defend our public lands, water, air, and wildlife. Today, the most pristine public lands and oceans are under attack from fossil-fuel interests. I've served on many Sierra Club political committees, worked on campaigns, and organized Get-Out-the-Vote efforts in diverse communities. I've seen first-hand how an appreciation of public lands, whether the park down the street or the dreamed-of visit to a wilderness area, threads its way through all levels of politics. I applaud the Sierra Club's fight for public lands and wild places. By preaching the gospel of the outdoors, we can build a groundswell of activists and shape legislation which can secure the safeguards these special places badly need.

DAVID SCOTT: Love for nature is intuitive. My connection to the Sierra Club's mission goes back to a childhood love for the Great Lakes, Canada's boreal forest and Africa's wild animals. Aware of the Sierra Club's reputation for getting results, I joined during the Reagan-era attacks on public lands. As a volunteer activist, I got opportunities from this organization unavailable from any other. I led local nature hikes and served as my state chapter's chair. As a Great Lakes activist, I met with Canada's Environment Minister to push for stronger protections. As a wilderness activist, I sent out action alerts, published op-eds, lobbied and took other action to help get the Roadless Rule enacted and help keep drilling out the Arctic Refuge. We can inspire connections to nature by getting people outdoors, and by showing them how this organization empowers people to act on what they care about and want to protect.

2. The function of boards is to provide high-level oversight to organizations. What experience do you have in a senior oversight position in the profit or non-profit world? In that role what were some challenging or difficult decisions you had to make? What skills do you have that you think the board currently lacks?

LUTHER DALE: The first part of my career was spent in senior management in both profit and non-profit publishing companies. I was involved in strategic planning, developing staff, and managing multimillion dollar budgets. In the last third of my career I was a non-profit organizational consultant and pastor of a progressive, multi-staff church. I have served on a number of non-profit boards, participating in strategic planning processes, governance, and structural change. Difficult decisions included determining new directions, abandoning long term programs that best reflected emerging core competencies, competitive advantages and changing environments affecting budget priorities, reorganizations and staff realignments. Current board members have many valuable skill sets. One that I can add is an understanding of churches and religious institutions that may help the Club strengthen movement building with people of faith. Pope Francis I's encyclical on the environment points to hopeful new opportunities.

CHUCK FRANK: I've been the owner, CEO and Director of many businesses and an officer on several Not-For-Profit(NFP) Boards.

Two of the hardest decisions were to let go an Executive Director and then hire a new one and to shut down long running programs and facilities and reallocate resources. In both cases some Board members and constituents disagreed and were disappointed. But ultimately, both organizations were stronger and better situated for growth and meeting objectives. Most of these decisions relate to changing priorities, allocating limited resources or addressing changing demographics and social trends.

My most valuable skills are to think strategically, long term, challenge the status quo, confidence to speak up, don't be afraid to make tough decision and recognize that process matters. That includes good governance and holding both volunteers and staff accountable in a professional and respectful manner. I'm respectfully assertive and not easily intimidated.

JUDY HATCHER: I have worked with and for organizing and advocacy groups since 1981. I've held senior roles at national nonprofits, directing programs, raising funds, supervising staff, working with volunteers and boards, and monitoring finances. I'm currently the executive director of Pesticide Action Network North America, a modestly sized group with the big mission of defeating Monsanto & Co. and changing the food system. The Sierra Club board might benefit from my hands-on experience directing human rights, environmental, capacity building and philanthropic programs.

Executive directors are faced with difficult decisions on a regular basis. It's challenging to say "no" to exciting opportunities that might be off-mission, particularly when funding is being dangled in front of you. Firing staff is always a difficult thing, even when it seems to be the obvious thing to do.

ROBIN MANN: In addition to my Sierra Club roles to date, I am a current or former board member of several local non-profits, with service including executive committee and board president roles. In my experience, decisions to reduce valued programming or staffing in the interests of longer term sustainability are especially difficult. Priority setting and harnessing our resources to those priorities is also challenging, especially for an organization such as the Sierra Club, where the environmental needs and opportunities are all around us. As a sitting Board member, I believe I bring leadership qualities, an ability to work with people, good listening skills, and a breadth of understanding and experience from Group to national work to bear on issues before the Board. I believe these qualities would be of value to the incoming Board. To your question about specific skills, I think additional digital strategies expertise would be valuable for the Board.

JOSEPH MANNING: In 2010, I was elected to the Sierra Student Coalition's (SSC) Executive Committee, where I led the effort to develop the first strategic organizational plan in the SSC's history. As Chair, it was my responsibility to act as a steward for the SSC: to grow it, to keep it operating smoothly, and to integrate it into the Club's larger environmental movement.

The SSC is the only national chapter of the Sierra Club. As such, I am the only non-incumbent candidate who has experience juggling the strategy of a national organization and the needs and priorities of local groups.

Additionally, as part of my day job with Ceres, I advise companies on how to incorporate oversight of sustainability issues within the board of directors. So I understand the primary function of boards is the oversight of risk management in order to ensure the long-term success of the organization.

MIKE O'BRIEN: For the past six years my full time job has been as a Seattle City Councilmember where I provide both financial and policy oversight to a \$4 billion annual budget and an organization with over 10,000 employees. I have now run three successful campaigns for office including raising nearly \$400,000. Prior to my role as Councilmember, I was Chief Financial Officer for a law firm for ten years. I was also chair of the Washington State Chapter of the Sierra Club for three years. I have had significant experience in budgeting, labor management, fundraising, policy making and working in sometimes contentious environments to build consensus toward a common goal. I believe my strong financial oversight skills, my ability

to work collaboratively, and my depth of experience in managing organizations would strengthen the work of the Board of Directors.

SUSANA REYES: My current job demands skills in coalition building and departmental program cross-collaboration to promote a sustainable and resilient city. I serve as Project Liaison to a \$1.6M grant for the first EV car share project in disadvantaged communities. As a former HR Director, I managed a \$230 million health/benefits plans and a \$20 million self-insured Workers' Compensation program which successfully passed a rigorous 2013 State audit. I've made challenging decisions where restructuring involved deep budget cuts and layoffs. Good decisions require input from diverse stakeholders and the use of transparent, equitable, and accountable process. The Sierra Club's reach is expanding. As a woman and a person of color, I bring keen insights and competencies to foster diversity, inclusion, justice, and equity. Additionally, I can help foster a high performing board and lead it through the realization of its identity as a body rather than just individuals executing sound governance practices.

DAVID SCOTT: I was elected to the Sierra Club Board in 2009. In the following five years, my board colleagues elected me Sierra Club President or Vice President five times. During my presidency, we adopted budgets exceeding \$100 million, secured multiyear funding for the Club's successful Beyond Coal Campaign, reinvigorated our lands and wildlife protection work, and completed this organization's first Strategic Plan and Diversity Plan. Some of my most difficult decisions came after lingering effects of the 2008 recession required difficult board decisions: we made responsible adjustments with minimum impacts. I created a process for resolving disagreements over siting for renewable energy projects, because we needed one, and led the board through many difficult choices. After working closely with senior staff and volunteers, I know this organization's challenges and strengths, and I know how to help a board reach decisions in a way that respects individual's contributions but gets things done.

3. Sierra Club has put significant resources into campaigns that limit the supply and reduce the use of fossil fuels such as coal, oil and natural gas, while promoting fossil fuel alternatives such as wind and solar. Either based on work already being done or your own ideas, thoughts or experiences; what do you see as the most effective way for the club to limit fossil fuels moving forward?

LUTHER DALE: The Beyond Coal Campaign has been a signature effort that has been instrumental in shutting down coal plants. These efforts should be continued and expanded to other fossil fuel use reduction. Mike Brune and Club leaders have been effective in high profile public appearances (e.g.: The News Hour) in articulating a positive vision for a clean energy economy. Given climate change denial and misinformation the Club needs to counter in multi channel venues accurate information about fossil fuels negative impact on the environment. The Club also needs to continually lift up a positive, heart-moving vision of better health, more high-paying jobs, preservation of beautiful places, and a sustainable future for our children and grandchildren. Such a strategy might include well-known, credible celebrities that give a trusted face to what it would be like to live in a sustainable, clean energy future.

CHUCK FRANK: To limit supply, we need to develop increased funding for Our Wild America's "Keep it in the Ground" campaign to support volunteers to mobilize greater support for a federal ban on fossil fuel extraction from public lands and defeat any new pipelines or export terminals. We must also continue work on reducing oil demand by defending and strengthening the vehicle fuel economy standards, increase gas taxes and promoting EV incentives. We must organize volunteers to support getting the Clean Power Plan implemented so we can continue shutting down coal plants and encourage the adaptation of green energy. We must get greater regulation of fracking and methane leaks. We must also continue to push for RPS, renewable power standards.

JUDY HATCHER: The local chapters are the backbone of the Sierra Club, so I'd guess that the most effective strategies would be catalyzed by grassroots power. Most states and many counties and municipalities are evaluating their policies and practices within a climate change framework. Local Sierra Club leaders could leverage their numbers and mobilize the members to be active in these spaces, to show the breadth and depth of support for measures that reduce our reliance on fossil fuels.

The campaigns with other national organizations and with frontline communities to stop the Keystone pipeline and shut down coal-fired power plants, and to show up in full force for the Paris COPs on climate, have been stellar. I don't hear nearly as much about reducing our reliance on oil and natural gas, and now seems to be a good time to elevate the Sierra Club's proposals.

ROBIN MANN: The Club is currently unifying our national clean energy-related campaign work into an integrated plan to drive progress towards 100% clean energy. The plan focuses where we see the greatest opportunity to realize near-term, significant carbon reductions from displacing coal, oil and gas (namely the electric and transportation sectors) and where the Club has the most leverage in terms of capacity, proven results, well-developed theories of change and activist engagement. I strongly support unifying our clean energy work in this way. There is increasing interest among many of our activists in undertaking major work related to food, agriculture and forests. In my view, we should support these initiatives at the state level, testing strategies and availability of funding, providing national level support as possible. I see this work as complementary to, and not in place of, the national priority electric and transportation sector work.

JOSEPH MANNING: In 2014, the Sierra Club laid out the goal of decarbonizing the electrical grid by 2030. The goal of decarbonizing the electricity sector by 2030 creates a clear and inspirational vision for America, and I believe it will help us attract new, younger members while establishing the Club's place as a visionary leader in the climate movement. I acknowledge that we don't know how to achieve this goal yet, but 15 years ago the idea that our cellphones would be small computers would have been laughable.

If we are going to achieve decarbonization, we will need to double down on our current campaigns, like Beyond Coal, while also pushing for a national price on carbon. A strong carbon price establishes a clear signal to both industry and consumers that fossil fuel era is over. Achieving a carbon pricing will require investments in our political and movement building work, so that the Club is equipped to send a strong message to politicians.

MIKE O'BRIEN: We need to work aggressively on two parallel fronts: 1) preventing new supplies of fossil fuels from being developed and ensuring existing fossil fuels are priced properly with all their costs internalized and 2) expanding the accessibility of alternative and clean energy sources. I have worked hard on both fronts. This past year I was an active member of the sHell No organizing work in Seattle fighting Arctic drilling which led to Shell ultimately withdrawing from the Arctic. This win along with President Obama's denying of the Keystone Pipeline its permits have been huge milestones in keeping massive amounts of fossil fuels in the ground. I have also chaired the committee overseeing Seattle City Light, the first electric utility in the country to become carbon neutral and demonstrating a path to a carbon free energy future.

SUSANA REYES: We are at a tipping point. We can't compromise. We can't wait for more climate summits. We can enlist our valuable assets: 60 Chapters, 400 local groups, thousands of registered activists, 200+ organizers, over 600,000 members, and 1.6 million additional supporters to move our agenda. Enlisting them requires a unifying frame for all of our climate solutions so we march to one drumbeat. Limiting fossil fuels require a multi-pronged approach. We can build on the momentum from supply side-campaigns and push for national energy policies that create jobs and innovative programs, curb oil and gas interests, and protect communities disproportionately impacted by pollution. We can embark on targeted volunteer leadership development and wield our political clout to help Chapters and groups deliver on their campaign strategies. Building a movement means strengthening organizational competencies to work across diverse coalitions and ensuring our work on clean energy emphasizes justice and equity.

DAVID SCOTT: Speeding the transition to a carbon-free economy demands a multifaceted approach. We must continue the successful work of our campaigns to decarbonize the electric power sector. We've committed to retiring half the nation's coal-fired power plants by 2020 – we've already shut down one-third of them. That work includes using existing laws like the Clean Air Act to challenge utility industry dependence on fossil fuels, and advocating for new laws that promote clean, renewable energy. We should press for a carbon fee, but recognize that success requires a drastically different Congress. We're building a movement to keep fossil fuels in the ground -- we led the effort to stop the Keystone Pipeline and expansion of markets for tar sands. We must stop abuse of our public lands. We must promote sustainable transportation options. And we must use our political work to target science deniers and obstructionists and remove them from power.

4. One of the significant ways the Sierra Club accomplishes its mission is through involvement in politics. The 2016 elections will be significant as will be future elections. In order to win the victories we need to, what resources should the Club dedicate to these elections? What involvement have you had with political action in the past, and what will your personal role be as a Director? What can the Club do differently to better engage the grassroots membership in the political process?

LUTHER DALE: The Club cannot compete with national media ads where hundreds of millions will be spent by our political adversaries. We need to support state, local and congressional candidates that have a chance to win. We should align our resources with our competitive

advantage of organizing people to vote. Additionally, we need to develop clear messaging about the positive advantages of moving to a clean energy economy. The outcome of the Paris Climate Talks may provide language to move both the hearts and minds of voters. I have worked on behalf of electing state legislative candidates through door-knocking, phone calling, attending rallies, etc. I would continue doing that as a director. I also am willing to be a board spokesperson for the environment if the opportunity presents itself. The Club can encourage grassroots participation through more alerts and training of chapters/groups in political endorsement, fund-raising and organizing processes.

CHUCK FRANK: We have limited ability to allocate revenues to political campaigns that aren't in our PACs and donated specifically for this purpose by donors. That said, we need to have our Advancement staff focus adequate time to raising these funds so that we can keep the White House in the hands of an environmental champion and elect an environmental majority in the Senate. A more hostile federal legislative environment could be extremely challenging to our agenda. I believe that we must raise the environment and climate change to a level in the political discourse that influences votes and hold candidates accountable. Our strategy should be long term and not simply focused on the next election but on the next 8 years.

I have been involved with many local and national campaigns and strongly support our new initiative to create independent redistricting by 2020 to eliminate gerrymandering.

JUDY HATCHER: Like most people who were activists in Chicago, I participated in door-knocking, phone-banking and other political activities. Since those days, I've only been sporadically involved in GOTV efforts, and I make financial contributions to candidates I care about.

To my knowledge the Sierra Club's involvement in electoral politics has been strategic and effective. I came into community organizing in Chicago in the Eighties, so I have a keen appreciation of the importance of local politics—most of our governors and Congresspeople started on the local level, and we can do a better job of nurturing promising local leaders to represent our issues and remain accountable to our base as they climb up the ladder. As a Sierra Club director, I would encourage us to search for the budding candidates and campaigners in our ranks—regardless of party affiliation—and provide them with the tools to explore political leadership.

ROBIN MANN: I supported the additional staffing and resources for the Political Program to support more activist training and state-level political engagement in 2016. I think the new multi-cycle political plan will provide important support to our Chapters in building state-level power and also engaging productively in reapportionment efforts.

I have participated in Sierra Club's coordinated electoral work in the local, state and national races over the past two decades, and as a Director, traveled to assist in key federal races with Victory Corps and recruited others to participate. I plan to engage similarly in 2016.

An important way to strengthen grassroots engagement in our political work is to strengthen the connection to our conservation priorities, a primary objective of the new Political Team leadership. In addition, Chapters should be encouraged to establish and/or scale up their PAC

fundraising efforts to have greater ability to support environmental champions in key races.

JOSEPH MANNING: As a Director, I'll bring with me considerable experience in political organizing. As a freshman in high school, I founded a chapter of the Young Democrats of America. I was a volunteer on the Obama campaign in 2008. And, I worked as a Boston College Campus Organizing Intern for Elizabeth Warren's Senate Campaign in 2012. Within the Sierra Club, I'm currently on the Massachusetts's Chapter Political Committee and on the Sierra Club's National Political Team. Additionally, I am committed to continuing my involvement in the Club's political work however possible, including working with the Sierra Club PAC Director to raise money for our Political Action Committee, and advocating that resources be made available for the Political Team's four cycle plan, which includes investment in state legislative races, and building the capacities of our chapter political teams so that they can follow through after endorsing candidates with strategic get out the vote efforts.

MIKE O'BRIEN: Elections matter and it is critically important that the Sierra Club leverage its brand, its membership and its financial resources to improve our likelihood of policy wins at all levels of government. This requires electing environmental champions, building pro-environment majorities, and most importantly creating public demand for strong environmental policy. Politicians will come and go, but when we make it clear that a successful path to election involves strong environmental policy, we will see sustained victories. Political work is an excellent opportunity for the Sierra Club to work in collaboration with other organizations, relying on our respective strengths to build the strong public demand for the policies we support. I have previously served as co-chair of the chapter political committee - work that ultimately led me to run for Seattle City Council. In my current role as councilmember, I experience firsthand strong political organizing and look forward to bringing that experience to the Board of Directors.

SUSANA REYES: Record spending by special interests during elections must be stopped. Investments in grassroots training, data access/management, voter education, and coalition building are mission-critical. As a former Chapter Political Chair and SCPT member, I led campaigns, GOTV, and the fight for voting rights. I will continue the fight by cultivating my relationships with officials who will champion and enact policies that support our agenda. Our grassroots members are well-positioned to win. Through partnerships with environmental groups, labor, and civil rights organizations, we can redouble efforts to deploy a unified message, build our base, engage voters in targeted states, and combat the erosion of voting rights. Through media engagement, we can highlight the dirty influence of fossil money, fundraise, and leverage not only our votes but our consumer dollars as well. Lastly, we can organize around environmental justice and social justice issues and their impacts on communities whose votes matter.

DAVID SCOTT: As a Conservation Governance Committee member, I worked with longtime Political Chair Jonathan Ela. After my election to the Board, I had responsibility for the Political Program as Vice President for Campaigns and Programs, and stayed involved as President. As with all our campaigns, the resources the Sierra Club dedicates to political advocacy are less a matter of choosing how to spend than a question of how successful we are at fundraising for the program. The key to effective grassroots engagement is the best training program we can

provide. In my last year as President, the Board completed an in-depth review of the Political Program in order to make it as effective as possible. In 2016, billions will be spent on the presidential election alone -- we need to work smart, choose where we'll have maximum impact, and be sure there's a political price for blocking action on climate.

5. What have you learned from the volunteer leadership roles you have held? How can Sierra Club help to make its chapters and groups more vibrant and successful? Should the board allocate more funds to chapters - at the expense of national program or support activities?

LUTHER DALE: A diverse cadre of volunteers can be powerful advocates for the environment through training, mentoring and encouragement focused on skill development, exposure to successful models/practices and networking. Current efforts should be ramped up in frequency and with more diverse formats. Webinars have been especially successful as have ongoing contacts with chapter leaders through the Capacity Building Team.

Pilot projects offer opportunities to experiment. More events gathering leaders, like the Chapter Chairs Assembly, provide venues for training and interaction with the staff which leads to mutual learning and coordination. We need targeted and refined communications with different types of leaders and volunteers that both inform and inspire with visions of what is possible for volunteers to accomplish.

CHUCK FRANK: I'll start this response by clearly stating that the foundation of our strength and effectiveness is the volunteers in our chapters, groups, teams and grassroots campaigns. Our ability to show up and speak up when and where necessary is fundamental to our DNA. Therefore, insuring the reach and capability of our grassroots volunteers is paramount.

What I've learned is that it's challenging to balance the allocation of human, capital and financial resources between local and grassroots needs and national priorities and initiatives. This is an art, not a science.

That said, there has been a clear recognition of a need to allocate more resources to volunteer entities and this has been happening. The key to this is raising more unrestricted funds, especially C4, at both the national and local level. We recently voted to expand Advancement staff to help with this endeavor and put more resources into volunteer training and empowerment.

JUDY HATCHER: I'm an activist in my day job, so I'm selective about volunteering. I suspect that the questions I ask before signing up aren't that different for busy people: Do I feel passionately about the mission? Are the expectations reasonable and clear? Can I see where I'm making a real contribution? What will I gain from participating? Is there support to make volunteering effective? Am I looking forward to working with the other volunteers and staff? One important thing I've learned is how much work and infrastructure goes into successful volunteer programs, including recruitment, skills training, accountability, communication, and appreciation. Given the critical nature of the Club's groups and chapters, that's one area we wouldn't want to scrimp on.

ROBIN MANN: Key learning from my roles are: the value of teamed leadership, combining skill sets and perspectives of people with diverse experience; the importance of setting clear goals and strategies; the need for all our entities to be welcoming and inclusive, and engaging with partners; and the critical need to address conflicts proactively and respectfully.

Recent work to define what it takes for a Chapter to be strong and effective and strengthening national support accordingly has been productive. This work required addressing barriers (e.g., fundraising procedures), and developing tools and training that can be delivered cost effectively (e.g., Chapter Capacity Wheel and associated training opportunities, including fundraising and DEI.) I have seen progress in many Chapters from utilizing this support. Continuing to invest in and expand chapter support functions as possible is a better way to deliver support than seeking to make the modest incremental allocations possible from unrestricted funds.

JOSEPH MANNING: The Sierra Club is in an ideal position to organize a true grassroots movement. After all, our strength lies within our volunteers who dedicate their time and energy to advocate for sustainability. As an organization, we must ensure that our chapters and groups have the training and resources necessary to excel! I hope this can be achieved in a manner that is not zero sum. As a director, I will propose measures that will increase the entire pot of money available for both chapters and national programs. These measures include requirements that all grant applications include proposals for funding of chapter capacity building, as well as changes to the Sierra Club membership structure so that we increase the total number of members and unrestricted funding made available through membership dues.

Additionally, I am prepared to vote to divert money away from projects with short-term gains in order to make a long-term investment within our grassroots.

MIKE O'BRIEN: The most powerful lesson I have taken away from my work at the club is that developing leaders is very intentional work. As a Washington State chapter volunteer, I was part of the Leadership Development Program with Marshall Ganz where we were trained in grassroots organizing models and specific frameworks for developing leaders. I have seen this work implemented successfully and how powerful it can be at both cultivating leaders within the organization and how it leads to policy wins. The club gets its power from its people and so it is critically important that we continue to invest in supporting work on the chapter and group level. With constrained resources, it is critical that these investments are targeted to deliver the greatest outcomes for our movement. This means not simply allocating resources on a formulaic basis, but rather making strategic investments where volunteers are willing to match club resources with personal commitment to models demonstrated to lead to success.

SUSANA REYES: The Board is responsible for the health of chapters and groups. As a former Chapter ExCom member, I dreaded the budget process because of the dramatic swings in financial support and resources. Chapters and groups look for stable funding sources. Whether it's in the form of grants, membership, fundraising training, or new staff – chapters are learning to adapt to financial constraints. However, we need them to be agile. Competing needs which impact the chapter funding allocation pool can be alleviated through shared fundraising and grants to support projects or general activities. Seed money via the Forward Fund is an example of an innovative funding program. Developing a shared fundraising plan across campaigns and

programs and around movement building will have a beneficial ripple effect on chapters. Chapters have demonstrated increased capacity with regular trainings and consultations with staff on grants, fundraising strategies, and business partnerships.

DAVID SCOTT: I've held leadership positions at every level of this organization, from group conservation chair and state chapter chair to national president. That experience is invaluable in making informed decisions. Some chapters are leading advocacy organizations in their states. Other chapters' leaders candidly told me they needed help to just function as chapters. As president, I created opportunities for dialogue between board members and chapter representatives, and spent time engaging chapter leaders. We've dedicated more resources to chapter support, but must do more. Much of our national work on promoting clean energy, keeping dirty fuels in the ground or making the club more diverse is funded through national initiatives but implemented at the chapter level. Our campaigns' volunteer leaders care about chapter work. Our Strategic Plan calls for more state and local advocacy, it's where opportunities are on climate work, and we need to help raise more funds for chapter support.

6. Raising revenue, specifically unrestricted revenue, has been an ongoing challenge for the Sierra Club. Many programs have been eliminated or cut back because of this limitation. This is a challenge in each annual budget. How would you address the Sierra Club's need for additional unrestricted revenue and what specific program or administrative changes would you recommend until that need is met?

LUTHER DALE: I have spent time on the North Star Ex Com doing fund-raising for the chapter, as well as fund-raising in other organizations. I find raising revenue an important and gratifying endeavor, participating whenever I can. The Chapter Director and I experience the same tendency by donors to give restricted and tax deductible gifts. We have been somewhat successful with donors in stating in a direct way the need for unrestricted, non-deductible and political donations, pointing to the need for a strong chapter doing political lobbying work. I sense donors increasingly recognize the importance of countering powerful moneyed political forces that work against environmental priorities. Perhaps the Club needs to tell that story with ever more urgency. Social media offers opportunities for ways to reach new donors. I would be a board member committed to working hard in exploring potential new approaches of raising revenue.

CHUCK FRANK: Let's recognize that much of our enormous recent success has come from major gifts that have been restricted C3 funds. And that also provides 10% for general funding that supports the rest of the Club. So we want to continue those revenue streams.

Raising unrestricted funds is a challenge for all NFPs these days. The Club has tried several different initiatives over the past decade and I have been involved in most of them. The best solution I have experienced is a collaboration of volunteers with personal connections to potential donors working with Advancement Officers specifically hired to solicit midrange donors who are long time members and understand and value the Club's fundamental structure.

The other area of major opportunity is on line contributions and growth of membership. Both are areas where the Club has been seeing modest growth and success and where we are focused on acceleration.

JUDY HATCHER: This is the challenge of every nonprofit I know of. Contributions from individuals are less likely to be restricted than other donations, so finding cost-effective vehicles to increase those revenues is always helpful. The Club might be able to increase its earned income, but that takes an investment of money and staffing, and runs the risk of mission creep. The Sierra Club's specific programs have made some enviable connections—Bloomberg Philanthropies comes immediately to mind—and I hope that those super-donors are being encouraged to look at how the organization's programs are interdependent, and are steered toward increasing their general support contributions.

ROBIN MANN: Unrestricted revenues derive from membership dues and donations, major unrestricted gifts, bequests, business partnerships and online donations. New staffing to diversify our membership, and raise small donor contributions holds promise. Planned Giving can expand its reach with the help of new staff, and with all Chapters promoting that program. I am optimistic about the potential of online giving, especially as AddUp matures. I am especially sanguine that the investment in additional Advancement staff will expand our ability to cultivate more, large unrestricted gifts, since there are many more Sierra Club donors with capacity than we are able to solicit effectively.

In my view, the Club has made significant strides to trim expenses and identify efficiencies. While I agree we need to boost our reserves, I believe we are on the right path right now to commit significant investment in the short term to boost our ability to raise funds.

JOSEPH MANNING: In a post-recession funding structure, where unrestricted 501c3 and c4 money is increasingly difficult to come by, membership dues are one of the few remaining avenues to acquire unrestricted dollars. The board must adopt changes to our membership model that will increase our membership and revenues base. In 2014, I consulted with the Membership Task Force to explore strategies for how we define and expand membership. The recommendations included implementation of an AARP membership incentive model, where membership in the Sierra Club provides every day benefits with businesses that will outweigh the cost of membership (i.e. AARP members receive a free donut with the purchase of a coffee at Dunkin Donuts). However, the Board has failed to act on any of these recommendations, so as a Director adopting the recommendations will be a top priority of mine.

MIKE O'BRIEN: Unrestricted funding has been an ongoing challenge for the club and will likely continue to be a challenge. While I have significant experience in fundraising for local political endeavors including my own political campaigns and look forward to bringing my experience to the board, I also recognize that there are different dynamics in play between my experiences and the club's work. I have experienced successful fundraising efforts when we are working with urgency toward specific policy outcomes (fighting a coal plant or supporting alternative energy investment) and have made investments to support strong leaders guiding the work. I believe in investing in the ingredients for this success so that when the opportunities present themselves as they always do, we as an organization can make the most of them. When

successful, this model can not only support new revenue for our work, but will also develop new leaders for our work.

SUSANA REYES: Since much of our funding is restricted, we should maximize the impact of our unrestricted dollars to advance our goals. This means deploying new fundraising strategies and testing new revenue generating ideas through products and innovative service offerings. New member development strategies can be deployed. We can redefine membership levels to make it more consumer and value oriented. We should research best practices by organizations with a high success rate of generating revenues. We can expand and diversify the Outings program to increase revenues and diversify our membership base as well. Our digital assets are prime sources of revenue. We should increase the adoption rate of AddUp and ensure campaigns and Chapters successfully use it to engage more activists, recruit new members, and target donation opportunities. Major gifts can hone in on prospecting new donors. Business partnerships should have creative and fun programs to leverage buying power and generate revenue.

DAVID SCOTT: Raising enough unrestricted money is an ongoing challenge -- one faced by most nonprofits dependent on charitable giving. Major donors are far more likely to give money for specific purposes, but unrestricted funds are crucial for chapter support, other organizational needs, and maintaining adequate reserves. Our unrestricted funds mostly come from the following sources: member dues, gifts and bequests, investment income, and business partnerships – a sensitive area given the importance of protecting our image. In 2013, the board shifted some programs from unrestricted to restricted funding sources, and that helped. In November, the board's Finance Committee recommended that a task force report back with recommendations. More staff resources should be devoted to raising unrestricted money, and we need to scrutinize where cost savings can be achieved without hurting essential functions. Sometimes seed money is important, but the board needs to be sure that new initiatives have identified, long-term funding sources.

7. While Sierra Club has committed to becoming diverse, equitable, and inclusive, the traditional methods that chapters and groups use to engage activists such as meetings and outings are not always accessible and/or appealing to poor communities, communities of color, the LGBT community, younger persons, and the physically disabled community. What changes would you support making to Sierra Club's grassroots structure (chapters, groups, committees, teams) to engage more people from these communities in activism?

LUTHER DALE: I'm learning more as our chapter develops Diversity, Equity and Inclusion strategies. DEI training for chapters is critical as we move to expand the base and power of the Club. Trainings can be opportunities for chapters/groups to brainstorm possible new strategies for engagement that will vary with each situation:

- * focus more on events, rallies, marches, protests, and outings that can gather a broad range of people;
- * relocate some of the above to places where communities of color, younger people, etc., live and work, especially as environmental issues intersect with their concerns;
- * have more diverse community-building events, parties, outings, and

- celebrations that serve food and beverages and are fun;
- * use internships to bring into our work people from diverse communities
- * develop robust social media networks
- * support progressive issues that build a sense of welcome

CHUCK FRANK: While our EJ endeavors date back to the early '90's we have never been able to gain much traction despite several iterations and sincere desire. With the recent recognition that "To Change Everything we need Everyone" the Club has taken a new approach to DEI (Diversity, Equity and Inclusion). I supported the new plan recently adopted and allocating the scarce resources to fund its execution. If reelected I am fully committed to continue pushing for its fulfillment. I support the notion that we don't have to lead every EJ endeavor but rather can and should act in a collaborative or supporting role when appropriate.

As a practical matter I also support a term limit on Chapter ExComm and committee positions. While not popular with many volunteers, I'm committed to opening up positions of leadership for all but especially those not traditionally inclined to run to fill these roles.

JUDY HATCHER: I appreciate the Sierra Club's proactive investment in recent years to better reflect the demographics of the country and to build power for the long haul. The national DEI report is tremendous, kudos to all who were involved. Besides following through with those recommendations, I think it's important for Sierra Club members to show up for the activities of other organizations, to build trust and relationships. People "from these communities" are already involved in plenty of activism already—and in environmental issues--and would probably welcome indications that Sierra Club members realize that they aren't operating in a vacuum. Resources and forums for learning and authentic dialogues are key, or the Sierra Club runs the risk of tokenizing people without making any real changes.

ROBIN MANN: I don't see our major obstacle as structural. I think we need to encourage all our entities to try new strategies and venues to reach and engage people, to take advantage of the tools and training to enhance their ability to work across difference, and to adapt their culture to being more welcoming and inclusive.

I do see very strong results from the local team approach a few Chapters are using, which can attract and engage new volunteer leaders around local initiatives and, where there is interest, move them into leadership positions at the Group and Chapter levels. I think many of our Chapters could take advantage of the local team approach to encourage and support local campaign efforts without the administrative burdens of the Group structure.

JOSEPH MANNING: Diversity, equity and inclusion (DEI) needs to be at the centerpiece of all of our work as an organization. We have to be honest with ourselves; the Club's membership is aging. Over the six years I've worked with many chapter volunteers about how to better engage with youth and the comment that I always hear is "I'm too busy to do recruitment." I completely understand this sentiment, but the Sierra Club's future rests with our ability to recruit new, young volunteers. We as current leaders need to find the time to make leadership development a priority. Currently, the average volunteer holds 3-5 different leadership positions. Young people want to contribute, so we should encourage overworked, experienced leaders to relinquish one of

their jobs to a younger volunteer. This won't be easy but if the experienced volunteer mentor the younger volunteer, then it will be a productive experience for all involved.

MIKE O'BRIEN: It is critically important that the Sierra Club and the entire environmental movement become more diverse, equitable and inclusive. I have seen some great success on this work at both the local level in Seattle, and at the international level at the recent climate conference in Paris. The climate and environmental movement is evolving rapidly and in powerful ways. I feel strongly that the club should lead by working in solidarity with other organizations doing environmental and climate justice work. These partnerships can play on the relative strengths of the Sierra Club and partner organizations to build the movement necessary to win on our policy objectives. For the club to be successful in this work, we need to start by focusing internally on developing racial equity and climate justice lenses with which to approach this work. This means training of our own leadership so that we understand how we often come to the work from a place of privilege and we can create space for diverse voices to lead both within our own organization and through partnership with other organizations.

SUSANA REYES: Efforts are underway to train and provide tools and ongoing support to Chapters and groups in order for them to become competent in Diversity, Equity & Inclusion (DEI). A robust DEI training with a mix of training options targeted at various learning spectrums will ensure learners' needs are met. Diverse engagement opportunities should be available at many levels in terms of skills, experience, and time commitment. I support a volunteer accountability mechanism to address disruptive behaviors that undermine efforts to become inclusive and welcoming. Chapters should also be trained in grassroots organizing and principles to equip them with skills to reach out respectfully to a wide range of communities. DEI success stories should be promoted for others to emulate. By using community and power mapping, campaign and organizing volunteers will be able to prioritize engagement and identify gaps. Regular assessments of our DEI efforts can help benchmark metrics over time.

DAVID SCOTT: I spent much of my early legal career working in low-income communities in places ranging from Appalachia to the struggling cities of the Rust Belt, working to be sure people had access to food, medical care, housing and other survival needs. I've also done civil rights law representation for people who have disabilities. Those experiences inform my Sierra Club work. I was president when the board adopted the club's diversity plan, and I'm now leading a board-appointed task force dealing with one aspect of this very topic: how can we best assure that we're working towards a more diverse, equitable and inclusive organization? One thing we must do is meet people where they are -- be flexible. Don't wait for people to come to our meetings -- go to them, in the community. Create new ways of letting people engage and do activism, with our support. And most important, listen.

8. The Sierra Club, besides its environmental justice work, has gained a reputation for being progressive on social issues. To win, we must make inroads with people from all states and all stripes of the political and social spectrum, some who might take issue with some of our positions. How would you approach this as a board member and do you have any experience in this work?

LUTHER DALE: I have changed my thinking on the issue of the Sierra Club being focused on almost entirely environmental issues. Of course, that is the main thing. But I have realized that in today's world interconnections matter, especially in movement building. We need a bigger tent. To do that we have to be involved in supporting other movements and issues consistent with our values that eventually impact us and can grow our power. In our chapter we have strategically supported: defeating an anti-gay marriage constitutional amendment; pro-labor issues through Blue Green Alliance efforts; resisted voter ID legislation which, if passed, would weaken our efforts to elect pro-environment legislators; and made efforts to support the Black Lives Matter movement in the Twin Cities. As a board member I would continue to support this alignment with progressive work at a national level.

CHUCK FRANK: Decades ago, our membership was mostly white and middle to upper income that was concerned about pollution and wildlands protections. Today, everyone on the planet has a personal and financial stake in climate change. Therefore, we must find commonalities with other organizations and groups and form alliances and partnerships. It is impractical to believe that we will agree on all aspects of public policy with others groups. So, we must accept that we can work together on common interests while disagreeing on others. That said, there are some alliances that we will not find tolerable and will, and should, avoid when the differences are unacceptable.

I have found that those that may not agree with some or many of our positions will still support us if their support is restricted to those endeavors on which there is a commonality of purpose. There is room for respectful disagreement AND collaboration.

JUDY HATCHER: The language of left/right is polarizing, but leading with shared values and culture has the opposite affect, as environmentalists in faith communities can attest. Most Americans don't identify as "progressive," yet we already know that many people who define themselves as conservatives are very aligned with most, if not all, of the Sierra Club's positions. So we should assume that everyone, regardless of how they vote, wants clean air and water, appreciates natural spaces and wants a better world for their children. As a board member, I would urge us to check our assumptions and speak to our issues in ways that don't dismiss others based who we think they vote for. The DEI initiative presents a wonderful challenge and opportunity for the Sierra Club to address structural inequity while partnering with folks who care about our issues but think of "diversity" as knee-jerk liberalism.

ROBIN MANN: Taking positions on social issues is more straightforward as the Club has embraced climate movement building and just and equitable solutions as strategic priorities. Position-taking on social issues is more clearly guided by our values and the strategic relationship building we seek to do. Previously, supporting policy measures on behalf of labor, for example, was more distinct from our agenda. [I participated in deciding to support the "Employee Free Choice Act."] As we seek to build the movement around justice and equity, "Fight for 15" and racial justice in our electoral and legal systems more clearly deserve our support. Given the politicization of many social issues related to justice and fairness that either did not formerly divide politically, or shouldn't, I expect to support the Club continuing to take positions that fall at what is perceived as the progressive end of the spectrum.

JOSEPH MANNING: Yes, our success does center upon our ability to build a broad coalition. However, the Sierra Club's positions on social issues allow us to stand shoulder to shoulder with many whose issues the Club has dismissed as inconsequential for far too long. It is a false dichotomy to claim that social and environmental issues are somehow separate from one another. The Club's founder, John Muir, recognized as much when he stated, "when we try to pick out anything by itself, we find it hitched to everything else in the universe." Thus the Sierra Club should not ignore social issues, instead we should recognize that civil rights, immigration, poverty and any number of other "social" issues are intrinsically linked to the how we address "environmental ones." I do not believe the Club's current positions diminish our ability win, in fact I believe they are essential if we're going to win.

MIKE O'BRIEN: I have experienced this tension both as a leader at the local level with the club and as a city councilmember working on a broader progressive agenda. I feel strongly that to successfully lead on the issues we most care about, we need to work in coalition with the broader community, and we will only be successful in building coalitions when we are in accountable relationships with others. This requires us to work from a sense of shared values. The fossil fuel companies looking to exploit our planet are also looking to exploit their workers and the club should work to highlight this and the opportunities to collaborate. While working across our values may occasionally create some conflicts, it will be more than offset by strengthening our relationship with other allies and is the only way we can honestly build the movement necessary to succeed.

SUSANA REYES: My work on the San Gabriel Mountains Forever campaign involved diverse partnerships with faith and community leaders, health and environmental justice organizations, immigrant groups, and labor. In the past, I have served on a Blue Ribbon commission on health/safety of hotel workers and as an administrator for joint labor-management initiatives. These experiences helped me empathize with differing positions and platforms. "To change everything, we need everyone." In building a movement, we look for common and interconnected issues to unite us with groups that have sometimes been at odds with our agenda. These unlikely alliances help in building our own capacity. Our experience should be one of shared learning and activism in pursuit of common values. We should also build relationships with as broad a range of organizations that are reflective of the broader community. Building mutual trust and respect builds collective understanding and strength despite differences.

DAVID SCOTT: Environmental victories come lots harder in some places than others, and I have tremendous respect for our activists trying to move the bar in deep-red-state America. How do we win support from people who don't share some of our positions? We respect them, forthrightly answer questions about our positions, and emphasize what we agree on. Alabama Republicans want their kids to drink clean water. Orange County conservatives want natural places for their kids to play. I've heard a Tea Party leader promote rooftop solar in Florida because she knows that rooftop solar empowers individuals, not utility monopolies. We gain trust by emphasizing common ground. Years ago, I helped lead a legislative fight against efforts by Lake Erie property owners to privatize public shorelands. I worked with a Republican governor's appointees and others who didn't share many of my views, but we all loved the Great Lakes. And we won.

9. Over the years the Sierra Club has decreased the overall number of volunteers involved in national governance by centralizing its activity into the board of directors and staff. This has given volunteers less of a say into how the Club operates day to day. What would you do to enhance volunteer participation in governance?

LUTHER DALE: One key to increasing volunteers in national governance is to increase the points of contact of volunteers with the board of directors and staff. The power of volunteers is in their power of persuasion to address important issues. I have observed in the last several years the growing influence of volunteer leaders in their interactions with directors and staff. More direct engagement opportunities have been created: dialog at the annual meeting, Chapter Chairs' Assembly, chapter visits by directors, etc. Ideas are exchanged and different opinions and priorities are expressed and debated. I believe directors, staff and volunteers in such personal exchanges grow in their mutual perceptions of competence, resourcefulness, hard work, wisdom and respect. Such personal encounters need to be deepened and expanded. Volunteers will have increased say in governance through the power of sharing knowledge based on experience and being accountable in priorities strengthen the national club.

CHUCK FRANK: I believe we have gone too far in “streamlining” the governance of the Club leading to a feeling by many volunteers of disenfranchisement and being disconnected from the organization as a whole. This is detrimental on a myriad of levels. I’m very concerned that the staff and volunteers are often working in separate spheres and am working to create a more equitable balance and strong collaboration. This is not simple in an organization that prides itself on democratic and decentralized operations. But I believe we can and must achieve substantial improvement. Holding staff more accountable to local volunteers will help.

I have been advocating in some specific ways to quit working in silos and move more towards an organization with a common vision and mission. Communication is part of the solution.

But we need to look more holistically as well and that is beginning as a Board endeavor.

JUDY HATCHER: There’s a natural tension between the staff and volunteers who’ve dedicated as much hands’-on time as part-time staff. This was true when I worked at Amnesty International, which went from operating on donated sweat and heart into a major organization with a large professional staff. Veteran volunteers resented being left out of the loop, and staff were frustrated by being pulled in different directions by volunteers. Most of the volunteers had never worked for advocacy groups (or for any nonprofit), and few staff members had experience supporting such a large and passionate volunteer base. It’s important to foster a culture of trust, where people understand and respect what others bring to the Sierra Club. The board can help by modeling and reinforcing processes that increase transparency and mutual accountability. I would need to learn more about the current levels of volunteer participation before commenting on what requires enhancement.

ROBIN MANN: Some measures to strengthen volunteer guidance are not obvious. Clarifying the role of the Grassroots Network and its teams is long-delayed. Initially, the then-Activist Network was to not only oversee issue teams formerly reporting to the Conservation Governance

Committee, but to be a major driver of online activism. The primary function of the teams has been clarified to represent the advocacy leadership on environmental issues beyond the national campaigns, and enhanced support has been provided for teams in forming and developing workplans. The network is, overall, increasingly effective. Several teams are high-functioning, representing the Club on national policy matters, and serving as resources for Chapters.

Volunteer leadership is being extended uniformly to all of our national program oversight. And, meanwhile, a review of Board-reporting advisory committee roles and effectiveness is underway. I support these measures and believe they should be given the time to produce results.

JOSEPH MANNING: The primary responsibility of a board member in any organization is to provide oversight of management in order to ensure the long-term success of the organization. As someone whose job consists of pushing corporations to assess the risks posed by sustainability issues, I understand that my duty as a director is to ensure the Sierra Club is assessing and managing its own risks. As a director, I will call for an assessment of the issues currently overseen by the Board so that any issue not pertaining to the Club's material risk (i.e. funding, membership, strategic planning, management performance/compensation) be divested from the board and overseen instead by volunteers. I will also advocate for a robust use of the membership consultation process on board decisions, and I will work to fully implement the recommendations of the National-Chapter Taskforce - recommendations that have been ignored for far too long.

MIKE O'BRIEN: I believe most volunteers within the club work to see policy wins around our mission, and good governance is a means to that end. The centralization of governance is not a bad thing as it allows volunteers to focus energy directly on policy work, but there must also be systems in place to ensure accountability by the board to the membership and volunteers from both the bottom up and the top down. One way to support accountability is to focus on transparency and access around the decision making structure so that volunteers understand how and when decisions are being made that impact them and that they have opportunities to be heard. Another aspect to ensuring accountability is to encourage directors to be aware of and plugged into the volunteer work happening on the ground in communities. This allows directors to better understand how their decisions can support the mission driven work on the ground.

SUSANA REYES: I will tap into existing structures for volunteer participation (committees, task forces, grassroots network) and institute a transparent process for providing feedback to the Board. The Board Liaison program which I helped pilot in 2014 enables feedback by chapters to the Board. The budget process is another platform for volunteers to engage in governance. The Chapter and Leader Support (CLS) provides a process by which governance issues and interests can be addressed. I suggest an annual survey of volunteer leaders regarding governance issues. We have established at least one volunteer/staff team in every department to augment the work of the CLS and help volunteer leaders on their deliverables. The Chapter Leadership and Capacity Building team developed the Chapter Capacity Wheel to help improve performance and manage governance expectations. Leadership training equips volunteers on governance skills. The Council of Club Leaders has regular communication with the Board President as well.

DAVID SCOTT: What's meant by "governance" matters: the board has ultimate governance responsibility under our bylaws and California law. In 2008, a previous board approved major changes to the national volunteer leadership structure. I served in several leadership roles in the pre-2008 structure, including Vice-Chair of Conservation GovCom, which had responsibility for dozens of committees, several hundred activists, and a budget of \$1.7 million. At its best, that structure gave volunteers real power. At its worst, it was a cumbersome bureaucracy that sometimes didn't serve this organization well at all. Volunteers with strong chapter connections still have decision-making roles in national conservation campaigns. We should create more opportunities for volunteer empowerment. But I know a great deal about the history – what worked and what didn't – and the question posed here can't be adequately answered with a 150-word limit and no chance for dialogue. As a board member, I'd see that dialogue happens.

10. Assume you are entering your first term as an elected Sierra Club Director. What skill or knowledge base do you personally need to work on to better serve the Sierra Club? How will you gain that skill or knowledge?

LUTHER DALE: I would commit to developing skills and knowledge that enhance fund-raising, especially regarding designated and non-tax deductible funds. I would add to that learning what keeps other directors and volunteer leaders up at night as they think about the long term future of the Sierra Club. Of course, there are issues of yearly budgets, enacting strategic plan initiatives, maintaining strong staff, building trust and relationships with chapters and other organizations. I'm also interested in exploring issues/concerns lurking on the edges of our work that may not yet be expressed in a formal way. I will pursue this knowledge by listening, asking questions, exploring the wisdom of past leaders and success of past strategies. As they emerge, I commit to articulating my own ideas with the humility that all of us are smarter than any one of us. And we can be powerful as we work together.

CHUCK FRANK: No newly elected Director comes with full knowledge of how the Club operates and all of the conservation initiatives in which we are involved. The low hanging fruit is to have a New Board Orientation Program that is required to be completed before being seated. This would at minimum give new Directors a common and minimum base of knowledge of the Club.

After 2 1/2 years I am beginning to get my arms around the budget despite an MBA in Accounting and Finance and a business background. I can only imagine how challenging this is for people without a financial background.

Some training options (especially on line) could be a great value. Experience and asking dumb questions usually helps.

JUDY HATCHER: I've only been a dues-paying member of the Sierra Club for a few years. I am familiar with most of the Club's issues, but not as much about conservation, so that's one area I'd enjoy delving into. I would lean on friends in the Club and current board members to mentor me. I love reading and would spend time reviewing foundational documents, as well as

the outward-facing information on the website, to feel fully conversant with the programs, the Foundation, the (c)4 activities, and other parts of the structure.

ROBIN MANN: If I were seeking to enter a first term on the Board, I would want to strengthen my understanding of institutionalized racism and gain greater ability to recognize and confront it, so as to better support the Club's Diversity, Equity and Inclusion initiative. I have attended several diversity trainings and I participate when possible on the diversity calls convened by the national Club and by my Chapter. I am looking forward to attending the White Privilege Conference in the spring of 2016, as I gather it is a very valuable learning experience.

JOSEPH MANNING: As a director the first thing I will need to do is familiarize myself with the Club's Annual budget. As Chair of the SSC, I was involved in the oversight our Chapter's budget; however, I don't fool myself into thinking that the Club's \$100 million budget is somehow equivalent to this experience. I commit to working with staff as well as members of the finance committee to review previous budgets in detail so that I am well prepared to discuss the 2017 budget when it comes before the board in November.

MIKE O'BRIEN: Every entity operates within its own ecosystem that is constantly evolving and as a new director my first objective will be to understand how the Board of Directors' ecosystem is functioning, how my experiences and skills can add to the healthy parts of the ecosystem, and if there are unhealthy dynamics, how I can help change those. As a member of a team, I will work hard to understand what I can bring to the table to help strengthen the team. As with any new experience, I will have a steep learning curve and will commit to working hard with other board members, volunteers and staff to gain the technical skills specific to the club so I can contribute in meaningful ways. I will also work to understand the interpersonal dynamics of the board and will build working relationships with the other directors so that I can be an asset to the rest of the team.

SUSANA REYES: I will use the Strategic Plan to identify skill sets necessary to achieve its goals and to determine which of my skills needs work. Just as important as building individual relationships, it's also important to understand what the Board, as a team of individuals, amounts to, and what qualities, and skills it still needs to become well-rounded. Assuming I'm a new Director, I would focus on a) board governance structure; and b) state of the chapters. Generally, the Board is adept at technical tasks, such as financial oversight and compliance, than they are at adaptive work related to chapter support, chapter/national efforts, and volunteer leader development. I will visit chapters to gain insights into their challenges. I will seek out a former Director to be my mentor and consult with subject experts around the two focus areas. I will actively listen and learn about the organization's dynamics and culture.

DAVID SCOTT: I'd be coming to the board with knowledge gained from five years as president and vice president, but I can always learn more. I'd like to have more information about how other nonprofits have coped with some of the challenges we share. How are they raising more unrestricted money? What innovations have worked? In addition, more information about increasing board effectiveness and volunteer leader satisfaction is always helpful, and for those insights I'd consult outside experts, and I'd read. Any board is ultimately a group of individuals who need to work together well, and I'd like to tap outside expertise on enhancing interpersonal

board relationships. Finally, if I'm elected, I hope we'll return to a practice of some past boards-- inviting visionaries and provocative thinkers to share their wisdom with the board as a whole. Given the enormous challenge of climate disruption, the more insight we can get, the better.