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EEFC BOARD MEETING SPRING 2006

Date: May 12-13, 2006

Location: Home of Barbara Babin and Jim Avera, Redwood City, CA

Present: Barbara Babin, Denys Carrillo, Emily Cohen, Matthew Fass, Gitry Heydebrand, Rachel MacFarlane?, Linnea Mandell, Michael Sensor.

I. Board Check-In? and Agenda Review

II General Manager Report (Rachel)

A. Mendocino

- Mendocino is completely full. There will be 246 people the first part of the week and slightly fewer later. Mendocino registration includes 44 new people (17.5%).
- There is also a small waiting list.
- Everyone who met the priority deadline got into camp.
- We didn't need to use the lottery system developed last year.
- The Mendocino brochure was out 3 weeks earlier than last year.
- Lanita has the work crews completely staffed.
- Jeff O'Connor? will be cooking.
- Julie Graffagna will be housing coordinator.

B. Iroquois Springs

- It took a while to get the staff organized, but it is finally done.
- We should check in with Brian about what new buildings may be available this year at IS.
- Rachel will call Brian to ask who will we be sharing camp with this year.
- Suze is housing coordinator for IS.
- Last year there were some concerns about lack of snacks at night and some meals running low.
- Last year a rice cooker was bought, but not used. Emily will ask Janet about it.
- People leaving the dance hall all at once to get snacks was also a problem.
- Recommendation: bring the snack closer to the dance hall, maybe on the back porch instead of Opet.
- Recommendation: have some smaller, less expensive items available in the kafana.
- Rachel will talk to Nancy and Janet about snack logistics.

C. EEFC Office Logistics

- Having separate brochures for the 2 workshops is working well, and is actually easier for Rachel.
- Rachel purchased the FileMaker? Pro upgrade we needed.
- High speed internet connection to EEFC office is not set up yet, but will be soon.
- We will also buy an AirPort? card for Rachel's computer.
- Rachel and Linnea need to make an appointment with David Porter to finish EEFC database updates.
- Matthew also offered to help with the database.
- We'd like to buy a (moisture-resistant) copier/printer/fax/scanner for the EEFC office which can also be used at Mendocino. Michael and Jim Avera will check Consumer Reports and look at options.
- Payroll taxes have been difficult and somewhat problematic. Michael will check costs for a payroll service which would withhold taxes, do quarterlies, 1040s, health insurance, retirement contributions.
- Rachel reports that she is happy with our current printers, mailing house and bank services.

D. Kef Times

- Kef Times is frequently published late because of Julie's heavy work load and timing logistics.
- This year's issue has been sent out to the designer.
- The lead article is about Lauren Brody.
- Mathew will help reduce the size of the Kef Times pdf files so they can be more easily handled.

III. Program Committee Report (Denys)

- Teacher slates are complete for both workshops although they were finished later than preferred.
- Completing the singing slate for IS was difficult this year.
- The committee is working to give everyone on staff a set as often as possible.
- The committee will look at increasing teacher pay as part of the long-term strategic plan.
- Suggestion: coordinate with other organizations and dance camps when booking teachers.
- It might help to book teaching slates earlier in the year, particularly the dance teachers.
- This year we didn't have a winter conference call, so board members not on the program committee knew less about the program and activities of the program

committee.

- Rachel, Matthew & Denys will put out an informational blurb about how the program committee works.
- Suggestion: ask board candidates not selected this year if they will serve on committees.

IV. Development Committee Report (Gitry)

A. Membership

- Membership income as of 10-14-06 is just over \$25,000.
- Current memberships: 16 band/club, 238 individual, 118 family, 15 student/senior, 1 organization.
- Membership income as of May 06 is equal to membership income for all of 2005.
- Membership income is about 8-9 % of total budget.
- Total fundraising has been 11% of the budget.
- We still need to increase membership to meet budget goals.
- We need to identify more dance group representatives to contact about group memberships.

B. Grants

- The development committee looked at 2 grants: Trust for Mutual Understanding & Sony Payola Grant.
- It is not clear how we could use the TMU grant right now. The Sony grant requires a New York ID #.
- Michael reported that there is a lot of money for the arts in New York, but these require registration as a charity, getting a certificate of authority to operate in New York, and maybe filing New York State tax returns.
- Lynnette Garlan, CPA, is getting more information about New York requirements. Tax returns should not be a problem because we are a tax-exempt organization.
- Michael would like to find someone to be a New York grant finder. Laura Pannaman was doing this for a while, but stopped because we were not set up structurally to work with grants.
- The Strategic Plan needs to include steps to set up the organization to be able to work with grants.

C. Products

- Batja Bell is finalizing an EEFC logo based on a santouri rosette.
- Michael will put the logo onto products through CafePress?.com, along with information about the history of the rosette. An advantage of CafePress? is that it does not require an outlay of money.
- We could also put pictures of EEFC logo items on the web site.
- Board members could bring samples of EEFC products to camp to show people.

D. Benefactor Project

- Emily and Denys put together a benefactor information package containing Kalman Magyar's letter, Kef Times articles, camp flyers, and the Balkanalia CD. Emily gave a copy of it to Mark Morris along with a letter.

E. Endowments and Bequests (Michael)

- Kef Times will include a blurb asking people to contact us if they would like to remember EEFC in their wills.
- Idea: sell charitable gift annuities. Through a broker, you buy an annuity which pays monthly interest to the insured, and upon death the principal goes to the charity.
- We need to talk more about bequests and create an estate-planning package.

F. Discussion and brainstorming – How to make development projects happen

- Evaluate how we operate and what our structure is.
- Should we have a larger board?
- Should we have an executive director with more employees?
- Should we do more conference calling or smaller meetings to work on projects?
- Do board members need longer terms?

V. Finance Committee (Michael)

A. Investment

- We will put the EEFC's savings into an interest-bearing CD at Washington Mutual.
- The board will set annual goals for increasing "nest egg" savings so that these funds will eventually become a stable source of income for the organization.

B. Insurance

- Michael will get more information about directors and officers insurance.
- Suggestion: put out a query on the EEFC listserv to see if there is an attorney in CA who would volunteer to answer some questions about worker's compensation.

C. Liability

- We will establish a golf-cart policy clearly specifying its proper uses at IS.
- We need to check with our facilities about their fire policies and write our own if not available. The fire policy information should be included in the informational handout given at camp.
- We need to implement whatever swimming policies IS has.

D. Accountability

- It is recommended that all non-profits have an independent audit. We should have an audit committee select and contract with an independent auditor.
- Recommendation: ask a Bay Area community person to serve on an audit committee.
- The audit committee could look for a volunteer auditor. Volunteers for the Arts might be a resource.
- We should also establish a conflict of interest policy and code of ethics which formally codify what we already do. This would be useful for grants and could be posted on the web site.
- We should establish a document retention policy indicating what we need to keep and for how long.

Comment by MLS: I thought we agreed that we would (a) establish an audit committee and (b) a retention policy. But now I am unclear whether we actually had consensus on that.

Comment by BB: This is what I remember also.

VI. Scholarship Committee Report (Emily)

The Scholarship Committee members are Emily Cohen, Denys Carrillo, Jim Avera, John Uhlemann and Randy Trigg.

A. Kef Scholarship

- The Kef Scholarship fund has \$2,695.00 as of this date before subtracting for this year's recipients

- The 2006 Kef Scholarship recipients are Ramona McDowell? Wijayratne from Seattle and Antonio Dominguez from Maine. Both are new to camp.
- Matthew will list the scholarship recipients on the web site.
- There were 12 applicants on the West Coast (all women) and 13 applicants on the East Coast (all men).

B. Dick Crum Scholarship

- The Dick Crum Scholarship fund as of this date has \$475.00.
- This scholarship is for someone interested in developing skills in research and ethnography.
- We will build up the fund and then offer the scholarship(s) next year.
- Matthew and Gitry will work on a Dick Crum memorial and will write the criteria for the scholarship.

C. Other Scholarship

- Barbara and Jim are considering offering a scholarship for high school jazz-band teachers to come to camp. They will get back to us about details before the fall board meeting.

VII. Publicity Committee Report (Matthew)

- We are currently using a content management system which allows non-web masters to enter text.
- Dan Auvil could help with publicity. (hm. i tried underlining this line, but this is what i got. anyway, should it say "perhaps dan auvil will help with publicity?" or maybe "dan auvil will be asked to help with publicity?" — denys)
- Financial information could go under board section.
- Idea: put some video footage on the first page.
- Idea: after the board meeting we could write a summary article about the meeting for the public.
- Matthew will put the minutes on the web site.
- Idea: find a graduate student or other volunteer to research and write up the history of the EEFC camps.
- Idea: opening night at camps could include a little history blurb too.
- Rachel will send Mathew pdf files of the 3 Kef Times articles which cover camp history.

VIII. Administrative Committee Report (Barbara)

- Barbara will complete an administrative review instrument before her term ends
- Barbara recommended a professional workshop called, "How to Deal with Difficult People."

IX. Guests of the Board (Barbara)

- Margaret Loomis was selected as GOB for East Coast and Kent Bailey for Mendocino.
- Matthew will put out announcement about the GOBs.

X. Board Members

- Barbara will be leaving the board in September.
- Dan Auvil was selected as the new board member.
- Emily will continue on the board (for one year or another 3 year term?).
- Matthew will continue on the board for another year. Denys may take over as liaison.
isn't this a decision made in the fall? RM
- We need to check if board members renewing for a year at a time after their initial 3 years requires a change in the bylaws.

XI. Strategic Plan – Brainstorming and Discussion

Gitry took the notes on our editing of the draft strategic plan. (She may want to add to this section.)

- Matthew will put the vision statement on the web site.
- The primary focus of the strategic plan will be financial stability. (Remove expansion ideas for now.)
- Financial planning will focus on both operating expenses and long-term savings.
- We will write a statement describing the nest egg plan. We may also want to rename the fund.
- Goal: find a way to put \$5,000.00 into savings every year.
- Idea: advertise during the auctions to generate funds for the nest egg fund.
- Idea: find donors to create a challenge grant to build up the nest egg fund.
- Michael will see what his friend would charge to make an informational DVD for potential donors.
- Linnea will ask Frank Garcia about taking some digital video at Mendo for an informational DVD.
- Idea: we could auction a slot at camp on eBay.

- Idea: create an EEFC presence on MySpace?
- We should list specific projects which community members can volunteer for. Linnea will coordinate.
- Idea: select a youth advisor at each camp in the 15-25 age range who would be spokesperson and give input about the program and EEFC activities
- Idea: create a one page information sheet about the EEFC which people can download-- a "one sheet."
- Idea: Ask groups to link to the EEFC web site from their sites.
- Denys will see if there web sites where people who want to donate money can look for causes.
- Ideas to increase revenue: flyers, video, track lapsed members, set higher goals for memberships.
- Idea: Encourage local communities to have EEFC benefit events. Post info about this to the listserv.
- Vendors bring in about \$1,200.00, so raising vendor fees would not generate much additional income.
- The 6-year average income for the kafana is \$1,320.00.
- We need to contact Jerry Duke, Bill Cope, and/or John Filcich to check on status of Kolo Festival. If Kolo Festival does not happen, could there be an EEFC benefit event during that time in November?
- Mathew made an effort vs. return chart for income. Top areas are membership, benefactors & bequests.
- Gitry will put a wish list of items we need on the listserv.
- Idea: purchase, maintenance, storage of loaner instrument could be the focus for a grant.
- It would be nice to have a volunteer instrument librarian who would coordinate with instrument lenders and maintenance people.

XII. Board Member Responsibilities at Camp - Discussion

- Facilities issues will be referred to the site manager
- Staff issues will go to members of the Program Committee
- We will have a board and staff check-in at each camp during lunch on Tuesday.

XIII. Other New Business

A. Youth advisors

- Barbara will head up the youth advisor project.
- Barbara will meet with young people at Mendo kids' band and/or the kids' kafana.
- Emily will talk with the youth at IS.

B. Party Attendance at IS

- Idea: people attending evening parties could pre-register up to one day before arriving.
- One person would volunteer a cell phone number which would have an outgoing voice message with information needed from party attenders.
- A front desk person would be responsible for getting messages every day from a special voice mailbox set up for registration

IXX. Agenda Items for Next Board Meeting

- Review of documents and procedures.
 - Review bylaws.
 - Check progress on action items and organizational timeline items.
-

ACTION ITEMS LIST - Spring Board Meeting 2006

UNASSIGNED OR NOT SURE WHO WILL DO

Ask board member candidates if they will join committees
Find someone to be New York area grant finder
Check with camps about existing fire and swimming policies
Ask Nancy Klein if she will be the audit committee
Ask Jerry and John Filcich about status of Kolo Festival **Barbara will investigate**
Find people to write reviews of Balkanalia CD for Amazon and other sites
Contact performers on Balkanalia CD to ask them to take CDs to their events
Ask Kathy Fors if she will be instrument librarian during the year
Be the board representative to see T-shirt design
Make a list of potential donors to the nest egg campaign. Who will contact each?
Write one page description of who we are (for potential donors)
Promote the idea of local groups to having benefit events
Ask groups/ensembles etc. to post a link to EEFC on their websites
Recruit a marketing director for CD based on Emily's input from Margaret
Little cards advertising products and Cafe Press? - Gitry?
Request that people submit reviews of the Balkanalia CD for Amazon

RACHEL

Call Brian to ask who we will be sharing camp with this year.
Talk to Nancy and Janet about logistics of location of snack and Opet.

Explain to Carol Silverman that article on Lauren was planned a year ago
Work with Denys and Michael to create blurb on how program committee works
Give Mathew copies of Kef Times articles
Set up telephone mailbox for IS parties reservation line
Work with Matthew and Denys on an informational blurb about how the program committee works *this is the same as four items up???--rm*

EMILY

Ask Janet Bradley about implementing use of the rice cooker at IS.
Ask Jim Avera if he wants to remain on the scholarship committee
Contact Margaret Loomis about Balkanalia CD marketing
Talk to youth advisory kids at IS
Talk to Janet about the IS Membership Reception food
Select and order 3 Cafe Press items to be displayed at camp and posted on website
Ask Batja to designate Board buttons ("Ask Me")

DENYS

Ask Mary Sherhart if she will ask Mark Morris if he'll share his ideas with us
Look for sites where you can look for places to donate money
Post request for a person to sell things on eBay
Find someone to play music for Mendo Membership Reception
Ask Stephanie Anderson if she will be Mendo buddy coordinator
Work with Matthew and Rachel on an informational blurb about how the program committee works

MICHAEL

Research and purchase printer/fax/scanner
Conduct additional research on payroll services options
Work with Rachel and Denys to create blurb on how program committee works
Put products on Cafe Press
Write a reminder for the Kef Times and listserv telling people to contact us if want EEFC in will
Investigate Directors and Officers Insurance
Put query on listserv for an attorney in CA to ask about worker's comp
Write golf cart policy statement for IS
Write simple general waiver of liability statement
Find out how much friend would charge to produce 3-minute video
Buy the wine for the IS Membership Reception
Check on NY State tax ID status
Prepare a planned giving package

MATTHEW

Reduce Kef Times pdf files
Put code of ethics statement on web site
Work with Gitry to write criteria for Dick Crum scholarship

Put Dick Crum scholarship information on web site

Put minutes on web site

Put vision statement on web site

Put out announcement of who the 2006 GOBs and Kef Scholarship recipients are and post on web site

Put Balkanalia CD on iTunes

Post announcement about EEFC scholarship on scholarship websites

Recruit members for Publicity committee

Work with Rachel & Denys on an informational blurb about how the program committee works

LINNEA

Write up public and private minutes

Create action items list

Write statement for public to describe "nest egg" project

Send "nest egg" announcement to listserv

Ask Frank Garcia if he will shoot some digital video at Mendo

Compile a list of jobs that could be delegated to volunteers and what they involve

Talk to Jeff about Mendo Membership Reception food

Work with Gitry on IS Membership Reception setup

Find someone to take notes at Mendo Lunch with the Board

Set up a work session with David Porter and Rachel to work on database project

BARBARA

Give board more information about possible high school jazz band teacher scholarship

Create administrative evaluation instrument

Collect information on Difficult People training for Rachel

Ask Nikolay Kolev to evaluate condition of EEFC gudulkas

Start the Youth Advisor project. Talk to advisory kids at Mendo

Work with Gitry on setup and wine for Mendo Membership Reception

Do the talk at the Mendo Membership Reception

Present opening remarks at Mendo Lunch with the Board

Check on Bill Graham grant (possible for local benefits, etc.?)

GITRY

Work with Michael to write criteria for Dick Crum scholarship

Post "wish list" on listserv

Work with Barbara on setup and wine for Mendo Membership Reception

Work with Linnea on IS Membership Reception setup

Give buddy information to Mendo buddy coordinator

Present opening remarks at IS Lunch with the Board

Post quarterly announcements on list about membership flyer

NY State grant application

Folk instrument library – Trust for Mutual Understanding

Write history of rosette to post on web site

Write little blurb about bequests to be included in all relevant EEFC materials
Set up buddy system for Mendocino

EEFC Board Meeting Minutes Fall 05

Date: October 14-15, 2005

Location: Home of Emily Cohen and Eric Frumin, Brooklyn, NY

Present: Barbara Babin, Denys Carrillo, Matthew Fass, Gitry Heydebrand, Rachel MacFarlane, Linnea Mandell, Michael Sensor

I. Officers and Committees

Officers

- A. *President* - Barbara Babin will continue to serve as president
- B. *Secretary* - Linnea Mandell will continue to serve as secretary
- C. *Treasurer* - Michael Sensor will assume the role of treasurer
- D. *Board Liaison* - Matthew Fass will continue to serve as board liaison

Committees

- *Development Committee* - Gitry Heydebrand, chair
- Other members: Michael Sensor, Emily Cohen, Rachel MacFarlane, Linnea Mandell, Elizabeth Ryan, Laura Pannaman
- Role: Fundraising for the EEFC
- B. *Finance Committee* - Michael Sensor, chair
 - Other members: Rachel MacFarlane, Linnea Mandell
 - Role: Develop budget and manage funds for the EEFC
- *Administrative Committee*- Barbara Babin, chair
- Other members: Emily Cohen
- Role: Complete Rachel's evaluation (administrative review)
- This committee will create a job description for the General Manager and will develop and use an evaluation tool which provides opportunity for reflective feedback

D. *Scholarship Committee* - Emily Cohen, chair

- Other members: Denys Carrillo, Jim Avera, John Uhleman
- Role: Make decisions about Kef Scholarships

E. *Publicity Committee* - Matthew Fass, chair

- Other members: None right now, but Matthew has received some offers of help
- Role: Current role is to build and maintain the EEFC web site
- Publicity committee may take on additional members and roles later this year

F. *Program Committee* - Denys Carrillo, chair

- Other members: Gitry Heydebrand, Rachel MacFarlane, Belle Birchfield, Lise Liepman, Michael Sensor
- Role: Work with Rachel to select staff for workshops and make decisions about program issues

Regional Subcommittee is currently inactive

Mt. Washington Liaisons will be phased out

II. Recognitions and Appreciations

A. Thank outgoing board member, Jerry Summers

B. Recognition of workshop site managers, Lanita Hyatt and Nancy Butowski

ACTION ITEM: Matthew will buy Jerry a gift of CDs from NY area bands.

ACTION ITEM: Matthew will get Lanita and Nancy personalized site manager jackets

III. General Manager's Report

A. Membership

- Membership dollar amounts have been increasing each year
- Current membership of 413 members is similar to last year
- Current breakdown is 271 individual, 118 family, 22 student low/income, 2 organizational
- Some people did not receive mailings due to problems with the database
- The last mailing included an investment in returning mail with outdated addresses so many extraneous and outdated addresses were removed from the list

- Continue to have good response from Paypal, although accounting for the fees is difficult. The number of web-generated donations makes the accounting worthwhile
- Suggestion: We may want to consider a merchant account instead of Paypal
- The extra solicitation letter did not pay off. Development committee will work on other strategies

ACTION ITEM: Linnea will ask David Porter if he would be willing to provide technical assistance with database design and exporting data to FileMaker Pro

ACTION ITEM: Michael will collect information about online merchant accounts to share with the board

B. Kef Times and Workshop Brochures

- The *Kef Times* issue came out very well and seemed well received
- There will be one issue of the *Kef Times* per year which will come out in early spring
- Some people did not receive their copies of *Kef Times* because of database problems
- We should have the *Kef Times* available to download as a pdf from the web site
- Brochure was in a less expensive format, but there were extra costs due to 2 separate mailings

ACTION ITEM: Rachel will buy an upgrade of Adobe Acrobat

C. Scholarships

- Rachel worked out a system for accounting for Kef Scholarship funds
- There is currently \$1975 in the Kef Scholarship fund, enough for 1 scholarship at each workshop
- Donations for the Kathy Mitchell scholarship total \$1396.80. Dan Auvil will administer this scholarship

D. Registration

- Rachel had to revise the brochures for both 2005 workshops because of uncertainty about and then change of East Coast site
- Attendance was down at both workshops for a variety of reasons. There was no need to use a lottery
- Both workshops had more part-timers for the first part of the week. Some part-timers plan to return for a full week after a great experience at camp

E. Program

- The opening night at Mendocino was covered by Linnea and Denys because Rachel had a gig
- Rachel was sick the first night of IS and Gitry and Belle covered
- These situations demonstrated to Rachel that it works OK to delegate some of these tasks
- Workshops were very successful, and the new teachers (including Kruno Spisic, ...csi Magyar, Giorgos Kotsaris) all got rave reviews
- Giorgos wants to return. (Mendocino has a more active bouzouki community than IS)
- Beth Cohen had to cancel Mendo at last minute due to her father's illness. Lise Liepman and Christos Govetas covered
- Mark Levy covered for Vassil Bebelev's classes. He was paid as a two-class teacher.
- The Bulgarians at IS were devastated about Jivko Bebelev's death, but carried on beautifully. Rachel gave Vassil his honorarium plus the cost of changing his flight. People wrote note cards for the family at IS camp
- A staff member was pursued by a female camper at IS. He didn't say who it was, but said that he took care of it.
- There was a complaint that a kafana worker served drinks to underage campers at IS. Kafana staff talked to him and have resolved the matter
- In the future, there will be a list of people under 21 which will be kept in each kafana for reference

F. Chef & Food

- Reviews of Jeff O'Connor's cooking were excellent, as always.
- Kent Bailey did fabulous snacks at Mendo. His work was not budgeted for, but Rachel did refund his tuition

ACTION ITEM: Linnea will contact Jeff O'Connor about cooking for 2006

G. Beth Bahia Cohen issue

- Beth couldn't commit to teaching at IS due to a possible move. Rachel revised the program to include Giorgos Kotsaris
- People were upset to not have Greek ensemble at IS, and an Albany-based group collected money for Beth's honorarium when they found out she could come after all. The Program Committee felt obligated to make space for her classes.
- This situation set a poor precedent because the program committee needs to make these kinds of program decisions

ACTION ITEM: Barbara will draft a statement about the board's policy on guests of the community and will send it out for approval. Elements to be included: There will be a cutoff date for staff decisions, guests of the community must meet regular registration deadlines, guests of the community are campers and are not part of the staff or formal program. Guests of the community may not use EEFC resources reserved for teachers.

ACTION ITEM: The Program Committee will prepare a set of FAQs for public about the guests of the community policy

IV. Workshop Review - Mendocino

A. Mendocino

- There were some undiplomatic "flames" in a few evaluations. We should remind campers again that their exact words go directly to the teachers and staff
- We would like to remind people on opening night about courtesy with photography and video

ACTION ITEM: The Program Committee will work on the scheduling problems with the kids' band.

ACTION ITEM: We will purchase a small copier or combo fax/copier which can be used in Rachel's office and at Mendocino. Jim Avera will investigate machines which might meet our needs. Michael will check on possibilities of a corporate donation after we know what we want.

ACTION ITEM: The Development Committee will find out more about other camps. Who do they draw & why?

A. Iroquois Springs

- We need to investigate what can be done about increasing recycling at IS
- There were many complaints about the coffee. Judy Kropf offered to donate coffee
- Evening snacks need to be served in the dance hall. This will necessitate a smaller vendor space to allow more room for food
- Vendors typically bring in about \$500 through the 10% vendor fees paid at East Coast camp
- The site manager will work on solving the problem of people eating the other group's food
- We need a policy for golf cart safety: Carts may not be used for entertaining kids. Drivers may not consume alcohol
- In the future, fires will not be allowed at the fire circle unless they are part of EEFC programming and supervision
- Discussed site manager/board boundaries: What is the chain of command if the site manager is not available? Decision: If the matter is urgent and concerns health or safety, board members should step in. If the matter is non-urgent, wait to talk to the site manager when available, Rachel next, board member third
- Since there is an urgent care center 5 minutes away and IS staff will drive people, a medical staff person is not needed at IS

ACTION ITEM: Rachel will ask the site managers to make updated lists of their responsibilities.

ACTION ITEM: Emily will talk to Brian Cohen about the coffee situation.

ACTION ITEM: We would like to buy, rather than rent a golf cart. (Was this delegated to someone?)

ACTION ITEM: Rachel will talk to Dan Mullen about Henry's Store to let him know that he can scale back if desired.

ACTION ITEM: The Program Committee will figure out arrangements for visitors and party attendees including advertising, charges, and registration arrangements

V. Treasurer/Budget Review

- The treasurer will review income and expenses, identify new costs, and find ways to conserve money. Treasurer will provide this information to the finance committee who will develop a draft budget
- The budget will be based on what we can do now (without new development activities in progress)
- Successful development will allow lowering of fees and better compensation for teachers and staff
- With the move to IS, the projected deficit was \$7682, but the actual deficit was \$28,413
- Increased rent at IS and lower attendance at Mendocino make up most of the unexpected deficit
- Mendocino income was projected \$15,000 higher because there were 25 fewer people than anticipated
- East Coast income was \$1000 lower than projected, and rent was higher
- Food and kitchen costs were lower than projected at Mendocino due to lower attendance
- Rachel had to pay some late fees due to late filing of payroll taxes
- There is currently \$46,396.37 in the money market savings account and \$24,642.72 in checking
- The checking account contains half as much as it usually does at this time of year
- Board expenses were about what was expected
- Membership expenses were close to what was expected
- Membership income represents about 10% of income
- The full mailing list has over 5000 names. More should be members
- Postage, gas, flights and food costs will need to be increased in future budgets
- T shirts usually make money, but this year they lost money
- Extra donations beyond the auction and membership were about \$4500. \$2300 came from appeals at camp
- Kef Scholarship money needs to be moved to a separate category in the budget
- Suggestion: Make the Kef times available for download as a pdf. Create a field in the database for people who prefer to download the Kef Times rather than receiving it by mail to save money on mailing
- Overall, the EEFC took a big financial hit this year, but over 5 years, we have increased our income

- We tend to be weak in products and marketing. Development committee will work on this.
- Ideas brainstormed for the finance committee to consider to save money:

Wherever possible, purchase or solicit donation of items rather than renting

Have one board meeting per year instead of 2

Offer digital versions of mailings and don't mail to those who download them

Reduce amount of \$ available per scholarship

Review work exchanges at IS, especially the kitchen

ACTION ITEM: The finance committee will decide what a healthy reserve is and will set financial goals for the reserve

ACTION ITEM: The Development Committee will look into using CafŽ Press to market EEFC products.

ACTION ITEM: The Development Committee will look into selling music online as fundraiser

ACTION ITEM: Matthew will draft a summary statement for the community to provide information about the EEFC's financial picture

ACTION ITEM: Matthew will put a link to the Mendocino Woodlands floor donation fund on the web site

ACTION ITEM: Michael will work with Rachel to simplify some of the budget categories and accounts to make the budget easier to work with.

ACTION ITEM: Barbara will contact Martie to thank her for her technical services with the database and to inform her of the new FileMaker Pro-based plan

VI. Review of Terms of Office

- Barbara and Michael have 3 years from September 2005
- Denys, Linnea, and Gitry have 2 years from Sept 2005
- Matthew and Emily have 1 year from Sept. 2005
- For further discussion: Are the board terms the right length? Would longer terms be helpful?

VII. Administrative Committee (Rachel's Work and Salary)

- Our goal is to reach a salary commensurate with the Rachel's work responsibilities and the cost of living in the San Francisco Bay Area
- We will purchase high speed internet and a photocopier for the EEFC office
- Administrative committee will use a supervision model based on coaching and acting as a sounding board

ACTION ITEM: Rachel will evaluate which tasks in her job description tend to take too long or are particularly stressful. Administrative and finance committees will work with Rachel to look for ways to improve efficiency and reduce stress. Possible strategies include improved technology, organizational systems, and delegation.

ACTION ITEM: Create a record of the institutional knowledge that Rachel has. Also update job description, use of time and tips for whoever may someday succeed Rachel.

VIII. Development Committee Report

- The Development Committee will work on a strategic plan which will identify critical issues, priorities and financial goals. Jessica Fiske-Bailey will help look at it.
- The Development Committee will work on fundraising, marketing, membership, project development, and structural organization
- The EEFC has a mission statement, but no vision statement. A mission statement describes the purpose of the organization. It is general, so it can be long-living. A vision statement describes what the organization hopes to do in the future.
- We need to decide how much autonomy the Development Committee should have so that there is a balance of approving projects without micromanaging
- Elizabeth Ryan is involved in benefits such as \$1000 a plate dinners. She may help with projects
- Leslie Boden also said that she would be willing to work on specific development projects
- We should find out who else in our organization has strong ties with business
- Grants from the Trust for Mutual Understanding may be an option. EEFC previously received a grant from this organization which was used for funding Angele and Goce Dimovsky. (Matt Moran applied for funds and the EEFC received them.)
- Jessica recommends a fundraising campaign in the fall and a membership drive in the spring. We need to talk further about this suggestion. There is not time to make changes for this year

A. Organizational Self-Assessment

- We used an organization self-assessment checklist to start the process of developing a vision statement.
- General results: Who we are is strong, and we do it well. We don't want to change what we do, but for now we want to do it more efficiently and with more financial security
- Pay scale for artists and staff needs to be increased
- Leadership and communication are very strong

- We need to improve our office equipment
- It is important to formally recognize contributions and quality work
- It is helpful for Rachel to have someone to check in with because she does a lot of work alone

B. Review of priorities established in our last board meeting

1. paid development director/grantwriter
2. stable East Coast location
3. fully realized website and information clearinghouse
4. fundraising

C. Brainstormed ideas for the Development Committee to consider

- sell EEFC products on the internet
- help touring artists (disseminate information, but not necessarily produce the tours)
- offer scholarships to high school band teachers
- establish an endowment to support scholarships
- hold benefit events to support EEFC scholarships
- seek grants for underwriting travel expenses for teachers and improving technology
- EEFC could offer consulting about how to run camps

D. Brainstormed words and phrases toward establishing a vision statement

- continue to produce stable, successful workshops while working on sustainability
- "state of mind"
- create a place where intergenerational musicians, singers and dancers can come together for a week and create a community which celebrates the cultures and peoples of the Balkans
- accessible to families
- thriving, energetic, evolving
- connected to what's happening in Balkans
- maintain connection with roots
- fun, entertainment, quality education and scholarship
- nurture teachers and leaders
- develop connections with ethnic communities in the US
- safe atmosphere for children
- inclusive
- creating and maintaining connections

ACTION ITEM: Emily will contact people who were willing to pledge for the pavilion to see if they

might contribute toward other projects and toward developing general financial stability

ACTION ITEM: The Publicity Committee will make a decision about having an informational flyer or card that can be downloaded from the web site.

ACTION ITEM: Matthew will check with Mark Levy to find out why the EEFC founders chose "East European" rather than "Balkan" in the name of the organization

ACTION ITEM: Matthew and Rachel will compile history a history of the EEFC which could be put on the web site and given to possible financial supporters. This history could include a timeline and history of the staffing and program decisions over the years. The EEFC history articles which were published in the Kef Times will provide a starting place for this project

ACTION ITEM: Program Committee will discuss ...csi Magyar's suggestions about Northern and Southern Balkan regional ensembles

ACTION ITEM: It might be helpful to put the bylaws in digital form. Currently, we only have copies.

(No one specifically designated to do this, but it sounds like a job for the secretary.)

ACTION ITEM: The Finance Committee should arrange to have an independent audit conducted, as granting organizations frequently request one.

ACTION ITEM: The Development Committee will collect more information about charitable trusts and annuities and will establish a program for planned giving and endowments

ACTION ITEM: Gitry will write a draft vision statement for development using the ideas and phrases generated in the meeting discussion. Julie Lancaster could provide assistance, if desired.

ACTION ITEM: The Development Committee will develop a 5 or 10-year financial plan

ACTION ITEM: Michael will collect more information about corporate giving

ACTION ITEM: Development Committee will learn more about Klez Camp, Klez Canada, and the Country Dance & Song Society as financial models

IX. Program Committee Report

- Evaluation comments were overwhelmingly positive at both camps
- Main issues to be addressed from evaluations include loud drums, excessive sound set-up time, guest of community policies, kids' band time slot at Mendocino, proportion of Bulgarian music in

the program, and performing equity for staff

- Problem: At East Coast camp, many people left after performing and did not support others in the student concert. Suggestions: other setups, other venues (amphitheatre?), more consortiums to shorten concert
- Novica Ristic was suggested by Suzanne Leonora as a teacher for next year. He is a 27 year old brass musician from South Serbia who will be in the US at least through Mendocino. Rachel wrote him a letter of invitation. He could teach Romany singing and work with Michael Ginsburg for brass band
- Programmers should encourage various forms of mentoring where experienced people help new people
- Suggestion: Offer master classes before and after camp
- Idea: offer beginning band for beginners of all ages
- Idea: Kids' Band could be during kids' kafana time at Mendocino
- Concerns about use of computer games could be discussed at parent meetings

Hi Rock

- Losses from Hi Rock total \$10,928.69. Michael thinks that neither side wants to litigate and recommends avoiding negotiations through legal channels. Best suggestion is to write it off and move on
- We spent \$689 for chairs. It would be nice to get them, but the tent canopies are needed most
- Laine left a message for Andrew asking if he could pick up the tents. When he arrived, the assistant director said she needed to call their attorney. Laine looked for the tents with the maintenance person and found the poles, but not the canvases

Recycling at Iroquois Springs

- Brian said that Iroquois Springs does not currently recycle
- EEFC policy is to actively preserve the environment whenever possible
- Dan Mullen was recycling coordinator at Ramblewood and might be able to help
- Suggestion: look for someone who would collect recycling in return for the redemption value

Lamb Roast at Iroquois Springs

- When the lamb roast is located far away, it is not part of the community and loses its meaning
- The lamb could be prepared by the cooks the way it is done at Mendocino
- Decision: George Long needs to figure this out and talk to the site manager

Kafana Gas Grill at Iroquois Springs

- We rented a gas grill from Brian for \$400

- Brian said that the EEFC could store a grill at camp
- The Development Committee could put this item on a "wish list" for donations

GOBs

- Some teachers have said that they would like to be guests of the board and just come to play, but not teach.
- We reviewed suggestions for future GOBs.

ACTION ITEM: Matthew will contact Brian to ask him about recycling reusable dishes

ACTION ITEM: Program Committee (?) will see if there is someone who would collect recyclables in return for their redemption value. This plan would require acquiring recycling containers

ACTION ITEM Rachel will send board members a GOB history to use as a reference

ACTION ITEM: The Program Committee will create a set of FAQs to post on the web site about how the program committee works and what its guidelines and considerations are. Suggested items for the FAQ:

What is a guest of the board?

What is a scene enhancer?

Who is on the program committee?

Can I serve on the program committee?

I want to recommend someone. Who do I talk to?

How do I make suggestions to the program committee?

Why won't you do what I suggest?

ACTION ITEM: The Program committee will consider these suggestions from ...csi: dance warm-ups, Trixie Nagy offering quick teaches for Transcarp Ensemble's dance set, conducting dance walk-throughs during sound checks

ACTION ITEM: The Program Committee will review suggestions about offering a kjucek class

ACTION ITEM: The Scholarship Committee will contact Kef Scholarship recipients to have them write

reviews of their experiences for the Kef Times

X. Other

- Reminder: Use individual list for non-archived board discussion items
- Put "response needed" in header when requesting input via email
- Useful reference: Non Violent Communication by Marshall Rosenberg
- We will schedule a conference call to discuss and approve budget, if needed
- Spring board meeting will be Feb. 17-19, Feb 23-26, or May 12-14 in California

ACTION ITEM: The Finance Committee will prepare a draft budget by Nov. 1 and send it out to board members. After looking at it, we will decide if need conference call Thurs. Nov. 17th at 7:00 pm Pacific Time.

ACTION ITEM: Linnea will prepare minutes and send them to board members for editing

ACTION ITEM: Matthew will post minutes on web site

EEFC Board Meeting Minutes - Spring 05

Date: March 24, 2005

Location: Barbara and Jim's house, Redwood City, CA

Present: Barbara Babin, Denys Carillo, Emily Cohen, Matthew Fass, Gitry Heydebrand, Linnea Mandell, Jerry Summers, Rachel MacFarlane

General Manager Report

- Membership goal is \$25,000 income so far is about \$21,400
- People seem to be donating more. Average donation is up from \$50 to \$70
- No one responded to individual check boxes except one offer of free legal services
- Problem: many people didn't get their mailings. Will make up for it with announcements
- Spent extra money on return postage for membership mailing to update membership list. Deleted 600 names, so will save money in the future
- There have been slight increases in rent and health insurance costs
- Rachel bought a shredder for the office
- Kef Times is at the printer. It was delayed this year for a number of reasons.
- Rachel and Julie agreed to make Kef Times an annual publication published around this time of year
- Kef Scholarship applicants this year: 10 for West Coast, 8 for East Coast
- Rachel is working on workshop brochure now

Mendocino

- Brass Menagerie will play for Serbian Wedding in Modesto on first night of Mendocino. Rachel will miss the first night of camp for the first time ever. Michael Ginsberg will also miss first evening.
- Matthew offered to do student orientation and staff meeting. Rachel will have all materials ready.
- All staff members speak English except one Greek speaker. There are several who can translate

Hi Rock

Current Situation

- Zoning board of appeals upheld cease and desist order on retreats or conferences. (Board is not a court.)
- Emily wrote to president and vice president of the Central Connecticut Coast YMCA, no answer

yet

- YMCA Hi-Rock just hired a new executive director, but she's very busy with a new baby
- Andrew, retreats director, has been doing some of her work. (Tim and Mike are gone.)
- We will ask Michael Sensor to call YMCA's lawyer to assess the situation
- The camp contract does not have a cancellation clause in it
- We have a 3 year agreement signed 3 years ago. We paid a deposit for this year.
- We will make list of questions that we need answers to and will then decide who to ask them to

Question List

- Are there early spring retreats scheduled at Hi Rock and are they happening?
- Under what circumstances would we be prevented from having camp
- What entity issued the cease and desist order, and is it binding?
- What is the nature of the town's problem with the camp?
- How involved is the whole community? Is it a few people or a whole group?
- When can we expect official communication from Hi Rock?
- What compensation are we due if camp is suddenly cancelled?
- Do we have event cancellation insurance?
- When is the hearing with the state's land court? Should we send someone to the hearing?
- What question is going to be asked at the state land court?
- What is the state land court?
- How could we be impacted if people are being vindictive? (Kitchen inspection worked in our favor.)
- Who are the parties involved? What has been decided? What has not been decided?
- Which party has the final say?
- If this will work through the courts, what will happen at the camp during the court process?
- Could we actually run the camp this year at another location?
- What would happen if we didn't have camp this year?
- If we decided to move, could we be penalized for moving?
- If we find that we must close camp, what do we owe our staff?

Points brought up in Hi Rock discussion

- Even if the camp prevails in court, it still looks like Hi Rock may be a hard place to use long-term
- Rachel and some board members feel this should be our last year at Hi Rock
- Consensus: It seems best to search for a new place for 2006
- We have spent too much money on Hi Rock
- We have been more open about situation, so a move may be less traumatic than with Ramblewood
- We should prepare a communication to the list, thank the person who made us aware of the situation, and explain the steps we are taking
- What is the best way to have an effective search and get other people involved in it?
- We might want to consider holding camp on a college campus.
- Concern: a college campus it might not feel like we are all together. We want a venue where

- people do not splinter off
- We want a safe place for kids
- What of percentage of campers really want amenities such as electricity, private baths, lighted paths?
- For the future, we can survey people about relative importance of various amenities, but not this year.
- NE Pennsylvania is a nice area. The Ozarks are too hot in July
- We currently pay \$500 a year for server fees for Lotus notes. Since Martie is the architect of the database, her technical services have been included with this expenditure.
- Since Martie does not have time for database work now, we should transfer Lotus Notes to EEFC server

ACTION ITEM: Look into transfer of database to EEFC server. (No one designated specifically.)

Notes from phone call with Michael Sensor

- Feud between town and camp is probably fueled by new people coming in
- The town of Mt. Washington is zoned residential only. Some people in town believe that camp retreats are a business, so when the camp applied for a permit for a road, this was the opportunity to strike
- When the road got approval somebody appealed it to zoning board
- Zoning Board of Appeals told the camp that any use other than kids is a non conforming use under zoning
- The camp appealed the Zoning Board of Appeals decision to the Massachusetts Land Court
- Michael thinks we have a serious problem. A zoning board decision of kids' camp only would affect us
- Michael needs to talk to the camp's attorney who specializes in land use work
- Michael is not sure how title is held between the Nature Conservancy and the camp
- The camp is leased back from the Nature Conservancy for 99 years, and our lease is with the camp
- EEFC could escape the contract due to "impossibility of performance"
- The camp's attorney probably told them not to talk about the legal issues. Emily was referred to YMCA president and VP in central Connecticut, but has not received an answer
- Concern: How will pending litigation affect us? The court could affirm the decision of the Zoning Board of Appeals or reverse it
- We need a drop dead date for when and how we can pull out, if necessary (May need Michael's help)
- We could ask the court to issue an emergency stay saying that the cease and desist would apply for our event, but this would cost several thousand in legal fees. We'd have to pay a lawyer to see if it's a possibility
- Michael says start looking for other options now

- The camp has had a history of code violations. By selling to the Nature Conservancy they gain money to fix it up

Notes from phone call with Mark Primack

- Mark Primack said that the Zoning Board and town have no power. People will use any avenue possible to block you, but they have no power. There is probably a Grandfather clause for the camp with nothing specific in zoning about exact use of camp.
- Have had lots of experience dealing with NIMBYs and existing nonconforming uses. A mix of politics and law influence how it plays out
- Appears from article that it's little guys doing wishful thinking
- We should contact other groups to see if they have been cancelled.
- Might want to send one formal inquiry to Hi Rock using registered mail.
- Reminder: all of my information is based on reading that one article
- There were a couple people on the road who wish camp were not there who decided to do whatever they could to oppose the existence of camp
- Are they looking at current ordinance or looking at original permits for the camp? In old towns, 40 to 60 percent of things happening are non conforming because rules change
- The article did not say the camp is in violation of original approval. If zoned only residential when opened the camp, they got an OK to build camp
- If the camp was originally approved, it's an entitlement that goes with the property. Need to find out what original entitlement says
- Nature Conservancy has a vested interest in keeping things happening the way they were planned
- In the Massachusetts land court is when we will see what rules really say
- If camp has vested interest, could drag this out for a long time
- If the cease and desist order is being appealed, we can use the camp while it's in court, People have lived in houses with cease and desist orders for years
- They start their retreats in April. We might know in April with first retreat if sheriff will turn people away. If April retreats happen, then the cease and desist order has no teeth
- Lawyers for camp may be saying not to notify tenants because they know cease and desist has no teeth

Other notes on East Coast Camp

- Lamb roast: We will ask Janet to cook lamb like at Mendo. (Incorporate it into normal food plan.)
- Will save on work exchange costs. No one has stepped up dying to do it

ACTION ITEM: Rachel will contact Janet and Emerson about lamb roast

Scholarship Committee Report

- Ran names by - no obvious problems

- Applicants are very anxious to know. Will decide by the end of this week, April 1
- Applicants need to be ranked in case a person selected can't accept

Brochure

- Last there was too much time between the mailing and the priority date
- Priority deadline last year was April 20
- Decision: Separate brochures for each camp
- Decision: Search committee will focus on keeping same dates for East Coast camp if we have to move

Program Committee Report

- Denise will call Mark Forry to check on his attendance as scene enhancer
- We will offer Frances a Donation Store work exchange to encourage them and help financially
- East Coast will have a strong Romani scene this year
- Some EEFC instruments for loan are in very poor condition. We could hire Vassil to work on instruments
- We could bring some instruments back from Bulgaria or buy some from Vassil (no decision)
- Do we want to write out what is good class etiquette? A funny skit? (no decision)
- May want to do a little consciousness raising about etiquette such as writing out a few points from evaluations

ACTION ITEM: Denise/Linnea contact Mark and Frances about participation and work exchange

ACTION ITEM: Contact Vassil about instrument repair?(no decision)

New Board Members

- Jerry more interested in working on specific projects than a longer stay on the board, so he will finish Janet's term this year. This term goes until the end of August 2005
- Matthew and Emily's terms end in 2006
- Gitry, Linnea and Denise's terms end 2007
- Barbara will stay another 3 years
- We need a new person to take a 3-year term starting in August 2005
- Prefer an East Coast man for balance on the board
- A list of names was generated and board members responsible for contact

Registration Lottery Process Notes

- People should put applications together if they would not go without that person

- Members get 2 slips in box
- People turned away in the previous year go into top priority pile who get in
- Rare situation: 2 friends in one envelope, one member one not, will get 2 chances

Songbook

- Last edition 1996, containing 180 songs
- Rachel does not know who made decisions about what should be included
- Some songs are not sung, others have been added
- Should there be an enlarged and revised Volume 2?
- The songbook needs same pagination for group sings
- Committee could work on it in the fall
- Possibility: lead sheets for most popular songs. Could start with a few transcriptions to try out
- Jerry will start project on a small scale

ACTION ITEM: Rachel will send Jerry a songbook

Site Search Strategy

- Text will be on web page updated by Denys and Linnea
- Denys and Linnea will delegate calling and visiting

Copyright Issues

- People sell CD compilations at market price of material for which they do not have rights. Makers and sellers of the compilations are in violation of copyright
- Jerry consulted with California Lawyers for the Arts
- Should someone pursue litigation, what responsibility do we have as an organization?
- Ethical issue of someone profiting from compilation above their cost of production
- There is a legal question which we can't answer now, but what is our ethical responsibility?
- Teachers do not pay EEFC vendor fees. They do see them as educational materials
- Definition of "fair use" is in dispute
- Do we want to have an official policy about it?
- Do we want to tell dance teachers what they can and can't do?
- Should we make a policy statement about unauthorized use of copyrighted materials by teachers?
- Consensus: We don't have enough information to make a policy now. We'll collect information and discuss it further.

Misc

- Should acknowledge Shira and Mandells for helping with the board meeting

- Barbara will write thank you card, Gitry and Rachel will get gift for Shira.
- EEFC office should have DSL and wireless internet

ACTION ITEM: Jim will help find information about an airport card and DSL for EEFC office

Behavior Template

- Policy is for use of the staff, but will not be distributed to all parents
- Regarding last year's problem child, if she registers, Lanita will call and outline conditions
- Focus will be on working with parents

Development Committee

- Gitry is chair, Laura Panaman and Michelle Benoit are helping
- Linnea and Denys may join development after the site search work is done

Future Calendar

- Fall meeting: discuss regular COLA for Rachel and possible 403b retirement plan
- Conference call evening of Thursday, May 19th at 5:00 Pacific time, 8:00 Eastern time
- Tentative fall meeting Thursday Oct. 13 through Sun. Oct. 16 at Emily's house

ACTION ITEM: Linnea will get info for fall about what would be involved in doing a 403b

Points mentioned during follow-up discussion of brainstorming with Shira

- Shira helped us list income sources and possibilities, but we will focus on Hi Rock issues for now
- Some small steps we might take now include a drive to increase membership and finding ways to do what we do now, but better
- We need a clear picture of what we might want grants for. Possibilities include grants for staffing and infrastructure, strategic planning, web site tech help, consultant to analyze finances, consultant to help with endowments
- Grants are not the way to establish stability
- Caution: We don't want to change directions or plans because grants are available
- Good place to start would be a grant for a grant writer
- Idea: work with others who are doing projects. (Requires coordination & infrastructure we don't have now)
- Idea: Eli Mennin's film could be used to get a grant
- We need to focus on making current infrastructure strong and healthy

ACTION ITEM: Barbara will contact Jessica and talk with her, Shira and Gitry

Summary of priorities voted on with stickers: (I put these in order of ranking)

- paid development director grant writer 10
- stable East Coast location 5
- fully realized web site & info clearing house 5
- fund raising 4
- planned giving / endowments 3
- internet product sales 3
- efficient well coordinated touring 3
- buying real estate toward owning site as EEFC income producing 2
- membership for individuals and organizations 2
- event sponsorship 2
- more responsible board executive committee 1
- linking baby steps to encourage ripple effect - networking and collaborating 1
- 3-4 camps Midwest Canada 1
- producer of recordings anthologies 1
- winter conf style Midwest ala Klez Camp 1
- ask Mark Morris for \$ 1

EEFC Board Meeting Minutes Fall 04

Date: October 15, 2004

Location: Barbara Babin and Jim Avera's house, Redwood City, CA

Present: Barbara Babin, Denys Carillo, Emily Cohen, Matthew Fass, Gitry Heydebrand, Linnea Mandell,

Jerry Summers, Rachel MacFarlane

I. Opening

A. Introductions and getting acquainted

B. Agreement to work by consensus

- The group agreed that the board will make decisions by consensus, rather than voting
- The meeting facilitator will check in with people as needed
- Consensus allows better explanation of decisions to the community
- Members will work to understand each others' points of view, even if not in agreement

II. Election of Officers and Selection of Committee Chairs

A. President - Barbara Babin will continue to serve as President

B. Secretary - Linnea Mandell will serve as Secretary

- The role of the secretary is to keep records of meetings, decisions and action items
- The secretary also helps to keep the policies and procedures records up to date

ACTION ITEM: We need to update the directory of board contact information. Linnea will update and distribute this information by email

C. Treasurer - Denys Carillo will serve as Treasurer

- The role of the treasurer is to communicate with Martie Ripson and Rachel MacFarlane about finances
- The treasurer gives feedback from the board to Martie and asks key questions about the budget
- The treasurer checks to see that we are following the financial timelines outlined in the board

book

- Naming this officer is required, but most of the financial work is completed by Martie and Rachel
- Rachel completes the financial reports and Martie acts as financial consultant

ACTION ITEM: We may want to have a contingency plan for if Martie is not volunteering. Future discussion item: Do we want to offer Martie compensation for her work? We may also need to look for someone with this kind of financial expertise in the future.

D. Board Liaison — Matthew Fass will continue to serve as Board Liaison

E. Administrative Committee — Barbara Babin will chair

- The role of this committee is to complete Rachel's evaluation (administrative review)
- Barbara will solicit input from Rachel and from the board, get approval from the board, conduct the evaluation with Rachel, and report back to the board

F. Development & Long-Range Planning Committee — Gitry Heydebrand will chair

- The original role of this committee was to work on fundraising and grant writing
- The committee now also works on long-range planning

ACTION ITEM: Laura Pannaman has been working on this committee. Gitry will ask her if wants to continue

ACTION ITEM: Susie Kotansky has agreed to write the membership letter for fall membership mailing. Gitry will check in with her. (Later notes say Emily with check with her.) Not sure who is doing it.

G. Regional Subcommittee — Gitry Heydebrand will chair

- The role of this committee is to explore participation in EEFC activities in areas other than the coasts
- This committee also conducts networking about events, regional camps and festivals

H. Program Committee — Denys Carillo will chair

- The role of this committee is to work with Rachel to select staff for workshops and to make decisions about workshop program issues
- Belle Birchfield, Janet Pollock and Lise Liepman are interested in continuing on this committee

ACTION ITEM: The program committee P&P description needs revision. A draft revision was received from Lise Liepman and was approved as the working description of the Program Committee. The

program committee will submit a revision later this year.

I. Scholarship Committee — Emily Cohen will serve as chair

- The role of this committee is to make decisions about workshop scholarships
- The committee will refine the criteria and application process for the Kef Scholarships
- John Uhleman, Jim Avera, and Randy Trigg will help with this committee
- Note: Nancy Klein is no longer sponsoring the Alan (I think) Kline 1/2 scholarship for a first time camper

J. Publicity — Matthew will continue to serve as chair

- The only charge of this committee right now is to build and maintain the web site
- Note: Rachel does the workshops brochure

K. Mt. Washington Liaison — Matthew Fass and Emily Cohen will continue as co-chairs

- The role of this committee is to communicate between the board and the Hi-Rockstaff

L. East Coast Site Search Committee — Linnea Mandell and Denys Carillo co-chairs

- The role of this committee is to look at possible alternative sites for East Coast Camp
- This committee was not on the original list of committees and was added at the meeting
- This committee will need East Coast members

Additional note mentioned about committees:

Committees may have members who are not on the board, but they are to be chaired by board members

III. General Manager's Report

A. Membership

1. General

- Membership is doing well and is increasing
- There has been in a shift to more family memberships and an increase in web and PayPal use
- EEFC is not currently using PayPal for registration. It costs .70 to 1.00 when used
- There are many members who do not attend the workshops, about 50%

2. Fall Membership Mailing

- Susie Kotansky is writing a rough draft of the membership letter and will give a copy to Emily. The plan is to get the letter out by November
- The membership letter is the only mailing which goes out to the entire list, currently 6000 names. Members and foreign addresses go first class, others by bulk mail. Return requested will allow us to cull the list.
- Expenses for fall membership mailing last year were \$5000 for printing, postage, and mailing
- Other membership expenses last year were \$2000 kafana credit and \$380 for wine for the membership reception. Kafana credit is based on an estimated 75% usage of the card
- It cost \$5000 to do mailing and we got \$20,000 back. Membership money goes into the general fund
- About 50% of memberships were returned in December. The rest dribbled in throughout the year

3. Membership Benefits

- Members receive a \$10 kafana credit on a card which is a different color from the others
- We discussed trying to keep track of kafana credit used. Is it worth the record-keeping? No firm decision
- 4. Membership Fees and Other income
- Family membership for next year will be set at \$65, an increase of \$10
- Other membership rates will remain the same
- Elizabeth Ryan feels she can do E. Coast fundraising on a grand scale. Barbara will contact her
- Might also want to contact Shira Cion about grantwriting. She is a good resource

ACTION ITEM: Need to purge the mailing list. May want to invest in return service requested this year to purge the list.

ACTION ITEM: Barbara will contact Elizabeth Ryan and ask her to put her fundraising ideas on paper.

ACTION ITEM: Linnea will give Barbara a copy of Elizabeth's suggestions for fundraising which Randy recorded at lunch with the board at Mendocino 2004

B. Kef Times

- Julie Lancaster is Kef Times editor
- There was not a spring issue in 2004 due to a member of Julie's family being in an accident
- The last fall newsletter this year was very well received
- The next issue will include interviews of Lauren Brody and Sonia Tamar Seeman, and photo montages of the workshops
- Matthew will write up some notes from the fall board meeting to include in the Kef Times
- There are no ads for the next issue
- The Kef times goes out to the "short" mailing list, those who have been to camp or expressed interest

- Julie and Rachel made a deliberate decision not to use the Kef Times as a calendar for folk events, as timeliness cannot be guaranteed.

C. Workshops Registration

- Registration has remained consistent for both camps and both camps were full
- There was an increase in partygoers at Mendocino due to the Orkester Kef concert
- East Coast camp has been sold out for the last 2 years.
- Mt. Washington had part timers who were not replaced by people during the second half of the week, so the camp was not full at the end of the week
- At Mt. Washington, part-timers did not fill slots which could have been filled by part-timers
- Mendocino had 35 people on the waiting list who did not get in
- Most felt the new registration system was fine. A few felt that membership priority was unfair
- The priority registration date needs to be earlier next time

D. Mendocino Program

1. Program

- Mendocino program was well-received
- There was positive coordination among classes and teachers
- All the new teachers at Mendocino did very well
- Brenna and Ahmet's culture corner was not well-received, and they will receive the evaluations
- Dragi said camp was one of the best things that ever happened to him
- Ahmet loved it
- Frank did a great job, there was a favorable response from both parents and kids
- Greg's Kids' Brass band was official for the first time. Had a few problems, but good overall
- Program lacked Northern Balkan, tamburitza (John Morovich may be interested for future)

2. Food

- Chef Jozseph was a big issue at Mendocino. There were cleanliness problems plus some broken items in the kitchen. At first he denied his actions, but the Woodlands confirmed what he did. Jozseph paid the damages
- Jozseph charged \$16 or \$17 per day. Folklore paid \$29 per day to their chef.
- We pay Janet a flat fee at Mt. Washington
- Suggestion: Give a future cook copies of the evaluations to read
- This was Kim's second year as Kitchen Coordinator. She received a full work exchange plus \$250
- Suggestion: Increase cook's pay to include the amount of the expenses paid to kitchen coordinator and expect the cook to handle those responsibilities

E. Mt. Washington Program

- Marko Dreher had to cancel and found a sub
- Yanka cancelled and Brenna filled in at the last minute
- Kafana was very difficult and required a lot of extra work because of Parker-Seely closure
- Will do recognition of special kafana work

F. Other Items Relating to General Manager's Work

- Need to monitor and discuss Rachel's work load
- Rachel is trying out a computerized timekeeping system which she began in November
- EEFC office needs DSL or cable
- EEFC pays \$240 per month toward office space in Rachel's house

ACTION ITEM: Rachel will investigate options and costs for setting up DSL or cable. Board approves the concept

IV. Workshops Review

A. For the webposted minutes, I'd leave this all out and say something like

B. The board decided which items from the evaluations and general manager,s report to take up and which to delegate to staff.

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V. Budget Report

A. Review of Last Year's Budget

- membership estimates were right on
- CD sales were significantly lower than estimated
- auction income was over expectations at both workshops
- East Coast kafana had extra expenses to make kafana nice
- income from vendors was overestimated
- workshop expenses were a little more than budgeted, mainly for rent and food
- a \$5,000 contribution was made to start up the new balkanalia!
- bottom line is that the year was in the red between \$3000 - \$4000
- there is currently \$91,588.41 in the bank
- Hi Rock work weekend expenses were \$800 for supplies and travel
- at Mt. Washington we pay for 250 people regardless of actual enrollment

B. Current Budget

- staff honorarium is \$500 per teacher and \$250 for only one class
- current tuition is \$585. Will decide later about increase
- suggestion: a membership drive could also increase income

VI. Follow-ups and Decisions

Mt. Washington Liaisons' Report on Facility

- kitchen has been significantly improved
- bathrooms now get about a C — . Liaisons have told staff repeatedly about bathroom concerns
- a main item in contingencies for pavilion pledge was running water in bathrooms
- Hi Rock's top priority is a new camp road because the old one goes through private property
- Hi Rock's 2nd priority is Parker-Seely. They'll either renovate it or tear it down. Have hired architect
- If totally rebuilt except chimney, could leave Parker Seely in current location, could use as dance hall
- Andrew Keener, retreats manager, agrees about fixing bathrooms and painting cabins. Hi Rock plans to install sinks in April
- Hi Rock wants to buy supplies and have everything ready as soon as it's warm enough to work
- they have subcontracted to build 2 more Frontier cabins
- the town doesn't want the camp to grow
- Hi Rock directors agree they need a master plan. EEFC could give input into it
- Hi Rock was very happy with the condition of the camp when we left
- suggestion: send Hi Rock copies of the facilities evaluations

Mt. Washington Liaisons' Report on Hi Rock Staff

- Emily is working with the person in charge of capital improvement. Still in question: Who will be project manager? Who will get permits?
- Andrew is retreats director and takes this work very seriously.
- Tim McManus is interim executive director of the camp. He is one of the candidates for the position of executive director
- Hi Rock administration is in a holding pattern until Feb. when the new Executive Director will be in place
- The camp is looking for someone with a track record of improving camps. Will probably know in Feb.
- There are 2 boards involved: Camp Hi Rock Board and the Central Connecticut Coast YMCA
- Concern: What is the relationship between Hi RockTim, the town, and the Nature Conservancy?

ACTION ITEM: Form a site search committee to decide on alternate possibilities when we have to decide about renewal next summer

Mt. Washington Pavilion Update

- EEFC's letter said Pavilion pledge would be contingent on certain improvements
- Hi Rock got a letter of intent to receive Kresge funds, but are not building pavilion this year, so they don't need our money now. They raised 2 million dollars and now need to do the work
- If they are not asking us for the money, we can just send letter of intent
- Pavilion poll results: yes 59, no 32, 8 undecided (most of the yes votes included contingencies)
- If Parker-Seely is renovated, this might be a better option for the dance hall
- We have one more year in the Hi Rock contract
- EEFC has spent a total of \$7943 on Hi Rock over last 2 years
- Emily and Matt are keeping communication open. Having both work on it is helpful
- Decision: This year we should avoid big expenses like in the last 2 years. Expenses included work weekend \$700, chairs \$700, kafana decorations, 1200 for tents
- EEFC paid \$4,500 for floor, labor was donated, floor may have possible code violations
- Decision: no action now on pavilion because want to see significant improvements first
- It is pretty clear that for next year's camp, there will be no pavilion or renovated Parker-Seely
- Question: How do we get Hi Rock to do the improvements? What is our leverage?

ACTION ITEM: Matthew will write a letter to Hi Rock including the following content: thanks for help with the poll, , pavilion plans are on hold until other work is done, we want to continue to work with them

ACTION ITEM: Barbara will draft a letter to community explaining why no action on the pavilion right now

Mt. Washington Shuttle

- There is a need for someone with a van to drive during breaks between classes (15 minute walk)
- Rides should be reserved for those who need it
- Decision: Site Manager Nancy Butowski & Rachel will work out shuttling as a volunteer activity (not budget item)

Hi Rock Budget Decisions

- Decision: increase line item for misc. equipment and supplies for Mt. Washington. Supplies are currently \$400 and equipment \$300. Will increase each of these areas by \$250
- Add 4 half-time work exchanges and one supervisor for bathroom cleaning

ACTION ITEM: Emily will look into the 250 people fixed minimum in the contract

East Coast Site Search Committee — Linnea Mandell & Denys Carillo will co-chair

Suggestion: Involve Morgan Clark and others who were on the previous site committee Since people always ask, contact Buffalo Gap management. Sound limitations? Number of people?

ACTION ITEM: Linnea and Denys will contact people to look in different areas and check with Martie about database of places already investigated

Newbies

- We need to do more to welcome new campers and help them feel comfortable
- Decision: There will be some kind of first timer indicator on their name badges
- We'll add a request on the registration form for people to volunteer to be a buddy or mentor to a new person

Membership Reception

- Reception was historically called, "Membership Appreciation Hour"
- Reception usually includes wine, music, hors d'oeuvres
- Decision: keep Mendo reception the same, move East Coast reception to the Hi Rock Lounge and maybe add flamboyant drinks and call it a cocktail party

Injury Waiver

- We need more information about injury liability risks

ACTION ITEM: Barbara will contact Michael Sensor about a possible injury waiver

East Coast Lamb Roast

- Emerson is retiring from many years of lamb roasting (1/4 work exchange)
- Decision: Ask George Long if he would like to do it, if not, talk to Janet about doing the lamb

ACTION ITEM: Matthew will ask George if he'll take over the lamb roast. If he says no, Emily will contact Janet

Outside Musicians Dropping in at Camp

Mendocino

- One musician felt that people performing with him in his kafana set shouldn't have to pay to come to the party. Rachel explained that we aren't paying people to come to the kafana. The musician invited them.

- Decision: Board just needs to be clear that we support Rachel on this issue.
- Kafana sets are for people at camp to showcase their stuff, not outside performers

Hi Rock

- A past teacher came in with someone who was providing transportation to see his friends. He was asked for \$35 for lamb roast and got angry.
- Question: Do we want to recognize past staff and special alumni for their past efforts by free entry to camp parties? Don't have consensus right now. Will think about it more and discuss again at the spring meeting..

ACTION ITEM: Think about policy for camp parties for past staff. Make a policy decision in the at the spring meeting.

Hi Rock Housing

- Consensus: rotate people into better and worse housing and accommodate people with special needs
- Note: there were 12 tenters at Hi Rock and 54 at Mendocino

Registration

- Consensus: The priority deadline serves its intended purpose
- Consensus: There should be less time between the mailing and the priority deadline
- Question: Should membership be given priority in registration? Don't have consensus right now. Will think about it more and decide prior to brochure deadline.

Cook at Mendocino Reformat this item for web minutes

- Jeff might be willing to cook again. He needs a deadline for a decision.

ACTION ITEM: Rachel will call Jeff and give him a deadline for saying yes or no

ACTION ITEM: Denys will call Marilyn to see who cooks for Razzmatazz

Fees for 2005

- We decided to ask Martie to set up a couple of scenarios to help us in making this decision at a later date.

ACTION ITEM: Rachel will contact Martie to ask her to set up some budget scenarios

Program Committee

- The Program Committee P & Ps information was out of date, so it has been updated
- The current version will be a working document for the committee to use
- Denys, Gitry, Jerry, Lise and Belle are interested in participating in the program committee

ACTION ITEM: Denys will ask Janet Pollack about participating or being an advisor

Scholarship Committee

- Decision: For next year there will be one Kef Scholarship at each camp
- The scholarship committee will screen references on scholarship applicants

ACTION ITEM: Emily will contact the 2 East Coast Kef scholars to remind them to do their blurbs. She will collect them and sent them to Rachel

Scholarship Endowment Proposal

- Michael Sensor would like to offer an endowment scholarship which he would like to be administered by the board
- Decision: The board would like to recommend to Michael that the scholarship be the same as a Kef Scholarship, but it would use the memorial name

ACTION ITEM: Contact Michael Sensor to ask him about the board's recommendation for his endowment scholarship. (In my notes, no one was specified to do this.)

Publicity Committee

- We pay \$40 a year for web site hosting
- Matt distributed a "dream" flow chart for the EEFC web site
- Matt will run stuff by Rachel before putting it on the web

Report From the Mendocino Woodlands Board

- Improvements completed or in progress: upgraded water supply, wooden benches to be restored, soap dispensers in bathhouses, leaky faucets replaced
- The Woodlands board is requesting donations toward replacing the dance floor which costs \$80,000
- Decision: It is OK to post donation request to the EEFC listserv (no attachments)
- We will also include a small blurb in the Kef Times
- Will post information about Woodlands floor after Matthew sends out Pavilion update.

- Decision: The board approves making a contribution to toward the floor and will decide on the amount of completing budget analysis

GOB

- Bill Cope will be GOB for Mendocino, with Julie Lancaster as alternate
- Emerson Hawley will be GOB for East Coast camp

Report on Gitry's Regional Subcommittee Work

- Gitry talked to lots of people in Midwest about what would help promote folk music and dance. She asked teachers what EEFC could do to help.
- Summary of specific feedback from people Gitry talked to:
 - o want better networking of groups across the US. A web site and links would be helpful
 - o help from the EEFC in growing musicians
 - o notification when musical groups are coming through a specific area
 - o information on how to grow a dance group
 - o listing of currently active dance teachers
 - o listing of artist venues by region
- They said that networking assistance and links would be helpful, and focus on growing musicians
- Questions: Should EEFC consider a 3rd camp in the Midwest? What is EEFC's long-term mission?
- Suggestion: Start asking folk dance groups to join the EEFC as an organization.
- Questions: If more groups joined the EEFC, could the EEFC provide grants to send teachers to smaller venues? When EEFC brings someone over, can EEFC send teacher to other communities?
- Suggestion: Yves Moreau might be a good resource for information
- Suggestion: collect and organize contact information for touring teachers and performers Gitry would edit and work on this. (Need to take care that it is not an implicit endorsement)
- Suggestion: Look at a 4 day weekend in July in underserved area for a balkanalia!-style weekend
- Rachel mentioned that the balkanalia! model may not be financially valid because it does not have the economy of scale of a week-long workshop.
- Question: Does the EEFC want to assume sponsorship of some regional events?
- Consensus: Unless the EEFC is really in charge of an event, we don't want to sponsor it

Board Email Protocols

- Send message to individuals rather than Yahoo group if it is confidential or sensitive
- Remember to include what you are replying to
- All board members should subscribe to the EEFC listserv and scan mail regularly
- Remember to take care with individual postings because they can still be interpreted as coming from the board even when they are individual opinions

Products

- CD: There are no plans for a new CD right now. Sales are a pretty slow. Need \$1612 to break even. Cost was about \$5800 to produce it.
- T Shirts: Batya made a new design without little characters. Response was very good. Next year she'll will continue with the same theme
- New songbook: Rachel is acting as editor, and could use a committee to work on the project
- Committee needs to decide what will be the criteria for including a song
- Jerry and Matthew will be part of the committee. Other members might include Carol Freeman, Carol Silverman, Mark Forry, and John Morovich
- Jerry offered to help add musical notation
- Suggestion: a technology called Wicki could facilitate songbook editing
- 2007 is the EEFC's 25th anniversary. This might be a good release time for the songbook

ACTION ITEM: Jerry will give Matt info about how to get music from the EEFC CD into the iTunes store

Problem Children

- For known problems, the child and family will have a behavior plan prepared in advance of camp
- For problems not known in advance, Site Supervisor will make behavior plan with help as needed
- Children will be reminded at orientation that if something not OK happens, tell someone you trust
- Camp staff will schedule a quick mid-week check in with staff and/or board members during camp

ACTION ITEM: Gitry will write up a behavior plan template, discuss it with Linnea, and bring it to the board for spring conference call

Registration

- Even with membership priority, it is clear we will still need to have some kind of lottery
- Possible system: lottery numbers assigned for those meeting priority deadline, others chronologically
- Consensus that there should still be a priority date, but it should be earlier
- Discussion of whether membership should figure into registration. No consensus yet.

ACTION ITEM: Rachel will find out what % of first timers is typical at the workshops

VI. Future Planning

A. Conference Call

- Late Sunday afternoons generally good times for conference calls
- Next conference call will be Sun. Nov. 21 4:00 Pacific time, 6:00 Central Time, 7:00 Eastern Time

B. Spring Board Meeting

- Spring board meeting will be March 25-27 (travel on March 24th)
- Suggestion: set up the spring meeting as a visioning retreat. Consensus to make this a tentative goal
- Want to be able to do some long-range planning in spring. (Hope we won't be putting out fires!)
- Denys, Linnea, and others interested may during the following week to look at camps if we have located some places to consider

List of Action Items

Barbara

ACTION ITEM: Barbara will contact Elizabeth Ryan and ask her to put her fundraising ideas on paper.

ACTION ITEM: Barbara will draft a letter to community explaining why no action on the pavilion right now

ACTION ITEM: Barbara will contact Michael Sensor about a possible injury waiver

ACTION ITEM: Denys will call Marilyn to see who cooks for Razzmatazz

Denys

ACTION ITEM: Linnea and Denys will contact people to look in different areas and check with Martie about database of places already investigated

ACTION ITEM: Denys will ask Janet Pollack about participating or being an advisor

Emily

ACTION ITEM: Emily will look into the 250 people fixed minimum in the contract

ACTION ITEM: Emily will contact the 2 East Coast Kef scholars to remind them to do their blurbs. She will collect them and sent them to Rachel

ACTION ITEM: Susie Kotansky has agreed to write the membership letter for fall membership mailing.

Gitry will check in with her. (Later notes say Emily will check with her.) Not sure who is doing it.

Gitry

ACTION ITEM: Laura Pannaman has been working on this committee. Gitry will ask her if wants to continue

ACTION ITEM: Susie Kotansky has agreed to write the membership letter for fall membership mailing. Gitry will check in with her. (Later notes say Emily will check with her.) Not sure who is doing it.

ACTION ITEM: Gitry will write up a behavior plan template, discuss it with Linnea, and bring it to the board

Jerry

ACTION ITEM: Jerry will give Matt info about how to get music from the EEFC CD into the iTunes store

Linnea

ACTION ITEM: We need to update the directory of board contact information. Linnea will update and distribute this information by email

ACTION ITEM: Linnea will give Barbara a copy of Elizabeth's suggestions for fundraising which Randy recorded at lunch with the board at Mendocino 2004

ACTION ITEM: Linnea and Denys will contact people to look in different areas and check with Martie about database of places already investigated

Matthew

ACTION ITEM: Matthew will write a letter to Hi Rock including the following content: thanks for help with the poll, a funds promise, pavilion plans are on hold until other work is done, we want to continue to work with them

ACTION ITEM: Matthew will ask George if he'll take over the lamb roast. If he says no, Emily will contact Janet

ACTION ITEM: Rachel will contact Martie to ask her to set up some budget scenarios

Rachel

ACTION ITEM: Rachel will investigate options and costs for setting up DSL or cable. Board approves the concept

ACTION ITEM: Rachel will call Jeff and give him a deadline for saying yes or no

ACTION ITEM: Rachel will find out what % of first timers is typical at the workshops

Everyone

ACTION ITEM: Think about policy for camp parties for past staff. Make a policy decision in the future.

Person not specified in my notes

ACTION ITEM: We may want to have a contingency plan for if Martie is not volunteering. Future discussion item: Do we want to offer Martie compensation for her work? We may also need to look for someone with this kind of financial expertise in the future.

ACTION ITEM: The program committee P&P description needs revision. (No one specified to do it.)

ACTION ITEM: Need to purge the mailing list. May want to invest in return service requested this year to purge the list.

ACTION ITEM: Contact Michael Sensor to ask him about the board's recommendation for his endowment scholarship. (In my notes, no one was specified to do this.)

EEFC Board meeting minutes

April 16-18, 2004

Brooklyn, NY

All board members and General Manager (GM) present: Barbara Babin, Michelle Benoit, Emily Beth Cohen, Matthew Fass, Rachel MacFarlane (GM), Janet Pollock, Randy Trigg, John Uhlemann.

Facilitator: Barbara Babin

Notetaker: Randy Trigg

Approval of consent calendar

Guests of the board confirmed: Jeff O Connor for West Coast camp and Elizabeth Ryan and son for East Coast camp.

Camp registration policy approved and distributed.

Sexual harassment policy approved and distributed.

Decision-making process

DECISION: At board meetings for the time being, we are using consensus decision-making. That needs to be reconfirmed at the start of each meeting.

DECISION: Between board meetings, we will add a bit of structure to some of our email discussions. Emails that make a proposal should include "Approval needed" in the Subject line of the message. Once a quorum of board members either approve or disapprove of the proposal, the Secretary will send a message reporting the status of the discussion. For trickier proposals, we will continue to use the yahoogroups-based e-vote process.

GM report

The GM produced the Kef Times in the Fall, worked with the Program Committee to finalize staff for

both camps, and produced and mailed out the brochure. In the Spring, EEFC moved to a new office. Note that the mailing and email addresses are the same. The new phone number is 510/547-1118.

Jozseph Schultz has again been hired as Mendocino camp head chef, with Kim Wollter as kitchen coordinator. Rachel and Janet will meet with Jozseph in Santa Cruz soon. One of the tasks will be to work out the division of labor between chef and kitchen coordinator, e.g. who directs the campers who help out with serving and cleanup, and who manages the logistics of efficiently getting food on camper plates.

ACTION (RM): Produce a list of work exchange positions at both camps that includes titles, part-time vs full-time, and duties. Deliver to Randy before 8/31 so it can be included in the revised P&Ps.

Camp registration procedure

We've already received many camp registrations well before our April 20 postmark deadline. Some folks may not understand that we're treating all applications that arrive by the 20th as a single block, divided only on the basis of EEFC membership. Even though some may find this process stressful, we are glad that it is fairer, especially in reducing the unfair advantage for those with addresses with the speediest 1st-class mail access.

Among EEFC members who apply by the 20th, housing assignment is the primary means of ordering. This does not mean, however, that there is an advantage for those with specific housing preferences, for example, tenters, or those who identify other applicants as part of their group. For each group on the waiting list, priority is given to EEFC members. Logistically, the housing coordinator has the main responsibility, with the GM helping as needed. If things get sticky, they will consult with the board directly.

If the camp slots fill up just with 4/20 applicants, then the remaining 4/20 applicants become the first group on the waiting list, preceding those with applications postmarked 4/21.

Treasurer report (John and Rachel)

We're pretty much on target budgetwise. One exception is that we're 75% over budget on the Kef Times, although we were able to keep it to the planned 16 pages. Perhaps the culprit is printing and mailing costs.

There was an old action item to diversify our assets, currently \$46K in a money market account. We're considering Vanguard.

Scholarship committee report (John)

Our process on the committee worked well. We each selected our top five candidates and provided rationale for our choices. There was remarkable convergence among committee members on the two winning candidates for each camp. The Kef scholarship attendees at West Coast camp (out of 24 applications) will be Hristo Hrabov Alexiev and Shelley Merid, and at East Coast camp (out of 15 applications) will be Kristina Danute Vaskys and Varol Agâh Saatcioglu. We've already sent letters of regret to the others.

Program committee report (Janet)

The program committee has been working on a document that defines the committee's responsibilities and procedures. Lise Liepman started the process in the Fall, and the committee plans to continue now that the camp staffing slates are done. The document will answer questions like: How do people get on the committee? What rotation policy if any should be in place? What's the role of the board and how should it be represented? What are the GM's role and responsibilities? What is the timeline for the process of selecting and booking staff? How is the role of advisor distinguished from that of member?

ACTION (JP): Complete draft of the Program Committee document by the Fall board meeting.

Development committee report (Michelle)

Several members of the community have expressed interest in writing grants, say, for bringing musicians to camp from Europe. But the board needs to provide direction. Which musicians? And how do we ensure that any grants we apply for align with our program directions for camps and more generally with our long-term planning? In short, we shouldn't invite folks to help us with grantwriting until we're ready with a plan.

ACTION (MB): Contact individuals about writing the Fall membership letter.

We've received around \$20K in membership funds, though that may go up if folks send in memberships with their camp registrations.

ACTION (MB): Contact Julie Lancaster about a Kef Times piece on EEFC fundraising.

Our current membership rates are: individual \$40, family \$55, student/low income \$25, organizational \$100. The family rate seems too low relative to the individual rate.

DECISION: Raise the family rate to \$65 beginning with the 2005 membership drive.

We need to offer an attractive benefit to organizations who join EEFC – one possibility is to give member organizations a discount on Kef Times ads.

ACTION (RM, Julie): Determine an organization member discount rate for Kef Times advertising.

Mt. Washington facilities report (Matthew and Emily)

On a gray rainy day, MF and EBC went up to Mt. Washington to see the camp in off-season. The goal was to assess what has been done before meeting with Mike McIlhaney, now Capital Campaign Director and formerly Executive Director. There are 64 buildings in all, many of which need various kinds of work. Some of the 12 Wigwam units are in pretty bad shape we will probably not try to use all of them this summer. On the other hand, there s progress in the Frontier area. New cabins are being assembled from kits. By this summer, there will be 5 in all. They re nice except that the bunks are narrower, shorter and lower than the other cabins, presumably to fit some standard kid size. This means that the mattresses don t fit into the bunks.

The Kafana building (Parker-Seeley) has not been upgraded. Mike said that an engineer will look into shoring up the porch, though this won t address the area near where the band sets up, which was bending under dancers feet last summer. We will need to see a report from the engineer and a timeline for fixup.

The Abnaki cabins are in okay shape, but the bathrooms need work. Mike promises that they ll get painted and that there will be running water in the composting toilets buildings. Other work will have to be done by us: shower curtains, hooks, shelves/cubbies.

The area around Bear Rock looks okay. In particular, we should consider using the Woodland cabins this summer, perhaps for staff.

There were lots of problems last year with the kitchen, as EEFC campers can attest! Their cook of nine years quit in April 2003. They didn t hire a replacement, so things went downhill between then and Janet s arrival at the start of our camp. This year, Hi-Rock has decided to hire a company, Food & Beverage Association, to do food for the summer. When we re there, the company will make sure that the kitchen is up to code and provide staff to help Janet.

Unfortunately, they can t put up a sink outside the dining hall (as at Mendocino). This is because they can t run drainage to the front of the dining hall without tunneling under concrete. Such a large plumbing/construction project would be unlikely to meet with the town s approval.

On others of our complaints: we will have to do our own signage/reflectors for paths. The roads get graded twice a year, so we have to make do with the two months of wear and tear they ve had by the time we get there. Smoke detectors are checked every week. We can borrow chairs from Bear Rock and/or rent extra chairs. Mike will make sure that brooms and dustpans are in every cabin.

Hi-Rock has its own cleanup weekend, which it doesn t look as though EEFC members will attend. On the other hand, we will have our own "beautification" weekend sometime before the kids arrive in late

June. Hi-Rock will feed everyone who comes and promises the bathrooms will be clean and the kitchen improved.

Hi-Rock capital campaign

Board members looked over copies of Hi-Rock's glossy fundraising campaign brochure. It is a \$2M campaign, which they hope will actually raise \$2.5M due to a Kresge Foundation matching grant. Pledges have to be made by June 1 in order to be matched by Kresge. They have raised \$1.8M so far. Among the projects to be funded by the campaign are: the new Frontier cabins, tearing down and rebuilding Parker-Seeley (our kafana building) preserving the fireplace if possible, re-routing the road from highway to camp away from private lands, and making various improvements to other structures.

The idea of a new pavilion came from us, but it appeals to them, for example, as a place for the kids to find shelter during a rainstorm. So they tacked the pavilion onto the capital campaign and surprisingly to Mike, they got approval from the town in February for a 40 x 80 pavilion constructed 150' from the lake in the Center Circle area. The permits require that it must be started by February 2005 and completed by February 2006. They've already received one estimate of \$85K for the construction based on a picture of the Ramblewood pavilion. Mike wants us to contribute to the pavilion part of the campaign.

We discussed at length the pros and cons of participating in this campaign, especially since it implies a long-term commitment to Hi-Rock. Pledges made to the capital campaign can be paid off over a period of up to 5 years. We have two years left on our contract so would need to feel secure about signing up for another three years. We discussed whether we could continue using Hi-Rock without a separate dance space. That would be possible, but the pavilion was one of the best attractions at Ramblewood and might offset some of Hi-Rock's disadvantages. We settled on the idea of a proposal to the EEFC community that we would make a pledge to the Hi-Rock campaign for part of the cost of the pavilion, \$20K, to be paid over five years. Payments could be made out of our \$46K "rainy day" money market fund, which we would expect to replenish by direct donations from the EEFC community.

Phone call with Mike from Hi-Rock

We then had a speaker-phone conversation with Mike. He agreed to our proposal. Furthermore, he said that any contributions from us would be returned if for some reason the pavilion isn't built. Also, we could write them a letter of intent by June 1, which would only turn into a real pledge after our community meets at camp in August. That way, they get our pledge matched by Kresge, while we get to see that promised improvements have been made to the facilities before committing to the campaign.

We asked Mike about the timing of the various improvement projects. Work on the Frontier cabins has already commenced. They want to start the pavilion in Fall 2004 as well as the work on the roads. New cabins at Bear Rock are planned for 2005, followed by a new "greeting building". The new Parker-Seeley building will be started once the road is completed. They're also looking at a maintenance building, climbing tower for the kids, and new waterfront equipment. He sees no problem with having

an EEFC representative participate in future Hi-Rock discussions of capital spending. He said our request for right-of-first-refusal for five years was reasonable, but he d have to check with his boss to be sure. He understands that we can t keep our 5-year pledge if we re not there for five years. Our request for bigger bunks in the new Frontier cabins also sounds reasonable to him.

Hi-Rock action items

The board drafted and edited the text of our letter to the EEFC community during the meeting.

ACTION (MF): Send message to the EEFC listserv with our proposal to contribute to the funding of a new pavilion at Hi-Rock. The letter includes names, phone numbers and email addresses of board members, in case any members of the community want to give feedback privately.

ACTION (all): Consolidate any private feedback we receive from the community.

ACTION (BB): Consolidate emails from the community regarding the pavilion.

DECISION: Offer gratis camp registration as compensation for Matthew and Emily s work as Mt. Washington liaisons this year.

ACTION (EBC): Send message to community announcing Hi-Rock work weekend for June 4-6. Invite musicians and dancers, the plan is to party at night, work in the day. The tasks will include aesthetic improvements as well as possibly working on the Frontier bunks.

balkanalia! camp

By all reports staffing for balkanalia! is proceeding apace. They have booked Pangeo and are looking for another local group. Yvonne Hunt will be teaching dancing. The camp will be held during the week before Mt. Washington.

DECISION: We will agree to cover balkanalia! under our insurance, assuming that they list us as sponsors. This agreement only applies to the 2004 camp. We ll charge them \$300 for their portion of the insurance, which we ll take out of the \$5K grant we made them for the 2004 camp. (See Fall 2003 board meeting minutes for background on the \$5K grant.)

ACTION (RM): Contact Susan Reagal regarding the above decision.

EEFC web site

The web site needs a new look, something in the style of an electronic brochure. Content should include the workshops, discussion list, membership, CD, and the board of directors. We have already allocated

\$2K for this job. One possibility is to find someone in the EEFC community who would be interested in helping with Matthew doing oversight and lead design.

Board member candidates

We discussed candidates proposed from the community as well as names brought by current board members. We arrived at a set of candidates from each coast and an order in which to contact them.

ACTION (MF): Contact the board member candidates in the order specified. Ask them for short bios to put up on the web site.

Long range planning grid

We discussed the "EEFC long range planning grid", a listing of long-term planning items divided into those we consider "one-year" or part of our continuing plan (the majority), two-year, or ten-year. Some of these led to immediate action items.

We re not ready to do a Volume 2 of the CD right now. We ll revisit that pending sales of Volume 1.

ACTION (RM): Contact Martie re status of publicity and promotional work on the CD.

The Scholarship program is now on our regular timeline (and increased from 2 to 4 scholarships this year), so we removed it from the long term planning grid.

The goal of fundraising to bring bands to camp is important, but not on our front-burner right now. However, we may want to look into a "bricks and mortar" grant to fund web site redesign. We don t expect to hire a grantwriter at this time.

The idea of using the interest from the EEFC rainy-day account to fund scholarships doesn t make sense there s simply not enough funds there and we may be using those funds in other ways (see discussion of Hi-Rock pavilion).

We still need to research the insurance and liability considerations were EEFC to sponsor other camps or workshops. We will turn this issue over to the Regional subcommittee.

Revising our Policies & Procedures manual is now in our time line, so that item will be removed from long term planning.

We are considering targeted fundraising for the pavilion if it is approved by the community. We could consider a reprise of the balkanalia! fundraising drive in which they sold tiles of the floor for donations above a minimum level, perhaps plaques on the benches of the pavilion?

Emily has been researching various approaches to creating a pension plan for EEFC staff, that is, for the GM. In one scenario, the EEFC could match employee contributions up to a fixed percentage of her salary.

ACTION (RM, EBC): Talk to USAA about managing EEFC s IRA account.

Finally, we updated the list of EEFC s top general funding priorities. The new list is:

1. Operating expenses, GM salary and benefits
2. Staff honoraria
3. Scholarships
4. Camp site facility improvements

ACTION (MB): Revise long range planning grid and distribute to the board by 8/31/04.

Miscellaneous

ACTION (MF): Ask Batja Bell to send us her new t-shirt design ideas for this summer. Will be vetted by John, Emily, Janet, and Matthew.

ACTION (MB): Respond to Gitry regarding the proposed board regional development committee: Yes, we want to do this! We agree on their idea for a calendar on the web site listing regional Balkan music and dance workshops, to be selected and maintained by the committee. We also agree to include a short column in the Kef Times for the committee, which points readers to the web page. We aren t able at this time to take a stand on regional camp policy, considering our focus on Mt. Washington and the transition of balkanalia!. However we expect to revisit the topic seriously in Spring 2005, and have a check-in at the Fall 2004 meeting.

ACTION (RT, JU, MB): Outgoing board members need to make sure there s an updated budget and long-term planning grid in their board books before handing off to new board members.

ACTION (EBC): Draft language re dancer etiquette for an announcement at orientation evening at camp. The idea is that people who learned a dance in class should get to be near the front of the line, especially during the student ensembles party on the last evening. (After all, dance classes are not featured in the student concert.) We will encourage dance teachers to invite their students to the front of the lines during parties.

ACTION (MB): Add the goal of revising the song book to the long-range plan in the 1-year section. We will need to convene a committee of experts to work with Rachel. That committee can figure out how deep to make the changes.

ACTION (RM): Print more copies of the current song book in time for camp.

ACTION (RM): By the Fall, provide the board with a detailed list of the GM tasks and how much time they require. (This action item followed an extensive discussion of the GM position with the goal of creating a job description.)

ACTION (EBC): Write a summary of the board meeting for Kef Times within two weeks.

The next board meeting will be in October 2004, hosted by Barbara in Redwood City, CA.

EEFC Board meeting minutes

October 24-25, 2003

Santa Cruz, CA

All board members and General Manager (GM) present: Barbara Babin, Michelle Benoit, Emily Beth Cohen, Matthew Fass, Rachel MacFarlane (GM), Janet Pollock, Randy Trigg, John Uhlemann.

Facilitators: Michelle Benoit & Barbara Babin

Notetaker: Randy Trigg

Approval of consent calendar

We voted to confirm the budget extension for a month to the end of October.

Election of officers

President: Barbara Babin

Treasurer: John Uhlemann. John will be working with Martie Ripson, our financial advisor.

Secretary: Randy Trigg

Board Liaison: Matthew Fass

Committee chairs and members

Program Committee: The chair is now Janet Pollock other members are Belle Birchfield, Lise Liepman, John Uhlemann. The committee is considering having one or two advisors from staff and community.

Development Committee: Michelle Benoit will be chair Emily Beth Cohen will be member. Former non-board members will be invited to continue. One project is to continue Barbara s investigations into a Trust for Mutual Understanding grant.

Administrative Committee: Chair will be Barbara Babin. The main job is to work with GM during performance appraisal process.

Scholarship Committee: John Uhlemann is chair. Members include Randy Trigg and Janet Pollock. Outside member is Jim Avera.

Publicity Committee: We re reactivating this committee with Matthew Fass as chair. The focus will be on revamping the web site.

Long Range Planning Committee: This reactivated committee will brainstorm long-range ideas in advance of Spring board meetings. The work of this committee is especially important for the Development committee, which needs to articulate the long-term vision of the EEFC when writing grants and soliciting memberships. Co-chairs are Janet Pollock and Michelle Benoit.

ACTION (RT): Update P&Ps to reflect the new/reactivated committeeships.

Guest of Board (GOBs)

In discussing GOB candidates for next year s camps, we noted the need for a record of past GOBs and GOB invitees.

ACTION (RM): Look in database for records of GOBs for the last few years and pass along to RT.

ACTION (RT): Look through old board meeting minutes for GOBs at earlier camps and any records of invitees, and compile a listing.

GOB candidates for next year include Elizabeth Ryan and son (Mt. Washington), and Jeff O Connor (Mendocino).

Gifts for site managers

Site managers receive gifts at the end of every camp. Agreed that these gifts should come from the EEFC and not from individual board members.

ACTION (RT): Change P&Ps to show that EEFC will pay for site manager gifts.

Membership letter

We try to use different people to write the membership letter each year. This year, we decided to ask Eva Primack.

General Manager report: Membership

The total number of members increased last year as did the income from membership, continuing our long-term trend of gradual increases. It was also nice to see that web downloads garnered 12 contributions. However, we wish membership was growing faster. We discussed various ideas for gaining new members and for increasing the contributions of current members.

One idea is to set a concrete goal, say \$25K for the next FY. If so, we might want to mention specific requests when we write to prospective donors. [Secretary's note: We plan to discuss the wording of such a targeted ask letter at the Spring board meeting.]

Another suggestion was to ask people at camp or on the listserv why they don't join.

We wish we had more corporate members, but unfortunately, our membership perks (first-class camp brochure mailing, drink cards) aren't as valuable for organizations as for individuals.

ACTION (Dev comm): Draft membership solicitation letter.

DECISION: Continue sending hand-written follow-up thank-you letters to large contributors (we sent 20 last year) and also be sure to personally thank participants in the auction at camp, those who contribute items and those who purchase them.

ACTION (EBC, JP): Handwrite thank you letters for large donors.

DECISION: Keep the giving levels (student/low income, regular, etc.) the same as last year.

General Manager report: Kef Times

The Fall 2003 Kef Times is in production and will include an article about the Guca brass band festival. We increased the price of ads from last year (up to \$500 depending on the physical size of the ad), and have gotten several half and quarter page ads for this issue. Julie Lancaster continues to act as editor, charging us non-profit rates, as does Miriam Lewis for her graphic design services.

General Manager report: Financials

We discussed the financials final report and the budget for next fiscal year.

As expected, Mendocino camp earned a healthy profit from the sellout. Because there was one less day, we paid a bit less in rent and food, which was partly offset by less income at the donation store. Next year, we'll have a rent increase at the Woodlands of \$1/person/day (the rate is now at \$14/person/day). This means a rent increase of some \$1400 overall.

The sellout at Mt. Washington was a welcome surprise, and led to a mild profit from that camp. There were some kinks in the process of running the camp, which we are resolving for next year. (For a summary of these issues, see the "Mt. Washington" section below.)

To top off a great summer, balkanalia! also sold out. We hope this is a continued trend as the workshop transitions to being regionally run, and not because attendees felt it might be the last year of operation.

We didn't sell as many CDs as we'd hoped at camp. See discussion below on how to improve CD sales.

ACTION (RM): Build into the financials process, a report giving amount of total assets in our accounts as of end of FY, compared across years.

T-shirt sales/expenses are just breaking even. Perhaps we need a more radical change to the design.

DECISION: Keep camp fees the same for 2004.

DECISION: Increase teacher honoraria by 5%.

DECISION: Increase budget for Kef Scholarship fund to cover up to two scholarships at each camp.

DECISION: Increase GM salary by 7%.

We discussed the need for an upgrade to the EEFC web site. We'd like it to reflect the quality standards of our brochures and other printed materials. This will be the province of the Publicity committee.

ACTION (MF): Draft a proposal and estimate for revamping the web site, including costs of server space for hosting the new site. We're aiming for the new site to be operational in Spring 2004.

Mendocino evaluations

At Mendocino, the primary evaluations topic was the cook, Jozseph Schultz who replaced Jeff O Connor this year. Kim Wollter was his assistant to help with continuity. We learned that we hadn't known all the tricks Jeff was using in prior years to adequately equip and supply the kitchen. Also, there was a bit too much choice in the meals, leading to slower lines.

DECISION: Clarify the division of labor/responsibility between chef and kitchen coordinator, that is, between food preparation and logistics. Also request additional items from Mendocino Woodlands, for example, serving utensils.

DECISION: Bring back the bag lunches for student concert day.

We talked about newbie students not feeling empowered to approach teachers with suggestions. We need to work harder to make the face presented at camp for newbies be a friendly, approachable one. In particular, campers shouldn't feel they have to wait for the evaluation form in order to make suggestions. This could involve a suggestion box at camp, or perhaps just a slight change to our introductory comments on the first evening.

Another issue was "camp crud". We need to keep a bigger stock of antibacterial soap on hand.

Mendocino registrations

We discussed a variety of possible changes to the camp registration process to improve fairness. Some of the suggestions have come from campers, for example, to give certain types of campers (full-timers, local, etc.) preference over others. One problem has been the mailings, first-class to members, bulk to others. First-class can take much longer to arrive in certain geographic areas.

ACTION (RM): Provide financial analysis of costs of sending to everyone by first-class mail.

ACTION (RT, MF): Draft a new camp admissions plan for approval by the board over email.

Mt. Washington

In discussing the issues involving the Mt. Washington camp site, we decided to prioritize the health and sanitation requirements:

- Clean kitchen: floors mopped, clean dishes and counters, etc.
- Dining hall: no sour milk smell, more garbage cans, need to meet health codes
- Bathrooms need painting and dusting. Most important, there needs to be running water next to the toilets as required by state law.
- Cabins need brooms. Mattresses shouldn't smell of urine.
- Structural integrity of kafana building
- Grading paths

In order to make substantive progress on these issues, we decided to create a camp liaison position for Mt. Washington. The board will provide the liaison with a list of problems to deal with and a formal letter to the Hi-Rock management. The liaison will track progress on each of the items and report back to the board. The position will be compensated. Potentially, the liaison will also help us set up a visit from a structural engineer to look at the kafana, and a health inspection of the kitchen.

ACTION (MF): Draft a job description for the Mt. Washington liaison. Compensation level TBD.

ACTION (MF): Draft a letter to Hi-Rock in collaboration with the Mt. Washington liaison.

Some of the "aesthetic" issues like soap dishes, cubbies, hooks, and the like might be handled by work parties, to be organized by the new camp liaison person.

Other suggested changes for camp:

- Better signage, for example, for office location
- Better sound system for hearing mealtime announcements
- For navigating the paths at night: consider bike reflectors mounted on posts
- Won't prohibit driving between Bear Rock and Dining Hall, especially for folks who can't walk long distances. Warn people that Bear Rock has that drawback as a living space.

We decided to put off work on the dance pavilion until after 2004 camp. We need to see responsiveness from Hi-Rock before embarking on such a project.

Some evaluations suggested that we offer different rates for different housing. We decided against that partly because of the logistical problems it creates for the housing coordinator, site manager and General Manager. Last minute changes, for example, require campers to be reimbursed or to make additional payments. Also, people with health problems (and thus housing restrictions) shouldn't have to pay more to come to camp.

However, we need to respond to people's feelings of housing inequities. Retiring the Wigwam cabins will help (those were in the worst condition). As at Mendocino, campers are able to specify housing preferences which the housing coordinator takes into account. Also, we will cut back on the total number of campers.

ACTION (RM): Work with the Housing Coordinator to maintain a maximum of 250 bodies/day.

We discussed the front desk position and possible changes to its description. For example, we may attempt to integrate some or all of the functions of front desk, store, messages, office, and first aid.

ACTION (RM): Work with Mt. Washington site manager to redefine the front desk position (site manager is responsible for filling the position for 2004).

We discussed the difference between late night food at Mendocino and Mt. Washington.

ACTION (RM): Talk to Kafana about food cost vs quantity. Could snack items (like pretzels, etc.) be put out for free?

ACTION (RM): Inform the chef that we need to have peanut butter and jelly and such out (at the dining hall) during the evenings.

We discussed the space used by vendors inside the dining hall.

DECISION: The site manager will draw a tape line demarcating the maximum area for vendors. Then the vendor coordinator will determine who sets up where.

ACTION (RT): Add the topic of looking for future camp sites to the Spring board meeting agenda.

Balkanalia!

We considered the requests made by Susan Reagel on behalf of the group planning next year's balkanalia! camp. The requests include: keep the name "balkanalia!", obtain seed money from EEFC, obtain access to EEFC's mailing list, and be under our non-profit umbrella.

DECISION: To offer a one-time grant of \$5000 for putting on the 2004 Northwest regional camp. This corresponds to the amount of profit from the 2003 camp minus expenses. In return, we're asking for "in association with" status in the publicity materials.

DECISION: To offer our mailing list, but only for one year and limited to the uses of the camp. In particular, in keeping with our agreement with the EEFC community, the mailing list can't be sold.

DECISION: To permit "balkanalia!" to be used only as part of a transitional name for the camp, for example, "formerly known as balkanalia!". This gives some continuity for publicity materials, but preserves the EEFC ability to use the name in the future if we decide to produce a successor to the 2003 Balkanalia CD.

DECISION: We agreed to help the new group procure their own non-profit status in the coming months. In the meantime, EEFC can act as banker for pre-camp expenses by charging to our \$5000 grant.

We agreed to offer other informal help, for example, Program Committee advice on staffing.

ACTION (BB): Draft a letter to Susan Reagel in response to her request.

Kef Scholarships

We're asking for the scholarship winners to write up their experiences for the Fall Kef Times. In the future, we will make this a requirement for winners.

Some in the community have questioned our 18-and-over criterion. Our reasoning is that folks under 18 need to be accompanied by a legal guardian and we don't want to give a scholarship that requires another person to pay.

We agreed to distinguish between criteria and guidelines. The former are hard and fast rules on who is qualified to win a scholarship. The latter are a looser set of preferences or priorities meant to help the evaluation committee in their work. The board does not need to approve guidelines. The board would need to approve any changes to the criteria, however.

CD project

We need to step up our efforts at promoting the CD. This will be the province of the publicity committee.

ACTION (MF): Look for someone to help with promotion.

DECISION: Table until Spring the question of a next CD.

Program committee

The next program committee meeting is in November, where initial staffing ideas will be hammered out. We will be inviting a couple of community members to join as advisors.

ACTION: (JP, RT): Revise the language in the P&Ps that covers the process between board and program committee around approving teaching slates for camp. At the moment, it doesn't reflect reality.

We discussed the (fortunately rare!) cases of inappropriate behavior by staff or campers. We need a sexual harassment policy.

ACTION (BB): Look for models of sexual harassment policies at other workplaces.

ACTION (RM): Send to the board the language around "inappropriate behavior" currently appearing in our published materials.

We discussed this year's camp focus on Bulgarian. It was a result of certain musicians like Maistori and Ivan Milev being suddenly available. We expect next year to be more of an ethnic sampling.

We discussed the difference between how dance and instrument students are recognized at camp. Occasionally Steve Kotansky and Joe Graziosi, for example, pull their dancers to the front of the line at a party. We could encourage new dance teachers to do the same. This year, Steve's class actually danced during the student concert.

ACTION (EBC): Draft a new bit for the orientation evening on dancer etiquette, recognizing that these kinds of cultural changes are gradual and can't be legislated.

Work exchanges

We agreed on the value of a comparison of work exchange positions and duties between the Mendocino and Mt. Washington camps.

ACTION (RM): Contact site managers and create a work exchange positions list including titles, type (half or full), and duties.

Development update

A Trust for Mutual Understanding grant was used by Matt Moran to bring Angele and Goce Dimovski to the US in 2002. The timing for this grant is tight it s already too late for 2004. We should start now if we want to use it to bring someone over in 2005.

The Bill Graham foundation covering Northern CA might be a candidate for a concert outside of camp for visiting musicians. It s also too late for 2004 with them.

The California Arts Council gives general grants, but isn t taking new applications at the moment. We might consider the Oregon Arts Council, since that s the state holding our non-profit status.

In the past, EEFC received a \$20K grant from NEA to bring American citizens with Balkan heritage to camp.

We talked further about the value of grants. We re happy that we re a self-sufficient organization that doesn t depend on grants for basic operation. At the same time, grants could be useful for special projects like infrastructure (web site or bookkeeping), historic building preservation for the kafana at Mt. Washington, or a new scholarship program.

There are members of the EEFC community who have volunteered to help write grant applications. One idea is to create a community-based grantwriting committee.

Miscellaneous topics from the evaluations

Again, some in the community suggested extending the Mendocino camp to two weeks. In 2004 (unlike 2003), there will be a workshop right after ours at the Woodlands. But also, we have a smaller pool of people to draw on than we might think. In addition to the core group that runs the workshop, there are musicians that "fill in" at all the parties (e.g. from Edessa and Ziyia). In short, we re not sure we have the personnel to run a two-week camp.

It doesn t look good for getting the 8^h day back for either camp, although both campsites know that we want it. People mentioned feeling rushed in their classes.

We suspect that the gadulkas in Barbara Babin's garage are the only instruments that EEFC owns. We'll consider selling them in the auction if no one else wants them.

Future of EEFC

We expect to discuss the long-range future of the EEFC at the Spring board meeting as is the (new) custom. At this meeting, we did a bit of brainstorming to gather ideas and help prepare the ground for the Spring. Here is a synopsis:

Some of the questions involve defining who we are. Are we more an institution or a community? Should the EEFC become a clearinghouse for national groups, dance groups, and workshops?

With three full camps this year, we've reached the capacity for current staffing. Should we stay at that level or expand somehow? Some in the community have suggested that we create an executive director (ED) position. That's generally someone who schmoozes, attends functions, fundraises, and works closely with staff and board. Often, hiring an ED liberates a board to focus on fundraising. The board might be able to reduce meetings to once a year with the ED taking on some of the board tasks. However, we'd want to be sure to raise enough funds to pay for the ED. Indeed, bringing on an ED is a huge jump for us—at the moment we don't have the financial structures in place for such a step.

The case for "small"

How much do we really need to grow? Some small organizations that suddenly grow don't survive. Should we instead be saving for future hard times? Neither an ED nor grants are necessary steps for every organization. There's nothing wrong with being a "boutique organization," one that does one thing extremely well. We could work harder to attract folks from the midwest and the southeast to our camps. But is it fair to promote camps that are already full? Most important, we want to be solvent in five years.

The case for "medium"

There might be smaller steps we could take in the direction of growth. For example, an additional support person in the office, say a bookkeeper. Or a site program coordinator, someone who shares with the GM the responsibility of being the public face at camps. The GM job has evolved in response to changing situations and circumstances. It would be helpful to outline the duties of the GM job as it currently stands, so as to help us align the job with our future visions.

The case for "grand"

On the other hand, we could think grand—what would EEFC need to be doing to justify having an ED? For starters, we'd want at least 5 employees who might be running balkanalia!-type weekend workshops or act as site program coordinators for our weeklong camps. They might include an office assistant for

bulk mailings, updating mailing lists and the like. Another employee might be charged with Midwest camp development and management.

One of our new employees might be an educational trips liaison, a sort of tour coordinator. A "grand" idea is for EEFC to sponsor trips to Eastern Europe, applying our high quality standard from camp to tours that involve meeting and working with local musicians and dancers.

We summarized the growth discussion as a set of possible program directions: office assistant, site program coordinator, several regional weekend camps a year, a Midwest camp, and Eastern Europe educational tours. Together, these are big dreams, even for 5 or 10 years out. But they all fit with our mission. We ll return to this discussion in the Spring board meeting.

"EEFC Regional Development Subcommittee Report to the board"

In October 2003, we received a report to the board from Gitry Heydebrand. Titled "EEFC Regional Development Subcommittee Report to the Board", it details the mission, plan, and status of the subcommittee and its work. The subcommittee intends "To facilitate growth and development of interest in Eastern European folk culture on a regional basis," and "To identify needs and goals relevant to each region with oversight by the EEFC Board in accord with the overall EEFC mission." Gitry thinks that this project could bring in money for EEFC through new memberships from underrepresented regions. She s also exploring how we can define group memberships so they re more desirable.

The community has already been informed about the existence of this group and its listserv, and John Uhlemann has already volunteered to be the board s informal liaison.

We discussed whether and how the Kef Times might be used for the group s announcements. We might offer them a reduced subsidized rate, although we noted that up until now, we have not used the Kef Times for calendar listings.

In general, we re extremely impressed with this proposal, the work that s gone into it, and the potential future implications for our community. We ll be discussing how best to support and connect to this project in the Spring board meeting.

Upcoming meetings

NEXT CONFERENCE CALL

Sunday, November 23rd

SPRING BOARD MEETING

We re leaning toward late April or early May in Brooklyn. Will schedule during the November conference call.

EEFC Board meeting minutes

September 27-29, 2002

Albany, NY

All board members and General Manager (GM) present: Barbara Babin, Michelle Benoit, Belle Birchfield, Rachel MacFarlane (GM), Janet Pollock, Martie Ripson, Randy Trigg, John Uhlemann.

Facilitator: Michelle Benoit

Notetaker: Randy Trigg

Approval of consent calendar

There were two items voted on since the Spring board meeting. In an online poll dated 7/31/02, we agreed on the timing of a phone call to Ramblewood management. In an online poll dated 8/1/02, we agreed to ask Camp Hi-Rock to take to their board our commitment to at least a one-year lease, with a three-year lease pending the EEFC board's September visit to the site.

Resolution in appreciation of the service of outgoing members, Julie Lancaster and Mark Primack. John volunteered to send gifts.

We approved the consent calendar unanimously.

Election of officers

MOTION: officer slate for 2002-2003 (moved: John; second: Belle): Michelle Benoit president, Randy Trigg secretary, Martie Ripson treasurer, Barbara Babin liaison. Passed unanimously.

Determination of committees

Development: Co-chairs: Barbara and Janet; Members: Martie and John

Program: Chair: Belle; Members: Janet, John, Lise Liepman

Admin: Chair: Martie; Member: Belle

Scholarship: Chair: John; Members: Belle, Randy, possibly an outside member

CD: Board chair/liaison: Martie; Members: John, Margaret Loomis, David Bilides

Treasurers report (Martie)

Handout: budget variance report. We had a drop in new members, which was not offset by our raised membership price. Last year we had 448 members this year 413. We took an income hit at Balkanalia due to lack of attendees. Our mailing expenses went down slightly to \$6500. New expenses included a new computer for the office and initial expenses from the CD project. Newsletter expenses amounted to more than \$5000 for only one newsletter; we had budgeted \$7500 for two issues. T-shirts were a success, possibly because of tote bags, aprons, and feminine necklines. We have Margaret Loomis to thank for that.

Overall our net gain was \$8K, or 2% gain on expenses. [Secretary's note: After the meeting, the net gain figure was amended to \$3K.]

Our money market account has around \$45K. Because it hasn't been touched for awhile and so as to make more than 1-2%, we may make at least part of it non-liquid.

Martie will be added as signatory to the EEFC account (in addition to Rachel).

Scholarship committee report (John)

After discussion, we decided not to establish criteria for the first year we don't want to restrict the pool of applicants until we see how many we have. Each Fall, the board will determine the scholarship fund amounts, review the criteria, and identify or advise on themes for the year if any. Applications will be solicited via announcements in the Kef Times, on the web site, and on the mail and news lists. The deadline for submissions is February 28, 2003.

Development committee

We discussed several possible outside member candidates for the Development committee. The committee will determine how best to manage outside member participation.

CD committee update (Martie)

Work with Margaret Loomis and David Bilides (CD committee members) is going well. Judy Barlas who has contacts with CD houses will coordinate manufacturing. Charlie Pilzer will do the mastering.

We re aiming for a total budget of \$5000-\$6000; the detailed budget will come later. Questions the committee will be working on are: length of the liner notes, and whether the focus will be Balkan music and culture or the EEFC camps or a combination. In the meantime, the deadline has been extended to October 31 and postcards and emails have been sent to invitees to that effect.

Hi-Rock contract, improvements, publicity

We spent Saturday morning getting a stellar tour of the Camp Hi-Rock facility at Mt. Washington, MA. Thereafter, our first order of business was deciding on a contract and its duration.

MOTION (Michelle; second Janet): that we sign a 3-year contract with Hi-Rock.

We raised the concern that signing this contract doesn t give the camp site search committee time to find an alternative site for 2004 and beyond. But as we have learned, switching to a new camp is a huge project; one we are loathe to take on two years in a row. On the other hand, we welcome the committee to continue searching with an eye toward 2006.

We then voted on the above motion, which passed unanimously.

We discussed several ideas for publicity including: promotional videos, Margaret Loomis photos, radio blurbs, a photo tour on the EEFC web site, an article in the Kef Times, an announcement to the new EEFC news email list, the membership mailing, and a two-sided flyer possibly with early staff ideas.

ACTION: Barbara will send an announcement to the listserve after the board has agreed on language, tone, and content. ACTION: Martie will draft a FAQ to send after the initial announcement. ACTION: Michelle and Rachel will draft general publicity text for multiple uses.

The subsequent discussion focused on Hi-Rock facilities, particularly bathrooms. We are looking to add bathroom improvements to Hi-Rock s own plans: new access road, new Frontier cabins, renovations to Parker Sealy lodge, and exploring a possible dance pavilion. With regard to the bathrooms, we re looking at tripping hazards, safety issues, aesthetics, hygiene, and the need for cleanable floors and walls. Several board members took a second visit to Hi-Rock after the conclusion of the board meeting, with a focus on the bathrooms.

Regarding the dance pavilion, we will give them minimum requirements, but it s not appropriate for us to be involved in construction. Margaret Loomis & the builder of the Buffalo Gap pavilion have consulted on possible pavilion construction toward which the EEFC would contribute should our requirements be met.

General Managers report (Rachel)

There were few crises at the camps this year. Mendocino went almost without a hitch, though one teacher had to cancel at the last minute. The waiting list reached 30 at its peak, and then dwindled to 0 through last-minute cancellations.

Ramblewood went smoothly apart from one incident of two teachers leaving camp early in the week for a gig without warning Rachel. A communication problem involving who the site manager alerts when problems arise was cleared up.

The part-timers system worked well, but there were problems with party-goers. They're hard to keep track of and hard to pre-register. ACTION: Martie and Rachel will reexamine that procedure. We need to publicize our policy better, especially with regard to last-minute requests to attend a party.

Site staff at all camps were terrific hope they'll continue!

One disappointment this year was that the Kef Times didn't come out in the Spring, with the result that people didn't see their names on the membership listing. ACTION: Rachel and Julie will get together to review the timeline.

We've run out of inventory for the camp song book. ACTION: Martie and Rachel to price and make a small run of songbooks.

Balkanalia

Balkanalia had a great feeling laid back, great music, good fun. We cut back on staff to reduce costs, but the floor and rent are expensive, especially when we were 10 full-time campers fewer than last year. GM chatted with the Portland core group about how to raise attendance, for example, through a concerted PR program. We could cut costs further by decreasing the teaching and music staff.

We decided that Rachel needs to hand off some of the Balkanalia work for next year, because of the proximity of Balkanalia to the newly-relocated East Coast camp. One possibility is for registration to be handled directly in Oregon rather than through the EEFC office. ACTION: Rachel will contact the Oregon folks to communicate that she may not be attending next year. She will assist them in setting up a local registration system via the Notes shared database.

2003 will be the seventh year of Balkanalia. In each of its first six years, it has lost money. Discussion is ongoing about how best to facilitate this camp. There is a possibility that we may have to let it go after this year; in that case it could still be held, just not under EEFC auspices. ACTION: Rachel and Martie will build a timeline of what we do to put on Balkanalia.

Program committee

Thanks to Janet for her work coordinating Merita and Raif's appearance on the west coast, and to Matt Moran for his coordination of the Dimovskis' visit. We reimbursed Matt for certain of his out-of-pocket expenses around visa fees and the like.

We briefly discussed the idea of camps in other geographic areas, especially those places that don't normally get to experience expert musicians. Such camps could be held in other venues, say, hotels. We decided not to take this up now given the big change with east coast camp.

The Program Committee gets together in October for the major slate-production conference call. This year, the program committee members will take on more of the subsequent phone calls to prospective staff, to relieve Rachel of some of that burden. Offloading would happen by assigning a program committee member to be the front line first contact for a particular staff person. If the PC member won't be at camp, then the staff teacher would be referred to a member of the onsite site staff at that camp. ACTION: Rachel will make a script for phone calls to prospective staff.

We discussed a proposal coming from campers and from the board to recognize and possibly institutionalize in some way, the role of de facto Kids' Band director at Mendocino. We noted that east coast camp has had one or more work exchange positions to help out Marlis and her classes, partly because the East Coast Camp kids' classes tend to be larger. After some discussion, the board agreed on the need to recognize the value of the position and to encourage emerging leaders in the future without institutionalizing this role. That is, we will offer reimbursement to the band director for camp tuition and find a space for the band to meet, but not list the band as an official slot in the schedule (though it may be mentioned in the camper letter along with other kids' activities). ACTION: Rachel will implement this new policy.

Admin committee / issues

Since the entire board works at various times with Rachel, we decided to share the responsibility of performing the General Manager's performance appraisal. ACTION: Martie (Admin chair) will send a form to the board for feedback on the GM performance review.

A member of the community suggested creating a second year-round staff position, Executive Director, to complement the current General Manager. In our discussion we reviewed the history of a 1994 initiative to hire an ED. At that time, the board created a job description and proposed a salary. In the end, they decided that EEFC couldn't afford it. Again, we feel that this is not the time to bring in someone at the ED level. Instead, we lean towards a development position paid for by a grant. ACTION: Barbara will bring grant information to the next meeting. ACTION: Rachel will try to locate records of the 1994 discussion.

Communications with EEFC community

"Official" postings to the EEFC listserve or the news list could come from Rachel, Barbara or others. ACTION: Martie and Randy will work with Barbara on setting up a yahoo account from which liaison messages can be sent. We ll also look into how to attach an auto-responder message to that account in the event Barbara is out of town. ACTION: In the meantime, Michelle will contact Noel Kropf about changing the liaison address.

We discussed whether/how to require that board members stay on top of the EEFC listserve communication. MOTION (Martie; second Barbara): Add wording to the Policies & Procedures that "Board members are required to monitor the EEFC listserve." Passed unanimously. ACTION: Randy will change the wording in the P&Ps.

Web site

We discussed various ways to improve the look, feel, and content of the web site. One idea is to try to have the web site reflect the look of the Kef Times, with similar typefaces, graphic design, photos. The same photo releases we get for the Kef Times should work for the web. We might also consider building in the ability for folks to add themselves to the mailing list via the web site.

We decided that revamping the web site is not the best place to put our energy this year, however, ACTION: Martie will be putting up pages about Hi-Rock including photos. We ll revisit the web site discussion in the Spring meeting.

Board elections

MOTION (Randy; second John): Drop the sentence in the P&Ps that requires that the number of board candidates be twice the number of open slots. Discussion: If we are happy with the slate of candidates, then it s counter-productive to have to prevail upon other folks to add their names just to increase the slate size. Passed unanimously. ACTION: Randy will make this change to the P&Ps.

We also discussed a suggestion from the community that at least one member of the board be elected by the community. We thought this to be a good idea in principle, but we weren t sure how the members could organize such an election. The membership includes many folks who aren t on the listserve and who don t come to camps. Recently, there have been very few nominations coming from the community we ll revisit this question when it looks like the EEFC members want to engage in that way. In the meantime, we will continue to encourage the community to nominate new board members.

ACTION: Barbara will write a short piece for the Kef Times on the relationship between the EEFC board and the membership.

Budget (Martie)

For our budget discussion we had handouts showing the details of the proposed budget and a summary comparison of differences between the 2003 budget and the 2002 actuals. Martie stepped through the highlights with us.

The camp income estimates are based on 5 year averages in each category. We are forecasting a 20% drop in tuition income for east coast camp because of the move.

There are several differences from prior years. We will need to rent a 40 x 80 dance floor for the east coast camp. We re estimating \$2000 for rental or construction. ACTION: Belle will call Lanita Hyatt for advice on floor rental.

For the CD project, we re projecting expenses of \$6000 and earnings through sales of \$7500. Perhaps we ll also get increased membership through the CD.

Most of our discussion focused on the rates to set for the three camps next summer. We ran various "what if" scenarios using different camp rates and expense projections. Final rates will be set later.

All in all, the budget for 2003 shows a loss. Though Hi-Rock expenses are less, we may lose 10-20 east coast campers. Because the budget needed to be modified, approval won t happen until after the meeting. Thus we voted on a budget extension:

MOTION (Martie, second Michelle): Approve operating funds for the month of October and an extension of the budget approval deadline until October 31st. Passed unanimously.

Separately, we discussed the pros and cons of changing our fiscal year from the current October timeframe to 11/1 – 10/31. The advantage is that it gives us more time to prepare the budget after the summer camps. Without a budget, we can t set salaries. A disadvantage is that we will have to modify our bylaws, which means resubmitting to the state of Oregon. We decided for the time being that at Fall board meetings, we will always review the budget time frame, and vote for emergency extensions of last year s budget if necessary. ACTION: Randy will change the timeline accordingly.

Topics from camper evaluations

Note that in addition to being read by the board members, all camper evaluation comments are forwarded to the appropriate teachers or staff members for their consideration and possible action. The following topics are only those pulled out by the board for separate discussion.

Dance etiquette

Some of the issues that arise in our dance parties: folks who think they know what they re doing jump in at the front of the line, making it hard to lead; beginners jumping in near the front of the line; folks

videotaping who obstruct the movement of dancers; dancers with death grips on neighbors' hands and arms. We do not want to institute rules; that would affect the fun atmosphere at our parties. After all, we deal with these issues in dances anywhere, not just at camp. Instead, we will encourage the dance teachers to discuss etiquette under the label of dancer safety. ACTION: Rachel will forward those camper evaluations that concern dance etiquette to the dance instructors.

Recording etiquette

Some campers were inconsiderate and even rude about taping teachers during class. Board members can check in with teachers trying to help empower them, however, rules aren't appropriate here. We'll need to deal with these incidents on a case-by-case basis.

Newcomer orientation

We'd like to offer tours of the physical layout of camp both at Mendocino and at Hi-Rock. Tour leaders could be available at the time of camper sign-in. ACTION: Rachel will talk to site managers and housing coordinators about setting this up. ACTION: Randy will add this to the Spring board meeting agenda.

Wednesday half day

There was a suggestion that Wednesday be run according to the Saturday half-day schedule so as to free up an afternoon in the middle of the week for rest, recreation, practicing, etc. This idea has problems—it unfairly impacts part timers, and the Saturday schedule is chaotic. We prefer to encourage campers to take personal responsibility to get sleep, and not sign up for so many classes.

Dance videos

Some teachers object to campers recording their dances. We decided to take this topic up at our next conference call after we check on the language in our contracts and camper letter. There are also issues related to selling videotapes of performances. ACTION: Michelle will work on formulating an EEFC video-for-profit policy for our next conference call.

Dubbing at East Coast camp

ACTION: Martie will get another dubbing deck.

Miscellaneous

The board will send a letter to Matt Moran commending and thanking him for coordinating the Dimovskis' visit.

Someone in the community suggested that we consider purchasing our own camp site, and run dance camps all season. As Matt Smith has observed, this changes the business we're in, it's not part of our mission statement. We agree with that sentiment. Alternatively, we could elect to become more closely involved with the camp site owner. In the same way that members of our community serve on the Mendocino Woodlands board, we could explore ways to participate in the governance of the regional branch of the YMCA or the Nature Conservancy.

Because of the financial situation, we decided not to pick Guests of the Board at this time and wait to see if a special case comes up. [Secretary's note: We later decided to invite Jeff O'Connor as a guest of the board at Mendocino.]

Next meetings

We decided that the next board meeting will be in Santa Cruz in May 2003. The next conference call will be November 10, 2002.

EEFC Board meeting minutes

May 2-4, 2003

Berkeley, CA

Six out of seven board members and General Manager (GM) present: Barbara Babin, Michelle Benoit, Rachel MacFarlane (GM), Janet Pollock, Martie Ripson, Randy Trigg, John Uhlemann.

Facilitator: Michelle Benoit

Notetaker: Randy Trigg

Approval of consent calendar

There was no consent calendar (no votes have been taken since the Fall board meeting).

Board nominees

We discussed the nominees whose names were submitted to the board by the community and brainstormed other candidates. We assigned some of these candidates to board members to contact. After receiving applications from those candidates who are interested, we will form a slate and vote using an online poll as soon as possible.

Use of Yahoogroups for board email

All email discussions conducted via our yahoogroups board listserv are archived on the web (with password protection). We reiterated the need to keep subject heads clear and keep discussion of personal topics to a minimum.

CD Project report (Martie)

The CD project is in an exciting phase right now. We re working on photos with Sonia Cohen, the designer, who has given us four covers to choose among. Charlie Pilzer has finished the first mastering. Margaret Loomis is doing a super (full-time!) job managing the process.

We reaffirmed the production timeline according to which the CD will be officially released at Mt. Washington. In the meantime, we will take orders at the Mendocino camp, and the next issue of Kef Times will include an announcement.

The next task is publicity and promotion. For example, we ll need to decide how many promo copies to produce and who should get them.

GM report (Rachel)

The Mendocino camp filled up even faster than last year. Mt. Washington also has some early registrations. The next issue of the Kef Times will be slightly delayed. EEFC membership has increased slightly this year, partly because Rachel encouraged folks to join in order to get first class flyer mailings. We have signed a contract with our new chef for the Mendocino camp, Jozseph Schultz from Santa Cruz. Kim Wollter, who has worked for many years in the kitchen at Mendocino, will help Jozseph and provide continuity with previous years.

Treasurers report (Martie)

Handout: budget summary report (10/1/02 9/30/03). We re basically on track with last year at this time. Our income is a bit lower, probably because some of the Mendocino registrations haven t yet been logged. The East Coast expenses are higher than last year at this time because we paid the Mt. Washington rent for 2004 and 2005 ahead.

The newsletter expenses are higher than budgeted because the numbers of pages per newsletter and copies printed both increased by around 25%. We discussed various ways of reducing expenses including removing bad addresses from our mailing lists and changing the quality of the paper used for inside (non-cover) pages.

ACTION: Rachel will investigate the size of savings from reducing the quality of the non-cover newsletter pages.

We decided to adopt a strategy that starts by budgeting for a base number of pages, say, 16. The actual size of the newsletter will depend on the number of ads we receive. Ads will be priced so as to earn us enough to pay for any extra pages.

We also discussed the future of the treasurer position given that Martie s term ends this fall. Given how difficult it is to find board members with Martie s level of financial skills, we decided to look in to the possibility of finding a non-board financial manager to work with the board treasurer and the GM. Such a financial manager could help us inspect our processes in case we ever need to do an external audit. Meanwhile, Martie has offered to continue overseeing the budget in cooperation with the next board treasurer.

ACTION: Martie will look into the cost of a financial manager.

ACTION: Rachel and Martie will investigate how to properly budget restricted fund accounting (as in the Kef Scholarship fund).

Development committee report (Barbara)

Two grantmaking institutions look like potential funders for us. (1) Trust for Mutual Understanding was used by Matt Moran to help us bring the Macedonian staff members to camp last year. Indeed, one of the Trust's programs is for bringing performers to the US, including for workshops. Application deadlines are Aug 1 and Feb 1. A grant could fund Balkan camp staff members' expenses to get here and to travel between camps, but the community would need to help find performing and teaching opportunities for them between camps. (2) The Bill Graham Foundation could be solicited to support performances in Northern California, or for grants to improve office infrastructure.

We're hoping to enlist members of the EEFC community to help us with grantwriting.

Scholarship committee report (John)

For the most part, the process of selecting, informing, and announcing scholarship winners went smoothly. For next year, we want a larger group of reviewers and a set of guidelines in addition to the current criteria. For our purposes, criteria comprise the published requirements for an application (age, interest in Balkan music/dance, and financial need). Guidelines are the tips to be used informally by the committee when evaluating and ranking applications. As a model, we may be able to use the EEFC guidelines for evaluating board nominees.

ACTION: Scholarship committee will send a proposed set of guidelines to the board for consideration at the next board meeting.

ACTION: Randy will set up a database of this year's KEF Scholarship applicants.

Guests of the Board

We received an inquiry from the community as to how Guests of the Board (GOBs) are selected and whether suggestions can come from the community. We answered the latter question with a definite yes. As to the former, GOB invitations generally though not exclusively are a way to recognize outstanding service to the EEFC over several years. An alternate way to subsidize someone's camp experience is through "Guest of the Community", where members of the community raise funds via email and/or house parties to send someone (say, an ethnic musician) to camp.

Commercial audio/videotaping at camp

We discussed whether campers should have permission to make audio and video recordings at camp for their own commercial use. We decided to restrict all future audio and videotaping at camp to non-commercial, not for profit educational use only, unless written or recorded permission is obtained from those individuals who are audio or videotaped and written approval is also obtained from the EEFC.

ACTION: Michelle will come up with new language for the P&Ps which Randy will install, and Rachel will modify the camper letter accordingly.

Mt. Washington

We decided to create a decorating budget for Mt. Washington and look for a decorating chair, in exchange for a partial tuition waiver, to manage the process of setting up the Mt. Washington dining/dance hall.

We will discuss with the Mt. Washington site manager the idea of conducting camp tours on the arrival day.

ACTION: Martie will talk with Nancy Butowski (site manager) about organizing tours.

ACTION: Belle will look into arrangements for renting a dance floor and installing it in the dining hall.

In the future, we hope to build a pavilion in collaboration with the camp.

We discussed the need for publicity for Mt. Washington that reaches out to new communities. In particular, we want to target three communities: (1) folk dance groups in the Northeast, (2) college programs in ethnomusicology, world music, and the like, and (3) traditional media, like local newspapers and magazines.

ACTIONS: Barbara will send a reminder to the eefc listserv that the Mt. Washington flyer is available for downloading from the web site. Barbara will also work with Rachel to gather the names of people in our community who have connections to colleges. Martie will look into non-folk aspects of publicity, including travel writers of local papers.

ACTION: Martie will start a publicity database that could also be used for CD publicity.

Board meetings

We determined that the Fall board meeting is for budget discussions and camp debriefing including reviewing feedback from camper evaluation forms. The Spring board meeting is primarily for long-range planning. For example, last year's Spring board meeting led to the CD and Kef Scholarship projects that were implemented this year. So far, we've needed both meetings every year, but there may

be years when the Spring board meeting isn't as critical, so that a future board might decide to hold only one annual face-to-face meeting as required in the by-laws.

Regional camps

We discussed new forms of outreach, including possibly new roles for the EEFC in regional camps. We didn't reach firm conclusions, though we will look into possibilities in our local areas and will continue these deliberations in upcoming board meetings. In the meantime, we confirmed that after six years of continued low attendance, this year's balkanalia! will be the last Pacific Northwest weekend workshop that EEFC will run. However, we will join with that community in making this year's balkanalia! a glorious last hurrah and will consider how we might support efforts to organize future camps in that region.

Song books

We are running out of song books for group sings at camp. Rather than issue a new edition at this time, we decided on a short print run of 150-200 new copies of the existing song books.

Membership

We discussed new ways to conduct targeted fundraising. Two ideas are a pavilion fund for Mt. Washington and a Kef Scholarship fund. Both of these require changing the contribution form so that members can specify dollar amounts for these funds. We need to ensure that our financial processes can handle restricted funds.

Mendocino camp flyer mailings

We discussed the inequities of variable time of first class postage. Some members get the Mendocino flyer much sooner than others. We looked at various ways of equalizing the process that still give an advantage to EEFC members.

ACTION: Janet will talk with Marilyn Smith about how the Razzmatazz camp, which sells out very quickly every year, deals with the same problem.

Youth input

We discussed how to obtain input from youth on improving camps from their perspectives. We decided that board members would seek out young people at the camps this summer and bring suggestions back to the fall board meeting. This could possibly lead to a column in the Kef Times.

Miscellaneous

ACTION: Martie will talk to Mt. Washington staff about the idea of engaging camp counselors to help us with childcare. Note that these negotiations need to be between the camp and the parents. EEFC is only making the initial connections.

ACTION: Randy will modify the board timeline to reflect a few small board process changes.

There was an inquiry from the community regarding our rate structure. We agreed to keep the four rate levels that we now have (0-3 free, 4-6, 7-17, 18+) for the time being.

The board will hold a conference call in July and our next face-to-face board meeting in October.

EEFC Board meeting minutes

April 19-21, 2002

New Orleans, LA

All board members and General Manager (GM) present: Michelle Benoit, Belle Birchfield, Julie Lancaster, Rachel MacFarlane (GM), Mark Primack, Martie Ripson, Randy Trigg, John Uhlemann.

Guest for Saturday a.m. development discussion: Shira Cion

Facilitator: Julie Lancaster

Notetaker: Randy Trigg

Policies and Procedures manual

Julie handed out a new version of the Policies and Procedures manual (P&Ps). Building on significant revisions already made by Melanie Goldberg, Julie has amended, completed, and augmented the old version, including new sections on gifts and job descriptions. In particular, the secretary position has new duties related to P&Ps and the web site.

ACTION ITEM: Julie will make changes to P&Ps after getting comments from Rachel.

Board communication and voting

We currently use a yahoogroups email listserv for most board communications between board meetings. Aside from a few settling-in pains, it is working well. There is however a question about archiving. Some emails seem injudicious or irrelevant to archive, for example, discussions of board member candidates or board travel arrangements, respectively. We will therefore occasionally conduct email discussions off the yahoogroups listserve.

MOTION (Julie): In order to address issues that need real-time discussion as they arise, we will begin holding periodic conference calls involving the entire board and the GM. The first will be held June 12th. Seconded by Michelle, passed unanimously.

Though scheduling conference calls is hard, it will enable us to conduct necessary votes more quickly and hopefully make us more effective as a board. It is unclear whether conference calls could enable us to cut back to one board meeting a year. We will aim for 4 calls a year, depending on the cost and their effectiveness.

We currently use a yahoogroups auto-polling facility for board votes to approve the budget, elect new board members, select GOB candidates, and the like. (Note that the entire board no longer votes on the camp staff slates – that process is conducted within the Program Committee.) This year, our online votes have raised some issues: what happens when insufficient votes are registered, when new issues are raised in the middle of the discussion, or when the person making a motion forgets to set time limits on discussion and voting?

Our current process follows a four-part framework: discussion, motion, speak-to-the-motion, and vote. We are effectively employing deadline-based voting, where one may change one's vote until the last minute. According to the bylaws, we may not amend a motion, but can only withdraw and submit a new one.

In the future, if we're having trouble gathering votes, or find ourselves dissolving into endless revisions of the motion, we will consider tabling until the next conference call.

ACTION ITEMS: Martie will arrange the June 12 conference call and get back to us with the exact costs. Belle will revise the voting procedures description in the board book.

Board reflections

We discussed the effectiveness and composition of the board and whether the board is at its ideal size; ways to help new members get up to speed before joining committees; and whether we are finding the best candidates for new members.

We also looked at how the board's role has changed as the General Manager's position has evolved. In the early years of the EEFC's nonprofit status, the board was managing at a very detailed level, which is no longer necessary in view of Rachel's competence and the systems she has put into place. In the future, especially if the day comes that additional employees are hired (e.g., Development Director), it's possible that the board could shift from being a working board into more of a development board, with the General Manager getting assistance from individuals with particular expertise, e.g. treasurer, tax advisor, lawyer. Nevertheless, we concluded that the EEFC board will need to remain a working board for the foreseeable future, and that we should revisit our goals and mission statement every 2 to 3 years.

Overall, we should be proud of what we've accomplished. We've turned what used to be simply a camp into a sustainable institution. We are a membership organization with an office and a general manager.

General manager / Treasurer reports

Rachel and Martie handed out their reports, including updates on net worth and the budget. Kef Times costs went up in part because of an extra page; we should increase that budget. The program committee worked well and is at the moment addressing INS issues related to bringing the Macedonians over. We were better prepared this year to deal with Mendocino filling up.

The financial numbers look good for this time of year. The only real revenue now is from memberships, and the forecasts there look good. The average donation per donor is up to around \$55 (originally it was \$40). This number lies between the suggested individual and family rates. The number of memberships is down a bit from last year.

Our staff family rates work out to be less than our costs, which seems unfair to single staff who don't bring anyone along. Should we allow a fixed amount to be spent for each staff member to bring in who they want? Or set up a staff family fund? We tabled this topic for the time being.

The Kef Times is sent to the active mailing list: members (who number around 400), folks who've been to camp since 1997, and those who specifically request. Altogether, around 2700 were sent this year. Our membership mailing goes to the big mailing list containing 6600 names. We agreed on some strategies for updating that list.

ACTION ITEM: Martie will work on filtering.

Development committee report and discussion with Shira Cion

Martie handed out the development committee report. There are three fundraising challenges: planning, goal setting, and logistics. Regarding planning, a problem is that we're not translating long-term plans into actionable objectives. We need to revisit the notes from the Spring 2000 board meeting on the strengths/weaknesses/opportunities/threats analysis of EEFC. Also we should look at the long-range planning notes from that same meeting (see the section titled "Following up on Spring 2000 long-range plans" below).

Have we really tapped our community's giving abilities? Should we also go outside of our community? We should decide how much we want to raise and go for that.

Logistically, might the membership language include donation levels, like, Associate, Sponsor, Patron? Maybe we could offer perks at different levels: The Kef Times, 1st class mailing of brochures, camp

Kafana card, and the Kef Times. However, the Kef Times is more popular at events than our brochure, and may be our best PR.

We discussed the idea of taking online donations at our web site, using Network for Good, Egrants, or PayPal. This could require an extra staff person for the increased workload. We agreed to table this option for now.

We talked about ideas for earmarked funds for which we would solicit donations. The scholarship fund and CD project are discussed below. But we might also have a fund for staff families (in need?) to get to camp, or one to increase the staff honoraria, or one to fund the kafana. We could build in a year lag for each fund, so we don't promise assistance that we don't yet have. We could add checkboxes on the donation form so that donors can express their interests including, of course, "spend my donation where it's most needed". We could include a "ways of giving" sidebar in the Kef Times.

We talked about surveying the community as a way of informing our fundraising process. We could ask campers on the evaluation form why they come to camp, or ask them directly for their fundraising ideas. Problems: few people turn in the eval forms; and in general, we have lots of great ideas but no follow-through. One nice side-effect of surveys is to fish out the movers-and-shakers in the community.

In terms of grants, we should consider Face Croatia (part of Arts International) and Trust for Mutual Understanding. They might be good resources for bringing Balkan cultural figures to the US. Perhaps a board member could coordinate this, or a new staff member?

Regarding funding, we could ask the bank for a line of credit on our current nest egg, or just draw down the nest egg directly, remembering the goal of always having six months of operating expenses accessible. Ideally, membership moneys would be reserved for growth and other projects rather than for camp expenses.

We need to be wary of growing too fast. There are horror stories of non-profits that in the midst of growth lose sight of their fundamental mission and collapse. "Doing 4 times as much requires 5 times as much income." In the worst case, a development director hired at \$25K might not be able to raise as much as their own salary before our nest egg is gone.

One strategy is to start by asking ourselves "what are we?" Are we a family that gets together periodically? Then don't apply for grants. Are we missionaries? Do we put on concerts & festivals each year to bring in new people? Then go for grants. Are we a franchise? Then we should put on new camps. Maybe we want to keep our family attitude enhanced in small ways, say, with a CD. In fact, our mission statement says we're an educational organization, which implies that we're more than a family that gets together.

Given the two past years of Mendocino early sellout, one possible project for next year is to expand camp. We will again note the length of the waiting list since those are folks who were prepared to give

us money. Will people stop applying, knowing that it always fills up fast? Would changing the site risk losing our constituency? It's important to recognize that Mendocino and Ramblewood attendance has been approximately the same over the last few years. So both camps are equally popular - the difference is that Ramblewood is bigger and so we've never sold it out.

Shira's thoughts on finances and fundraising

Can we reduce Kef Times expenses? It's beautiful, but is it extravagant, especially given all the photos? Should we consider an e-newsletter with photos online ala Kitka? How many ads would be needed to cover the publication cost, after budgeting in the extra space required?

Regarding membership, before you look out, look in. Be more proactive about encouraging renewals, and getting people to give more. Look at people who give generously without prodding, and have a board member call that person, engage them in activities. Fundraising is all about relationships; it doesn't require a slick presentation, especially since we're a folkie organization. It can be a fun activity, since we don't have to sell people on the cause. Fortunately, lots can be done at camp. We need to learn the skills of personal face-to-face fundraising.

On grants, think about one fundable area and consider hiring one person for a week. The cost might be \$100/hour for a top-of-the-line grant writer, though you can find people to do it for less. The goal is to paint a picture for the funder of what you want to do.

The above discussion with Shira led to agreement among the board to pick only one or two major projects to work on each year. For the coming fiscal year, that will be the scholarship program and the CD project. We decided to put off the project of expanding/augmenting camp until we've properly evaluated the five year experience with Balkanalia. In any case, we need to carefully plan and budget for the administrative costs of carrying out any new projects.

Camp scholarships

John handed out the scholarship task force report. We discussed scholarship criteria, for example, whether we should single out young people, or those who are pursuing careers in music or dance. Or whether we prefer first time campers. We decided to leave the question of criteria open for now, however we do stipulate that applicants must be 18 or over at the time of camp. "Kef Scholarship" is our current working name.

John argued persuasively against an endowed scholarship fund and in favor of direct donations. That way, donors see an immediate outcome of their gift in the form of a scholarship winner at camp.

We decided against requiring an even split of scholarships between camps. We will aim for one for each camp, but with extras depending on resources and slots available.

The process will be defined and managed by a scholarship committee. We will ask applicants to write short essays in response to a few questions, being aware that this may penalize those for whom English is a second language. We will advertise the scholarship in the Kef Times, on the web site, and on the listserve. Rachel will receive applications and forward them to the committee chair, who will in general be Rachel's point person. The committee will need to notify winners and losers and track who applies (e. g. to be sure they're put on our mailing list).

We leaned toward an early application deadline, which gives us more time, but means that the applicants won't know the camp teaching slate at the time they apply. Additionally, we sometimes have folks applying both for a work exchange scholarship and for the Allan Cline scholarship, requiring extra time for Rachel to juggle who gets what. We're thinking of April 1 as deadline for granting scholarships.

Other decisions in addition to selection criteria, like whether to require applicants to provide references or letters of support, are also left up to the committee.

MOTION (John): That the board create a scholarship committee and charge it with planning and executing a process for giving scholarships beginning with the 2003 camps, to applicants 18 or over at the time of camp meeting specified criteria, to be funded directly by the EEFC from restricted funds. Mark seconds. Passed unanimously.

ACTION ITEM: Martie and Rachel will figure out how to manage this in the budget.

John volunteers to chair the scholarship committee. Michelle, Randy, Mark, volunteer to be on the committee. Also Nancy Klein has expressed interest.

CD project

Martie and John handed out their proposal for producing an EEFC CD. There are three options: live, studio, or sampler. We agreed to pursue the third option, soliciting pre-recorded tracks donated by former camp staff members, primarily for reasons of cost and timing. We're hoping to be able to complete the project in 18 months. If all goes well, we could consider recording a follow-on CD in the future.

We like this project as a way to raise our professional status, and carry our name to lots of places. Toward that end, we'll need to make at least part of the CD accessible for the general public.

Some issues: Should we both solicit camp staff directly and put out a general call, in order to encourage submissions from the folks we'd like, but also be open to surprises? The selection process will be tricky

– there will be way too much for one CD. A selection committee will need to coordinate.

MOTION (Martie): That we allocate funds to produce a sampler CD, comprised of donated tracks recorded by musicians associated with EEFC workshops, by the end of 2003. Seconded Julie. Unanimously passed.

ACTION ITEM: Martie will talk to Margaret Loomis about chairing the CD committee, and will provide a timeline for the next board meeting.

Martie volunteered to be the board liaison for the project.

Balkanalia

Rachel handed out a spreadsheet showing income and expenses. Of the four years of Balkanalia, 1999 was the most profitable. 1998 had the biggest loss although the teacher salaries were significantly higher that year. 2000 and 2001 were close to break-even.

We discussed both the difficulties of managing Balkanalia, and its larger value to EEFC. Is it a form of outreach that is vital regardless of profitability?

We compared Balkanalia with other camps, like World Camp and Tambourica Extravaganza. The former is more like an extended dance party, the latter like a conference (held in a hotel). Should we consider de-emphasizing the teaching at Balkanalia?

We recalled our original mission for Balkanalia from 1997: to advance our goals of producing regional workshops, expanding our community and services, and enhancing our financial position. The camp has met two out of three of those goals.

ACTION ITEMS: Rachel and Julie will study the question further. Martie will pursue a few database queries, including: How many folks started at Balkanalia and then went to Mendocino? How many used to go to Mendocino and now only go to Balkanalia? What is the ratio of repeat campers at Balkanalia vs non-returning Balkanalia campers? How many of the folks who miss getting into Mendocino then attend Balkanalia?

Kids at camp

Basically, we want kids to have a place of their own, and we want to know that kids are supervised after a certain hour if they don't have their guardian. The Kids Kafana will take place each evening at Mendocino from the beginning of the dance party until midnight. We could aim for something similar

at Ramblewood if the kids would like. The Ramblewood parents need to create a proposal that we can evaluate/approve.

ACTION ITEM: Belle will contact Nancy Butowski (Ramblewood site manager) to start the discussion and report back to the board at the conference call.

Videotape proposal

John updated us on the Larry Marcus videotape proposal. It seems that Larry may be under the impression that we're a dance camp like Stockton. His video might have value for those campers who dance most of the day. But some of our dance teachers have asked not to be videotaped so there would be permission issues. Also, campers have complained about videotaping in the past. And it doesn't look like EEFC would get a percentage. Finally, teachers don't like it when people show up to videotape at the end of the week, but weren't at camp.

We agreed to drop this idea, unless/until it becomes a good source of revenue and we can address the permissions problem for both staff and campers.

Kef Times ads

Although Kef Times ads should be able to help us defray increasing costs (last year's issue was 20 pages, up from the the usual 16 pages), the ads we currently have are not cost-effective. Given the \$400/page hard cost, we agreed to change our ad rate to \$500/page. We'll grandfather in the ads we've already accepted for the next issue. People can inquire to get the ad rates.

ACTION ITEM: Rachel will revise ad rate sheet to reflect \$500/page rate.

Julie will continue editing the Kef Times after her board term ends this fall.

CD Dubbing

We discussed whether to provide a CD dubbing deck at camp. Students have been appreciative when teachers provided CDs in class. However, there are problems with cheaper rack units being able to copy master CDs that contain copy codes, and we cannot expect all our teachers to test all their demo CDs for compatibility. We agreed not to provide CD dubbing facilities at this time.

ACTION ITEM: Rachel will instruct teachers to bring master tapes for students to dub as usual. If they bring CDs then there need to be enough copies for students since we won't be offering CD dubbing.

(Thanks to Mark for purchasing and donating two cassette tape dubbers!)

Board nominations

Two new board members will be elected to replace the departing Julie Lancaster and Mark Primack. We created short and long lists of nominees and assigned board members to contact individuals on the short list.

ACTION ITEMS: Randy to obtain bios from candidates and mail to the board. Board will then elect two new members.

Exploring alternative camp sites

We need to think about alternative camp sites for our workshops. We hope that our new contract negotiations at Ramblewood will go smoothly, but we need fall-back plans. We'd also like to explore sites on the West Coast as a backup for Mendocino or possibly a new camp.

ACTION ITEM: Martie will post her evaluation form to the yahoogroups web site.

ACTION ITEM: We assigned tasks geographically: Randy and Mark will look into sites in California; Martie in Pennsylvania; Michelle in the Mid Atlantic states; Julie in New England; Belle in NY; John in New Jersey. Each of us will evaluate at least 5 camp candidates by the time of the conference call. Good internet search keywords might be “corporate retreat”, “conference center”, “arts camp”, “dance camp”, “festival site”, “folk festival.”

Following up on Spring 2000 long-range plan

Martie led a discussion of her planning/strategy grid from her Development Committee report. Based on EEFC's Spring 2000 long-range plan, its two columns juxtapose the items from that meeting's one-, two-, and ten-year plans with the various motions and action items that have appeared in board meeting notes since then. We stepped through the items from Martie's list one at a time.

Here are a few examples of items we've accomplished or are underway, followed by new action items:

- The items that propose producing a CD and instituting a scholarship program are already underway.
- We have already invested EEFC savings as seed money for an endowment.
- We have revised the Policies and Procedures manual.

ACTION ITEM: Martie and Michelle will look into the idea of a grant to cover the overhead in bringing a band from the Balkans, including booking, arranging, INS, etc.

ACTION ITEM: Martie will talk to Shira about how to set up a retirement plan.

ACTION ITEM: Rachel will revise the existing one-page brochure and put up on the web site. A concise general-purpose brochure is handy for downloading and printing and would complement the Kef Times.

Incoming board members

Our discussion of the process of bringing on new board members included these ideas:

- Recommend readings, for example Thomas Wolf's "Managing a Nonprofit Organization."
- Revisit the mentor process – did it help acclimate this year's new board members?
- Clarify expectations of new board members: e.g. read email with a certain frequency, read the board book, understand legal responsibilities.
- Recognize that people have different learning styles, and that we need a diverse group to make a good board, for example, parents, musicians, dancers.
- Assign small tasks for incoming members before their first board meeting – things that can be easily accomplished that will forward one of our projects.
- Remind new members how meetings are conducted – Robert's Rules of Order plus respect for people's individual speaking styles.
- Consider not making new members officers in their first year. Alternatively, ask outgoing member to work with incoming person for a few months.
- Ask board candidates who aren't elected to join committees as outside members.
- Better clarify committee responsibilities.

ACTION ITEM: Martie will send recommended readings to Julie.

Miscellaneous

ACTION ITEM: Randy will send out bios to board members for revisions – and get pictures from Michelle for putting up on the web.

ACTION ITEM: Julie will conduct a performance review of GM by June 1.

ACTION ITEM: Rachel will organize a binder with contracts and other document templates. It should be stored outside the office.

ACTION ITEM: Randy should put up the P&P manual as soon as it is completed.

The topic of program committee relations to the board was tabled until the next face-to-face board meeting.

There was no status report for program coordinator in training – will pick this up at the next board meeting.

Randy drops off the Development Committee, joins Scholarship Committee.

EEFC Board meeting minutes

September 29-30, 2001

Brooklyn, NY

All board members and General Manager (GM) present: Michelle Benoit, Belle Birchfield, Julie Lancaster, Rachel MacFarlane (GM), Mark Primack, Martie Ripson, Randy Trigg, John Uhlemann

Facilitator: Julie Lancaster

Notetaker: Randy Trigg

1. Resolution of appreciation / gifts for departing board members (Yves, Matt, Laura, Lise):

2. Election of officers (president, secretary, treasurer, board liaison):

Mark nominates Julie for president; Belle seconds. Unanimous.

Julie nominates Randy for secretary; Martie seconds. Unanimous.

The treasurer works with the GM on the books. Rachel is hoping for a treasurer who is used to working with budgets and spreadsheets.

Belle nominates Martie for treasurer; Julie seconds. Unanimous.

We have no expectations that officeholders will repeat over multiple years. There are new votes each time.

The Board liaison follows the list serve, looking for things that need a board response. Also accepts direct email to board liaison. Two years ago we decided to go through evals carefully and call people who needed a response. There were only a couple last year, 8-10 the previous year.

Randy: Do we report on evals in newsletter? Julie: Issue of confidentiality. Belle: We have done some summarizing in the past.

Martie: This might be a good way to remind people that we get comments both ways on issues. It shows people how we decide to act on things. Mark: People can react to our interpretations of the evals. Rachel: The board liaison needs to be able to write a letter and have diplomatic skills, for example, knowing when to pass along a question to the board or the appropriate committee.

Belle nominates Michelle for board liaison, Julie seconds. Unanimous.

3. Board committees and committee chairs:

The new board book will include job descriptions for officers, committee chairs, and the like.

Mark volunteers to be chair of the Administration committee.

In the past history of the Development committee, one issue has been the role of board vs non-board committee members. One job of the Development committee chair is to get non-board folks onto the committee and remind them that the term of office is one year. Also, the GM takes concerns to that person.

In general, committee chairs deliver reports to board at each meeting – either written or oral. These reports are present in the minutes of board meetings. The board president is an ex-officio member of every committee.

Belle: Let's have one-year memberships for everyone, board and non-board, on all committees. Moved by Martie, seconded by Julie. Unanimous.

At the moment, there is a scholarship task force and a membership sub-committee, both associated with the Development committee. How about Michelle and Martie as co-chairs? Jerry Kisslinger volunteered to help us this year develop a new membership letter. Jerry and Rachel will work together given budget and timeline and work on the text with Julie.

The Development committee should be more about how to bring in money than about deciding how to spend it. Nonetheless, Development needs to have clear goals for the fundraising, e.g. scholarships as a designation for extra donations.

Martie and Michelle volunteer to co-chair the Development committee.

The committee will start by documenting the current situation. The current members are Jessica Bailey, Michelle, Barbara Babin, Julie. There is no longer a need for a membership subcommittee.

Board Liaison takes responsibility for ensuring that a binder is brought to camp with board members info, copy of last Kef Times.

With an active treasurer and with Lynette Garlan as continuing advisor-to-the-treasurer – she does our tax returns in exchange for camp admission – we don't seem to need a finance committee.

Julie: Move that finance committee be dormant. Michelle seconds. Unanimous.

The Program committee membership last year was Lise (chair), Janet, Belle, Yves, Matt (ex-officio), and Rachel. Lise and Janet want to stay on. John would like to join. In general, the Program committee should be small, with hopefully more members with a Ramblewood perspective.

Belle volunteers to chair the Program committee.

The Administration committee needs to be sure to support GM. It also needs to update the policies manual.

Administration committee will be Mark (chair), Martie, Melanie Goldberg.

Development committee will be Martie (co-chair), Michelle (co-chair), Randy. Others TBD, but Jessica Bailey and Barbara Babin will be asked to continue on the committee.

John is interested in pursuing the idea (started by Yves) of an EEFC CD. A CD development task force led by John will report to the Development committee.

Program committee will be Belle (chair), Lise, Janet Pollock, John.

4. GM report

The membership effort went well, but expenses were higher than last year. Dan Auvil's graphic was a big win. We received two organizational donations, both applied in 2001.

ACTION ITEM for Martie: gather \$100+ donors (including from auction) into a list. Then we'll decide how many and what the threshold is for sending personalized thank-yous.

Membership fees are currently \$30 individuals, \$45 for families, \$100 for organizations. Comparing us with other non-profits, we're low. Non-member donations (17) have gone down this year, indicating that more people are giving at the membership level.

Belle: Increase membership fees to \$40 basic, \$55 family, \$25 student/low-income, \$100 for orgs. Randy moves to accept these rates. John seconds. Unanimous.

The Kef Times is a huge hit. But the costs are going up with postage and printing cost increases. In the last issue we had two ads (first ever), one for a CD, one for the Maine folkdance camp. The ads are a hassle; time will tell whether they're worth it. Ad guidelines are printed in the issue, folk-related, no classifieds, etc. Julie: we're hoping for a history of East Coast camp for next issue. Jane Wieman will write about Balkan camp in Japan. We suggest including a one-page insert brochure with camp dates on it, say as a Word template, on the web site. Having Adobe Acrobat in the office would enable us to create .pdf files to put such things up on the web site. **We authorize Adobe Acrobat (~\$250) purchase for GM use.**

Workshop financial data: We did well at Mendocino. Ramblewood also did fine. Balkanalia, however, took a loss again, though it was a good camp. The enrollment was low - we needed 10-15 more campers. The issue is not simply about having a stable place/time. (We will continue to schedule for Labor Day weekend for a while.) We spend more on program there proportionally than at the other camps. The new floor is great. How about doing a survey (via the list serve perhaps) which people could take online? We'd ask people how they chose Balkanalia and whether they'd also gone to or applied for Mendocino.

Another problem is Balkanalia staff remuneration:

One-week camps are more desirable for teachers than a weekend camp. But Mark was amazed at how

much talent was at Balkanalia. Musicians didn't have a heavy teaching load and seemed to have fun with each other. Dennis Godfrey's original vision included paying staff "what they're worth." Our workshop camper fees are significantly less than comparable weekend camps like World Camp or Middle Eastern camp. We didn't expect a profit from Balkanalia before 5 years. Also the costs went up for kitchen fees.

Overall, we turned \$17K profit at the end of 1999, and a \$10K loss at the end of 2000. We should continue the Balkanalia discussion after we know more about overall EEFC financial health.

Overall the workshops went really well. Staff worked together beautifully. The board presence at camp was super – there were problems with campers at all three workshops and the board members helped out enormously.

The new classes at Mendocino were extremely successful. We'll consider offering the makam class at Ramblewood. In the future, we might let registrants know by email before camp about late-arriving teachers. Jeff O'Connor "is god." Certain parts of the GM job will always be stressful. However, better help with financials and the task force to do slate construction for program will be a big help. Congratulations to Rachel on meeting your goal of keeping teacher/travel expenses down!

5. EEFC membership term

What is the proper term for EEFC membership? The problem is that some campers who sign up during camp in the summer are surprised to find out they're not members the following spring. Should we send a warning letter in February, or change the term from calendar to fiscal year?

Decision: We will keep the term of EEFC membership as calendar year, but we will give members signing up at camp a choice: either you get this kafana card and mailings this year, or a kafana card at next year's camp AND the first-class mailing next spring. At the time they make out their kafana card (if not earlier), they'll need to explicitly decide to which year the membership should apply.

6. Office rent

Starting with this fiscal year, we'll reimburse GM office rent at the rate of \$200 – to be paid directly from EEFC to the landlady.

7. Ramblewood contract

The board went into executive session to discuss details about the Ramblewood contract.

8. Tuition and charges for staff/GOB families

Decision on camp tuition for 2002 needs to wait for budget completion by GM and treasurer. But there is already sentiment for increasing tuition a bit every year.

One of our teachers asked about bringing family as part of the Guest of the Board (GOB) program. We haven't had a policy for what rates to charge families of GOBs. In this case, we offered that the teacher could bring the family for free for one weekend, or bring them for the whole week at staff rates. **Before making a policy decision on rates to charge GOB families, Martie will calculate the financial implications of the options.**

Should we continue to set staff rates as a percentage of camper rates, or fix at the "hard costs" rate? The precise tuition decision needs guidance regarding staff families' costs. There are reasons to keep staff family costs low – Balkan-born staff members especially are on a different economy. So we shouldn't charge as a percentage. In fact, we have been setting rates by hard costs + overhead. But if we look at other camps to determine our rates, then this might change. There's a big difference between being paid too little and being forced to pay for spouses. The latter would irritate more than the former. Potential staff don't seem to turn us down for reasons of pay.

Mark: We got an NEA grant to bring students of Balkan heritage to camp, but might it have been more important to get a grant to bring these students *and* their families to camp? Rachel: NEA needed it to be Americans, which isn't the case for many of our staff. Martie: Or we could raise the spouse rate and eliminate rate for children. Staff spouses take classes, so could be considered full participants. Staff children are your progeny or for whom you're guardians. Let's table this discussion for now. **ACTION ITEM Rachel & Martie: In preparing budget will include impact of reduction of family rates.**

9. Board notebooks

ACTION ITEM Randy updates roster. Julie will send out new policy document for us to print and plug in.

10. Development committee

No report from the Development committee.

11. Scholarship task force

Belle: At our last meeting we realized that the proclamation that we should have a scholarship program wasn't well founded. There'd been insufficient discussion of resources, conditions. Julie: I have direct experience of endowed scholarships from the Development office of a local college. Perhaps we could use special large donations to contribute toward an endowed fund. When it reached a threshold, say \$10K, we could start funding at least 1 or 2 scholarships. We'd need criteria for scholarships, and also don't want to burden Rachel even more. So the administration/infrastructure to do this program may be too cumbersome. Belle: there are also legality questions with using the word "scholarship." Auditors have issues, tax questions? Could we use the term "grant" instead? An auction item was designated to be used for scholarships, so we feel bound to make progress on that. What about a send-a-kid-to-camp approach, where a

donor gives a certain amount every year to send someone to camp?

Mark: how do the work exchange folks feel about others coming in free? That's the beauty of the Allan Klein scholarship which had specified criteria, for newcomers, etc. Could we charge a bit extra overhead to folks wanting to set up scholarships for a temp to come in to the office and manage the application process? The temp could accept applications, sort and send them to the different scholarship sponsors for evaluation, and then notify by form letter those who don't get in. Martie: Another possibility is to turn over the whole administration to the sponsor. Mark: Or could go back to endowment idea, but with an overhead charge. John: Publish list of sponsored scholarships in the Kef Times in the fall. If one kid wins different scholarships, then we could let them use them in successive years. Julie: We could create a Board position for scholarship manager. Duties would start by gathering current information, and then developing a program. Rachel: Let sponsors give one of two ways: (1) a "named" scholarship where the sponsor develops criteria and evaluates applications, or (2) we gather money into a scholarship pool that includes overhead costs. What are the tax ramifications for us and for sponsors? **ACTION ITEM Julie and Belle: Turn over notes on scholarship task force to John. John head scholarship task force, i.e. move the process on as John sees fit.**

Martie: would be nice to have a document outlining choices for financing and administering. Rachel: Story of Allan Cline scholarship managed by Nancy Klein, jointly administered with Rachel. John: My personal preference is to involve the EEFC administration as little as possible. Even donors who choose to fund a single scholarship don't, for example, necessarily need to know the name of the recipient. Belle: We need to have something about the status of scholarships by next spring's Kef Times. Maybe for this fall, we could have a note in the "letter from the board" for this fall Kef Times mentioning that we're working on it. Rachel: The scholarship-earmarked money is currently sitting in our checking account. Martie: Could move to a CD? As treasurer (with signing authority), I could move our money around between accounts. We could make the scholarship application process happen in the fall for camps in the following summer. That way, you know early that you haven't gotten the scholarship and can decide whether to apply for work exchange. (Otherwise, some might simultaneously apply for scholarship and work exchange.) Belle: We could solicit donations for other things like staff families in need. **Let's make scholarship task force consist of Julie, Belle and John, with John as leader.**

12. Troublesome campers & staff

The board went into executive session to discuss a few incidents involving campers or staff who were disruptive at this year's camps.

13. Teens at camp

The problem is unsupervised behavior of teens. The situation is a bit worse at Ramblewood, but also present at Mendocino. Could we involve teens in creating their own community? E.g. act as

counselors-in-training for younger kids. Teens do attend classes. Parents aren't monitoring their kids' behavior. Belle: The teen needs to stay in the same cabin as their parent or guardian. The housing people can enforce that and it should be clear in the registration materials, and in the camper letter. Note that housing restrictions wouldn't apply after the child turns 18.

Martie: Let's encourage the community to come up with a task force with possible kids participation in developing a program. But what do we do with such a program? Martie: The kids kafana has been a big hit at Ramblewood. Michelle & Belle: What about the idea of teen supervisors, chosen from among the parents? Might there be a scholarship position for this? Mark: At Mendocino, adults spent time with teenagers. Kids say they like that. Belle: They need an adult to set limits. We want them to be a part of our community, but they aren't adults and they need to learn limits. Martie: How about a task force for this, with the mission of addressing unsupervised inappropriate behavior. Mark: Kids have had breakthroughs, e.g. at Mendocino, the kids' performance of Bulgarian dances and the kids leading the dance line at brass band concert. Hopefully, that will lead to less of a gap in the future between kids and adults. Martie: The problem time at Ramblewood is after dinner before the concert starts. What if we have some scheduled activity for kids right then? Kids don't participate in culture corner stuff anyway.

Rachel: Let's enforce that Mendocino kids space is reserved for kids from 9-12 midnight, which means that adults may not use it for rehearsing. But don't forbid adults from going in there. Mark: Part of the reason that kids' brass band happened is because so many kids were in brass band. So it's another sign of the importance of parents' involvement in kids.

Belle: story of Michael giving ensemble time for kids. Randy: Make official slot at start of ensembles on Saturday for kids (if they want it). Martie: Make a space for kids to play/rehearse. Ramblewood needs more supervision because of the distance between kids and the dance hall. Move lifeguard's time from 9-6 to 1-9 pm so he can supervise in that period? Can't depend on volunteerism at Ramblewood, where the kafana is dead during early evening. Belle: Tell kids what's going on – staff are interested in kids, so will help. Rachel: Kids want the canteen as a place away from adults. Mark: Important lesson is that energy and direction comes from the kids. Martie: We should use task force since they've volunteered to participate. Randy: want the task force to work on ideas for dealing with the problems of unsupervised behavior, but not to define what the kids are going to do. **ACTION ITEM: Belle will work on forming task force.**

14. Waiting list at Mendocino

Rachel: It was already printed in brochure that Mendocino fills up quickly. Julie: People are calling for new camps. But are we really able to take on another regional camp anytime soon? Randy: Some campers want to know what happens to their deposit check. Mark: We have a community, but not everyone gets to come. Are there criteria? Rachel: Generally the full-timers sign up first, so there's no need to adopt a policy of holding part-timers spots til later. Martie: Could we put up the application form in PDF on the web? Say, a week after first-class mailings go out?

15. Evening party-goers

At Ramblewood it's under control, but there is a problem at Mendocino. According to the rules the price is \$20/night for the evening hours from 8-1:30. But sometimes we've let people stay in an extra bed because it's dangerous to drive out. This time, some people stayed outside of camp and came into camp every night. A few of them were still at camp the next day at noon, not eating meals or taking classes, practicing for evening gigs. Meanwhile, weeklong campers have complained about the dropins, about feeling unsafe, about the risk of theft.

We could abolish the party option and encourage people to pay for one day (24 hours) for \$100. But this would mean a different policy at the two camps. Ending the party option has other disadvantages: party slots generate income and good publicity among locals and newcomers who aren't prepared to attend the entire week.

Martie: Let's require that people register before the camp for the parties they want to attend. And extend to 2:30 am when they need to leave by.

16. Issues gleaned from the camp evaluations

Some of these are taken up as separate items below.

- Issue of new people feeling welcome at Ramblewood.
- Seating at Mendocino?
- Some want a day-off at camp.
- Dubbing machines are an issue.
- Questions/suggestions about Kafana programming. For example, the issue of same group signing up for multiple slots? Rachel: the party coordinator should work with kafana meister to deal with these issues. Belle: At Ramblewood, Laine actively seeks out groups that he hasn't seen sign up. He shapes the program daily.
- There is a small kids issue – the parents not to be found, kids wander around. Rachel: There's a policy there that we need to enforce.
- Mark: There was the suggestion of an advanced dance class. Maybe we could have one session during the week, or one class that is particularly challenging for dancers, just like we have advanced classes for musicians. Belle: Let's take this up in program committee.
- Problems for quiet groups in kafana at Mendocino. Can we solve that by reinstating the "lounge" at the other end of dining hall after midnight?
- Idea of dance class for musicians? Martie: could involve dance-musician interaction. How about an after-lunch session?

- Some objected to noodle dancing in the kafana.

17. Guest of Board candidates

The board went into executive session to discuss possible Guest of Board candidates.

18. Welcoming new people to camp

How about a separate area at the first dinner for newcomers, and include all board members who are at camp. Talk about the experience of being at camp. Invite the “Ask Me” people who are free to attend. Include previous board members? Veterans? **ACTION ITEM Rachel: Include in camper letter and in schedule. Note that the idea applies to both Mendocino and Ramblewood camps.**

20. Dubbing

Coordinating beforehand with staff is impossible. We could either sell blank tapes at camp, or ask the camp “runner” to pick them up. What if we don’t distribute tapes on the first day, to prevent them all being taken by folks who won’t come back to the class the rest of the week? Can we ask/expect staff to bring source materials on CD or mini-disk? Might people use a CD burner to illegally copy CDs from the vendors? Mark: Could we buy a cheap dubber? Ramblewood needs one too. Should we get a CD burner too? Some teachers would prefer CDs. \$200-\$350 for a CD burner? **ACTION ITEM Randy will do research on a player that can do CD-to-CD and tape-to-CD (auto-tracking). Check on minidisk-to-CD capability.** How much do we need mini-disk? **ACTION ITEM Mark: will look for cassette tape dubbers at flea markets.**

21. Onsite program coordinator for each camp

We discussed the concept of a program coordinator for each camp, doing the daily program planning and coordination that Rachel does on site. (Rachel shouldn’t have to go to every camp.) Dennis fills this role at Balkanalia, managing issues of sound, class locations, and the like. The on site program coordinator would need to develop relationships with staff, and would need to have diplomatic skills. We could start with an apprentice, a Program Coordinator in Training. Language skills should not be a requirement.

Rachel would continue to hire teaching staff and initiate contracts, keeping the slate construction centralized, at least for the two 8-day camps.

ACTION ITEM Rachel: Build a job description for the program coordinator position and work with Martie; Administration committee chair will keep tabs and monitor.

22. Succession planning

What if Rachel leaves? Martie: I could cover some aspects of registration. But who would cover

hiring, planning, contracting, program coordination? Belle: Sample contract, contact info, correspondence templates, and camper letters with staff all need to be in the board book. We could update these materials every year or two. We can recreate camper kits. Need to include camp contracts with Mendocino Woodlands and with Ramblewood. Martie: Could Rachel lay out the differences between camps, e.g. how we pay Jeff vs. Janet? Who's second in command for signing contracts, the Administration committee chair? **Administration committee chair will maintain binder of key documents, e.g. contracts.**

Mark: Would like to see the extended org chart of eefc – there's one in the binder that's 5 years out of date. **ACTION ITEM Mark: will come up with a list of documents we need from Rachel.**

23. Proposed EEFC fundraising dinner

The board discussed a proposal for a fundraising dinner.

24. Time and location of next board meeting

ACTION ITEM: Michelle will check on schedules for possible meeting in New Orleans.

25. Miscellaneous

Put the question of online camp registration off for the moment. We'll start by getting Adobe Acrobat for GM.

Belle: Need to check time lines for annual priorities. Secretary review/adjust timeline. **ACTION ITEM Randy: Put minutes out to the board as MS Word file within one month.** Board review within 2 weeks. Then put up on the web.

Need a performance review with Rachel since she's now an employee, including a compensation discussion. Martie: Should the board discuss things before Mark meets with Rachel to do performance review? Put January 1 as timeline date for performance review?

Martie: For next meeting's agenda, could we talk about restructuring the Development committee, say, having it only deal with fundraising and incoming money? E.g. why is contacting GOBs under the Development committee?

Mark: Could we profile the upcoming GOB in the Kef Times? Yes, if we know in time who the GOB will be.

Lise's term: Which new board member will take her term, that is, have a two-year vs three-year term. Martie would like to have the two-year term. Randy and Michelle are okay with the three-year terms.

Belle moves that Martie takes Lise's two year remaining term. Michelle seconds.

Unanimous.

John: There are a lot of conversational shortcuts in our board discussions that need filling in for the new board members. Belle: board newcomers should contact mentors for help, or any of the veterans on the board.

ACTION ITEM Martie: will set up a board discussion group. ACTION ITEM Belle: will convert board@eefc.org to send to Michelle. ACTION ITEM Martie: Enable board web access to registration stuff – low priority.

Minutes of the EEFC Board Meeting

May 12-13, 2001

Berkeley, California

Present

- Belle Birchfield
- Laura Blumenthal
- Julie Lancaster
- Lise Liepman
- Rachel MacFarlane, General Manager
- Yves Moreau
- Mark Primack
- Matt Smith

Consent Calendar

By approving these minutes, the Board unanimously approves ratification of the e-mail votes taken between the fall '00 meeting and the spring '01 meeting. (See Appendix.)

Setting of Agenda

There was no prior agenda set for this meeting, so we spent the first segment of the meeting determining the topics to be addressed and setting them into a sequence to cover over the two-day meeting.

Expectations vs. Accomplishments

The first agenda item was a discussion on how we were doing with regard to the actions and goals we had set at the last couple of meetings; each of us reported on our own progress with regard to projects taken on. There was a general sense of dissatisfaction that we had not accomplished as much as we had planned to, which seemed to be tied to problems of communication and a need for more focused goals.

Board Meetings and Communication

The above “check-in” exercise was so helpful, both in strengthening understanding and in clarifying necessary directions, that we agreed to incorporate such an exercise toward the beginning of each future meeting.

- Action item: Laura will prepare a board meeting agenda template/checklist to be included in the updated Policies & Procedures. It will include this check-in/status check with the various committees along with the other standard components of each board meeting. To be submitted to the board by 6/15/01.

- Action item: Julie (as Secretary) will prepare a roster listing best times and ways to reach each other and EEFC staff by 6/15/01.
- Action item: Belle will update the EEFC timeline (a list of annual organizational milestones and dates, to include the new, bimonthly email check-in) by 6/1/01.
- Action item: Matt, as president, will remind board members ahead of time about our bimonthly check-in times.
- Action item: The target time for submission of the minutes to the board for approval is 1 month after the meeting. Julie to submit the minutes by 6/15/01.
- Action item: Agendas and reports should be circulated to board members *before*, not during, the board meeting as much as possible. Responsibility: All board members and Rachel.

Updates to Board Notebook and Policies and Procedures

We agreed that revised, up-to-date Policies and Procedures document and related information in the Board Notebook will be a great help to current and new board members. As head of the Admin. Committee, Julie has been working with former board member and current Admin. Committee member Melanie Goldberg, who has been revising the Policies and Procedures, to complete and distribute to board members a functional document before the fall 2001 board meeting.

- Action item: Julie to provide a status report to the board on progress on the revised P&Ps by 6/1/01.

- Action item: Laura will compile a list of former board members including, where possible, committee membership, for inclusion in the updated Board Notebook. Submit to board by 6/1/01.
- Action item: Julie (as Admin. Committee chair) to submit Admin. Committee status report to the board by 6/1/01.
- Action item: Julie will make sure a statement appears in the P&Ps about the chain of responsibility for action items promised at meetings. For example: individual board member à committee chair à President. (When a board member commits to doing something, the appropriate committee chair and then the President should follow up if the action hasn't been completed within the time promised.)
- Action item: Julie will make sure a summary of email voting protocol appears in the revised P&Ps. Matt to look at current email procedures and let Julie know if he suggests any changes.

Further discussion about the Policies and Procedures occurred toward the end of the meeting and is included here: What EEFC documentation is public and what is for internal use only? Laura said some people have asked that the Policies and Procedures be accessible on the EEFC website and put out at each workshop as part of the Board Notebook. She questions whether keeping them private, together with the fact that some board work is done over email, might be construed as secretive. Other board members felt that the Policies and Procedures should be for internal use only, especially given the difficulty of keeping such a document current on an ongoing basis.

Motion: (Matt)

The EEFC Policies and Procedures Manual is for internal use only.

Second (Mark).

Belle, Julie, Lise, Yves, Mark and Matt vote in favor. Laura opposes. The motion passes.

Other Ways of Supporting New Board Members

- Action item: Lise will draft a simple board contract or agreement with expectations, i.e., a statement of what is expected of EEFC board members, by 7/1/01. (Others to give Lise input by 6/1/01.)
- Action item: Assign a mentor to each incoming board member within 2 weeks of board elections. (Secretary will take responsibility for this.)

Mission Statement

After a brief discussion of the possibility that the EEFC's current mission statement is too broad, we concluded that the current wording of the statement should stand.

Nonprofit Boards

We discussed a handout Laura had obtained at the Folk Alliance conference at a workshop she attended about nonprofit boards. It's a valuable resource about responsibilities and expectations for board members.

- Action item: Laura to check with Bitsy Bidwell, author of "The Healthy Nonprofit Board" handout, to seek permission to distribute it to all new board members. If approved, it will

become part of the Board Notebook. Contact Bitsy by 6/1/01.

We discussed differences between our board and other nonprofit boards: the EEFC is (inter)national in scope but small in scale, with a high turnover rate among board members (due to our standard three-year term) and limited paid staff.

Skills or Characteristics Needed for EEFC Board

Before discussing board nominees, we discussed the general characteristics we currently seek for new board members:

- People with the skillsets we need who also have TIME
- Vision
- Connected with EEFC
- Financial expertise
- Ability to organize board members and get us moving on our projects
- Time and commitment to work on projects
- A willingness to sit back and listen (board needs vocal and less vocal members; it also needs leaders and followers).
- Corporate and legal expertise
- Development expertise
- Negotiation and/or legal experience
- Representation of constituents
- Experience with reviewing budgets
- Nonprofit board experience; understand how a board works; know how to stay on focus and be effective in a meeting
- Writing, communication and secretarial skills
- Networking capabilities
- Importance of involving organizers of local folk dance groups

We also discussed the ideas of having a regular board and an advisory board, and having “luminaries” on the board whose participation might take a different form from that of regular board members.

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- Action item: Laura to research earlier board discussion of the above ideas in past minutes and/or by contacting former board members.
- Action item: Laura to type up the above list of skills and send to board members by 6/1/01.

The board then went into executive session to discuss and compile a list of potential nominees. Rather than the Secretary contacting each one this year, the various board members agreed to contact them and have them submit biographical information and letters of intent to the Secretary. Final voting will be by email.

- Action item: Each board member to contact his or her assigned candidates by June 20.

Current Spending vs. the Budget

The board moved on to examine the FY 2001 budget. A new variance report requested by Matt and Belle and developed by Rachel made it easier to evaluate actual spending against projected spending for the year to date. Several adjustments that bring the budget more into line with reality and also minimize areas of projected loss were proposed and voted upon.

Budget Review Procedure

Budget review was difficult for most of the board members at the September '00 board meeting, and again in December during email discussions and voting about the budget and tuition increases. Reasons include: the budget report is lengthy and detailed; expense categories differ somewhat for the two week-long workshops due to operational differences; categories on the formal budget, generated by previous board treasurers, are sometimes inconsistent with categories in the General Manager's books; and

several of the board members have limited experience working with organizational budgets.

Since Matt had taken the lead in most of the budget review process this year, he outlined for the board the procedure he used.

- Action item: Matt will write out a recommended EEFC budget review procedure, to be reviewed by Lynette Garlan and included in the Policies and Procedures under “Finance Committee,” by August 24.

Children’s Fee Structure_

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Mark brought to the board an objection raised by one Mendocino camp family. This family had a child who turned six this year, and they questioned the sharp increase between the fee for children under 6 (\$55) and the fee for children aged 6-17 (\$375, or 70% of the adult rate of \$535). (Examples are given at 2000 rates.)

Agreeing that it is important to subsidize families and children, Rachel explained that the children’s age categories for lodging vary between Ramblewood and Mendocino Woodlands, and that the kitchen at Mendocino has yet a third group of age categories. To add a third children’s category to the EEFC workshop tuition structure would be a possibility, but might complicate matters unnecessarily. The board concluded that no change in children’s fees needs to be made at present.

- Action item: Yves will do some research on children’s fee structures at other weeklong camps.

Development Committee Report

Scholarship Task Force. Belle, Scholarship Task Force leader, along with task force members Lise, Mark and Julie, reported that they have begun inquiries into the legal and operational ramifications of operating an ongoing EEFC scholarship program. (Note: As a reminder, the partial tuition waiver work-exchange agreements that the EEFC has long offered, which were formerly referred to as “scholarships,” are now referred to as “work exchanges” to avoid confusion with an actual scholarship program in which partial or full tuition waivers would be awarded with no expectation of work exchange.)

The EEFC has received some contributions earmarked for scholarships and is committed to using those contributions accordingly, either in a one-time scholarship distribution or as part of an ongoing scholarship program. In addition, this year the EEFC received one sizeable contribution designated as seed money for a scholarship program “or to be used as the board deems best.” Development of a scholarship program is one of the stated long-term goals of the organization, and the board voted in May 2000 to establish an endowment fund for scholarships. Nevertheless, the task force is proceeding with caution in view of the administrative structure that would be necessary to oversee an ongoing program.

- Action item: The scholarship task force will continue consulting with legal and development experts and submit a report in two months (July 15, 2001).

Fall Membership Letter. The board commends Membership Committee members Stewart Mennin and George Long, along with graphic artist Dan Auvil, for a very successful membership letter sent out in fall '00. The letter included a list of past teaching staff at EEFC workshops, presented in an attractive graphic format, and the mailing resulted in numerous positive comments as well as an increase in memberships and other contributions.

This year, former EEFC President and development expert Jerry Kisslinger has offered to write the fall membership letter. He has requested a timeline, a budget, and clarity about who will be reviewing the letter. We decided that (1) Rachel will work with Jerry on establishing a timeline for the project; (2) the budget for the entire mailing should be held to within 25 percent of what it cost last year; if that amount isn't enough, Jerry should come back to the board and explain the need for more; and (3) Rachel and Julie will review the letter before it is sent.

- Action item: Mark will contact Stewart and George to express the board's gratitude for last year's successful letter and to invite their continued involvement in the membership recruiting process, especially at Ramblewood.
- Action item: Rachel will contact Jerry about the timeline, budget, etc.

Publicity. The board considered several matters involving publicity:

- Creative Internet work is being done by people in our community, such as Ari Langer and Ryan Francesconi. Could we involve them, or others with similar talents, in a committee that would explore ways that the EEFC could do some effective web outreach?
- What's the purpose of increasing publicity when the camps are close to capacity? To spread information to the general public about Balkan folklife—part of the EEFC's mission; to create more of an audience for Balkan music and dancing and more opportunities for people from our community to play; and to increase MEMBERSHIPS in EEFC.
- Julie passed on to the board some suggestions from Carol Freeman for improved publicity, especially crossover publicity into different special-interest groups, such as the Jewish music list.
- Action item: Laura will take steps to start the ball rolling on crossover publicity, including finding a volunteer who might be willing to handle some portion of the work, and report back in 2 months.

Report on Web Redesign

Belle will continue to work on consolidating the EEFC website materials and finding an individual who can help with the planned re-design.

- Action item: Belle to report back to board on progress at next board meeting.

Program Committee

Site Managers. Rachel reported that Lanita Hyatt will again be Site Manager at Mendocino. Martie Ripson and Nancy Butowski will be site co-managers at Ramblewood. Susan Reagel will be site manager at balkanalia! under the mentorship of Lanita.

Program Slate Creation. Development of next year's draft program slates will be done in two scheduled group brainstorming processes, one for the West Coast (Mendocino and balkanalia!) and one for the East Coast. Participants will be Rachel and Program Committee members Lise Liepman and Janet Pollock, possibly a conference call with Belle, and/or other advisors of Rachel's choice.

Acknowledgement of Shira Cion

Rachel's housemate, Shira Cion, was the Evening Party Coordinator at Mendocino in 2000 and will be again in 2001, on a half-tuition work-exchange basis. At both the September '00 and the present Berkeley board meetings held at her home, Shira has been most generous to the board. She has gladly provided insights and information based on her fundraising expertise as Executive Director of Kitka. She has further offered to help the board develop budgets and plans for future fund-raising projects. And she has assisted with set-up and clean-up for both meetings.

Motion: (Lise) In recognition of Shira Cion's service to the EEFC, the EEFC will cover the remaining portion of Shira's tuition at the 2001 Mendocino Workshop.

Second (Laura)

The motion passed unanimously.

Folk Alliance

An agenda item we didn't have time to discuss in depth was whether the EEFC should continue to participate in the annual Folk Alliance conference and, if so, at what level.

- Action item: Laura will check with Judy Barlas and Margaret Loomis, EEFC members who are currently or have been in the past associated with the F.A., to get their thoughts on that organization's importance to the EEFC. Report back at time of 2-month check-in.

Fall Board Meeting

New board member terms begin Sept. 1. The EEFC's fiscal year begins Oct. 1.

The next board meeting will be held either the weekend of Sept. 29-30 or the weekend of Oct. 20-21, at a location to be determined.

Miscellaneous

To wrap up the meeting, we briefly discussed:

- Procedures for email voting for the new board members

- Review of all action items we had outlined during the meeting, along with dates for completion
- Confirmation of our top current priorities: running the three workshops, determining the viability of an EEFC scholarship program and taking care of our one full-time employee

Acknowledgements

Special thanks to Rachel MacFarlane for hosting the meeting, and to Lise Liepman and Shira Cion for their assistance.

Respectfully submitted,

Julie Lancaster
Secretary
July 19, 2001

APPENDIX

E-mail Votes October 2000-May 2000

Motion: (Laura) That the EEFC pay half the early registration fee for Laura Blumenthal and Yves Moreau to attend this year's Folk Alliance Conference in Vancouver. A more permanent policy could be

decided by the board for future participation at Folk Alliance Conferences.

Second (Julie)

The motion passed unanimously on Jan. 26, 2001.

Motion: (Belle) That the EEFC:

- 1) Split the difference between the proposed tuition figures and go with \$565 for Mendo and Rwd.
- 2) Keep the Rwd/Mendo kids rate at 70%.
- 3) Go with \$260 for b! adult rate and \$130 kids rate.
- 4) Adopt the revised 2000-2001 proposed budget with the above tuitions.

Second (Julie)

The motion passed unanimously on Feb. 8, 2001.

Motion: (Julie) That the 2001 salary increase approved by the Administration Committee for the General Manager be approved by the board.

(Since the proposal came from a committee, it didn't require a second.)

The motion passed unanimously on March 3, 2001.

Minutes of the EEFC Board Meeting

September 29-October 1, 2000

Berkeley, California

Present

- Belle Birchfield
- Laura Blumenthal
- Julie Lancaster
- Lise Liepman
- Rachel MacFarlane, General Manager
- Yves Moreau
- Mark Primack
- Matt Smith

Election of Officers

Deferred until later in the meeting to give us an opportunity to get to know each other.

Consent Calendar

- The Board unanimously approved ratification of the e-mail votes taken since the May 2000 meeting. (See Appendix.)
- Resolution of appreciation for the services of retiring Board members Melanie Goldberg and Mike Gage.

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General Manager's Report on 3rd and 4th Quarter Activities

Rachel presented her report, including the following topics.

Membership

- We have 373 members now vs. 314 for all of 1999. The fall membership letter mailing, winter Kef Times, and membership receptions at the workshops all brought in more memberships than the comparable activities the year before.
- For the 2001 membership letter, scheduled to be mailed in November, the Membership Task Force, led by Stewart Mennin, has developed a new approach that will include as complete a list as possible of all the people who've ever taught at the Balkan Music & Dance Workshops.

Kef Times

The report discussed production costs (lower than in the past despite paying for editorial services for the first time), positive feedback and planned future editorial ideas.

Workshop Attendance and Income/Expenses

- As opposed to 1999, which was unusually profitable at Mendocino and Ramblewood, there were falling gains at all three workshops, and attendance was slightly down at all three workshops.
- However, the comfort level was optimal with the size of attendance at Mendocino and Ramblewood this year. We'd like to continue to shoot for an average of about 215 at Mendocino and 250 for Ramblewood — approximately the number that attended this year.
- balkanalia! attendance was down to 156 (from 167), which included 68 full-time adults. The site could accommodate more; we'd like to see 75-80 full-time adults in future, although the housing logistics are still not settled (there is some cabin crowding, we want to encourage tenting).
 - ◆ Next year's balkanalia! will be the third in the same location and it is scheduled for Labor Day, both of which may have a positive influence on attendance (although we have received comments both positive and negative about the Labor Day timeframe).
 - ◆ Was the decrease in balkanalia! attendance due in part to advertising too early — people may have lost track of the brochure since it was mailed with the brochure for the weeklong workshops for the first time? Site Manager Lanita Hyatt believes that a more concentrated advertising effort needs to be made in the Pacific Northwest, and she has taken on this project.
- Discussion: Possible reasons for attendance being down at all workshops. High number of North Americans traveling in Europe this summer, Koprivshtica, etc.
- Action Item: Rachel to include five-year (rather than three-year) attendance figures for future reports to the Board on workshop attendance.
- Expense increases were spread across a number of different categories at all the workshops. There was a significant hike in rental and payment for kitchen staff at Ramblewood. We had an ambitious teaching staff for both weeklong workshops, which wouldn't have been a problem if attendance had stayed at 1999 levels.
- Action Item: Rachel to develop pie charts of EEFC income and expenses for *Kef Times*.

Action Item: Rachel to ask the Site Managers to automatically distribute Site Reports on each workshop to each other as well as forwarding them to the Board, so they can benefit from information learned by the other Site Managers.

Development Committee Report

Fundraising

- Development Committee Chair Mark Primack met with professional grant writers in June and got quotations for their assistance in developing a fundraising campaign that ranged from \$5,000 to \$20,000. Three new members who joined the Development Committee this summer, Barbara Babin, Jessica Fiske-Bailey and Michelle Benoit, have considerable experience with researching and writing for grants.
- Shira Cion, the Administrative Director of Kitka, who is an experienced and successful procurer of grants for Kitka and the housemate of our General Manager, happened to be present during part of the Board meeting. At our request, she enlightened the Board with numerous specific suggestions for fundraising. Those notes have been passed on to the Development Committee for action. In addition, Shira offered to volunteer some hours to help create a budget for a specific program – a valuable offer for the Development committee to take advantage of!
- Discussion: We need to start with two or perhaps three projects to raise funds for. Based on our decisions at the spring board meeting, they are as follows:
 1. Plan to issue a CD. Action Item: Yves to develop a preliminary plan and budget by 1/1/01 for the CD project decided upon last spring. [To clarify, the following excerpt from our 5/00 Montreal Board Meeting Minutes describes this project: “Develop a plan for issuing a CD (s) targeted to the folk dance community - specifically to provide music that folk dance groups need - either in the form of live music from the camps or music commissioned specifically from bands that participate at camp. Primary responsibility: Yves (One-year Plan).”]
 2. Scholarships (see below).
 3. One of the priorities established at the spring Board meeting was to obtain transportation and fees to bring individual artists or bands from the Balkans for Balkan camp and/or touring.

Since this was Melanie Goldberg's pet project, we will ask her if she would like to take the lead even though she is not on the board. If not, we will defer that project for the time being, since there is no current board member who is in a position to champion this project. Action Item: Laura to contact Melanie and ask if she is still interested in taking the lead.

Scholarships

- In a letter to the Board, Nancy Klein praised the Board for its efforts on behalf of raising scholarship money for EEFC workshop attendance, but at the same time requested that clear distinctions be drawn between the existing Allan Cline Scholarship, funded by her, which has been awarded annually for the last three years to first-time campers, and future scholarships, funded by the EEFC or other donors, which may or may not be awarded based on different criteria, such as youth, talent, financial need, etc. The Board acknowledged the importance of these distinctions and agreed to discuss setting in place a new task force to evaluate, structure and administer scholarships. (See below, page 7.)
- Is there further interest in reproducing and making available for purchase the photo/poster that Mark Primack and Dan Auvil developed last year and auctioned at Mendocino? Do we want to reprint and promote sale of the poster / advertise it in *Kef Times*? Action Deferred: The new Scholarship Task Force will develop a structure/strategy for funding and awarding non-work-trade related scholarships. Until then, a decision on the photo would be premature.

Grant-writing Task Force

- There was a proposal to establish a new subcommittee on the Development Committee: A Grant-writing Task force, with members to be, if they're willing, Shira, Jessica Fiske-Bailey and Barbara Babin.
- Action Item: While such a committee was not officially established, Mark will discuss the possibility with these Development Committee members and determine their interest/willingness to serve on such a task force.

Miscellaneous Board Issues

E-mail Protocol

- Belle repeated her request that all Board e-mail be marked with the flag “EEFC” in the header. If the e-mail is going to a committee, put that in the header, too. For example, EEFC - DevCom for Development Committee, or EEFC, Prog Com for Program Committee. Action Item: Belle and Matt offered to investigate technologies with the purpose of simplifying board and committee communication.
- When initiating correspondence, be clear about the audience it is addressed to. For example, open by saying, “I am sending this to _____ only” - i.e., “the Development Committee only” or “the Membership Task Force” only to minimize confusion. As a general rule, “be mindful.”
- Document the e-mail procedures and let the committee members and Site Managers know what the preferred style is: (1) accurate subject line and (2) clarification of who the e-mail is being sent to. Action Item: Julie to send Belle a list of current committee members. Action Item: Matt to write up e-mail procedures.

Advisory Liaison

- Laura proposes an expansion to the role of Advisory Liaison: that she should be the Board member to go through the evaluations with a fine-toothed comb, to pinpoint important issues that need the Board’s attention. The Liaison already determines what individuals need a personal contact). Everyone agreed.
- Action Item: Matt will make follow-up calls to two specific workshop attendees as a result of this year’s evaluations; the other individuals whose comments were determined to warrant personal follow-up have either already been contacted by Laura or Rachel, or will be contacted by Laura.

Professional Skills within Community

We discussed developing a list of resources within our community, specifically professional skills that people have (such as accounting or legal skills) and might be willing to contribute to the organization.

Since this can be touchy matter, we discussed designating one individual as a volunteer coordinator for

people who would like to help in this way. Deferred Action: This item to be added to the agenda for the spring Board meeting.

Board Member Policies and Procedures

The secretary had not yet sent Board notebook packets to the new Board members. Rachel also has never received one. Since the minutes are posted on the web, it's no longer necessary to print and mail the minutes and the Board member bios with this book, but the EEFC Board Policies and Procedures, albeit very out of date, and other information in the notebooks should be sent. Action Item: Julie to send packets to Belle, Lise and Rachel.

Board Meetings

- We discussed Board meeting timing — i.e., May and September, ideally. Awkward as these times seem to be, they are the best choice in view of the EEFC's fiscal year, which begins in October, and the timing of when seasonal decisions need to be made.
- The two annual Board meetings have different purposes, with the purpose of the spring Board meeting being long-term planning. Action Item: Admin. Committee to consider adding this terminology to the Policies and Procedures.

Fall Membership Letter

- It has been problematic this time to finalize the fall membership letter, partly because of unclear lines of communication and subsequent duplication of efforts.
- Action Item: In future years, Membership Task Force to agree on what needs to be on the letter well ahead of time, talk to Rachel, then submit the plan to the Board before all the work is done to compose the letter.
- Action Item: Deadline dates for preparation of letter to be included on the year-round calendar prepared by the Secretary.

Agenda

Board members received the meeting agenda too late to prepare adequately. Action Item: EEFC yearly calendar, prepared by Secretary, to include date for agenda submittal.

Paying Board Members

From a legal standpoint, it is important to ensure that fewer than 50 percent of the Board members are being paid for services, whether they are serving as teachers at the workshops or providing other services. Action Item: Administrative Committee to look at this and bring to the Board recommendations for ensuring that we don't run into future problems.

List Serve

We discussed the idea of splitting the list serve into two lists, one for discussions and one for announcements. No conclusion was reached.

Role of Board Members at the Workshops

- Some members asked for clarification of the role of Board members at camp. A number of responsibilities are listed in the EEFC Policies and Procedures. In addition, the following are Board member responsibilities while at camp:

- ◆ Address staff members' questions that require "more authority" than Site Manager or other staff have
- ◆ Fill in gaps - for example, one of the scholarship workers at Mendocino had to leave camp before her duties were completed this year; a Board member filled

in.

- ◆ Attend and participate in lunch with the Board

- Deferred Action: We agreed to revisit this at the spring Board meeting.

Support for Mendocino Woodlands

Motion (Belle): The EEFC shall make a regular annual contribution to the Mendocino Woodlands.

Second: Lise.

The motion passed unanimously.

Action Item: For the current fiscal year, the contribution will be \$250. Rachel will send this donation.

403b Plan for Employee

The Board has discussed but not yet taken action on setting up a 403b plan for our General Manager. Action Item: Rachel to research this by Nov. 30.

Miscellaneous Workshop Issues

balkanalia! floor

- The report from balkanalia! Site Manager Lanita Hyatt detailed the frustrations and expenses of renting and installing a dance floor every year. Lanita has submitted a proposal for raising funds to cover the cost of building our own floor.

Motion (Lise): To accept Lanita's proposal to buy and build a dance floor for balkanalia!.

Second: Laura

The motion passed unanimously.

- Action item: Include an article in the fall *Kef Times* about the project.

Sensitive Issues

The Board went into executive session to discuss and deal with some sensitive issues that arose at the summer workshops.

Budget and Setting Fees for Next Year

- Because there had not been time for Board members to review the budget prior to the meeting, in-depth review of the budget was postponed until after the Board meeting, with further discussion to take place over e-mail. Action Item: All Board members are to e-mail their comments on the budget by Oct. 20 so that we can approve the budget by Oct. 27.
- It is likely that camper fees will need to be raised. The last time fees for Mendocino and Ramblewood were raised was two years ago -- a \$28 increase for adult tuition. It would be better to have small, consistent fee increases than to skip a year in raising fees and then surprise people with a bigger increase.
- The rent at Ramblewood is significantly higher than the state-subsidized rent at Mendocino, but the net incomes of the two camps are quite similar. This is due to several factors, including the fact that Ramblewood brings in more income because of its larger capacity, and it has lower transportation costs for staff. The EEFC has made a deliberate choice to maintain an identical fee schedule for the two weeklong camps.
- We discussed Board members attending camp at no charge. Currently the policy reads, "Board members are able to attend one camp each year at no tuition cost to themselves (transportation not covered). Board members are strongly encouraged to contribute hard costs to EEFC for the camps they attend." We agreed that this "strong encouragement" needs to be stronger -- i.e., that current Board members re-evaluate their own situations and pay hard costs if they are able, and that it be emphasized to oncoming Board members that they are expected to

contribute hard costs unless there is genuine financial hardship.

Ramblewood Contract and Work Scholarship Issues

- There were problems this year between Ramblewood owner, Harry Leff, and EEFC, mostly centering around hours worked by his kitchen workers.
- The Ramblewood contract for 2001 has recently been evaluated and signed, and it is our goal to remain at Ramblewood for the foreseeable future, but we want to begin negotiations earlier next year and try to get a three- to five-year contract. In the process of negotiating this contract, we want to make sure Ramblewood is still our best option, so we want to research alternative locations in the same geographical area.
- Action Item: A new task force, with Matt at the head, will evaluate the Ramblewood contract and research alternate locations. Matt will ask George Bradley to review our contract. He will also contact some or all of the following people, who were involved in researching locations at the time Ramblewood was selected, for help in researching alternatives: Margaret Loomis, Rachel MacFarlane, Martie Ripson, George Long and Judy Barlas.
- Action Item: Rachel to ask Martie for a breakdown of food costs at camp to clarify what percentages of our facilities payment is encompassed by food supplies.

Election of Officers

- Matt Smith and Mark Primack were nominated for president. Matt Smith was elected president with four members of the Board voting for Matt.
- Lise Liepman was nominated for treasurer. There being no other nominations, Lise was elected unanimously.
- Julie Lancaster was nominated for secretary. There being no other nominations, Julie

was elected unanimously. Action Item: Julie is to submit a “bare-bones” job description of what the secretary does by 10/15/00.

- Laura Blumenthal was nominated for advisory liaison. There being no other nominations, Laura was elected unanimously. Action Item: Laura is to submit a job description of this position by 10/15/00.

Board Committees: Selection of Chairs and Membership

Finance Committee: Lynette Garlan, Chair; Lise.

- Note: Lynette has served as chair of this committee since she left the Board, since she is willing to do it and no one on the current Board has the appropriate experience to serve as chair. However, this is an exception to the administrative bylaws, which indicate that the current Treasurer should be chair of the committee.
- Action Item: Administrative Committee to look at this and change the bylaws if appropriate.
- Action Item: The Board should work on preparing someone else for the role of Finance Committee chair, including looking for accounting background when seeking new members next summer.

—
Program Committee, Lise, Chair; Yves, Matt, Janet Pollock.

- Action Item: Lise to contact other folks who may or may not be on the committee and give Julie a verified list of names.
 - Action Item: Lise to develop job description for chairmanship of this committee.
-

Administrative Committee: Julie, Chair; Melanie Goldberg, Mark, Laura.

- Melanie Goldberg is still working on the revision of the EEFC Board Policies and Procedures document and has made a commitment to finish it, although she is no longer on the board. Action Item: Julie to coordinate with Melanie on the completion of this project.

Development Committee: Mark, Chair. Barbara Babin, Jessica Fiske-Bailey, Michelle Benoit, Yves, Belle, Laura, George Long, Stuart Mennin.

- In the past there has been some confusion about the role of the “Membership Task Force,” and whether the members of that task force are full Development Committee members.
- Action Item: Mark to contact George Long and Stuart Mennin and see if they want to be full Development Committee members.
- In the meantime, we believe the Membership Task Force consists of Stuart, George and Laura, with Mark as the leader.

Matt Smith, as president, is an ex officio member of all the committees.

Possible New Task Forces

Scholarships. Now that we will be raising funds for actual scholarships (not just the work-trade “scholarship” arrangements the EEFC has offered in the past), there are many aspects that need to be looked at:

1. Criteria. Youth? Talent? Financial need? Potential campers from East European ethnic communities?

2. Need to look at any pertinent legal issues.
3. How much of the camp fee to fund? Full or partial? Hard expenses only? Tuition?
4. How many would we like to fund? How much money can we invest in scholarships?
5. Need to set up a mechanism / structure for administering scholarships.
6. Do we need to establish an assessment process?

Motion (Mark): To establish a Board task force to assess and develop a structure for scholarship administration.

Second: Belle

The motion passed unanimously.

The Scholarship Task Force will consist of Belle (lead person), Julie, Lise and Mark. Action Item: Julie to research scholarship protocol at a college she works with.

Technology Committee. Up to this point, such matters as database utilization, the list serve, list serve improvements, and website have been handled by volunteers. Is it time to set up a Board committee to handle such issues and more closely oversee the EEFC's relationships with these volunteers? Discussion points included:

- (Belle) Perhaps we need a PR committee to oversee the *Kef Times* newsletter, website, brochures, list serve. Need a cohesive structure for everything. Action Item: Julie to prepare a report about her vision for the *Kef Times* for the next Board meeting. Action Item: Belle to prepare a report about her vision for the EEFC website by the next Board meeting.
- What is communication path for the website? It may be time to stop the links to external sites and keep all information at one site.

- Action Item: The Board asked Belle to consolidate all the material on the website so we can move toward a re-design, perhaps with Dan Auvil. Action Item: Matt to contact former Board member Mike Gage, who has been handling certain portions of the website, and discuss.
- (Julie) No pressing need for a PR committee at this time.
- (Mark) Would like to see a higher graphics standard for photos, graphics, T-shirts, etc.
-
- Conclusion: Neither a Technology Committee nor a PR Committee was established.

Guests of the Board

The Board went into executive session to discuss potential Guests of the Board for 2001 and selected three first-choice guests and two back-up guests. Action Item: Matt to contact the various guests and invite them to the 2001 workshops.

Additional Items Deferred for Later E-mail Discussion

Due to lack of time, the following agenda items were deferred to be handled via e-mail:

- Another dubbing deck for Ramblewood
- Scandia list serve request
- Balancing scholarship workloads - Rachel to discuss with Site Managers
- Implications for insurance if EEFC sponsors or underwrites other camps

Spring Board Meeting

The next meeting will be in New York or New Jersey over the weekend of March 24-25.

(Note as of 11/17/00: Subsequent discussion over e-mail has raised the possibility of holding a “virtual meeting” this spring to cut down on expenses. No decision has been reached at this point.)

Acknowledgements

Special thanks to Rachel MacFarlane for hosting the meeting, and to Tamar Seeman, Lise Liepman, Nancy Klein and Shira Cion for their assistance.

Respectfully submitted,

Julie Lancaster

Secretary

February 2, 2001

APPENDIX

E-mail Votes May 2000-October 2000

Motion: (Matt) The General Manager is authorized to contract with an editor of the General Manager's choosing for the purpose of preparing the Spring 2000 issue of the Kef Times. This contract shall be for \$30/hr of the editor's time, and the total amount of the contract shall not exceed \$900 without further authorization from the Board. The issue of compensation for future issues is referred to the Administration committee for further discussion and research.

Second (Mark)

Yves, Mike, Laura and Melanie voted in favor of the motion; Julie abstained.

The motion passed on May 17, 2000

Motion: (Julie) Belle Birchfield and Lise Liepman are accepted to serve three-year terms on the Board of the EEFC, beginning September 1, 2000.

Second (Mike)

The motion passed unanimously on June 7, 2000.

Motion: (Matt) The EEFC will allow a videographer from World Entertainment Network to produce a video at Mendocino.

Seconded: Mike and Yves simultaneously

The motion passed unanimously on June 10, 2000.

Minutes of the EEFC Board Meeting

April 28-30, 2000

Brossard (Montreal), Canada

Present

- Laura Blumenthal
- Mike Gage
- Melanie Goldberg
- Julie Lancaster
- Rachel MacFarlane, General Manager
- Yves Moreau
- Mark Primack
- Matt Smith

Consent Calendar

The board unanimously approved ratification of the e-mail votes taken since the October 1999 meeting. (See Appendix.)

General Manager s Report on 1st and 2nd Quarter Activities

Rachel presented her report, including the following topics.

Membership

- We have 314 members now vs. 309 at this point last year; for all of 1999, returns have shown a healthy and steady increase in each successive membership drive.
 - Action item: Emphasize the benefits of 1st class mailing of workshop brochures in membership publicity (Rachel and Development/Membership Committee).

Kef Times

- Discussed production costs and mailing service problems.
- Discussed logistics of getting back issues of Kef Times on the website. Action item: Rachel to send Mike back issue(s) of Kef Times in Quark Express or PDF file.

- Discussed accepting advertisements for the Kef Times, both as a service to our readers and to recoup some of the production costs

Motion: (Matt) The EEFC will accept advertisements for the Kef Times, starting with the fall 2000 issue, and the General Manager and the Kef Times Editor shall develop a price schedule for ads, bearing in mind the expenses involved in producing the Kef Times and the goals of the organization, along with guidelines for acceptance of ads.

Second: Mark

The motion passed unanimously.

- Action item: Yves to compile a list of national folk publications and ad rates to Julie and Rachel by May 10.
- Action item: Julie and Rachel to announce ads in the spring 2000 issue of the KT and to develop schedule of ad rates and guidelines for acceptance of ads.

2000 Workshop Brochure

- Rachel will seek a new printer and mailing service after this year's mistakes made by the current printer/ mailing service.
- We need more photos for our archive, especially of Mendocino.

Program

- Discussion: The tamburica program could not be filled (i.e., teachers could not be found) for this year's workshops; we may need to restructure our tamburica offerings at the workshop and we need to strengthen the Yugo-Slav program (Croatian, Bosnian, Serbian and Macedonian). Program committee to work on this.
- Action item: Program Committee to develop guidelines for bringing in whole bands to the workshops.

Workshops

- Update on registrations for this year's workshops - on track for this time of year.
- Martie Ripson will continue as site manager for Ramblewood. Lanita Hyatt has stepped in as site manager for Mendocino and will continue as site manager for balkanalia!
- Jeff O Connor will not be cooking at Mendocino this year. The Board would like to recognize and acknowledge his many years of service to the EEFC. Action item: Rachel and Julie to determine what form this recognition will take.
- Debra Dawson, a caterer who lives in Mendocino, will cook for Mendocino this year.
- Discussion: fans on-site at Ramblewood, unplugging ventilation holes in buildings.

- Action item: Administration Committee to coordinate with Martie and Suze Stentz about size limits at Ramblewood (2 weeks).
- General Manager and Mendocino Kafana Party Coordinator Steve Ramsey are developing new guidelines for Kafana program coordination, including closer coordination with Party Coordinator (dance hall).

Folk Alliance Conference

- Report on the EEFC s participation at the 2000 conference in Cleveland. The topic prompted discussion of EEFC s alliances to other folk music or dance organizations and publicity in general.

Motion (Melanie): To renew the EEFC s membership in the Folk Alliance (\$100).

Second: Mark

The motion passed unanimously.

Action item: Rachel to renew membership now.

- Discussed: Advertising the EEFC in other folk publications, such as the Folk Alliance s newsletter.
- Discussed: Banner-click ads on the web and links to other folk-related websites.
- Discussed: Putting more information on the EEFC website, such as back issues of Kef Times (noted above), brochures for past workshops, and a retrospective list of teachers (which Rachel has already been working on for the Development Committee; see below).
- Discussed: Possible EEFC publicity video. Action item: Mark to follow up on the video that Ely Mennin was making about the EEFC workshops (by May 10).

Finances

Rachel and Melanie (head of Finance Committee) reviewed finances since last October. The finances are on track for this time of year; there are no unusual expenses or receipts. Action item: Mark to obtain names of major donors who contributed through camp auctions (to add to list of other major donors); Rachel to assist by obtaining copies of spreadsheets from the auctions.

Report: Phone Call Follow-up for Certain Workshop Evaluations

- Laura reported on calls that had been made to the people whose workshop evaluations warranted a personal response: everyone appreciated the calls, she said. Calls not assigned to Laura didn t all get made. In future, Board Liaison will have responsibility to ensure that all the calls are made. Action item: Laura to complete the remainder of the calls (May 10).

- Discussed: Ways to extend even more friendly outreach to newcomers at the workshops. More than once the willingness of some longtime campers to involve newcomers has been appreciated and praised in the workshop evaluations.
- In future, results of these calls will be summarized by the Board Liaison and send by e-mail to all board members and Rachel.

Board Member Nominations

The board terms of Mike Gage and Melanie Goldberg will end in September. Neither wishes to be considered for a second term, so there will be two open slots on the board. Action item: Laura, as Board Liaison, will solicit the list serve for nominations (May 1). In addition, the board, in executive session, came up with a list of potential nominees. Action item: Julie, as Secretary, will contact all nominees from the list serve and the board s list to determine which people are willing to serve, and will obtain biographical data from them. The final vote will be via e-mail.

Melanie offered to remain available as legal counsel to the EEFC.

Development Committee Report

Mark presented the Development Committee s report (at the time of the meeting, the committee included Stewart Mennin and George Long, besides Mark, Yves, Julie and Mike from the board). The report consisted of fund-raising ideas and discussion in the following categories:

1. Fundraising - purposes for raising money:

- Scholarships
- Raising stipends for staff in every category
- Youth program
- State Department-sponsored program of the "people to people" genre
- Expand general public programs.

2. Possible projects

- Additional camps or mini camps, Midwest, New Orleans. Wherever we have the energized zealots to commit to making it happen. Also would probably require additional paid staff; don t think we can expand with our available workforce.
- Extend Mendocino to two weeks, or take on running a Middle Eastern folklore camp (as the EEFC did at one time).
- Pay staff a living wage, or augment stipends for needy musicians, a kind of scholarship for staff. Needs-based non-work scholarship?
- Funds to bring over brilliant musicians from the Balkans. Would also need an internal

administrative structure - committee or point person devoted to foreign artists projects.

- Scholarships
- Archives

3. Approaches to fundraising

- Fundraisers, staff recordings, souvenirs.
- Memberships, including something to bring in non-campers.
- Identify patrons
- Grants
- Ethnic communities
- State department

Strengths / Weaknesses / Opportunities / Threats Analysis of EEFC

Since the focus of the spring board meeting is traditionally long-range organizational planning, Matt asked the board and Rachel to participate in an evaluation of strengths, weaknesses, opportunities and threats.

Strengths

- Running camps
- EEFC is the only game in town - niche market
- Favorable reputation
- Strong group of people devoted to the organization; people who will go out of their way to do things for the organization
- Good network
- Main source of training for people outside of the Balkans
- A community and family that people identify with - Balkan Camp is part of people's identity - there is nothing to compare it with; no alternatives
- A presence on the scene: Kef Times, list serve, resource
- Solid infrastructure - onsite staff, offsite staff, board - good collection of volunteers
- Sites - EEFC enjoys good relationships with those who manage the sites
- Good visibility within the Balkan music & dance community
- People who come to camps as teachers and musicians generally want to come back
- Fun
- Food
- Swimming pool (Ramblewood)
- Current - in the right place at the right time - there's an upswing in interest in different cultures, world music
- Excellent General Manager
- Board members three-year term

Weaknesses

- Not much impact yet in terms of reaching out to the folk-dance community, which is dwindling, but there s still a number of people not familiar with Balkan camp
- It s still perceived as a "music" camp
- EEFC has not done much besides camp, though many other possibilities have been discussed: CD production, program presentation, sponsoring tours
- Fear of becoming too inbred - nostalgia - too much organizational tradition. "Still wearing the Birkenstocks of our youth"?
- Detachment from ethnic communities
- Not enough money and therefore not enough flexibility
- Board members have limitations on time and energy
- Expand pool of volunteers - need more paid staff?
- Money - a tuition-driven teaching institution is always iffy - need endowment?
- EEFC doesn t fit an obvious niche in the grant culture - have to do a lot of explaining to get our foot in the door
- Money - low salaries paid to teachers
- Unclear direction - current board has discussed lots of ideas but hasn t chosen clear priorities
- No visibility in the outside world to people who aren t Balkan music and dance people - would like to see radio exposure, CD, school programs...
- Having indispensable people
- Money - should board members be bringing it in?
- Haven t made enough of an effort to recruit young musicians and dancers
- Board members three-year term

Opportunities

- Radio? Get NPR to come to camp and do a piece on EEFC?
- Communication with ethnic communities - try to get ethnic churches and associations involved
- Make a membership category for organizations
- Communication with the larger folk dance community - "Ajde na horo" type record done by musicians who frequent the camp?
- Get official designation to offer a cultural exchange program for people from outside the U.S.
- Opportunities to bring over bands from the Balkans and play a role in promoting music from people who still live there; different experience with a circle of people (a band or a family of singers, for example)
- Put sound clips on the website?
- Reach out to college students - "they started the EEFC"
- Ethnic communities - EEFC has opportunity to bring together diverse ethnic groups that become involved, want to learn about people touring
- Look for interns? Opportunity to get help with office work?

- Endless opportunities - need to reach out. Grants are there
- Increasing networking with other folk art organizations
- Do recordings, publications
- Music scores - guidebooks, other publications
- Concert series? Mini tours?
- Folk art series?
- Address shortage of space at Mendocino with a second week
- Beginnings of an archive - an online repository for music? photos?
- Right place at the right time: new refugee communities
- TV documentary about EEFC?
- "Ebbing civilizations spawn major cultural advances": we re sitting on a goldmine of cultural import to American culture
- Alliances: ally ourselves with other groups dealing with artists, like Kitka with Kremena Stancheva last year
- P3 visas
- List serve has been responsible for tours happening - collaborating
- Grants come for collaborating
- Expanding camps - more regional camps
- Bumper sticker idea: "EEFC - Doin it in the Woods Since 1977."

Threats

- Recession
- All sites: that we are tenants, don t own our own sites
- Power failure at Ramblewood
- Attrition - aging population
- Lack of transparency of the organization: Not enough participants in the EEFC community understand how the board works or the roles of the General Manager and the Site Managers
- Increasing professionalization of our staff; might not be able to hire them to come (i.e., they can earn so much more elsewhere)
- Inflation
- The unexpected: lawsuit; natural disaster; inappropriate, threatening or illegal behavior on the part of camp participants, etc.
- Need to look at liability insurance policy (Action item: Matt and Melanie to review insurance by June 1)
- Commercialism - especially as we move toward obtaining grants which might include corporate sponsorship
- Possible opportunism as a result of the aforementioned increased professionalization of staff (i.e., staff demanding additional payment for taping, etc.)
- Loss of institutional memory

- Professionalism vs. amateurism in the organization, or "experts vs. beginners" - many of the singers/instrumentalists of 20 years ago have continued to grow in knowledge and experience, so there is a greater gap or longer learning curve for beginners than there used to be. This can cause problems in instruction levels, inclusion in informal ensembles, etc.

Roles of General Manager and the Board

The General Manager asked for clarification of the roles of the General Manager and the Board. Rachel summarized the EEFC's growth, from being an organization run by individuals with volunteer staff, through becoming a nonprofit corporation with a board of seven to nine members with paid (hourly) administrative assistants, to the system of paid site managers, to the current situation: a seven-member board with a full-time General Manager [and several paid, part-time positions]. While the board no longer tends to micromanage, and things are more committee-driven than they used to be, direction is unclear and promised actions don't always take place.

Discussion Points

- Everyone on the board is busy (as are most people who attend the workshops); the committees should enlist more non-board members to help with the workload and to add different viewpoints/experience.
- The more open the board is and the more clearly our commitments are made and publicized, the more effective we will be. Need to publish our Policies and Procedures after the current revision.
- Address every action item from the last board meeting when making up the agenda for the next one.
- Give ourselves deadlines for all action items and have the president nudge us if necessary.
- General Manager should call on board members for help.
- Are we moving toward being a fund-raising board?

- What is the role of Program Committee? As head of Program Committee, Laura felt that she was not able to contribute much in determining this year's teaching slate, while Rachel did most of the work.
 - Action item: Program Committee to develop a scheme of priorities / "core" classes (one year - May 1, 2001).
 - Action item: Rachel to assign someone to count the number of people performing with every ensemble in the student concert (during camps) as a way of estimating class attendance; this info to be used as one of several factors to help determine aforementioned scheme of priorities.
 - Action item: Develop a list of possible staff members in each teaching category, with comments and notes on the criteria for selecting teaching staff, so that Program Committee members can provide more assistance to General Manager during slate preparation; Rachel to send Laura preliminary information in Filemaker Pro for internal

use only (by May 10, 2000).

- There is some overlap between the above list and another requested list: a list of all teaching staff since the camp began. The Development/Membership Committee has requested this, and Mike would also like to put on the website. Rachel has been working on this list but there are numerous gaps prior to 1993, since records were not kept in cases of substitutions between the brochure and the camp. Action item: Rachel will send Mike copies of the lists of teaching staff only for those years where the information has been verified (i.e., 1993 to present), by May 10, 2000. If prior years are to be added, they will only be added once they've been verified. Action item: Rachel to contact Stewart Mennin (Membership Committee) to determine exactly how he intends to use the list.
- Action item: Matt to compile a list of what the Board does/has accomplished, to be used for "Lunch with the Board" at both Mendocino and Ramblewood (before camps.)

Long-Range Planning

As part of Matt's meeting agenda, much of the meeting was devoted to long-range planning, selecting top priorities for funding and fund-raising, and beginning to develop one-, five- and ten-year plans. Because many topics came up repeatedly, the following list is presented by topic rather than in order of discussion.

Discussion: Possible Future Projects

- Expansion of camps
 - Multi-week camp or extend camp by a few days for staff to connect before camp starts
 - Regional camps - requires local people of exceptional dedication and energy - may also require more full-time EEFC employees. The capability of sharing our database makes such a project more doable.
- Sponsoring other events
 - Outreach to universities - organizing concert or dance performance at universities
 - Series of guidelines promulgated to organizations to get EEFC sponsorship - for example, for LIFE Camp or the Golden Festival. Action item: Matt to check on implications of insurance if EEFC sponsors or underwrites other camps, concerts or events (after November.)

- Develop ties with ethnic communities. Approach ethnic organizations for grants. Publicize EEFC events, tours, etc., to ethnic communities. Establish an organizational membership category for ethnic organizations, churches, folk dance organizations, etc.

Motion (Mike): Establish a new membership category, primarily for church and cultural organizations, at the fee of \$100 per year.

Second - Melanie.

The motion carried unanimously.

- Produce recordings - several possible approaches:
 - Live music CDS to be issued as commercial recordings, either produced from live sessions at camp or compiled from previously recorded material by Balkan Camp bands. While there are issues about rights, artists quality control, artists who have contracts with other recording companies, etc., this remains of great interest.
 - Promotional CD (i.e., one that would be circulated to the media, or to potential donors, at no cost, for purposes of increasing visibility of and interest in the EEFC, and obtaining potential sponsors) vs. CD for sale.
 - Dance teachers need music - a link between the live music at camp and when people get back home - Yves and others, like Steve Kotansky, could develop a "shopping list" of tunes they need for dances
 - Organizations put out CDs after big fundraisers - needs exploration
 - Sponsor a concert series, then make promotional video or CD from it - have band(s) appear in local cities prior to a regional camp
 - TV documentary to publicize EEFC/ Balkan music and dance
- Bring bands over from the Balkans - identify the people or bands we d like to bring over as teaching staff at Balkan camp - this could possibly include a national tour. Someone needs to beat the bushes to identify who we d like to bring over, then go find the money. If we don t find the money, this is a project that wouldn t be done. Action item: Develop a plan for identifying people and bands that qualify as "cultural treasures" and bringing them to the U.S. to teach. (Five-year plan; Program Committee)
- Tours
 - Folk art tours
 - Is there a way we can (and should) contribute to the tours network that has evolved? For example, publish guidebook on how to present tours

- Archives and publications

- Build camp archives of musical scores, song words, etc.
- Publish anthology of sheet music, song words, etc.

- Grant \$ - endowment - wills. Action item: Mark to ask George if he would do the legwork on what is required to develop asset designation (people putting EEFC into their wills) - Estate planning, annuities, endowments - put together something so that if someone wants to make such a contribution, there is an avenue. Consult with lawyer? Mark/Development Committee (1 year).

- Scholarships

- Bring high school and college students who show musical/dance talent to Balkan Camp
- Institutionalize a scholarship program for young, talented people.
- Bring promising music students or dance students to the U.S. from the Balkans - stay with a family and attend two camps. Procure grants to fund this project.
- Balkan-American heritage grants that the EEFC got in 1995 from NEA - possible availability of NEA money now, but remember that it was extremely difficult to find students interested in taking the scholarships. Action item: Rachel to find copy of the grant proposal from NEA for the Development Committee and to contact Craig Kurumada about grants previously applied for - May 15.
- The EEFC has a money market account containing approx. \$45,000. Invest some or part? Could be part of an endowment. Action item: Finance Committee to explore investment, possibly with the help of someone in community who is a financial planner or advisor - one-year plan.

Motion (Mike): The EEFC will establish an endowment fund for scholarships with part of the money that is currently in our money market account. This will be used as seed money to encourage contributions to the EEFC for scholarships.

Second: Melanie

The motion passed unanimously.

- Staff

- Set a concrete goal of increasing staff honoraria by ____ percent by ____ date. (5 year plan). Since such an increase, once given, can't be rescinded, it is dependent on a base assets; it can't be the result of a one-time grant. Also, it is unrealistic to think that, short of increasing tuition, we can increase staff honoraria enough to compete with what a professional musician can make elsewhere. However, there is a psychological payoff in

continuing to increase the honoraria steadily as we are able. Therefore, this item moves off the "funding priorities" consideration list and becomes an item that is re-evaluated annually.

- Raise salary of employee.
- Set up retirement plan for employee. Action item: Rachel to investigate retirement plans and Administrative Committee to set one up. (1 year.)
- Funding for another employee, for example, clerical, program expansion, or someone to travel to Balkans and scout talent.

- Fundraising

- Hire a grants writer who can not only write grants but assist with researching possible grantors. Action item: Julie to talk to Shira Cion of Kitka regarding their recent NEA grant proposal - May 7. Action item: Mark to research cost of grants writer and to check with Stewart about possible recommendations.
- Continue research on possible funding agencies that Mike did last fall.

- Website and outreach to folk dance groups - offer complimentary links to our website - notify the websites that we re linking them. This prompted an extensive discussion about redesign of the website, including the following points:

- If Belle Birchfield approves, Laura and Mike are willing to do the mark-up necessary to link the EEFC website to many others.
- Links require constant updating - who s going to stay on top of this?
- A more concerted web strategy is required - hire someone or find volunteer willing to keep track - exchange for scholarship?
- Website needs to be more attractive
- Before redesigning, need a plan and approve a specific person for redesign of the website - don t just get someone "off the street." Announce RFP (request for proposal) to the list serve and in the Kef Times.
- Action item: Mark to talk to Belle and also Dan Auvil about a redesign of the website, then report to Laura within 2 weeks.
- Bricks & mortar - EEFC s own facility. It would be useful to the EEFC and the larger folk dance community to have a physical space to archive materials such as costumes, and perhaps recordings, videotapes and records. There was general agreement that there are not sufficient foreseeable resources for such an endeavor on the part of the EEFC.

Top Funding Priorities - General

The board voted the following as the EEFC s current top general funding priorities. Unless otherwise indicated, the items listed above which were not chosen as "top priorities" remain viable projects that EEFC still may want to do someday.

1. Operating expenses
2. Staff honoraria
3. Scholarships
4. Record a CD or complete a promotional video
5. Transportation and fee for individual artists or bands

Top Three Projects to Work on This Year

The following three specific projects were chosen by the Board from all the possibilities discussed.

1. Develop a plan for issuing a CD(s) targeted to the folk dance community - specifically to provide music that folk dance groups need - either in the form of live music from the camps or music commissioned specifically from bands that participate at camp. Primary responsibility: Yves (One-year Plan).
2. Institutionalize a scholarship program for young, talented people. Responsibility: Mark and Development Committee (One-year Plan).
3. Develop a plan for identifying and bringing in new bands of our choice from the Balkans for camps and possibly tours; this is part of a five-year plan. Responsibility: Melanie and Program Committee (One-year Plan).

One-, Five- and Ten-Year Plans

The Board began to assemble plans for one, five and ten years, but did not succeed in fleshing out those plans, so the topic will be revisited at the fall Board meeting.

One-Year Plan

- Develop plan for issuing a CD targeted to the folk dance community. Yves [and task force].
- Institutionalize a scholarship program for young, talented people. Mark and Development Committee.
- Develop a plan for identifying and bringing in new bands of our choice from the Balkans for camps and possibly tours. Melanie and Program Committee.
- Develop asset designation program. Development Committee.
- Set up retirement plan for employee. Administration Committee.
- Invest EEFC's savings as seed money for endowed scholarship. Finance Committee.
- Check on insurance and liability implications if EEFC sponsors other camps, concerts or events. Matt.
- Secure services of a grant writer(s). Development Committee.
- By spring 2001, have one or more grant applications completed. Development Committee.
- Complete development of EEFC general brochure. Melanie.

- Complete revision of EEFC Policy and Procedures. Melanie.

Two-year Plan

Research and possibly implement a redesign of the website.

Five-year Plan

- Identify people and bands that qualify as "cultural treasures" and bring them to the U.S. to teach (Program Committee).
- Produce a CD targeted to the folk dance community (Yves and task force).

Ten-year Plan

Assume sponsorship of some regional events along the lines of Life Camp or Golden Festival.

Other Miscellaneous Items

- Guest of Board update: Miamon Miller has confirmed that he will attend Mendocino, part-time. Action item: Matt to follow-up with other Guests of Board who were to have been invited for the 2000 camps.
- Mark: Request from Karen Guggenheim-Machlis to auction at Mendocino four Bulgarian costumes that were made for the group Medna Usta for the purpose of raising funds for eye surgery needed by Vassil Bebelev's son. The Board determined Karen may display the costumes at Mendocino but not auction them at camp, and recommended that she offer them for sale on E-Bay, with an announcement to the list serve.
- Mark: Presented a photo that he and Dan Auvil have prepared as an auction item: a black and white image of a dance/music scene at Mendocino that includes many people, including Allan Cline. Two copies will be auctioned as large, framed prints; if there is interest, additional copies will be offered unframed. If the photos raise significant money, Mark and Dan hope to use the funds to establish an endowment for an EEFC scholarship fund.
- In answer to an inquiry from a member of the community, the board confirmed that a copy of the EEFC's Form 990 (federal tax filing form) from the preceding year is available upon request from the EEFC Office.

Fall Board Meeting

The next meeting will be in California in Berkeley on Sept. 29-Oct. 1.

Respectfully submitted,

Julie Lancaster

Secretary

June 19, 2000

APPENDIX

E-mail Votes October 1999-April 2000

Motion: (Laura) Moved that the submitted lists be adopted as the program slates for Mendocino, Ramblewood and balkanalia! in 2000, and that the General Manager be authorized to contact the teachers and employ them if possible, or the designated alternates if the primary teachers are not available, in accordance with our procedures and policies.

Second (Yves)

Motion passed unanimously Jan. 17, 2000

Minutes of the EEFC Board Meeting, October 29 - 31, 1999

Salt Lake City, Utah

Present:

- Laura Blumenthal
- Mike Gage
- Melanie Goldberg
- Julie Lancaster
- Rachel MacFarlane, General Manager
- Yves Moreau
- Mark Primack
- Matt Smith

The meeting opened with a description of the duties of the officers for the new members of the board.

Election of officers

- Julie Lancaster was nominated for secretary. There being no other nominations, Julie was elected unanimously.
- Melanie Goldberg and Matt Smith were nominated for president.
-- Matt Smith was elected president with 5 members of the board voting for Matt.
- Melanie Goldberg was nominated for treasurer. There being no other nominations, Melanie was elected unanimously.
- Laura Blumenthal was nominated for advisory liaison. There being no other nominations, Laura was elected unanimously.

Selection of chairs and membership for the board committees:

- Administration:(Melanie), Julie, Laura, Mike
- Program(Laura), Yves, Melanie, Matt -- Janet Pollack, Belle Birchfield, Lise Liepman
- Finance (Lynette) Melanie, Mark, Yves
- Development/Membership(Mark), Mike, Julie, Yves, George Long, Stewart Mennin

Matt, as president, is an ex officio member of all of the committees.

Consent calendar

The board unanimously approved the following actions:

- Ratification of the [e-mail votes](#) taken since the April 1999 meeting. (The e-mail votes are included in the appendix to this report.)
- Resolution of appreciation for the service of retiring board member Lynette Garlan.

Administration committee report(Melanie)

- Admin committee will tackle the policy and procedures manual this year.
- General manager contract needs to be finalized.
 - - Health insurance would be paid for \$1560/ year
 - - Raise will be negotiated -- Lynette recommends 4 to 4.5%.
- Position of on-site program coordinator
 - - Rachel has been the on-site program coordinator at Ramblewood and Mendocino, eventually this role may be filled by another person.
 - - Rachel will draft a description of the position and will present it to the admin committee.

General manager report(Rachel)

- The EEFC income/expense report was reviewed.
- Reviewing our experiences with staff members coming from other countries it was agreed that in the future we would always apply for P-3 non-immigrant work visa (the recipient needs to 'be culturally unique') rather than rely on tourist visas. Hopefully this will eliminate last minute visa problems.
- One staff member exhibited unprofessional behavior at one of the camps.
 - Mark will draft an initial letter concerning this matter, to be reviewed and signed by Matt.
 - Rachel will review the standard staff contract to see if it needs modifications and will bring the revised version to admin committee if necessary.
- Balkanalia!
 - - Rachel will assume the duties of negotiating staff contracts for balkanalia! as well as the week long camps.
 - - Rachel will revise the descriptions of the on-site program coordinator positions at all three camps to bring them in line with each other. and will bring the revised descriptions to the admin committee. (See item in admin committee report above.)
 - - Rachel will keep the admin committee and the staff of balkanalia! apprised

of this and other changes.

- Mentoring first time instructors at the camps.
 - - This has been needed at least occasionally recently.
 - - The board buddies (or designated board buddies) program should be re-evaluated and perhaps be revived. (Program committee? admin committee?)
 - - The on-site program coordinator will be available at camp to receive complaints about class and possibly act on that information immediately by talking to the instructors.
- Kef times
 - - Julie will assume editorial duties for the Kef times.
 - - Rachel will continue to produce the issues.
- Membership
 - - Membership committee should prepare one page report telling what is done with the membership money and what further plans are under consideration.

Development committee report (Mike)

- Mike presented his results from searching web sites for information on grant writing and on finding appropriate grant agencies to apply to.
- It was suggested that NPR should be contacted for publicity purposes.
 - Laura would like to work with that.
- In response to the [charge from the April meeting](#) to bring a proposal for modifying the structure of the board to include elected members, Mike proposed the following motion.

Motion: (Mike) Forms for nominating board members will be provided with membership solicitation letters and on the comment/evaluation sheets at camp. In addition such nominations will be solicited on the listserv. The forms will request optional supporting statements for the nominations, but will not require that the prospective nominee will have consented to serve. The general manager and the secretary will insure that these nominations are given full consideration in the yearly election process for new board members.

- Second: Laura

- Discussion points:
 - For: While self-perpetuating board is common for non-profit organizations, there is a small risk that their interests might become removed from the membership at large and a greater risk of a distancing of the membership, who perceive themselves as being unable to affect the organizational decisions made in their names. A formal, advertised, nominating procedure for members will help prevent or alleviate this perception.

Going further and electing one or more member from the membership to the board presents at least two problems: (1) The mechanics of the election will be complicated and the task shouldn't be undertaken unless the benefits are clear and (2) there might be problems associated with having two classes of membership on the board.

- Against:
 - - Soliciting nominations may raise expectations among the membership which we cannot meet.
 - - There is an administrative burden to be paid for this action.
 - - This is fixing something that is not broken
 - - More emphasis on dissemination of information, such as that which has begun to occur in the Kef Times, should go a long way to alleviate any distancing of the membership.
- Vote:
 - - For: Mike, Laura
 - - Against: Yves, Julie, Mark, Melanie
 - - Abstain: Matt

The motion fails.

- **Motion**(Melanie): The board will reconsider the issue of nominating members next fall.
 - Second (Matt)
 - For: Unanimous

Finance committee report

- **Motion:** (Matt) The board approves the budget as presented by the finance chairman (Lynette) and the treasurer (Melanie).
 - Second: Melanie
 - For: Unanimous
- Fees:

The balkanalia! fees for children are much, much lower, in comparison with the adult fees than the children's fees at Ramblewood and Mendocino.

 - **Motion:** (Matt) The kid's rate at balkanalia! should be raised to 50% of the adult rate for next year.

Second: Yves

Amendment(Melanie): The 50% should be 40%.

 - - Second: Julie
 - - For: Julie, Mike, Melanie, Mark, Yves
 - - Opposed: Matt
 - - Abstain:: Laura

Vote on amended motion

For: Unanimous.

Amended motion passes unanimously:

The kid's rate at balkanalia! will be raised to 40% of the adult rate for next year.

- **Motion:** (Melanie) The adult fee at balkanalia! will be raised from \$235 to \$245
 - Second(Matt)
 - For: Unanimous

Summary: Full tuition at Mendocino and Ramblewood in 2000 will be \$535 for adults and \$375 for children. For balkanalia!, the adult tuition will be \$245 and the children's tuition will be \$98.

Site manager reports

- Ramblewood - Martie Ripson
 - Late registration (after the camp has begun) for overnight housing has caused major headaches for the Ramblewood staff, and occasional inconvenience for other campers. It has been suggested that we institute a policy of no overnight registrations once camp has started. This is not to eliminate party-goers or part-timers, but it does require that they plan ahead.

Motion: (Matt) The board authorizes the registrar and site managers in conjunction with the general manager to declare a final deadline before camp starts for registering for overnight accommodations.

- Second: Melanie
 - For: Unanimous
- When to declare camp full?
Admin committee will determine numbers for both Ramblewood (???) and Mendocino (currently 231)

Factors to consider:

- Capacity of kitchen and dining hall (seating and serving)
- Capacity for reasonable comfort in cabins
- Rachel will try to determine what capacity limits are determined by instructional needs.
- Facilities problems:
 - Ventilation -- should we buy box fans for the dining hall and/or dance pavilion.
 - Porta-john near the dance pavilion? - These matters are being worked on by Martie and others.
 - Details of these issues and needed action will be

addressed closer to camp time.

- Scholarship

Motion(Melanie): Increase the scholarship crew in the kitchen at Ramblewood by one full or two half time positions.

- Second(Julie)

- For: Unanimous

- Lack of supervision of children, particularly in the pool area. - Reported cases of very young unsupervised children in the pool area are cause for very grave concern. *The board unanimously feels that this is an extremely serious and dangerous matter.* The board affirms that the site manager has and should have the authority to warn the responsible parents, and if necessary ask that they leave the camp.

Motion: (Melanie) The following policy will be enforced at all EEFC sponsored events:Adults are responsible for the supervision of their children. In the event a child is allowed to remain unsupervised in a dangerous situation after being warned, by the site manager, the site manager has the authority at his or her discretion to require that the family leave the camp.

- Second (Matt)

- For: Unanimous

- Balkanalia! - Lanita Hyatt
- Mendocino - Report was not available.

Parking

People need to park in the right places at both Mendocino and Ramblewood and if they don't it is important that we remedy the situation.

Ideas:

- Better explanation of where to park -- More signs of where to park at Ramblewood so that cars aren't blocked.
- Suggestion: Have car license listed at registration so that the owners can be located.
- These suggestions are referred to site managers for comments and possible implementation.

Guest of Board

Several people were nominated for invitations to one of the camps as Guest of the Board (GOB). Potential guests will be contacted to see if they will be able to attend. Depending

on who can accept further consultations will continue via e-mail.

Folk Alliance

- This year's folk alliance convention has an emphasis on ethnic music.
- All board members can attend at member rate.
- One person from the EEFC can attend free of charge, because of our membership in the organization. - It was agreed that this be Rachel, as the continuing presence of EEFC. EEFC will pay for her transportation and lodging.
- EEFC will pay for admission for board members attending.
- Melanie, Julie, and Yves are also likely to attend
- There will be an EEFC presence in the Folk Alliance organization booth.

Brochure

Designing and producing a general information brochure has been an on-going aim of the EEFC board.

- Printing costs may be cheaper in Canada
- Melanie will begin putting together the brochure.
 - with the help of Belle, Yves, Melanie, and Julie

Acknowledgements

- The EEFC board voted to honor Lynette Garlan with a gift in recognition of her work in support of the EEFC, her service as a board member, and her invaluable assistance to the EEFC board on financial matters.
- The EEFC board voted to honor Rich Schultz with a gift certificate from amazon.com in recognition of his work supporting the EEFC and in particular his farsighted efforts in initiating eefc.org and the associated listserv and managing it during its first years of operation. The listserv has played a vital role in maintaining the EEFC community during the period between camps.

Replying to evaluations

- Matt and Laura will make phone calls to acknowledge some of the longer evaluations.

Outreach ideas

- Regional parties with board members in attendance?
 - This is too ambitious for now.

- Laura will talk to Nancy Leeper about the considerations of the board in this matter.
- Completing the brochure will help with increasing EEFC's general presence.
- The lunch with the board should be made more appealing and informative. (No action item.)

Increasing membership and fund raising

- Corporate sponsorship
 - For airlines fares for examples
 - There are plusses and minuses to this. Too obvious sponsorship can reduce volunteerism, which the EEFC depends on heavily.
- Should we seek out donations in kind for the camps?
 - Computer?, Fans?, etc.
- Looking for private donors
 - Money and donations are ways for people to feel involved.
 - Contacting people more than once a year, with specific action items helps keep them involved.
 - Develop projects to ask money for
 - Funding production of the brochure.
 - Regional camp in the Rockies
- How should the work of contacting people and agencies be divided up.
- Establishing better contacts with the multi-cultural agencies
 - Yves will continue to work on this.
- Networking the EEFC with more of the folk dance groups
 - NFO newsletter (National Folkdance Organizations)- Sanna Longden runs this. Yves will take the lead on this project.
- Formalize the contact list for touring bands
 - Laura will work on this and seek Belle's input.
- Exploring possibilities of further cooperation with local folk dance groups -- particularly the mid west groups -- e.g. Wisconsin
- Helping newcomers with folk dance socialization
 - Referred to Program Committee

Revisiting earlier issues.

- Repeal of the vending fees was not a problem
- Private lessons -- does not seem to be a problem for this year.
- Sound issue also seems to be under control.

The EEFC staff and board will continue to monitor this issue and take action as needed.

Motion:(Matt) Matt is authorized to rent a sound dosimeter to research baselines for sound levels at the Golden Festival.

Second(Laura)

For: Unanimous

In the spring we will consider renting a dosimeter for the summer camps as well.

Final items

- Improving web site -- more links
 - Directory of EEFC/folk music/folk dance resources
 - Create links to David Henry, tambura web
 - Laura will take the lead on this.
- Policy on advertising on the eefc-list
 - Within reason we don't mind people making brief announcements of availability
 - Not so overly frequent that it is annoying.
 - It seems like the list angels can handle this on ad hoc basis for now.
- Other items EEFC might produce
 - Balkan song book
 - Could create a Balkan fake book.
 - Compilation of izvorno and bitov and teacher's sheet music
 - DAT recordings of balkan camp sets?
 - Artists rights are an issue on this one.
 - Folklore talks
 - Recordings and or transcriptions of them.
 - T-shirt
 - Find additional graphic artists
 - -- Referred to development committee

Next board meeting:

- April 28-29-30
- The meeting will be held in Montreal.

Respectfully submitted,

Michael E. Gage
Acting Secretary
November 21, 1999

APPENDIX:

E-mail votes during the period April 24, 1997 to October 29, 1999.

Motion:(Mike Gage) Mark Primack and Julie Lancaster are accepted to serve three year terms on the board of the EEFC, beginning in September 1999.

Second: Yves

For:Mike, Matt, Yves, Melanie, Lynette,Laura

Opposed:None

Motion passed 20 Jul 1999

Motion: (Melanie) I would like to take this opportunity to make a formal motion that we, as an organization contribute \$500 to become a sponsor of the Folk Alliance to promote EEFC at the 12th Annual International Folk Alliance Conference in Cleveland, Ohio. In addition, EEFC should become a voting member organization by paying the \$100 membership fee.

Second:Matt

For:Matt, Mike, Melanie, Lynette,

Against: None

Motion passed: 29 August 1999.

Minutes of EEFC board meeting

April 23 - 24, 1999

Pittsburgh, PA

Present:

- Laura Blumenthal
- Mike Gage
- Lynette Garlan
- Melanie Goldberg
- Rachel MacFarlane, General Manager
- Yves Moreau
- Matt Smith

Consent calendar

The board unanimously approved the following actions:

- Approval of September minutes
- Approval of e-mail votes
- Resolution of appreciation for retiring board member Dennis Godfrey.

Guest of Board

Motion: Four people are to be invited to the workshops as guests of the board. Two will be invited to each of the week long workshops, although the invitees will have the option to attend the other workshop instead if they desire.

- Moved: Mike
- Second: Laura
- For: Unanimous

Those accepting the Guest of Board nominations will be announced later.

Motion: The EEFC board recognizes Dick Crum for his lifetime of service to Balkan Music and Dance and his contribution to understanding of cultures. A certificate will be presented by the board at the workshop he attends. The secretary will prepare the certificate.

- Moved:Matt
- Second: Mike
- Vote: Unanimous

Board nominations:

Dennis Godfrey has resigned from the board and Lynette's term will end in September. There are therefore two open slots on the board. The board prepared a list of seven potential nominees. The secretary will contact these people to see if they are willing to serve and to obtain biographical data from each. The final vote will be via e-mail.

Treasurer's report

Lynette and Rachel reviewed finances since last September. The finances are on track for this time of year. There are no unusual expenses or receipts.

Beginning early this summer, Lynette and Rachel will review a system for providing a double-check of finances and coordination of budgets with the actual books. In particular the categories in the proposed budget and GM's accounting budget should be the same, as this will make it easier to track our progress in following the budget.

Membership

Membership is up from last year.

Mailing was more widespread and cost more than last year. Not clear that costs were fully accounted last year.

Membership mechanism is working well. Rachel would like to preserve the calendar year membership. It is easier to manage, and the membership renewal activity comes at a time when other business (e.g. workshop preparation) is not pressing.

General Manager's report

Kef Times:

For the fall Fall/Winter issue, Rachel used a graphic artist in the Bay area for layout. The Spring issue will be out soon.

Camp brochure:

This year's brochure was designed and produced by Nancy Leeper. Rachel and others feel that it is an excellent brochure. The addition of photos to give some feel of the workshops was particularly appealing.

Rachel is also pleased with the mailing service which did the bulk mailing. Rachel mailed the EEFC members' copies herself by first class mail. Cost: \$1.15 each brochure (compared to \$1.11 last year.)

Reminder to non-members: Bulk mailing of brochures can take 2 to 3 weeks.

Laura has responded to a request from Rachel for help with proofreading next time.

Suggestion: Send a letter to folk dance group leaders asking if they would like to receive a packet of brochures.

Suggestion: Mark bulk mailing forms so that we can recognize when they come and gauge the number of brochures to send. Is this cost effective? Would using a removable mailing label help in this process?

Suggestion: Have Yves, Michael Ginsburg, Steve Kotansky, and other willing folk dance teachers distribute packets at their gigs.

Suggestion: Put ads for EEFC workshops and the EEFC organization in other publications. Yves will send some suggestions to Rachel of appropriate publications. Yves will also suggest addresses in Europe to send workshop brochures to.

Suggestion: Send workshop flyers to Brazil workshop in November. Rachel will contact Michael Ginsburg about this.

Long term plan: Produce a general brochure about EEFC. (See below.)

We are ready to put copies of the application forms for workshop up on the web. People could print them off and mail them to the office with checks. We are not ready to take reservations over the web (using credit cards) or to use interactive forms. This would require electronic infrastructure which we don't have and which would not be cost effective to acquire at the moment.

The board wishes to compliment Nancy on a great job of producing the brochure. (Secretary will do this.)

The registration and mailing list database:

The EEFC board voiced its appreciation for the work of Martie Ripson in creating and maintaining the mailing list/registration database and in training others to use it. She has been hosting the database on her server and donating the costs to the EEFC.

Motion:(Matt) We will pay Martie Ripson \$500 per fiscal year for hosting the database beginning with FY98.

- Motion:Matt
- Second:Mike
- For: Unanimous

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Registrations

These are going smoothly and are at the usual levels for this time of year.

Review of Board member duties at workshops:

Board members should monitor activities and be generally available to assist the support staff at the workshops with decision-making and other tasks where needed.

Tuition waiver for Dennis Godfrey

Motion: In recognition of Dennis's service to EEFC his tuition will be waived for this summer's workshop at Mendocino.

- Motion: Matt
- Second: Yves
- For: Unanimous

Program report

The slates for all workshops have been submitted to the board and approved. (See the e-mail votes in the appendix.) The staff at Mendocino and Ramblewood have accepted their invitations. There is some concern about our staff from the Balkans and their situations, but Rachel has contingency plans if there are last minute difficulties. Staff selection has gone very smoothly this year.

Some staff positions still need to be filled on the balkanalia! slate. The program committee will handle this.

Formal statement about conflict of interest

Matt proposed formulating a formal statement regarding conflict of interest for those serving as members of committees. Matt suggested a statement along the lines of: "Fiduciary representatives of the EEFC organization should act in the best interests of the organization."

Matt will work on the exact wording. Vote for acceptance will take place over e-mail.

Development Committee report postponed until later in the meeting.

Board liaison role

Context: The board feels that Laura has done a great job as board liaison. The following motion is meant to ratify and re-enforce the current practices of the board liaison.

Motion: The board liaison is authorized to respond to the EEFC community as that officer sees fit on any issues that may arise in communications to the EEFC community with the following exceptions:

1. The board may from time to time require that the liaison communicate with a specific message;
 2. the board may from time to time require that the liaison not respond on certain issues;
 3. and items discussed under executive session shall be withheld.
- Motion(Matt)
 - Second (Melanie)
 - For: Unanimous.

Administrative committee

Balkanalia!

First a brief review of the history of balkanalia!:

Spearheaded by Dennis Godfrey, balkanalia! was created as a prototype workshop. The board wanted to try out a regional approach and formed a camp on a smaller scale than Mendocino and Ramblewood. The ultimate

goal is to replicate this type of workshop in other regions of the country. Balkanalia! is still in the process, but well on its way to being completely integrated into the home office in terms of management. After its third year, it is almost to the point of carrying its own weight financially.

The administration of balkanalia! has now been integrated into the EEFC administrative structure. This year, the program committee is involved in selecting the slate at balkanalia and the General Manager has a supervisory role over balkanalia! as over other workshops. Rachel submitted a document listing the duties for Program Coordinators at regional sites. It has been reviewed by the program and administration committee. The document will be discussed more fully at the fall board meeting. (Note: Rachel currently serves as on site Program Coordinator at Mendocino and Ramblewood workshops, but not at balkanalia!.) Full scholarship and all workshop related expenses will be provided to the Program Coordinator at balkanalia! this year.

Availability of board members:

Reminder that board members should be available via e-mail. If board members will be unavailable for more than a week, they should notify the secretary and if possible provide contacts.

Newsletter:

Rachel requests editorial help with the Kef Times. She needs help in soliciting contributed articles and editing and to plan the content of each edition. Rachel will continue to be responsible for layout and distribution and will help with photos, and listing. Laura has volunteered to help edit. She will start in Fall issue. For Mike -- Ask Ed if he would be willing to put the Crum letters in the Kef Times. Deadline by May 6. Matt will produce another "letter from the board".

Private lessons

Matt still feels that staff members should not solicit money for private lessons. If it is about material being covered in class -- teacher should provide this, within reason, for free. If it is outside the scope of the class then the teacher can decline. Matt distributed a collation of the e-mails on the subject. Matt reported that at least one of the EEFC members who brought up the issue is still concerned, but concedes that a formal ban might not be productive or enforceable.

A discussion on David Bilides' proposals, including master classes was deferred. (More on David's proposals below.)

Summary: The issues revolving around the issues of private lessons were reviewed again. The board continues to have a variety of opinions on this matter. The board will monitor the situation, but will not take further action at this time.

List serve issues

Move to iecc.com:

The movement of the eefc.org IP address to iecc.com went very smoothly. Thanks very much to the hard work and expertise of all involved. Special thanks to Dean Brown, Marilyn Davis, Noel Kropf, Jon Levine and Rich Schultz.

Motion The board of the EEFC wishes to express its appreciation to Marilyn Davis for her efforts in hosting EEFC list serve. Matt will provide the wording.

- Motion: Matt
- Second: Mike
- For: Unanimous

Motion The board of the EEFC extends its appreciation to Rich Schultz for his efforts over many years in establishing and maintaining the EEFC list serve.

- Motion: Mike
- Second: Matt
- For: Unanimous

A suitable gift for Rich Schultz will be determined.

Charter for list serve.

Matt presented the new charter for EEFC list serve

It was suggested that the important points of rules and guidelines should be repeated in rules of etiquette.

Mike and others had minor suggestions for wording.

Motion (Matt) It is moved that the new EEFC list serve charter as amended be accepted. The [final text](#) is included in the appendix.

- Motion: Matt
- Second: Melanie
- For: Unanimous

The board entered executive session to discuss other list serve issues.

Polling on the list serve

It was noted that the suggestion that the EEFC list serve be used to conduct polls has appeared on the list serve. None of the board members advocated using the list serve to conduct polls for the EEFC board.

A major problem with polling on the listserve is that we can't be sure of a fair representation, as all of our community does not have access to e-mail or use it with equal frequency. It would not be fair to base any decisions based on the opinions of only those who do have e-mail access.

Board elections

The suggestion that all or part of the board be elected from the EEFC members and or community has been suggested on the EEFC list serve. Here is a summary of the discussion on the issue.

Matt:

Campers have a higher stake -- they pay more.

Mechanics for election are not clear.

How are nominations to be made?

Minimum contribution level for voting privileges.

Would have to be mail ballot.

Can the member be removed by majority vote?

Having the entire board elected might decrease its effectiveness.

Pre-requisite for voting membership: attendance at minimum number of workshops.

Laura

Suggested procedure: Call for nominations; Board reviews nominations and filters the nominees; Membership votes.

Feels that adding another board member to make people in the EEFC community feel represented is worth it.

Yves

Define voting privileges of various members. Mechanism has to be formed.

Lynette

Not for fully elected board; one elected member is a possibility.

Melanie

Didn't think that there is a slew of people anxious to be on the board. In other words, how many people do we think there will be who will accept the nomination and campaign to be elected? It is a difficult task, as it is, for the board to approach

those who are on the list of nominees and talk them into accepting a three year term on the board.

Summary: Mike and the membership committee will present a proposal to administrative committee for modifying the structure of the board to include elected members.

EEFC Web site

The minutes back through 1994 are currently available on the EEFC web site at www.eefc.org

Mike is strongly in favor of making the policy and procedures document available on the web also, once it has been brought up to date. Personnel and other sensitive matters would not be included.

Matt: Web is repository which makes it easier to access things without specific intervention.

Rachel: Worried that the web is too open. It is easily available outside the EEFC community.

Administrative committee will deal with this issue and work on updating the policy and procedures manual.

The policy and procedures manual will be made available by a board member at each camp.

Meeting adjourned until Sunday morning.

Sunday, April 24, 1999

Discussion of EEFC outreach document from Nancy Leeper

Rachel distributed a document from Nancy Leeper on the subject of outreach from the board to members of the EEFC community. The board will read this and bring further ideas to the fall meeting. Laura will send a note to Nancy thanking her.

More computer-related items

On line registration for workshops.

Hosting a credit card site is too expensive

Placing a form for registration on the web might be useful.

Placing the whole brochure on the web would be good advertising.

On-line method of changing addresses.

This would allow members to automatically change their mailing addresses by e-mail.

Matt will forward details to us of how this is done by e-mail, however, the general opinion was that updating mailing addresses is not enough of an administrative problem to be worth automating.

Development issues:

Grant writing

Successfully obtaining grants remains an unsolved problem. There was a wide ranging discussion indicated by the following snippets:

We should actively seek a grant writer to work for the EEFC.

We should find out how much it costs to hire a grant writer.

We could seek specific grants for additional projects such as:

the sponsoring of festivals and concerts; the preservation of recordings (and recorded concerts).

We are already preserving culture in a certain way but we don't fit the accepted profiles used by many grant agencies; namely: ethnicity, research, or performing. We will need to communicate our program clearly to the grant writer.

We have a successful workshop organization, including a permanent staff and we can now document this. This should be to our advantage.

We will need to review each grant to see if it is really something we want to do.

Development committee should contact a grant writer and find out what the writer would need to know. The grant writer should be asked whether there are grants that we can qualify for on the basis of what we already do.

Motion: Refer the grant writer issue to the development committee and Rachel who will contact grant writers and find out how much it would cost to hire them.

- Motion: Matt
- Second: Laura
- For: Unanimous

.

Membership

There was a discussion of premium items for membership: These encourage additional memberships.

On the other hand if we really need the money, why are we giving things away?

Possibilities of tee shirts, tote bags, and coffee mugs as premiums were discussed -- but none of these were deemed to be cost effective. There doesn't seem to be a big demand for premiums.

Refer question of bumper stickers or other premium items to George Long and the membership committee.

Laura will contact George with this discussion.

L.I.F.E. Camp

Consideration of integration of L.I.F.E. Camp with EEFC programs. Matt has talked to Sherry Cochran about L.I.F.E. Camp, but is not ready to report to the board on this matter. He will give the board an update via e-mail. Our support for L.I.F.E. Camp would be different from balkanalia! in that another group would be guaranteeing funding for the workshops.

Politics at workshop:

This week (at the workshop) is a truce and a vacation from larger cares.

We will continue to have a moment of silence at the workshops.

Asking for time to make a presentation would be denied.

Petitions and solicitations will not be allowed. Flyers must be approved by the General Manager.

We will create a list of 501(c)(3) of organizations recommend for donations. Matt will draw up a preliminary list. The organizations should be helping refugees regardless of ethnicity.

We will put the list in the Kef Times.

Laura will see that this list is made available at the workshops.

General brochure task force

Yves, Melanie, and Belle will work on designing a tri-fold brochure about the organization as a whole. Laura will help with editing and proofreading.

Discussion of proposals from David Bilides

The full [text of David's proposal](#) concerning private lessons at workshops, sent as an e-mail message to the EEFC list serve, is available in the appendix.

Master classes.

- There was a mixed reception for this service on the list serve.
- Administering this would be a heavy load on the administrative staff.
- Practical issues of scheduling space and time would also be difficult.
- Finding the money to fund this would be difficult as well.

Vendor fees. -- David suggested that we waive fees for all vendors.

The board's intent of removing vendor fees from lessons was to distance the EEFC organization from involvement with private lessons. We provide vendors with a market space and collect fees on this basis. The board will continue to monitor the issue and revisit it if necessary.

Letter to staff members.

- There is not sufficient consensus on the philosophy of the workshops to state more than is already in the mission statement and in the promotional material.
- While circumstances may be changing the nature of the workshops, explicit rules from the board would also alter the nature of the workshops, and not necessarily for the better.

Fund raising

- Festivals and benefit concerts (before and after workshops): This has been done but the amounts involved are small.
- Increasing EEFC membership in ethnic communities: We are and have been interested in this but it remains a slow process.
- Managing tours of artists from abroad: This is a lot of work and we don't have the staff to do this on a regular basis.
- Arranging the production of recordings, etc.:
This is a good idea.
There are many logistics involved both technical and legal.
This is good publicity for EEFC, but might not be a very effective fund raising technique.

Sound issue

Matt had looked into the possibility of buying a sound dosimeter which measures accumulated exposure to sound. (This is not the same as a sound level meter, which measures instantaneous sound levels.)

The dosimeters cost around \$800 which is much more than the \$300 authorized by the board.

Matt will check OSHA for further sources.

Matt will also check with Fran Berge for other resources and possibilities.

Date for next meeting

Meeting will take place in Salt Lake City
October 9-10 Second choice

October 16-17 First choice
October 30-31 Third choice

A decision will be made after the new members are elected.

Appendix

E-mail votes September 1998 -- April 1999

Repeal of 10% vendor fee on lessons.

Motion: (Melanie) **Motion:** Moved that there be no EEFC policy regarding paid private lessons at camp and that there be no vendor fee imposed on any transactions which are for the purpose of giving or receiving private instrument, singing or dance lessons.

- Motion: Melanie
- Second: Laura
- For: Laura, Melanie, Yves, Lynette, Dennis, Matt, Mike

The motion passes December 19, 1999.

Repeal of 10% vendor fee for teaching staff.

Motion: Moved that the 10% vendor fee for teaching staff at the workshops be waived.

- Motion: Matt
- Second: Laura
- For: Lynette, Dennis, Melanie, Laura, Matt
- Abstain: Mike
- Not voting: Yves

The motion passes February 7, 1999

Board member election (routine)

Motion: The board moves to maintain the number of board members at seven for the coming year 1999--2000.

- Motion: Mike
- Second: Melanie
- For: Melanie, Laura, Mike, Matt, Yves

- Not voting: Dennis

Approval of Mendocino and Ramblewood slates

Motion: Moved that the submitted lists be adopted as the program slates for Mendocino and Ramblewood in 1999, and that the General Manager be authorized to contact the teachers and employ them if possible, or the designated alternates if the primary teachers are not available, in accordance with our procedures and policies.

- Motion (Matt)
- Second: Yves
- For: Melanie, Dennis, Laura, Lynette, Mike, Yves, Matt

Approval of balkanalia! slate

Motion: Moved that the submitted slate be adopted as the balkanalia program slate, and that the General Manager be authorized to contact the teachers to secure them for balkanalia.

- Motion: Matt
- Second: Mike
- For: Laura, Mike, Matt, Melanie, Yves
- Not voting: Lynette, Dennis

Additional links:

- [The EEFC list serve guidelines](#)
- [text of David's proposal on private lessons \(2/1/99\)](#)

Minutes of EEFC board meeting September 19--20, 1998

Detroit, MI

Present:

- Laura Blumenthal
- Mike Gage
- Lynette Garlan
- Dennis Godfrey
- Melanie Goldberg
- Rachel MacFarlane, General manager
- Yves Moreau
- Matt Smith

The board members introduced themselves and spoke briefly about their expectations for the board meeting.

Election of officers

- Mike Gage was nominated for secretary. There being no other nominations, Mike was elected unanimously.
- Melanie Goldberg and Matt Smith were nominated for president. Matt Smith declined nomination. There being no other nominations, Melanie was elected unanimously.
- Lynette Garlan was nominated for treasurer. There being no other nominations, Lynette was elected unanimously.
- Laura Blumenthal was nominated for advisory liaison. There being no other nominations, Laura was elected unanimously.

Selection of chairs and membership for the board committees:

Administration: (Lynette), Matt, Laura, Melanie

Program: (Matt), Yves, Dennis, Lise Liepman, Advisors: Laura and Belle

Development: (Mike), Yves, George Long,

Finance: Lynette(chair)

Consent calendar

The board unanimously approved the following actions:

- Approval of the minutes of the Board meeting of April 1998.
- Ratification of the e-mail votes taken since the April 1998 meeting. (The e-mail votes are included in the appendix to this report.)
- Resolution of appreciation for the service of retiring board members: Belle Birchfield, George Long, and Judy Newland.
- Resolution of appreciation for the service of Steve Ramsey as Business Manager during this last year.

Committee reports

- Administration committee - deferred
- Program director report (Dennis)

- Volume issue(Dennis)

The program committee considered the many complaints about excessively loud sound during some of the band sets at the camps. The complaints appeared on the EEFC list serve and even more widely among the camp evaluations from the summer of 1997. The response decided upon by the program committee appeared in the spring 1997 issue of the Kef times.

The judging from the posts to the list serve, some initially felt that this response wasn't sufficient. At Mendocino, judging from the comments at the camp, the sound levels seemed acceptable to most, and certainly more acceptable than the previous year. There were a number of complaints after the camp which appeared on the list serve. The response from Ramblewood was less vociferous than the e-mail after Mendo. Few if any complaints about sound levels were voiced directly at Ramblewood. The evaluations from both camps indicate that the problems with too loud sound have been ameliorated if not completely solved. The volume levels during the first part of the week at Mendo seem to have been acceptable to most and the principal complaints of excess volume concern the sets on the last few days of the Mendo camp.

The board is considering additional actions (see items below).

- Balkanalia(Dennis)

Despite many changes this year, including a change in location, a change in date and no alcohol beverages being served balkanalia! was a rousing success. There were 170 campers this year up from last year. There were 17 kids as opposed to 2 last year. Dennis thinks that having the camp a week

before the labor day weekend was a good idea and may have contributed to the increased attendance and the increase in the number of families with children. (Labor day weekend is too close to the start of school.)

Balkanalia was intentionally structured to have more free time, but this issue this may need to be revisited. Some campers have asked for more activities to be squeezed into the schedule.

The evaluations are being sent to Lanita. She will provide these and a site manager report to the board.

There followed some discussion of the character of balkanalia!

This next year it will be integrated into the EEFC organization. The program will fall under the direction of the program committee and the GM (Rachel). It will be advertised in the same brochures with the Mendocino and Ramblewood camps.

Financial: Last year the balkanalia! lost \$500. This year, despite increased attendance, balkanalia! lost \$1400. The main difference was the cost of the camp -- \$2200 last year at Silver Falls versus \$5000 this year at Camp Howard. [10/2/98 CORRECTION: EEFC was overcharged \$825 for the use of Camp Howard. After the refund this year's loss for balkanalia! is reduced to \$575, comparable to last year's. -- Secretary,EEFC]

- Long range planning, membership and development

Grants:

The EEFC does not currently have a development director. As voted in April 1998 "The chair of the development committee will encourage people to pursue grants on a straight 10% commission basis." The chair of the development committee will increase efforts to make EEFC members and others aware of this situation.

Membership:

A report was read from George Long who has taken the volunteer position of Membership coordinator. Synopsis:

Membership is up over 20% to 240. 69 people did not renew their membership, while 117 new memberships were added. The average amount contributed (including membership fees and any extra donations) has decreased slightly, but the total contribution is \$10,695, up 15% from last year. The net after expenses (mainly printing and postage) stands at \$8934.79 (For membership fees plus donations included with membership applications.)

The principal program specifically supported by membership funds,

4 half-scholarships at each of our Mendocino and Ramblewood camps, seems to have been a success. All of the scholarship positions were filled, (many by young people, a prime need group) and reports of more pleasant work experiences and less overwork among the workers. I would recommend continuing this supplemental scholarship program in 1999.

In handling the membership recruitment and renewal, it was suggested that membership be for one (or more) year(s) following the date the membership was paid for, rather than for a calendar year beginning in January. This might reduce the number of non-renewals. The Lotus notes database allows us to easily track whose membership is up for renewal and it is easier to process and mail a few renewals a month, rather than many renewals at one time. A system still needs to be perfected that insures that renewal notices are sent out on time and that reminder renewal notices are sent when necessary.

- Finance(Lynette):

Review of the year's financial history:

Steve's advance for the computer is forgiven -- about \$700.

Camps did well - but despite increased attendance we didn't make huge profits - since the camps are priced to break even. 70% of fees goes to the camp room and board costs.

We will need outside resources to significantly increase our funds -- it won't come from increased attendance.

Comments on the Kafana:

Need a precise number of membership cards given out Approx \$500 or \$420.

Charge against it contained some extraneous items (wine)

Next year:

Lynette budgeted an increase in teaching budget

Bringing costs down further is very difficult.

Camp fees for 1999.

Motion: Moved that the fee be increased by \$10 for full time and by \$5 for part time attendees at all camps in 1999.

- Moved: Matt, Second: Laura
- In favor: Unanimous
- The motion passes.

- Business manager report:

The report from Steve Ramsey was read. These are some of the action items in response to this report and to other issues raised:

Camp brochure - Rachel will decide who will do this.

Membership drive - The development committee will discuss this further with Rachel and with George Long.

Newsletter:

Rachel will see that the Kef times newsletter is produced and will find a layout person and printer. She can help with proof reading. Laura will help with editing, but all board members should be active in soliciting and generating content for the newsletter.

Liquor license

Rachel will oversee regularizing the procedure by which we get the our liquor license at each camp.

Program director report(Rachel)

On the whole the response to how sound was handled this year at the camps was favorable.

The arrangements with staff went particularly smoothly this year - no hassles.

balkanalia!:

The roles of those managing balkanalia! need to be defined (or refined) as balkanalia! leaves its pilot phase and becomes integrated into the EEFC camp program. Rachel and Dennis will propose a precise structure to the board.

The office will soon move its PO box to the Bay Area. For the moment it will stay in Nevada City and Steve will forward mail to Rachel.

Esma tour:

There are two aspects: (1) obtain the visa(s), and (2) organize tours to help defray costs. Mike suggested that these two aspects could be handled by two people rather than one for future tours in order to prevent volunteer overload.

Duke is sponsoring Bulgari tour - Judy Stafford is coordinating.

As a result of organizing the tours in the last two years, a network has been developed which will speed visa acquisition in the future, but it remains a time consuming process.

Yves will keep his ears open for groups coming to Canada in the summers and the possibility of one them attending camp. Exchanges to the US have been done before. Yves will look into possibilities and what the visa requirements would be.

General Manager transition status(Lynette)

Lynette reviewed the history of recent administrative transitions: (Nancy Leeper & Rachel, to Steve Ramsey & Rachel, to the current General Manager position.

Laura will announce to the listserve about the creation of the general manager position including description of the job and the selection of Rachel to fill this role. Lynette will write an article for the Kef times on this subject.

The budget for newsletter comes from publicity services (about \$2000).

There is \$6000 in the budget for GM help (some of this is not cash but tuition equivalences in the form of half-scholarships), for example hiring someone to help with data entry, or to cover the phones while the GM is at camp. The daily office business must be handled in a timely fashion even while the GM is at camp.

Contract - Melanie will draw up a contract for GM.

Lynette will set up a system for overseeing the finances.

Rachel will have an assistant at each camp (probably scholarship position).

Matt suggested that the title (General manager) is flexible and depending upon the circumstances would be equivalent to "Executive director" or some other term. It was decided not to worry about the exact title.

Motion required for finance laws:

Motion:

Steve Ramsey is removed as a signatory on the following accounts as of this day September 19, 1998.

Business Interest Checking Acct: #####

Business Money Market:#####

- Moved: Matt. Second: Melanie
- Motion passed unanimously.

Mike is to find the whereabouts of the corporate seal.

Policy for barring people from camp

Policy: East European Folklife Center reserves the right to expel any person from camp if their behavior is extraordinarily disruptive or inappropriate, especially if such behavior poses a threat to him or herself or other campers. Furthermore, EEFC reserves the right to

refuse admittance to anyone who has exhibited such behavior at past EEFC events.

Motion: Moved that the policy above be adopted as EEFC policy.

- Moved: Melanie; Seconded: Matt
- Motion passed unanimously.

Motion: The site manager in consultation with any board members can expel people from camp under the above policy. The site manager must make a report on the incident to the board. The board can bar people from attending camps for longer periods of time or permanently.

- Motion: Matt; Second: Melanie
- Motion passed unanimously.

Application forms for camp

It was suggested that a space be placed on the form for a contact number in case of an emergency while attending camp. There was some objections to this as a requirement, but a consensus arose that it was ok as an option. We'll accept the form if the space for the emergency number is left blank.

EEFC sound policy review

Matt led a review of the sound policy, focusing on the health issues and OSHA standards and EEFC liability. The range of sound levels that needs to be considered is the range from 85 to 115 decibels. OSHA's guidelines for maximum exposure to 120 decibels is 7.5 minutes per day. For comparison: normal conversation is in the 60-70 decibel range, the dial tone is 80, a power mower is 107, symphonic music reaches very short peaks of 120-137 and rock music averages around 120 with short peaks up to 150. High frequencies are more damaging than low frequencies and the effects are cumulative -- that is -- periods of relative quiet help prevent some of the damage of loud noises. For this reason Matt suggested that a dosimeter reading (a cumulative record of exposure to sound) is more useful than instantaneous sound level readings. (<http://www.bandaland.com/clients/hearnet/text/mainframe.html>)

Matt made the following recommendations:

- We should try to take measurements on sound levels of situations which actually occur at camp or at similar venues.
- A responsible position for the EEFC to take would be to keep sound levels below

115 decibels during loud periods, except for peaks of less than a few seconds duration and to intersperse these periods with significantly quieter periods.

Melanie noted that liability is only for things which would affect an average person, not someone with extreme sensitivity.

Matt will investigate further - he is authorized to spend up to \$300, for equipment (e.g. a dosimeter).

Mendo donations store -- direct donations:

The operators of the Mendocino donations store wish to donate the money collected to the EEFC to be used for additional scholarships at Mendocino.

There was some discussion about policies for accepting donations with specific directions and some concern expressed over directing donations specifically to one of the three camps. No long range policy was arrived at on this matter.

Motion: We will accept the donation from the Mendo donation store for this year and will increase the number of Mendocino scholarships by 2 for next year.

- Moved: Mike; Seconded - Melanie
- In favor: Mike, Melanie, Matt, Yves, Dennis, Laura
- Opposed: Lynette

Tuition waiver policy

We will encourage donations to the EEFC general fund. Donors may make suggestions as to what they would like done with it - including donations to work tuition waivers ("scholarships") and we will try to honor these suggestions when possible, but these suggestions cannot be binding. Decisions on who will receive work tuition waivers are made by the general manager and the site managers.

Lynette will review the policy on tuition waivers to see if further refinements are necessary.

Group membership (Mike)

In April 1997 the board agreed to investigate the possibility of sponsoring the Life Camp in L. A. (Life Camp is coordinated by Sherry Cochran.) This was to be handled by the development committee, but nothing has been done to date. We'll try again:

- Matt has played at Life Camp and will obtain preliminary figures needed for making an inquiry of our insurance company. (Need duration of the camp and number of people and the revenue and expenses of last few camps.)
- Rachel will then inquire about our additional insurance exposure.
- We would need to be protected from possible financial losses.

Database

Lotus notes server:

Matt will talk further with Martie about the possibilities available with the Lotus Notes server.

Web site:

We will update the policy and procedures document and put it on the web site along with the official minutes.

Matt will ask Belle about moving the site to Rochester or giving Mike ftp access to the current web site so that he can maintain it more easily.

List serve:

Issues

- inflammatory posts
- off topic posts
- moderation needed?
- Who should control the list serve (where should it be hosted)

Possible solutions:

- We have an offer to have the list hosted at iecc.com
- We could host it at a commercial site for \$30 per month?
- There are other web based discussion groups:
 - With Hypernews you can subscribe and post via e-mail as well as via the web. (<http://www.hypernews.org/>)
 - yahoo discussion group

Motion: Matt is given authorization to check that the iecc.com site can sustain the e-mail load and if it can, Rich will switch the eefc.org to this new site.

- Moved: Matt, Second: Dennis
- In favor: unanimous
- The motion passes.

Motion: Matt will head an ad hoc committee to determine whether or not the list serve should be moderated and if so how best to accomplish this.

- Moved: Mike; Seconded: Matt
- In favor: unanimous
- The motion passes

Meeting adjourned until Sunday.

Private lessons at camps

Should staff members give private lessons at camp? This has become more prevalent recently. Laura began by reading letters written by several teachers who have taught at camp and then led a lengthy discussion on this issue.

Some of the issues:

- Private lessons are a private matter between teacher and student and not something the EEFC should regulate.
- Paying interferes with the atmosphere of sharing and enjoying music. With community feeling.
- Resentment among staff might arise if some are charging for private lessons and some are not.
- There will be two tiered experiences for campers: those who take private lessons and those who do not.
- Teacher should have the option to use their free time as they wish, including private lessons.
- Some worried that private lessons might monopolize teachers' time.
- Matt characterized the two differing philosophies behind these issues as the contract model: where students pay for each service, and the academic model, where once the initial tuition paid everything is "free".

What if someone abused the privilege?

Do we collect a percentage for the vendor fee? (The answer is yes -- enforced, as for vendors by the honor system.)

The contract which camp instructors sign says that they will meet their classes and will be available to play at the evening parties when asked. It does not regulate their remaining time.

Motion: As a matter of policy the EEFC board discourages paid private lessons by staff members during the EEFC camps and we will inform the staff of that.

- Moved: Matt Second: Melanie
- In favor: Matt, Mike
- Opposed: Yves, Laura, Dennis, Melanie
- Abstain: Lynette
- The motion fails.

Laura will summarize the two hour discussion.

As is currently printed on the camp brochures, private lessons remain a vendor service.

Report: Eli Mennin expects to complete the film he shot at Mendocino in 1996 during the next year.

Mendocino woodlands:

We have two representatives and one alternate on the Woodlands board. Ann Norton is our current representative. It was suggested that we ask Melissa Miller if she would be the second representative. Laura will be the board liaison for our Mendocino woodlands representatives with help from Rachel who is in the Bay area.

Issues

The Woodlands board is trying to protect the camp from logging interests. They would like to use the list serve to advertise woodlands activities and to put information into the Kef Times. They would also like to be able to distribute brochures at Mendocino and make a short presentation at the camp introduction about Woodlands.

The Woodland is seeking a targeted donation from the EEFC as an organization towards the finishing of the wood floors.

Motion: The EEFC board will donate \$1000 dollars to the Woodlands board for upgrading the Mendocino camps.

- Moved: Matt Seconded: Lynette
- In favor: unanimous
- The motion passes.

Dates:

- Ramblewood: July 24 to Aug 1, 1999
- Mendo June 26 to July 4

- Balkanalia: probably Aug 27,28
- April board meeting: April 23-25, 1998

The meeting was adjourned around noon on September 20, 1998

Respectfully submitted,

Michael E. Gage
September 24, 1998

Minutes of EEFC board meeting April 25--26, 1998

Pittsburgh, PA

Disclaimer: These minutes have not yet been officially accepted by the board.

Present

- Belle Birchfield
- Lynette Garlan
- George Long
- Judy Newland
- Dennis Godfrey
- Mike Gage
- Melanie Goldberg

Minutes of previous meeting:

- A motion was made to accept the minutes of the preceeding meeting and to ratify the e-mail votes taken since the September 1997 meeting. (The e-mail votes are included in the appendix to this report.)
- Moved by Melanie, seconded by Lynette, the motion passed unanimously.

Guest of Board Nomination

- **Motion:** Lyubo Zivkov shall be invited as GOB to Ramblewood.
- Moved by Judy; and seconded by George. The motion carried unanimously.

Rules for GOB and GOC

- **Motion:** Guest of community contributions are not tax deductible and are considered as registration fees. The collection and soliciting of funds is the responsibility of individual members of the EEFC community.
- Moved by Lynette, seconded by Melanie-- The motion carried unanimously.

Nomination of new members for the EEFC board of directors

- In executive session the board discussed possible nominations to the two positions on the board which become vacant in September of 1998. A slate of seven preliminary nominees was drawn

up. The secretary will contact these nominees to see if they will be willing to serve. Election of new board members is expected to take place in early June.

Treasurer's report - Lynette:

Lynette reviewed the finances to date and distributed the budget figures. Current expenditures seem to be on track with the projected budget.

Program Report - Dennis

- Staff selection for the Ramblewood, Mendocino and Balkanalia camps proceeded satisfactorily.
- **Music Volume issue**
 - **Proposal**--The party coordinator at each camp monitors sound and decides issues. The performers should be alerted about this issue before they come to camp. An article has been written for the newsletter to acquaint campers with aspects of the issue.

Balkanalia Report - Dennis

- Wrap up of 1997 b! was frustrating -- some unexpected expenses and other issues around food provision. Suggestion -- have someone else in charge of wrap up? Aside from this Balkanalia ran smoothly.
- This year's Balkanalia budget was distributed.
- Registration logistics were difficult last year because of the timing of the camps.
- Integrating Balkanalia into EEFC
 - The EEFC program committee was involved this year in staff selection and will continue in this role.
 - Next year Balkanalia will be part of EEFC brochure mailing.
 - Registration will continue to be done through Steve. Immediate entry of registration forms and good communication between the registrar and the site coordinator -- including timely forwarding of all comments on the registration form -- is essential for this arrangement to work well.
 - Efforts will be made to treat all three camps uniformly in program planning, registration, advertising, scholarships and so forth.

Esma / foreign artist report -- Belle

- Communications with Esma were done more quickly this year. Visas are in process, travel arrangements are on track.
- There followed some discussion on work visas and taxes.
- Having regional managers handle the local arrangements for tours by these performers helps a lot.
- Note: Flying people from Macedonia (to Ramblewood) is about the same cost as flying someone

from Seattle.

Mendocino Woodlands Report -- Judy

- There are new facilities at Woodlands! (a new bathroom). All organizations using camps are being requested to help with fund raising work in a birthday celebration (60th) for Woodlands at camp. Rachel and Judy will handle this. Donation solicitation for Woodlands is already on the Mendocino registration.
- Issues (i.e. problems): no bark chips last year; heavy, fast traffic from the other camps. Judy will bring these to the attention of the Woodlands committee.

Development report -- George

- The new tuition scholarships have been instituted.
- Seeking grants from foundations, government, and businesses:
 - **Motion:** The title of development director is abolished. The chair of the development committee will encourage people to pursue grants on a straight 10% commission basis.
 - Moved:Melanie, Second: Lynette, Passed: unanimously
- The possibility of seeking donations in kind for running the camps should be pursued.

Life Camp proposal -- Belle

- Investigate possibility of sponsoring the Life Camp in LA. (Life Camp is coordinated by Sherry Cochran.)
 - They want liability insurance.
 - Nonprofit status for mailing.
 - They want creative and financial responsibility for their productions.
 - We get publicity as sponsoring organization.
 - The camp is a weekend camp in June.
 - They also do monthly live music parties involving different folk communities.
 - Their past sponsor was the Folk Dance Federation.
- This is a question to be handled by the development committee
 - Co-sponsorship?
 - You bring organization, administration
 - We bring nonprofit status, mailing, experience
 - Open to annual review
 - **Action:** The development committee should ask Sherry Cochran to submit a proposal for consideration by the development committee.

Review of past action items -- George

- Improve organization of Lunch with the Board

- Begin with summary of current EEFC board activities.
 - The president will moderate or designate a moderator at each camp.
- Make registration in different flyers different colors, to determine how effective the mailing list is.
- Make a smaller brochure listing only Ramblewood staff and registration to be used for general distribution beyond the standard mailing list. Mendocino doesn't need extra brochures for advertising since it occurs earlier and fills up by late spring. Printing a smaller brochure to increase the advertising for Ramblewood would be cheaper.
- Non-camp specific brochure(s) -- Admin committee assumes responsibility for developing:
 - a 1 page flyer
 - a tri-fold brochure - general description of EEFC activities.
- Update of the agent of incorporation. -- This has been done.

Policy of PAS attending board meetings

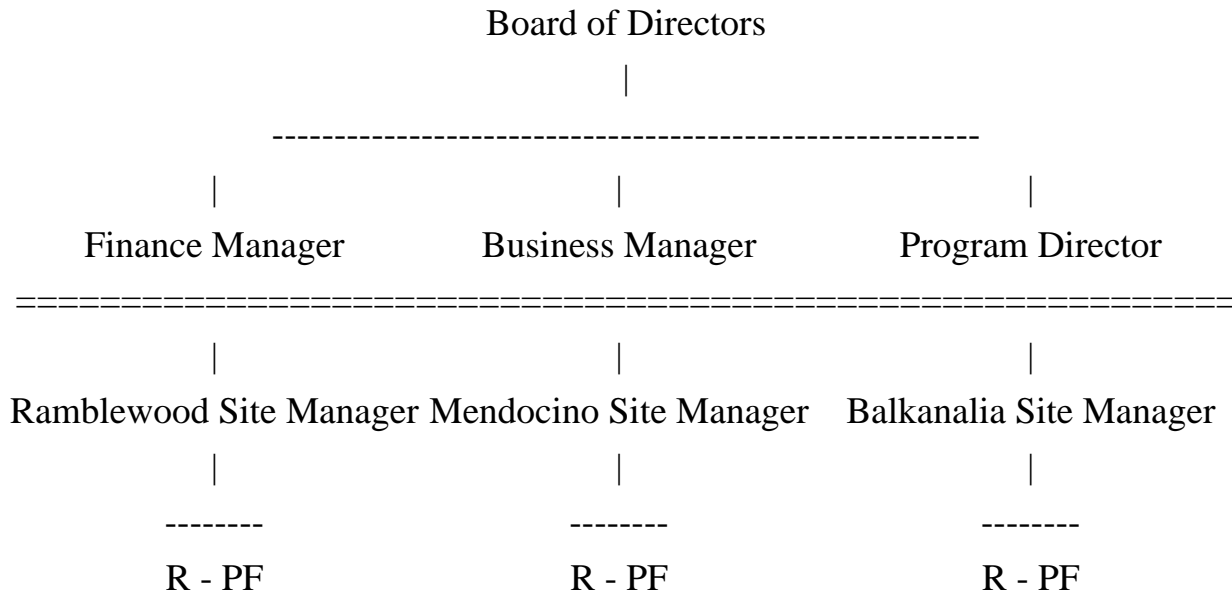
- PAS should be invited to the fall meeting when we wrap up last year's camp.
- **Motion:** Moved that it be EEFC policy that at least one of the paid administrative staff (PAS) attend each fall meeting.
 - Moved: Melanie, Second Lynette,
 - Vote:
 - For: Mike Melanie, Lynette, George, and Belle
 - Abstain: Judy

Administrative committee report -- Belle

- Mendocino:
 - Kevin St. Laurent is assistant site manager in training at Mendocino.
- Ramblewood:
 - Wendy Shearer is the assistant site manager
 - Possible solutions to the vendor space problem are being explored.
 - Judy Stafford is handling the auction.
 - All major scholarship positions are being filled by returnees. This is a big help in making the camp run smoothly and making the site manager's job easier.
- The site manager structure is working very well.
- The IRS will do a compliance review of EEFC. This will be handled by Lynette.
- Options for recognizing membership in the EEFC organization?
 - **Motion:** Each member of EEFC attending any of our camps will receive a complementary Kafana card for \$10 dollars.
 - Moved by Belle, Seconded by Judy and passed unanimously.
- PAS
 - Action: Make a mid-year performance review for office staff. Add this to the time line duties of the administrative committee.
 - Action: Distribute job descriptions of program manager, business manager and site

managers to all board members.

- EEFC Organizational Chart



- Explanation:
 - Below the double dotted line shows camp specific functions. These functions are essential to camp and these people are required by the nature of the job to be at their respective camp(s).
 - During each of the camps the Site Managers are in charge of operations. Anyone choosing to attend camp and having a position above the dotted line is to be available to support the Site Manager as needed.
 - R - registrar
 - PF - Program Facilitator

The meeting was adjourned for the day.

Discussion on Sunday, April 26, 1998 was informal and not recorded. There was some discussion of creating an endowment fund for the camps. This was generally viewed as a promising idea, but not one that could be implemented in the near future. In particular we should wait until the EEFC membership organization is solidly established.

Respectfully submitted,

Michael E. Gage
May 20, 1998

APPENDIX: E-mail votes during the period September 14, 1997 to April 24, 1998.

Board Nominations -- February 28, 1998:

Motion: Moved that the board vote to maintain the current number of members. That is two members will be elected to the board whose terms begin next September.

Votes: Passes: 5 in favor 2 not voting

Motion: Mike

Second: Dennis

Voting for: Mike, George, Lynette, Melanie, Dennis

Tuition scholarships -- March 12, 1998

Moved: That an additional tuition assistance program be established for 1998, in the amount of 8 half tuitions (or equivalent tuition reductions), to be equally divided between Mendocino and Ramblewood, and to be funded from income from Membership dues and Donations.

Votes: Passes: Unanimously

Motion -George

Second -Dennis

Guest of Board -- March 15, 1998

Moved: (by M. Gage) The board invites Nancy Leeper to attend 1998 Ramblewood camp as guest of the board. The board invites Martin Koenig to attend 1998 Ramblewood camp as guest of the board, with the option of attending 1998 Mendocino camp instead if he finds that preferable.

Votes: Passes unanimously

Motion: Mike

Seconded by Melanie

GOB part two:

Nancy Leeper has accepted the invitation to attend Ramblewood as the Guest of the Board.

Marty Koenig regrets that he will not be able to attend.

Belle recommends Lyubo Zivkov as guest of board at Ramblewood.

Endorsing this: George, Judy, Dennis, Melanie,

Motion on "children's fees" -- March

Due to extreme time pressure (i.e. the brochure deadline) this vote was carried out by phone. The amended wording will appear in the brochure for this summer's camps.

Motion: The reduced camp price will offered to students ages 6 to 17. (The current range is 6 to 12).

Moved by Mike

Seconded by ?

Voting for: Belle, Mike, Dennis, Melanie, Lynette, Judy

Not voting: George

Minutes of EEFC board meeting September 13--14, 1997

Pittsburgh, PA

Present:

- Belle Birchfield
- Lynette Garlan
- George Long
- Judy Newland
- Dennis Godfrey
- Mike Gage
- Melanie Goldberg
- Rachel MacFarlane, Program director
- Nancy Leeper, Administrative director

George Long introduced the new members and lead a discussion of the duties of officers and the committees for the new board members.

Election of officers:

- Mike Gage was nominated for the position of secretary. There being no other nominations, Mike was elected unanimously.
- Belle Birchfield was nominated for the position of president. There being no other nominations, Belle was elected unanimously.
- Judy Newland was nominated for the position of advisory liaison, there being no other nomination, Judy was elected unanimously.
- Lynette Garlan was nominated for treasure, there being no other nominations, Lynette was elected unanimously.

Selection of chairs and membership for the board committees:

Finance: Lynette, Chair; George

Program: Dennis, Chair; Rachel, Judy, (advisor: Belle)

Administration: Belle, Chair; Melanie (contracts), Lynette (Ramblewood liaison), (advisor: Nancy)

Long range planning/ Development/Membership: George, Chair; Dennis, Mike, Melanie

Judy Newland volunteered to serve on the Woodlands board with Ann Norton. An alternate board member will be chosen by Ann and Judy.

Administrative director's report:

Nancy submitted a written report via e-mail before the meeting. At the meeting discussion concerned ways to make the administration of part-timers easier at the Mendo and Ramblewood camps. The part-timer packages help in this regard. There is some difficulty with part-timers who come for only the last weekend, since they (and we) are charged for two nights, but don't get a full program on Sunday.

Specific concerns are detailed in the report.

Program director's report:

Evaluations from the camps and anecdotal evidence indicate that both Mendocino and Ramblewood camps were major successes this year.

Rachel emphasized the necessity of providing support for the staff and scholarship workers at both camps. They work hard under considerable stress and timely gestures of appreciation, even small ones, help greatly in preventing burn-out.

Committee Reports:

Finance: Lynette presented the projected year end financial summary. Suggestions were made for improving the tracking of Kafana and T-shirt finances and of the various kinds of donations. Some of this is already implemented in the new Lotus notes system implemented by Martie Ripson. The net profit was down somewhat from last year, principally because there were fewer paying bodies and more non-paying bodies.

Balkanalia: (Dennis) There are still expenses and reimbursements outstanding; this is a preliminary report. 146--148 people attended, at least 35 have never been to an EEFC camp. 11 people went to all three camps. The tuition was \$225 for adults and \$65 for children, the facility charged \$5 per person per night. There were no part-time tuitions. There was \$1200 for kitchen staff, no other administrative staff for the camp were paid. There were 20 musicians, 8 women and 12 men. Many people were put on scholarship, which encouraged their friends to come and lightened the work load. More young people attended the camp. The list-serve publicity was good for generating attendance at Balkanalia.

For next year: rent the camp a day early, on Thursday, to insure that the camp is available and to allow for easier set up.

Special thanks due to Rachel and Nancy for advising and administrative help, to Paul Bingman who helped with the web pages, including an application form which was printed and used by 3 people. Lanita Hyatt put in enormous number of hours helping to make this happen. She is writing a procedural manual for putting on camplets.

Development: A written report from Craig Kurumada was received and will be discussed by the development committee.

Membership: (Belle) The response to one letter was substantial. Nancy and Cari Vanderkar did yeoman service on this first year effort designing the letter and organizing the membership list. Martie has designed the Lotus database so this membership information can be recorded. Thanks to them and to Judy who organized the membership parties at camps. More can be done next year: A concerted, consistent effort needs to be made to put membership applications in brochures, registration forms, and web sites. The renewal drive needs to be designed.

Program:(Belle) The Esma project -- all tips and cassette sales went to Esma and all the gig money from the EEFC sponsored tour. After travel costs they broke even. EEFC paid for the extra three members of her group at camp.

The final Midwest tour was handled separately.

The generosity of the campers' donation to Esma's Dom was greatly appreciated by Esma. In summary, EEFC broke even, Esma broke even and everyone involved seems very happy with the project. Esma would like to come back next year and the program committee strongly urged that we bring them back next year to build on the positive impression they made. This time more people will know who Esma is. This project is too big a commitment for ordinary board work and needs to be done by an administrator or board members with time who are willing to volunteer. Thanks are due to many people -- Belle will provide Mike with a list.

Administration: Lynette The Ramblewood camp contract has been renegotiated for 3 years. The pavilion at Ramblewood is completed. The dates the next year are:

Mendocino -- June 27 to July 5, 1998

Ramblewood -- July 18 to July 26, 1998

George handed out a written time line of the standard duties of board members during the year.

After further discussion the following motions were made:

- Judy moved that the honorarium for 2 class teachers be raised to \$450 and the honorarium for 1 class teachers be raised to \$225. The motion was seconded by Dennis and carried unanimously.

- Melanie moved that the tuition for Ramblewood and Mendocino will be \$525 for 1998. \$225 was suggested for the tuition of Balkanalia, subject to Dennis's final decision. The motion was seconded by Lynette and carried unanimously.

A motion to recess for the evening carried unanimously.

September 14, 1997

The entire morning was devoted to the administrative restructuring project. Nancy is leaving her position, and her duties, and some of Rachel's duties as office manager, will be assumed by a new business manager and the new site managers.

The discussion involved detailing Rachel's and Nancy's duties as administrative contractors. Martie Ripson submitted a written summary of the duties of the site managers. The board conducted a preliminary review of the applications for the new position of business administrator. This process will be continued by the administrative committee.

Action items:

- Obtain further information from candidates and provide further information about job position. Belle and Lynette will take care of handling the calls. Rachel will probably also call.
- Melanie will update the agent of incorporation (Mark Levy) in Oregon.

Action items involving moving the office:

- Mail and telephone calls to Eugene will be forwarded to Rachel for the time being. Belle will update the "office@eefc.org" e-mail forwarding address, update the web page, and handle other internet related changes.
- Rachel will close the Oregon bank account and transfer the funds to a new account in California.
- Belle will oversee the transfer of Nancy's business files to California.
- Changing the EEFC letter head can wait until we have hired business manager.

Respectfully submitted,

Michael E. Gage
Secretary, EEFC
September 20, 1997

Minutes of EEFC Board Meeting of April 19-20, 1997

Yachats, OR

Present were

- Jerry Agin
- Belle Birchfield
- Lynette Garlan
- Dennis Godfrey
- George Long
- Judy Newland
- Nancy Leeper, Administrative director
- Rachel MacFarlane, Program director
- Craig Kurumada, Development director

The minutes of the Board meeting of September, 1996 were approved. A record of the actions approved by the Board via e-mail between September, 1996 and April 1996 is appended to these minutes.

Jerry reported that Rich Schultz and Miriam Milgram have accepted our offer of Guest-of-Board status at Mendocino and Ramblewood, respectively.

Nancy presented the Administrative Director's report. A great deal of time and effort went into the membership drive, with encouraging results. Because of previously unbudgeted time spent by the administrative staff on this project, however, the Fall newsletter did not get out. The camp brochure was mailed in March, and registrations are coming in. Help is needed with the spring newsletter.

Rachel reported as Program Director that 1996 teacher evaluations were mailed in January. Staff is in place for both camps, except for two positions at Ramblewood. Scholarship selections are on track.

Lynette presented the Treasurer's report. The level of donations is much higher than last year, and the Membership Drive is a significant source of new funds.

There has been little significant activity in development of funding. George led a discussion to identify potential sources of income and activities toward which income can be applied. Potential sources include the following categories:

- Membership dues and contributions
- Grants
- Corporate sponsorship

- At-camp auction and fund raising
- In-kind contributions
- Merchandise sales
- Individual direct contributions

Activities to be funded include the following categories:

- Administration, equipment and staff
- Camper scholarships
- Sponsoring artists
- Archiving
- Financial stability
- Camp production costs.

Craig will take the lead in encouraging Board members to match categories of sources with the kinds of activities they can best support, and to research options in fund raising.

Lynette has volunteered to produce a general EEFC brochure to support fund development.

Belle reported that a lot of time and effort from a lot of people went into the Membership Drive effort. Over 200 individuals or families have joined, and over \$9000 has been raised. A social hour will be organized at each camp to recognize those who have joined and to encourage others to do so.

A motion was made, seconded, and approved unanimously to thank Jerry Kisslinger and Stewart Mennin for contributing their time and talent toward making the membership drive a success.

Belle reported on the effort to bring Esma Redzepova to the US. The process of obtaining a visa went smoothly because of the assistance of Melanie Goldberg. She is in the process of arranging a touring schedule and looking into the possibility of producing tapes for sale.

A motion was made, seconded, and unanimously approved to thank Melanie Chalom, Eileen Machol, Carol Silverman, and Rachel MacFarlane for their efforts on behalf of the Esma project.

Dennis distributed information on Balkanalia, to be held Labor Day Weekend at Silver Falls State Park, OR. Arrangements are proceeding on track.

Lynette has volunteered to produce the spring newsletter.

Lynette reports that construction of the dance pavilion at Ramblewood is slated to begin May 1. Harry has completely refurbished the White House, added long distance telephones in the cabins, and made many minor improvements. He has agreed to collect and transport recyclables, and to switch from styrofoam to paper products in the dining hall.

George will look into developing a written policy concerning selecting EEFC representatives to the Mendocino Woodlands Board.

The Board met briefly in Executive Session to discuss details of the 1996-1997 PAS contract.

Martie Ripson gave a demo of the new shared Lotus Notes database system. Martie is donating to EEFC both her professional services in setting up the system, and access to the database server computer in Martie's home office. Administrative staff will be able to access the database via the internet using Lotus Notes on their personal computers. Other authorized users will have more limited access via Netscape.

Jerry presented an overview of the 1996 camp evaluations. The processes still needs to be improved to the point where the teacher evaluations are ready by the end of September, so that they can be of use in staff selection. Next year the evaluations will be divided among the Board members for input into our Lotus Notes database. Rachel will redesign the form to simplify it and to elicit more thoughtful responses.

There was discussion of the auction at Mendocino. Craig has some ideas he would like to explore to transform the silent auction.

Jerry volunteered to write an extension to the Lotus Notes database to track auction items and successful bids. The system will be modeled on the paper system currently in use at Ramblewood, but will be also made available at Mendocino.

NOMINATIONS: Christine Vida has resigned from the Board. Rather than appoint a replacement to fill her unexpired term, it was decided to fill her position by electing a new Board member to a 3 year term starting in September. Since Jerry's and Dennis's terms are also expiring at that time, that leaves three positions to fill.

After some initial discussion, the following candidates were judged worthy of further consideration:

- Laura Blumenthal
- Mike Gage
- Dennis Godfrey
- Melanie Goldberg
- Nancy Leeper
- Lise Liepman

Present Board members will use the next month to make contact with any or all of the candidates and discuss them. The deadline for the first round of voting will be May 19.

The next Board meeting will be held the weekend of September 13-14, 1997, with a backup date of Sept

6-7. The place of the meeting will be determined at a later date.

E-mail communications was discussed. Board members are reminded to place "EEFC" in subject lines, to copy Nancy and Rachel (unless copying them would be obviously inappropriate), and to make it clear when a response is expected to a message.

Dennis and Belle reviewed the ever-changing situation with regard to administration of the EEFC listserver. Presently the list makes its home at Marilyn Davis' institution at deliberate.com, but Marilyn is no longer personally involved in the administration. There are plans to eventually move it to Brooklyn with Emerson Hawley as the administrator.

A motion was made, seconded, and unanimously approved to thank Marilyn Davis for her role in keeping the EEFC listserver running.

Jerry reports that there is a new working group interested in restoring and reissuing old Balkan dance recordings. The Board would like to support and encourage this preservation effort, and invites the group to prepare a proposal as to how this can best be accomplished. Jerry will continue to act as liaison between the Board and the working group after Jerry's Board term expires.

Lynette would like to collect and organize an archive of teaching materials. One individual at each camp this summer will be designated to contact all the teachers and obtain a copy of all handouts and teaching tapes.

The Board discussed a proposal by Andy Kaczmar to record, produce, and distribute a CD of the evening performances at Mendocino this year. The Board felt that the proposal was impractical for 1997, given the need to obtain the permission and cooperation of every musician on the CD. Dennis will follow this up to see if with more preparation it might be possible to do in 1998, with sensitive handling of the permissions issue, and minimal disruption to the party atmosphere.

The program committee put forward an idea that if our next camp season is financially successful, approximately 10% of the net surplus be awarded to the teaching staff in the form of a bonus. The Board agreed that this seemed to be a good idea as long as the money was perceived as a discretionary bonus rather than an entitlement.

Under George's gentle prodding, a list of annual tasks was drawn up with due dates. George will clean this up and forward it to the rest of the Board.

Nancy Leeper has submitted her resignation as Administrative director effective next September. She is eager to stay actively involved with the EEFC, and to assist in the process of redefining and filling the vacant position.

Rachel MacFarlane will stay on as Program Director next year, but would like to eventually reduce her

involvement in the office management end of things.

The Board discussed the possibility of hiring a full-time Executive Director with overall responsibility for producing Balkan Music and Dance Camps as well as for supervising new development projects to be determined. If a qualified candidate cannot be quickly found, or if it turns out there are insufficient funds to hire a full-time director, a part-time interim position should be created to cover the administrative tasks that we cannot do without.

Board members will research and discuss the Executive Director proposal, with a goal of coming up with a Job Description by May 22.

For this summer, one Site Manager each will be recruited for Mendocino and Ramblewood, who will be responsible for learning and documenting Nancy's at-camp activities, and who should be able in 1998 to either assume these duties, or to advise whoever else will be managing the camp at that time. Each site manager will receive a full scholarship plus \$250.

Respectfully submitted,

Jerry Agin

APPENDIX

The following actions were approved by e-mail vote between the date of the previous meeting and this meeting:

1997 Teacher Slates: Motion by Belle 11 Nov 96 to accept Mendo and Rwd slates as described by Rachel in her previous communication. Voting FOR: George, Dennis, Belle, Jerry, Judy, Lynette. Not voting: Christine.

Woodlands fundraising: Proposal by Nancy Leeper 5 Feb 97 to include an extra line on our registration form that enables Mendocino registrants to direct a contribution to the Woodlands. Voting FOR: Jerry, Lynette, Belle, Dennis. Not voting: George, Judy, Christine.

GOB: Proposal by Jerry Agin 12 Mar 97 nominating specific candidates for Ramblewood and Mendocino Guest of Board slots. Voting FOR: Judy, Lynette, Dennis, Lynette, George. Not voting: Jerry, Christine.

Two additional items were discussed informally, with favorable reactions, but they never came to a formal vote. These were

A proposal to contribute \$50 to a gift for Frank Sotille, who is retiring as Executive Director of Mendocino Woodlands.

A proposal by Belle, 6 Dec 96, to bring Esma and Stevo Teodoskievski to camp, and to provide additional sponsorship for their visit.

Minutes of EEFC Board Meeting of September 14-15, 1996

Pittsburgh, PA

Present were

- Jerry Agin
- Belle Birchfield
- Lynette Garlan
- Dennis Godfrey
- George Long
- Judy Newland
- Christine Vida
- Nancy Leeper, Administrative Director

OFFICER ELECTIONS

The new and old Board members introduced themselves, and stated their availability for officership.

George Long was nominated for President. There being no other nominations, George was declared elected by acclamation.

Jerry Agin was nominated for Secretary. There being no other nominations, Jerry was declared elected by acclamation.

Lynette Garlan was nominated for Treasurer. There being no other nominations, Lynette was declared elected by acclamation.

Christine Vida was nominated for Advisory Liaison. There being no other nominations, Christine was declared elected by acclamation.

CONSENT CALENDAR

The board unanimously approved the following actions:

1. Resolution of appreciation for service of retiring Board members Jeanne Busch, Michael Leach, and Joe Mandell. (See attached.)

2. Approval of minutes of Board Meeting of April, 1996.

COMMITTEE REPORTS

George reported for the Finance Committee that the present value of assets is \$72,774.58. For the fiscal year ending October 1, they project a budget surplus of approximately \$20,000. Expenses for the waning fiscal year were very close to budget projections, but revenue was up, mainly due to increased enrollment at the Mendocino camp.

Belle reported for the Program Committee that the 1996 Greek program emphasis at Ramblewood was only partially successful. In 1997 there will be an emphasis on Northern South Slav (Croatian, Serbian, and Bosnian), but the emphasis will not be prominently mentioned in our publicity. Future camps will not advertise a particular ethnic emphasis in advance, but will be free to build a program around a featured band.

No reports were presented from the Administration, Development, or Long Range Planning Committees.

COMMITTEE FORMATION

The following committees were formed.

Committee	Chair	Other members
Finance	Lynette	George, Nancy
Program	Belle	Judy, Rachel, Dennis (non-voting)
Administration	Lynette	Jerry, George, Nancy, Jeanne Busch
Development	Dennis	Belle, Christine, Nancy, Craig, Michael Leach
Long Range Pln	Jerry	Christine, Belle, Nancy

EXPENSE SUBMISSION FORMS

Nancy explained categories and classes for submitting expense forms.

ADMINISTRATOR'S REPORT

Nancy presented the administrator's report. Both camps were very sucessful, but there were some glitches. The main problem areas are summarized below.

Getting out publicity was a problem the last year. For this year we're expecting to mail a post card in the fall, a newsletter in November, the full brochure in March, and a second newsletter in the spring.

Late registrations at Ramblewood are a headache for the administrative staff.

In the program area, a lot of last-minute staff changes were necessary, more so at Ramblewood than at Mendocino.

The report questioned the need for the "Board Buddy" system. The consensus of the Board was that the system served a useful purpose and should be retained. It would be useful if Board members attended the pre-camp staff meeting.

A letter from an unhappy camper regarding transportation to and from camp was discussed. The Board affirmed that that job of the Transportation Coordinator is to get staff to camp. The coordinator is free to assist campers as well, but is not required to do so.

PAS STRUCTURE

Nancy suggested that it was time for the Board to reorganize the structure of the paid administrative staff so as to have an Executive Director responsible for directing the rest of the staff and interfacing to the Board. Such a structure would allow a more productive division of labor, make future staff recruitment easier, and suit the needs and temperaments of the present staff members. However, such an arrangement would require paying staff as employees rather than independent contractors, which would entail extra financial outlays as well as a paperwork burden. Depending on the number of people hired, it might also entail an increased outlay for basic salaries.

The board consensus was that the ideas presented were good ones, but that a lot more detail would be needed before any formal approval could be given. Nancy was charged to flesh out the proposal in consultation with the Administration committee. The proposal should outline what should be done in the next few months to make life easier for the PAS, as well a more complete overhaul of the structure to be accomplished in approximately a year's timeframe.

MENDOCINO WOODLANDS REPRESENTATIVES

As a user group of the Mendocino Woodlands, the EEFC is allowed two representatives to the Mendocino Woodlands Board of Directors. It was felt that closer ties are needed between our Board and the Woodlands Board, and that this should be accomplished by appointing representative from persons close to our Board.

A motion was made and seconded to appoint Nancy Leeper and Ann Norton EEFC Representatives to the MW Board, and Christine Vida as alternate. The motion passed unanimously.

A motion was made and seconded to commend the previous representative, Slavko Silic, and alternate, Hester Lox, for their efforts on behalf of our organization. The motion passed unanimously.

BUDGET

George presented a proposed budget for 1997.

The budget projects expenses of \$175,175. This includes a \$5000 contingency reserve. The remaining \$170,175 is based on some fairly reliable past experience and are not subject to much variation as assumptions change.

The budget projects non-tuition income of 18,750. This includes \$9500 income from Development (fund-raising). (Under optimistic assumptions, the development income might increase an additional \$17,000.) The remaining 9250 is from sources not likely to vary much.

The difference between expenses and non-tuition income must be met by tuition. The tuition rate we must charge to break even financially depends critically on the number of projected attendees at camp.

After some discussion, it was decided to base the tuition calculation upon the following assumptions:

1. Eliminate the \$5000 contingency reserve from expenses. (The \$20,000 surplus from 1996 can provide a cushion.)
2. Increase the assumed Development income to \$11,000, in line with past years' experience.
3. Assume 215 average attendance at Mendocino, 180 average attendance at East Coast camp.
4. Assume that tuition revenue is equal to 68% of the number of attendees times the tuition.
5. Keep the difference of \$30 between tuition at Mendocino and East Coast.

Under these assumptions, to break even we must charge \$545 to Mendocino attendees and \$575 to East Coast attendees. This is an increase of 10% over the previous year.

A 10% increase was deemed unacceptable by several members of the board. In addition, it was felt to be desirable to narrow the gap in tuition between the two camps.

It was moved and seconded to set the base tuition rate to \$515 for Mendocino and \$535 for East Coast, an increase of 4% and 3% respectively. The resulting shortfall (about \$9300) will be made up by additional fundraising efforts. The motion passed. Voting yes were Jerry, Belle, Lynette, George, Judy, and Christine. Voting no was Dennis.

1997 PROGRAM PLANS

Belle proposed that our Staff Selection procedures be changed so that the camp teaching slates would no

longer be put up for a formal vote by the entire Board. Several Board members expressed reluctance to give up the opportunity for a formal review of the slate. No action was taken. Belle and the SSC will attempt to formulate a procedure that might, for example, give the Board an opportunity to veto an unacceptable slate, but not require any action if the slate were acceptable.

GOALS AND OBJECTIVES

Dennis presented an overview of the goals that were adopted at the Spring, 1996 meeting. Several of the individuals who had signed on to further particular goals are no longer members of the Board.

1.1 Produce annual Balkan Music and Dance Camps: This is everyone's responsibility.

1.2 Produce concerts and regional workshops: Dennis is working hard on producing a Northwest Balkan Music Camp on Labor Day weekend, 1997.

1.3 Maintain public archive of teaching materials: Lynette will study this.

2.1 Develop the role of the Board of Directors: This is everyone's responsibility.

2.2 Become a membership organization: Jerry has accepted responsibility for this task.

2.3 Build EEFC's reputation: Lynette and Nancy will produce a flyer that describes and promotes the EEFC, independent of the Balkan Music Camps. Belle questioned whether our name was properly descriptive of what we do -- "Eastern European" versus "Balkan."

3.1 Develop and mobilize volunteer network: It was felt that this might be better pursued after we become a membership organization.

3.2 Establish an endowment fund: This might be deferred until our fund raising efforts improve.

3.3 Manage investments: Lynette will study this.

MEMBERSHIP ORGANIZATION

Jerry asked the Board to consider the question of what we should offer as the benefits of membership. The consensus was that we should not be offering voting privileges or valuable merchandise, but that the primary benefit should be a feeling of supporting the organization.

First class mailings of newsletters and camp flyers would be greatly appreciated by prospective members, at little cost to EEFC.

Members might be invited to membership meetings at camp. However, it is important not to exclude non-members from these meetings -- rather they should be welcomed and encouraged to join.

T-shirts for contributors above a certain level were also discussed.

Belle was highly enthusiastic about the potential for additional funds for the EEFC, and about the need to act quickly on any proposal. She offered to take over the responsibility of leading this effort, and Jerry gratefully accepted.

POLICIES AND PROCEDURES

A review of Policies and Procedures has resulted in some adjustments to the printed version to incorporate some actions already taken by the Board. In addition, some changes to policy have been proposed to bring our stated policies in line with actual practice, as follows:

Under "Staff Selection Committee", change "The SSC will consist of 3 members plus the relevant PAS" to "The SSC will include the relevant PAS."

Under "Paid Scholarships", replace the entire section with the following: "A Sound and a Kafana director at each camp may receive payment in addition to their scholarships at the discretion of the Program Director."

Under "Guests of the Board Policy", after "Persons selected by the EEFC Board as Guest of the Board may have EEFC camp tuition waived or reduced ...", eliminate the phrase "to cover per-camper hard costs of the camp".

Under "Fees and Registration -- Attendance Guidelines", change "Attendance guidelines (total head count) for 1994 will be 225 at Buffalo Gap and 205 at Mendocino" to "Attendance guidelines (total head count) will be determined by the Board based on facility capacity and program."

Under the entire "Budget and Finance Issues" section, replace "Finance Director" with "Office Manager" every place it appears.

A motion was made and seconded to approve the above changes. The motion passed unanimously.

EAST COAST CAMP NEGOTIATIONS

Jerry reported that a task force chaired by Jeanne Busch, and also including Jerry, Lynette, and Michael Leach, has been exploring the issue of where to hold camp in 1997 and pursuing negotiations with the management of Ramblewood and Buffalo gap. A "Request for Information" was sent to each facility requesting detailed information about housing, class and party space, general amenities, food,

responsiveness, camp scheduling, stability, and camp costs. Both facilities have responded, and the task force is in the process of evaluating the responses and producing a recommendation. The task force is expected to complete its recommendations within the next two to four weeks.

CULTURAL PRESERVATION

Christine spoke about the relationship between the work of the EEFC and that of other groups that promote cultural diversity and ecology.

DATE OF SPRING MEETING

Possible dates for the Spring Board meeting were discussed. The main constraints were a desire to have the next meeting on the West Coast, and Lynette's general unavailability to travel between January 1 and April 15. Board members were requested to hold the weekends of April 19 and April 26 open until a date for the meeting can be finalized.

POSSIBLE BYLAWS REVISION

Judy will study a possible revision of our bylaws to add one or more of our Paid Administrative Staff as ex officio members of the Board of Directors.

Respectfully submitted,

Jerry Agin, secretary

APPENDIX

The following actions were approved by e-mail vote between the date of the previous meeting and this meeting:

1. Election of Lynette Garlan and Judy Newland to the Board of Directors, (8/22/96)
2. Election of Christine Vida to the Board of Directors. (9/8/96)

Minutes of EEFC Board Meeting of April 27-28, 1996

Columbia, MD

Present were

- Jerry Agin
- Belle Birchfield
- Joe Mandell
- Dennis Godfrey
- Jeanne Busch
- Mike Leach
- George Long
- Nancy Leeper, PAS

INTRODUCTIONS

The attendees introduced themselves and stated their expectations for the meeting.

CONSENT CALENDAR

The board affirmed the following actions adopted by the board between September 1995 and the current meeting:

1. Minutes of meeting, [September 16-17, 1995](#)
2. [Ramblewood teaching staff](#)
3. [Mendocino teaching staff](#)

ADMINISTRATION COMMITTEE REPORT

Jeanne expressed happiness with the way things have been going. The PAS approach is working. But there are still some residual issues with respect to getting things out on time.

Part of the problem with meeting deadlines for newsletters, etc., is getting action out of individuals not part of the admin committee or PAS. Establishing clear deadlines should help.

Board members are reminded that their assistance is required during camp for a multitude of tasks.

The committee is beginning to look into sites for next year. We plan to begin negotiating with both

Buffalo Gap and Ramblewood sometime after Memorial Day. The committee will report to the board early in June, including a list of desiderata.

PROGRAM COMMITTEE REPORT

There now exists an EEFC Web page on <http://www.eefc.org>. It was developed by Bill Cope, Rich Schultz, Dennis, and Belle.

A resolution was proposed to express the Board's appreciation to Bill, Rich, Dennis, and Belle, for the development of the Web site, leading to improvements in service to the community and future growth. The resolution was adopted unanimously.

Additionally, a resolution was proposed to recognize and commend Rich Schultz for continuing development and support of the EEFC listserv, which expands our visibility and ability to communicate, and provides a forum for our growing community. The resolution was adopted unanimously.

The program committee workload has been staggering. Belle and Dennis estimate they have spent 150 hours each on e-mail alone. The fact that the committee membership changed midway through the staff selection process has not been easy to deal with. But using e-mail to communicate among Dennis, Belle, and Rachel works well. In addition, the committee has had lots of outside help. The resulting lineup has stayed within budget, both for direct staff costs and committee administrative costs.

There is still an opening at Ramblewood for a Greek singing teacher, and for a lauto teacher.

The committee is trying to set up a staff history database for assistance in assembling future program slates.

FINANCE COMMITTEE REPORT

George presented interim figures of revenue and expenses, as well as some historical trends by category.

For fiscal year 1995, we came out better than previously reported, about \$6800 ahead.

The account balance as of 4/12/96 was \$34,731.32. It appears that we need a reserve of about \$30,000 to get through the "lag" until significant income from camp registrations comes in, so we're doing OK for now.

Rachel and Nancy have set up a budget tracking system using Quicken, and it has made keeping track of income and expenses much, much easier.

DEVELOPMENT COMMITTEE REPORT

Craig's report to the Board did not arrive in time for the meeting. Nancy reported that there has been no grant from National Endowment for the Arts this year.

Questions were raised as to whether our liability insurance covers events other than camp. Nancy will send copies of insurance documents to Mike.

NORTHWEST WORKSHOP

Dennis headed a committee that was looking into the possibility of putting on a weekend fund-raiser camp in Oregon in September. Planning was well along, when it turned out to be impossible to obtain the site they had in mind.

The board felt that this additional camp would be a worthwhile addition to our program, and would like to encourage the committee to pursue the idea for 1997.

A resolution was proposed to commend Dennis Godfrey, Nancy Leeper, Rachel MacFarlane, and Kim Wollter for development and initial implementation of the Silver Creek Weekend Camp, which advances our goals of producing regional workshops, enhancing the financial position of the EEFC and expanding our community and services. The resolution was adopted unanimously.

ADVISORY LIAISON REPORT

Joe has responded to messages on the EEFC listserv as they come up. There have been no problems.

ADMINISTRATIVE STAFF REPORTS

A first flyer sent to about 5000 names in November.

After many delays, one issue of the newsletter came out in the spring. The present intention is to produce an additional newsletter before camp, and at least two issues next year. The single issue is of high quality. The goal is to maintain that quality standard and keep to schedules.

Brochure has been redesigned. All agreed that the new format is much superior to the old. The design is cheaper to produce -- a better product at a lower price. Delays in producing the brochure were due to delayed staff confirmations and to pressures of producing the newsletter at the same time.

Donation cards were included in the latest mailing, and they appear to be effective.

There has been less emphasis on print ads in other publications this year.

We believe the new Web site will be effective in disseminating publicity. In the future we hope to have the entire brochure and a registration form on-line.

Rachel has been maintaining the mailing list, and looking into ways to use e-mail to supplement our print mailings.

Registration for Mendocino more than half full at this date, but registration for Ramblewood is very slow. This is the usual pattern -- Mendocino tends to fill up early, and Ramblewood tends to fill up at the last minute. Campers will be sent a single confirmation notice, instead of the two mailings that have been done in past years.

The accounts system was restructured using Quicken, which improves the ability to extract information.

Processing of camper evaluation forms from 1995 has fallen behind schedule.

There was a misunderstanding at Mendocino last year, in which Mendocino Woodlands staff were asked not to sell their T-shirts at Balkan Music Camp. The Board encouraged Nancy to communicate to Mendocino Woodlands that this had been a mistake, and that they were welcome and encouraged to promote their own merchandise at our camp.

The scholarship system has been revised to more accurately reflect the work that needs to be done. There is a move to split jobs, if necessary, to eliminate scholarship positions that carry honoraria.

We are working on obtaining a Parent Coordinator to supervise kids at camp. There is a question of what to do with the money from the \$15 surcharge for kids if no Parent Coordinator can be located. Jeanne and George agreed to come up with a recommendation by June .

BYLAWS REVISIONS

A proposal was made to amend the bylaws to extend Board terms from 2 years to 3 years. The proposal was tabled.

A proposal was made to amend the bylaws as follows: Article IV (Meetings of the Board of Directors), Section 8 (Action without a Meeting) would be changed to read as follows:

Any action that may be taken by the Board at a meeting may be taken by the Board without a meeting according to a procedure adopted by the Board, provided that such action must be approved by a majority vote of the Board, and that the action and vote of each member be recorded in the minutes of the next meeting of the Board.

The amendment passed unanimously. A proposal was made to adopt the following procedure for e-mail

votes:

Any Board member may propose a motion for approval without a meeting by sending notice to the Board of the following:

1. The exact resolution being proposed
2. A time limit for discussion and voting, which must be at least seven days.
3. A request for a second.

Any Board member may second another Board member's motion by sending notice to the Board. The time period for discussion and voting commences when the second is made. If a second is not made within 7 days, the motion dies.

A motion may be withdrawn by the proposer, but it may not be amended.

A Board member shall register a vote by notifying the Secretary.

When all Board members have registered a vote, or at the expiration of the time period for discussion and voting, the secretary shall tally the vote and report the results to the Board.

Sending notice to the Board normally means sending e-mail to each Board member. Other means may be substituted for special circumstances.

The Secretary shall keep a record of all motions proposed and their results, and this record shall become part of the minutes of the next Board meeting.

This procedure replaces paragraphs e, f, and g of "E-mail Protocol for Board Members" previously approved by the Board on February 12-13, 1994.

The procedure was adopted unanimously.

POLICIES AND PROCEDURES

A task force is being formed, to be headed by Jerry, with help from Michael and Jeanne, to revise the Board Policies and Procedures. The intention is not just to massage the existing Policies and Procedures, but to produce a new guide that will be useful for future Committee members moving into a new position. Input will be required from all Board Members. Jerry will propose a timeline within 2 weeks for collecting the information needed to produce this document.

JOE'S PROPOSAL

Joe presented an idea for restructuring the EEFC to consist of two independent regional membership organizations, each responsible for producing a camp, and a national membership organization to tie these regional organizations together. No action was taken on the proposal.

GOALS AND OBJECTIVES

After extended discussion, the Board unanimously approved the following statement of Goals for the coming few years:

1. Programs
 - 1.1 Produce annual Balkan Music and Dance Camps
 - 1.2 Produce concerts and regional workshops
 - 1.3 Maintain public archive of teaching materials
2. Organization
 - 2.1 Develop role of the Board of Directors
 - 2.2 Becoming a membership organization
 - 2.3 Build EEFC's reputation
3. Resources
 - 3.1 Develop and mobilize volunteer network
 - 3.2 Establish endowment fund
 - 3.3 Manage investments

BY-LAWS - 3 YEAR TERMS

The Board then took up the tabled motion to extend Board member terms to 3 years. Article III (Board of Directors), Section 4 (Term of Office) would be changed to read as follows:

Directors shall serve for three year terms commencing September 1. Terms will be staggered for continuity.

The amendment passed unanimously.

BOARD NOMINEES

Joe presented the report of the Nominating Committee. Three applicants have submitted biographies. About a dozen other names have been proposed. The board briefly reviewed the qualifications of all these individuals, and suggested two additional names. Five of these people were identified as likely candidates who should be contacted and encouraged to submit a bio.

Joe will submit a recommended slate for a vote by June 1.

EMPHASIS CAMP

The Program committee reported that most special emphasis camps in the past have either failed outright or produced disappointing results. The single notable exception was Bulgarian emphasis camp in 1991, which was successful by any measure.

Part of the reason for failure seems to be that the term "emphasis" seems to create expectations that are not in line with the Board's intention. A better way to approach the issue might be to feature a particular ethnic ensemble at a camp. This would make staff selection easier, provide a built-in synergy between musicians, and better manage camper expectations.

The Board will not select any ethnic emphasis beyond 1997, but leave it up to the Program Committee to pursue any and all interesting options in line with the suggestions above.

TERM OF OFFICE

Because the newly amended bylaws state that Board members serve for 3 year terms and that the terms should be staggered, it becomes necessary to designate which of the continuing Board members should have their terms extended by one year. George and Belle were selected by lot to extend their terms until September, 1998. Jerry and Dennis's terms will run until September, 1997, as originally elected.

GOB RECOMMENDATIONS

It was decided that the Board will offer one Guest-of-the-Board position at each camp, in addition to the permanent GOB slot expected for Mark Levy. A prioritized list was agreed on for each camp -- if the first on the list declined the offer, it would be made to the next on the list.

Ways were discussed of developing a special scholarship fund to bring additional qualified people to camp.

CAMP EVALUATIONS

There have been problems with this year's camper evaluations, both in terms of timeliness and with meaningfulness of data.

The administration committee will work with the PAS to develop better procedures for handling evaluations. The recommendation is to have summaries available in time for the September Board meeting.

To help the process of evaluating, Board members are charged to visit the classes of teachers assigned as "board buddies", and report general observations to the person collecting evaluations.

BUDGET GUIDELINES

George says he will need cooperation from all concerned in order to produce a meaningful budget for FY 97.

By May 15 Rachel should provide information to each committee on spending to date.

By June 15 committees should make preliminary requests for funding to George.

Camp rental fees are a the biggest unknown at this time because of uncertainty about an East Coast site. George will produce a budget with nominal assumptions about attendance and costs, and revise it later if it turns out to be necessary.

Dennis should submit a proposal to George about how to handle finances for a Northwest Weekend workshop.

The goal is to have a "preliminary final" budget, complete with tuition estimates, ready for Board review by September 1.

BOARD CALENDAR

Belle presented some ideas for producing a calendar of significant annual deadlines for the Board and its committees, as well as a checklist of monthly or quarterly actions to be taken. It was agreed that this falls within the responsibility of the Policies and Procedures review task force.

The Board recommends that the revised Policies and Procedures, calendar, and preliminary training manual, be available by August 1 for inclusion in the packets distributed to new Board members.

ADMINISTRATIVE STAFFING

It was discussed how to protect ourselves from unexpected departure or emergency unavailability of our Paid Administrative Staff.

One useful tool is documentation of administrative procedures and deadlines. The administration committee will look into including a requirement for producing this documentation in the next set of PAS contracts.

By August 10, Jeanne will issue a call for input on the topic, and report by August 22 to the Board.

NEXT MEETING DATE

The primary date selected for the next Board meeting is September 14-15, with September 21-22 to be held as a backup in case new Board members have a problem with the primary date.

COMMUNICATIONS CONCERNS

Dennis expressed concerns with lack of response to some of his e-mail messages. It was suggested that the word "idea" in the subject line of a message be used to invite general discussion, and that in other cases the poster of a message make it explicit from whom a response was expected.

It was generally affirmed that Board members are expected to check their e-mail a minimum of twice a week.

EAST COAST SITE NEGOTIATIONS

Negotiations with Ramblewood and Buffalo Gap for a site for the 1997 East Coast workshop will be left up to the administration committee.

WRAPUPS

Attendees commented on whether or not their expectations for the meetings had been met. The unanimous opinion was that the meeting had been productive beyond expectation, and that this particular group of people functioned exceptionally well together as a Board.

Minutes of EEFC Board Meeting of September 16-17, 1995

Pittsburgh, PA

These minutes were formally approved on April 16, 1996.

Present were

- Jerry Agin
- Belle Birchfield
- Joe Mandell
- Dennis Godfrey
- Jeanne Busch
- Mike Leach
- George Long
- Nancy Leeper, PAS

INTRODUCTIONS

The attendees introduced themselves and stated their expectations for the meeting.

COMMITTEE STRUCTURE

After some discussion, a consensus was reached to reduce our committees to the following five:

- Administration: merges the present Admin/Registration and Publicity Committees.
- Finance
- Program: merges the present Program and Staff Selection Committees.
- Development: Covers grant writing, fund raising events and activities, volunteers, and membership activities.
- Long range planning: Merges the present Long Range Planning and Nominations committees

Selecting Guests of the Board is seen as an overall board function, not any particular committee. It is the Secretary's responsibility to move the process forward.

OFFICERS

The following nominations for officers were made and accepted:

President	Mike Leach
Treasurer	George Long
Secretary	Jerry Agin
Advisory Liaison	Joe Mandell

As there were no other nominations, the slate was adopted unanimously.

COMMITTEE CHAIRS

The following individuals volunteered for committee chairmanships:

Administration	Jeanne Busch
Finance	George Long
Program	Dennis Godfrey & Belle Birchfield jointly
Development	Mike Leach
Long range planning	Joe Mandell

CONSENT CALENDAR

The board unanimously adopted a resolution of appreciation for service of prior Board members David Bilides, Christine Montross, Laura Pannaman, Vlad Popovich, Steve Ramsey, and Danilo Yanich.

The board affirmed the following actions adopted by the board between April 1995 and the current meeting.

1. [Staff selection Committee procedures](#)
2. [Election of Joe Mandell to the Board](#)
3. [Greek Slate for Ramblewood, 1996](#)
4. [Children's Task Force proposal](#)
5. [Part Time Staffing Policy](#)
6. Approval of the minutes of September 17-18, 1994, and April 8-9, 1995.

Copies of these actions are attached to these minutes.

Jerry Agin expressed uneasiness with the concept of the incoming board having to formally approve actions taken by the previous board. He said he would study the problem and propose a solution.

COMMITTEE REPORTS:

Jeanne reported for the Guest of Board committee that George Chittenden was the Guest at Mendocino and Haig Manoukian was the Guest at Ramblewood. Mark Levy was present at both camps, but was a guest only at Mendocino, because he was on staff at Ramblewood.

There were no other committee reports presented at that time, since most of them had been previously submitted via e-mail, and the Finance Committee report would be part of the budget discussion.

Committee chairs are reminded that ALL committees are required to report to the Board the first of each odd-numbered month.

REVIEW OF GOALS AND OBJECTIVES

The Goals and Objectives statement approved in April, 1994 was reviewed. It was generally agreed that considerable revision was still required.

The Long Range Planning Committee was charged with proposing changes to the Goals and Objectives statement, to be considered at the April Board meeting.

ADMINISTRATOR'S REPORT

Nancy Leeper presented her administrator's report. As there was a lengthy document distributed to the board members, only the items that provoked extended discussion are mentioned below.

The newsletter which had been promised for April was not produced because of insufficient time. Joe Mandell volunteered to produce the newsletter in the next year.

Because of the difficulty of pinning down instructors, and because of the time needed for producing and printing, a full camp brochure can't be available until February. The board supports the concept of distributing partial information flyers on committed teachers much earlier in the year. The administration committee was charged to produce a publicity and marketing plan in the next month, and to comment in their bimonthly reports on progress and projections in getting publicity out.

There is a need for volunteer assistance in publicity and other administration tasks. The administration committee should manage these volunteers.

The two camps were successful. The average daily attendance at Mendocino was 224, considerably over

the limit of 205 that we believe we can handle comfortably. Ramblewood's average daily attendance was 181, a modest gain over last year's attendance.

There was a reported instance of inappropriate behavior on the part of a camper. Research is needed on the legal ramifications of denying future registration to any person whose behavior the board considers to be undesirable. 3 board members volunteered to contact associates with legal experience and report back to the Board through Administration.

BUDGET

George presented the income and expenses for the fiscal year ended September 30, 1995. As the fiscal year is not yet over, the figures are preliminary.

Total income for the year was \$144,473.76, and expenses to date are 159,402.71, for a net operating loss of \$14,928.95. We are expecting a check from the National Endowment for the Arts to cover the camp scholarships and staff fees for Balkan-American campers and staff in the amount of \$25,000. This will generate a net income for the year of \$10,071.05.

Cash and bank accounts total \$26,644.98. With the NEA money, that will expand to \$51,644.98. It usually costs about \$35,000 in startup expenses each spring before camp revenue comes in. So our reserve is in the neighborhood of \$16,000.

George presented a rough budget for 1996. Given a set of assumptions of expenses, attendance, and fee structures, George calculated that the tuition we would need to charge in order to break even would be \$510 at Mendocino and \$550 at Ramblewood. This represents an increase of 13 to 16 percent over last year's rates.

Considerable discomfort was expressed over the size of the increase. Although George pointed out that our fees per day compare very favorably with similar camps, some board members felt that \$550 was too much to ask. The assumptions leading to these fees were closely examined.

It was noted that the size of the teaching staff has been slowly increasing during the past few years, and this is a contributing factor in the high expenses. The program committee will be asked if it is possible to reduce the slate for the Ramblewood camp from 24 to 23 positions, and to produce a staffing slate for Mendocino with no more than 21 positions.

A motion was made and seconded to set the full-time, early-registration tuition rate to \$500 for Mendocino and \$520 for Ramblewood. The motion was amended to make the Mendocino tuition \$495. Voting yes for the amendment were George, Belle, Joe, and Dennis. Then the amended motion carried. Voting yes were Mike, George, Jerry, Belle, Joe, and Dennis. Voting no was Jeanne.

George was charged to come up with a revised budget under the following assumptions:

- 21 staff positions at Mendo, 23 at Ramblewood
- Children's rate is 65% of the adult rate
- \$4000 budgeted for contingency and reserve
- 210 bodies in Mendo, 200 in Ramblewood
- \$495 tuition for Mendo, \$520 for Ramblewood

The following fee structure was proposed for 1996:

Category	Mendo	Rwd
Category 1: full tuition	495	520
Category II: 65%	325	340
Category IIk: 65% + \$15, camper kids 6-14	340	355
Category III: 40%, staff spouses and board scholarships (formerly called "partial Guest of Board")	200	210
Category IIIk: 40% + \$15, staff kids 6-14	215	225
Category IV: Babes	35	45
Part time daily rate: 1/6 x full tuition	85	90

This fee structure as approved unanimously.

The approved fee structure makes no mention of partial scholarships. An earlier version had used Categories II and III for these scholarships. The administration committee is charged to study how to charge for partial scholarships, and to make recommendations.

PAPAZOV PROPOSAL

There was discussion of the Proposal from Boyan Papazov, the Bulgarian Cultural Attache, to produce a special event in conjunction with the 1996 Ramblewood camp. The highlights of the proposal are to bring 10 youngsters from Rousse, Bulgaria to the camp, to hold a performance with these kids and other groups with a large number of outside visitors, and to contribute \$25,000 to the Ramblewood camp facility for building a new dance pavilion and stage. The performance and the youngsters' participation in our camp would be filmed as a television documentary.

Discussion mentioned the benefits of exposure for the EEFC, making a political statement of cooperation among Balkan peoples, gaining a better space for dancing, and enhancing the dance aspects of our camp, which many non-musician campers feel has been neglected. This was balanced by concerns about the intrusiveness of TV cameras at camp, program issues, the timing of the performance so as not to detract from the regular camp, and a need to avoid political statements.

A motion was made to enter into negotiations with Papazov with the intention of going ahead, subject to

concerns about the quality of the camp, and control of the process. The motion passed. Voting yes were Jerry, Belle, Jeanne, Michael, George, and Joe. Dennis abstained. Michael will lead this effort and report frequently to the Board.

COMMITTEE AND TASK FORCE ASSIGNMENTS

(Names in CAPITAL LETTERS designate committee chair.)

Committees:

Administration	JEANNE, George, Belle, Nancy, Rachel
Finance	GEORGE, Jeanne, Nancy, Rachel
Program	DENNIS/BELLE, Rachel, Jeanne
Development	MIKE, Craig, Nancy
Long range planning	JOE, Jerry, Mike

Task forces:

Membership	JOE, Jeanne, Jerry
Children's issues	JEANNE, Mike Gage
Foreign Musicians	inactive
Team Papazov	MIKE/JEANNE, Nancy, Dennis, Danilo

Committee chairs are encouraged to recruit non-board assistance. Non-board people can be voting members of the committee, but the chair should also aim to keep the voting membership small. Interacton with PAS should be always through a board person, preferably Jeanne.

MIAMON'S LETTER

A letter from Miamon Miller regarding several issues was discussed. Mike will respond to the letter.

EMAIL

Board members are reminded that e-mail communications should always include "EEFC" in the subject line. Only a single topic should be addressed per message.

NEXT MEETING

The first choice of a date for the next meeting will be March 29-31, 1996. The second and third choices are April 12-14 and April 19-21. Board members are encouraged to check their calendars and report their availability as soon as possible.

SUMMARIES

The attendees were asked if their objectives for the meeting had been met. Virtually everyone said that they felt that much had been accomplished, and that the board appeared to be able to work well as a group, and to delegate tasks to committees where it was appropriate. There were a few concerns expressed about the length of the meeting.

Minutes of EEFC Board Meeting of April 8-9, 1995

Newark, Delaware

CORRECTIONS AS OF September 10, 1995

Present--David Bilides, Jeanne Busch, Michael Leach, George Long, Christine Montross, Laura Pannaman, Vlad Popowich, Steve Ramsey, Danilo Yanich (presiding); Nancy Leeper (staff).

SATURDAY, APRIL 8, 1995

Approval of the 9/17-18/94 board meeting will be accomplished over email after distribution of the corrected copies.

Chairpersons reported on the activities of their committees.

Steve Ramsey submitted Craig Kuramada's Development report. Craig is looking into a variety of grants and possibilities for contributions of supplies for the camps. He is also preparing an application to the National Endowment for the Arts for Balkan-American community member staff and student scholarships for 1997. Laura working on the NYC-area Greek community and institutions for scholarship support.

David Bilides noted that the Program committee is discussing various long-term program issues. It will report recommendations to the Board as they are developed.

Christine Montross reported that Joe Graziosi will act as 1996 Greek emphasis camp (Ramblewood) advisor and Laura Pannaman will serve as contact person. Christine will send Maimon a letter thanking him on behalf of the board for his role in the Romanian emphasis camp.

Michael Leach noted that most administrative items are being well-handled through Danilo and the administrative staff or through the Finance committee.

Nancy Leeper discussed her staff report (distributed at meeting). The next issue of the newsletter will be published at the end of April. Nancy and publicity committee will set up an editorial board for the newsletter. Nancy and the Finance will evaluate the cost of printing 100 copies of current edition of the songbook. Nancy will work with Rachel to consider revisions and cost; Finance will decide upon the action to be taken. The board is quite pleased with the operation of administrative staff.

George Long distributed a series of reports which examine the current budget status and a variety of

historical analyses of EEFC's finances. Over period 1991 to 1994, tuition per person has increased approximately 15.5% while expenses per person have increased approximately 62%. Primary increases have been in administrative and board expense areas.

As an example, expenses, staffing, and work load for Staff Selection Committee work were examined in terms of growth and value in terms for final product. Christine noted that additional committee staffing was not worth while, especially if communication must be accomplished by phone. Persons with experience on program committee concurred. Email affords a major cost savings and communications improvement. David (Program) and Christine feel that active committee membership should be kept low (2-3), while discretionary input is sought from advisors as needed.

George and Nancy note that expenses are basically on budget, but we do need to watch discretionary areas carefully.

George and Nancy will revise the budget format to improve its organization for clarity and for accountability at budget planning and monitoring/reporting levels. The schedule for budget preparation and adoption was discussed, including the timing for obtaining information needed for estimating expenses, revenues, attendance levels and accommodating or reducing uncertainty in estimates. The board concurred on the format revisions but wants Finance committee to establish the budget preparation timeline that permits budget adoption by October 1.

HOW DO WE FIX THE FINANCIAL SITUATION

Several ideas for generation of new revenues were discussed.

Danilo noted that tuition is our key revenue area. How can we generate new attendance? Laura suggested that we might explore other activities (tours, shopping trips, parties, concerts, benefits, etc.) that generate revenues. She also suggested that EEFC produce items for raising funds, such as song teaching tapes, staff recordings, etc., through volunteer efforts. Christine suggested that we develop membership organization and givings programs. George noted that we need to provide services to members.

Mike discussed the Administration/Registration committee's plan to survey prior years' campers. The objectives are to get an estimate of numbers coming to East coast camp, promote camp to "maybe's", and get feedback on why people do not repeat. The Board would like additional questions added; Mike will work with Danilo, Vlad, and Nancy to develop a list.

Membership. Nancy is estimating that 2000-2500 people will want to remain on the mailing list. The board discussed establishing a "Friends of EEFC" group as an initial step towards membership organization. While we would need to establish objectives for membership organization, membership support mechanisms, and member services program, a "Friends" organization could be set up with limited financial and publicity objectives. The Publicity committee will set up task force to look at

financial targets, recruitment, and solicitations.

MOTION: Steve moved, Christine seconded, to request a \$10 donation from potential Friends of EEFC. Yes--Jeanne, Vlad, Steve, David, Christine, Laura, Mike; No--Danilo, George. Approved.

Jeanne will chair a task force to look into membership organization.

Tuition schedule for 1996. George proposed a schedule which establishes charges for children from 0-3 years old, eliminates the tuition waiver for board members, raises the charge for children 10-14 to 75% of the adult rate, and revises charges for various other categories of campers. David reported that respondents to the 1994 children's survey supported a tuition charge of hard costs for children under 5 (72%) and for children six and above (99%). Nancy recommends that the schedule be kept simple, with as few categories as possible. A majority of the board felt that the work load carried by board members to produce the camps, as well as work at camp, justifies a tuition reduction or waiver. Several board members noted that the tuition waiver or camp teaching positions which makes it financially possible for them to attend camps; without the waiver or teaching position they would not be able to meet the board member obligation to attend camps.

MOTION: Christine moved, Laura seconded, that the policy manual section granting non-teaching board members a tuition waiver [Page 1 of the Policy Manual, June 1994] be amended to "board members are strongly encouraged to contribute hard costs to EEFC for the camps they attend." Approved unanimously.

The tuition charges for staff children would be raised from 1/2 hard costs to the greater of hard costs + 10% or 75% of kids rate. It was noted that for several staff this costs more than the honorarium they are given; for others, this would preclude their attendance. Several noted that this benefit is an important incentive for getting several teachers to attend, given the amount of the teaching honorarium. The total amount involved in the suggested change would be less than \$1000.

The tuition schedule item was referred back to committee for further consideration based on the comments received.

NEA Grant.

Craig reports that 17 applications have been received to date, all for Mendocino. Danilo encouraged board members to visit Balkan-American community organizations to promote application for the scholarships. Each should write up a 1- or 2-paragraph report of his or her outreach efforts for use in grant implementation documentation.

SUNDAY, APRIL 9, 1995

Board/PAS Roles and relationships. Nancy noted that the new system is generally working well, despite

occasional duplicate or conflicting communications. Rachel is handling the office, finances, files current and historical, camp program; Nancy is responsible for general coordination, publicity, etc. Nancy and Rachel need to receive instructions and requests through or coordinated with Danilo to avoid work load and schedule conflicts of which Danilo is unaware.

David noted that the Board may still be too much involved in the day-to-day management rather than items of long-term concern or which set the tone of the organization. George is very pleased by the way staff have taken on the routine financial management and permitted the Finance committee to focus longer-term issues. Danilo observed that he and other committees have experienced this, also. The Staff Selection and Program committees appear to be those which have yet to see a workload change as a result of the new staffing.

David asked what thought had been given to how EEFC would operate if, for instance, we suffered a significant loss this year. George and Mike both feel that the 96 camps could be produced using the current board and administrative structure, but that they see greater uncertainty about the 1997 camps. Jeanne emphasized that we need to begin fund-raising efforts as soon as possible. Vlad observed that the survey of prior years' campers should provide us important information about probable 1995 attendance and general marketing of EEFC programs. Danilo noted that reliance on the PAS for routine work will provide the board an opportunity to focus on the fund-raising efforts.

BOARD NOMINATIONS

Reduction in the board membership from nine to seven for 1995/1996 was discussed. The smaller board would incur somewhat less expense. The expansion of membership four years ago was to handle the work load for the camps and to set up the organization. The change in work load might warrant reduction in board size.

MOTION: Christine moves that board membership be reduced from 9 to 7 for 1996; 2nd Jeanne. Approved unanimously.

Danilo reviewed the election procedures. The policy notes that election is by "resolution passed by a majority of the board;" five votes is required to approve a nominee. The terms of the following members expire this fall: George, Laura, Christine, Steve, Danilo, and David. Vlad is resigning from the Board effective August 30th. Five slots are to be filled.

The candidates were elected: George Long; Belle Birchfield; Dennis Godfrey; and Jerry Agin.

Laura will put out a three-week call for a person to fill Vlad's unexpired term. The call will emphasize that we desire to satisfy the board representation balance criteria, particularly for women and those from the west coast. Danilo will call the elected candidates and subsequently let Laura know if any decline and if additional positions must be filled.

GUEST OF THE BOARD.

Jeanne reported that the following nominees for filling one full Guest of the Board at each camp:

Ramblewood Miriam Milgram, Haig Manouckian, and Ethel Raim

Mendocino Hector Bezanis and George Chittenden

Mike suggested that Haig Manouckian and Hector Bezanis might be invited to camp as recipients of NEA grant scholarships based on the historic roles of Armenians in the Balkans and the activities of the nominees in the Balkan-American communities. Several board members want to be sure that this does not preclude new camper scholarship applicants.

Voting results were to invite the following as Guests of the Board: George Chittenden, Mendocino; Ethel Raim, Ramblewood, followed in order by Haig Manouckian and Meriam Milgram should Ethel decline.

Motion: Mike moved, Christine seconded, that that Haig Manouckian be offered an NEA grant scholarship to Camp Ramblewood. Approved unanimously.

Motion: George moved, Jeanne seconded, that Hector Bezanis be considered for NEA scholarship at Mendocino subject to scholarship availability. Approved unanimously.

Motion: Laura moved, Christine seconded, that Miriam Milgram be offered a reduced tuition GOB position at Ramblewood if Ethel Raim accepts the full GOB. Approved unanimously.

SEPTEMBER MEETING: SEPTEMBER 16 & 17, 1995

Meeting adjourned. 2PM

Respectfully submitted,

Michael D. Leach, Secretary

Minutes of EEFC Board Meeting of September 17-18, 1994

Newark, Delaware

Nomination of Officers.

Deferred to later in the agenda to permit Board members to learn about each other.

Consent calendar.

Mike explained concept of consent calendar, a method to adopt en masse action items that require no discussion. Items may be removed. *Mike moved approval of the consent calendar. Danilo seconded. Approved unanimously.*

The following items were confirmed or approved:

- 1. Inter-meeting actions approved by the Board (Attachment A--intentionally omitted from distribution copy);*
- 2. FY92 and FY93 financial reports submitted by the Finance Director to the Board and to governmental agencies;*
- 3. Mendocino Woodlands Board representative: Slavko Silic; a second may be sought for an alternate.*
- 4. Additional FY94 hours for the Finance Director--25 hours for \$250;*
- 5. Resolution of appreciation for the services and special contributions of former Board members Rachel MacFarlane and Margaret Loomis.*

\$25,000 Grant from the National Endowment for the Arts

Danilo announced that EEFC has been awarded a \$25,000 grant from the National Endowment for the Arts to support the costs of bringing ethnic community teachers and students to the Balkan Music and Dance Workshops.

George noted that we must be careful how we treat the grant. The grant is not enough to make up for the effect of the estimated \$33,000 deficit for FY94. Laura pointed out that we must treat grant as a one-time event and not count on additional grants. Jeanne asked if it is an operating expense grant. Danilo stated that it is to help attract people from the ethnic communities and that money can be used to hire teaching staff, pay travel costs, support student scholarships. The grant proposal was written to permit that possibility. Danilo will discuss use of the funds with the NEA project monitor to verify what

latitude we may have and what restrictions we must observe.

Administrative Staffing

Steve recapped the process followed and actions taken since April meeting. Members expressed concern was definition of the job(s), performance criteria, and the recruitment and selection process. George discussed EEFC's financial position, and prospective position in FY96, given various scenarios involving attendance and administration costs. The Board decided to move to a discussion of general finances and resume discussion of the administrative staffing later. (See page 5 for resumption of the discussion.)

V. Preliminary FY94/95 Budget.

George distributed and made corrections to Sandie's preliminary budget estimate for FY95 . He suggested that we might want to reconsider the tuition for FY95, since the 8% increase approved previously breaks the \$500 level for Ramblewood (\$513) and approaches it for Mendocino (\$486). The Ramblewood attendance level is a key variable in the analysis. Mike and Christine independently projected that if attendance remains at the FY94 level, still assuming an 8% tuition increase, the deficit in Sandie's budget would increase by approximately \$16,000. Mike projected that to break even we would have to increase attendance by 80 full-time-equivalent campers over the 225 "average bodies at camp" figure on which her budget estimate was based. George reported that, based on an analysis of prior years' attendance, that a drop in first-time campers was the key factor in the low attendance at Ramblewood in 1994.

Several options were identified for consideration:

1. Change locations to a facility that has a lower minimum rental fee;
2. Share Ramblewood with another group;
3. Cut a day of camp but hold the tuition level;
4. Do not produce an East Coast camp.

David and George discussed the assertion that the Mendocino camp has historically subsidized the East Coast operation. George pointed out that when full costs for Mendocino are compared (camp rental, food service, and food supplies), this is not the case. In fact, in FY93 the East Coast camp made more money than Mendocino. The administrative and Board cost increases have been the key factor contributing to the deficits. David reviewed the history of the administrative staffing, originally essentially volunteer, and the organization's desire to compensate teachers and administrative workers for the work they do and to be able to attract quality staff.

Mike discussed the impact of cash flow requirements. The proposed FY95 budget would not provide sufficient reserves to finance approximately \$40,000 required for expenses in the first two quarters of FY96--we would need to borrow money to be able to operate.

George discussed several areas to cut back on camp production expenses, but observed that they are not major variables in the deficit calculation, except for the impact of the minimum camp rental fee at Ramblewood. The major cost center showing growth is in administrative expenses.

David and Christine expressed concerns about EEFC's ability to support the proposed administrative staffing given the limited audience from which we draw campers, whose tuition payments support the administrative costs as well as camp costs.

George and David pointed out the need to look at long-term prospects for funding and operating costs.

Vlad asked what generated the \$76,000 reserve with which we entered FY94. It was a combination of some tuition increases but largely due to high attendance levels, particularly in FY91 and FY93. David noted that both the Mendocino and Buffalo Gap facilities were charging rental rates considerably below the average market rate. The capacity at Mendocino limits opportunities to increase attendance at the West Coast workshops. Danilo suggested that we might consider looking to the Board to be the key volunteers to carry out EEFC's work.

The Board brainstormed options for expense reduction and revenue increase.

The Board reviewed its objectives for the budget review: Are we looking for long-term or short-term solutions? Are we trying to buy time for more thorough review? Among the objectives were

1. Reduce or eliminate the deficit;
2. Be able to afford administrative staff;
3. Be able to organize to direct Board energies to appropriate Board activities.

The Board decided to adopt the assumptions listed in Attachment B for preparing the FY95 budget. They reduced the projected deficit to \$17,400. Further items were suggested and Steve asked Board members to review the budget overnight to come up with more.

[The Board moved to election of officers at this point (see page 4) and resumed budget discussions on Sunday, 9/18/94. The Sunday session follows here to keep the Budget topic intact.]

Christine, George, and Jeanne each proposed additional expense reductions and revenue increases to eliminate the projected deficit.

Steve listed the following actions which must be taken to allow some of the proposed expense reductions, and the Board reviewed each:

ACTIONS:

1. Change the tuition rates;
2. Change the teacher honorarium;
3. Eliminate the honorarium for Board members who teach; and,
4. Eliminate the tuition waiver for Board members who do not teach.

MOTION: Danilo moved to restore the Ramblewood tuition to \$475 and Mendocino tuition to \$450; Jeanne 2nd. VOTE: For--Christine, Danilo, Jeanne, Laura, Mike; Against--David, George, Vlad, Steve. Approved

MOTION: Danilo moved to reduce teacher honoraria to \$400; Vlad 2nd. Christine felt this would make it more difficult to attract dance teachers and pointed out that the Roumanian teachers for Mendo have already been told \$450. There were various concerns about equity in honoraria among staff, having a level that shows reasonable respect for them, presenting our case that we can only offer what we can afford, and amounts that other camps offer their teaching staff. VOTE: For--Danilo, David, George, Jeanne, Mike, Steve, Vlad; Against--Christine, Laura. Approved

Issues of meeting IRS standards regarding conflicts of interest, equitable treatment and compensation for work performed, and EEFC's ability to attract members to the Board were discussed with respect to teaching and non-teaching Board members. No action was taken on eliminating the honorarium to Board members who teach or on eliminating the tuition waiver for non-teaching Board members. The Finance committee was asked to submit a revised budget proposal within one week that incorporated various additional expense reduction and revenue increase suggestions.

Advisory Liaison Report

Laura presented her advisory liaison coordination report. Jan Williams has resigned from her advisory coordinator position. Both Ann Norton and Jan Williams are willing to continue prepare evaluation summaries and perform other supportive jobs. Jan and Ann object to people being told that they should go through the advisory coordinators to contact the Board.

MOTION: Laura moves that people who wish to contact members of the Board do so through the advisory liaison. Seconded by David. Discussion: Advisory coordinators have helped several people know what's going on on the Board- -an important service. David noted how interest in advisory groups and use of the advisory coordinators has declined over the years and that the positions may no longer be filling a useful purpose. Mike feels that the contact with the Board should be to the officers or to one of the other Board members, who would in turn be responsible for referring questions or problems to someone who could deal with them; we could use a newsletter to tell folks who the Board members are and inform them of current news. VOTE: For--Christine, Danilo, David, Jeanne, Laura, Steve, Vlad; Against--George and Mike. Approved.

Laura will send thank you letters to the advisory coordinators and announce the change of policy on the EEFC net and people with whom Jan and Ann were in contact.

Officers

Nominations:

President	Laura, Danilo
Treasury	George
Secretary	Mike
Advisory Liaison	Laura

Members discussed their expectations for performance of the role of the President in terms of leadership, coordination, and availability of time.

MOTION: Moved by Jeanne, Danilo 2nd, to approve Secy and Treas. VOTE: Unanimous.

President: Danilo 6, Laura 3.

MOTION: Advisory Liaison: George moved, Jeanne 2nd, to confirm Laura as Advisory Liaison. VOTE: Unanimous.

Coordination and Staff:

Steve noted the concern expressed by PAS that the supervision the Board exercises being too detailed and heirarchical. How can we organize to improve the coordination and management? Do we need a vice-president-type position to supervise staff? Committee consolidations and other reporting simplifications were discussed. No action was taken, but the consensus was that simplifications were desired and necessary.

Guest of the Board process and e-mail communication difficulties

The persons who served on the Guest of the Board committee were surprised and upset by the amount of participation and strength of opinion expressed by other Board members in the process, particularly by the tone of the e-mail messages exchanged. David observed that there is a shared responsibility for the writers to be sensitive about how they express their thoughts on e-mail and for recipients to call the writer to discuss feelings or perceptions if concerned.

Administrative staff, resumed

The Board discussed capping administrative staff costs at a level that it appeared EEFC could afford and developing a staffing plan within that limit. *MOTION: Laura moved that we cap administrative compensation at \$20,000, exclusive of the development position; Danilo 2nd. VOTE: For--Danilo, David, George, Jeanne, Laura, Mike, Steve, Vlad; Against--0; Abstain--Christine. Approved*

MOTION: Danilo moved that the administrative staff be set up and managed as independent contractors. Jeanne 2nd. David noted that given the amount of money we can offer, the work we need to have done, and the amount of the compensation which must go for taxes, etc., that we must negotiate on the basis of "how much will you do of this for what we can offer?" The Board must find ways to accomplish the balance of the work. Danilo and David pointed out that the Board must back off from "micromanaging." George noted that we have discretion in the degree to which we specify the product versus the way in which the work is conducted. Christine pointed out that this is the relationship we want with our supporters and workers; that close supervision is not the right way to go for EEFC. VOTE: For: Unanimous. Approved.

Danilo called for information from the committee chairs about the tasks and deliverables produced under various functions so that contractor job and product descriptions can be developed. The functions are administration, finance, publicity, staff/program, and registration. The committee chair is to define the deliverables and suggest which might be produced by the committee and which by the contractor. Due September 26th. Danilo and Jeanne will develop the contractors' deliverables lists and draft contracts.

Danilo led a discussion of which functions should be clustered into each contract.

MOTION: George moved that we reconsider the vote to hire two people to perform the paid administrative tasks for EEFC. 2nd Vlad. VOTE: For--Danilo, George, Jeanne, Mike, Vlad; Against--Steve, David, Laura, Christine. Approved

MOTION: George moved to establish the following short list for soliciting requests for proposals on performing the administrative tasks: Craig Kurumada, Nancy Leeper, and Rachel MacFarlane. Laura 2nd. VOTE: For--Christine, Danilo, David, George, Jeanne, Laura, Steve, Vlad; Against--Mike. Approved.

George moved that we invite the short list of candidates to submit proposals on how they, alone or in combination, would perform one or more of the administrative functions. Mike 2nd. VOTE: For--George, Jeanne, Mike, Vlad; Against--Christine, Danilo, David, Laura, Steve. Failed.

MOTION: Christine moved that the Board ask Nancy Leeper to work with Rachel MacFarlane and Craig Kurumada to develop a proposal under which they would perform the administrative functions of EEFC, including development, as independent contractors for an amount not to exceed \$22,000. Laura 2nd. VOTE: For--Christine, Danilo, David, George, Jeanne, Laura, Steve, Vlad; Against--Mike. Approved.

Committee Chairpersons

Consolidation of some of the committees were discussed. Given the proposed administrative staffing consolidation and the amount of work to be handled by each committee, it was decided to keep the existing structure.

MOTION: Christine moved that committee chairs submit reports to the Board on committee activities bi-monthly, by the first of each odd-numbered month, or more frequently if needed. Jeanne 2nd. VOTE: For--Unanimous. Approved.

MOTION: David moved that the chairs of the Finance and Administration/Registration committees, and of Program and Staff Selection, serve on each other's committees. Jeanne 2nd. It was observed that it would be likely and sufficient that general members of these committees would overlap and that this would ensure the desired communication . It would not be desirable to require the chairpersons themselves to sit on the paired committees because of the additional workload that this would entail for them; it should be left to the chairperson's discretion. Motion withdrawn

Committee chairpersons for FY95 are

Administration and Registration	Mike
Long Range Planning	Mike
Development	Steve
Staff Selection	Christine
Program	David
Publicity	Steve
Finance	George
Guest of the Board	Jeanne

Committee chairs will form their committees and are encouraged to involve volunteers from the community at large. Laura asks that committee chairs notify her ASAP of their committee make- up.

Task Forces:

David volunteered to chair the Children Issues task force.

No one has responded to Christine's requests to take on a foreign musicians task force.

Camp Teaching Staff.

Christine discussed candidates for Mendocino and Ramblewood dance staff.

Additional Hours, Administrative Staff.

Mike discussed the Administration/Registration and Finance committees' recommendation for additional hours for administrative staff.

MOTION: Mike moved that additional hours be approved for the administrative director and registrars, as follows, for a total of \$1618:

Administrative Director	55 hours	\$688
Registrar--West	18 hours	180
Registrar--East	55 hours	550

Vlad 2nd. VOTE: Approved Unanimously.

Tuition Refunds.

Mike discussed the Administration/Registration and Finance committees recommendations that tuition refunds be issued to Noel Kropf and Basia Dziewanowska. *MOTION: Mike moved that tuition refunds be issued to Noel Kropf in the amount of \$35 and to Basia Dziewanowska in the amount of \$93. Danilo 2nd. VOTE: Approved Unanimously.* Mike will look into other tuition fee refund requests.

Thank you to Faith Montross for housing

MOTION: Board moved to send flowers Faith Montross as a thank you for housing Board members. VOTE: Approved Unanimously. Jeanne will do this.

Next Board Meeting

The next Board meeting is scheduled tentatively for April 8&9, 1995. Members are to notify Danilo to confirm the date.

Adjourned

Respectfully submitted,

Michael D. Leach, Secretary

Attachment A

Items acted upon since the April 1994 Board meeting

[Omitted from distribution copies]

The EEFC Board of Directors affirms its approval of the items included in the attached list of inter-meeting actions.

[Omitted from distribution copies]

ATTACHMENT B

FY95 BUDGET REDUCTION GUIDELINES SEPTEMBER 17-18, 1994, EEFC Board MEETING

First Revision:

1. Incorporate the \$25,000 NEA grant;
2. Set FY95 tuition at Mendocino--\$450, East Coast--\$475; 3.
3. Assume attendance at Mendocino using the FY94 attendance mix--185 (\$54,000); East Coast--185 (\$54,000);
4. Assume camp length of 8 days
5. Show an operating budget surplus of at least \$12,500;
6. Show scenarios with revenue less expense equal to (a) \$0; (b) \$12,500; and, (c) \$25,000.
7. Assume Mendo rent at \$13,400, food @ \$10,785, and food service fee @ \$5000.
8. Assume Ramblewood rent at \$42,600;
9. Ramblewood food consultant plus additional kitchen food = \$3,150.
10. Maximum compensation for PAS \$26,000.

Second Revision:

11. Reduce phone costs from \$7K to \$6K

12. Cut Refunds to \$2400
13. Cut \$2000 from Board meetings, add \$2000 to Mendo air fare;
14. Add \$1000 for audit;
15. Add \$2000 for grantwriter;

Minutes of EEFC Board Meeting of April 16-17, 1994

Delaware

Saturday, April 16. Meeting called to order at 9:50 a.m. In attendance: David Bilides, Mike Leach, George Long, Margaret Loomis, Rachel MacFarlane, Christine Montross, Laura Pannaman, Steve Ramsey, Danilo Yanich. Steve presiding.

Keeping track of votes and policies that occur over e-mail between Board meetings, for Board approval at next meeting. Secretary will do this.

Position of Secretary. David nominated Margaret for Secretary. Danilo seconded. Passed unanimously. The Board thanks Mike and Margaret for acting in the role of Secretary since September '93.

Materials to be included in Orientation Packet for new Board members. Policy manual, by-laws, minutes & agendas from past year, current PAS job descriptions, financial summaries from past 3 years (if available), Board/PAS roster, brochure from previous year, name of "Board buddy." Camp evaluations for the current year will be passed out to all Board members in the fall.

Finance Committee report.

Motion: David moved that the Finance Director prepare and report quarterly budget status to the Board, beginning October 1, 1994. Mike seconded. Passed unanimously.

Development Committee report.

Preparations for a fund-raising concert jointly sponsored with the Hellenic Traditional Arts Institute (San Jose, CA) are proceeding, looking toward an October date.

Publicity Committee report.

Artwork (for t-shirts, etc.) reflecting women in Balkan cultures has been extremely difficult to find; old engravings do not show female instrumentalists. Search will continue.

Staff Selection Committee report.

Children's program position still open at Mendocino. Miamon and Christine have been working on staff ideas for Romanian theme camp at Mendocino in '95.

Program Committee report.

Advisory Liaison report.

Administration/Registration report.

Concern expressed about not having ongoing liability insurance for the organization (Admin Director is addressing).

Children's Issues Task Force. Christine will use the EEFC net to solicit people to join this group. Task Force will also develop and distribute a survey at the camps.

GOB Committee report. Nominations are in, and process is proceeding.

Meeting broke for lunch at 1:10 p.m.

Reconvened at 2:25 p.m.

EEFC's values/philosophy. Board worked with ideas for a values/philosophy statement for EEFC. Work will continue at the September meeting.

Executive Director. Rachel presented a proposal for a co-directorship and office to be based in Eugene, Oregon. Other set-ups also discussed.

Meeting broke for dinner at 5:50 p.m.

Reconvened at 7:50 p.m.

Executive Director (cont.)

Motion: David moved that, beginning in September '94, we have in place a salaried Executive Director and additional staff, as needed. Christine seconded. Passed unanimously.

Executive Director Task Force: Mike, David, Christine, Steve. David will chair. Task Force will develop job description(s) for Executive Director and possible supplemental staff, do financial analysis, make a recommendation for soliciting candidates, and report back to the Board by May 15.

Emergency period for financial decisions. George will address on e-mail.

Independent contractor/employee issue; liability from past years; lawyers for the arts. Steve has put Sandie in touch with a CPA, and lawyers for the arts in San Francisco.

Canadian issue (hiring Canadians to be on our staff). Christine is still researching this.

Project budgeting.

Motion: Mike moved to adopt a project budgeting and administration policy (see following). Christine seconded. George liked it. Passed unanimously.

EEFC Project Budgeting and Administration Policy ***(For establishing and administering EEFC projects)***

Policy Abstract: The Board of Directors may establish and amend budgets for projects undertaken by EEFC. The Board may designate a person to administer the project and the person or body within EEFC to whom the administrator will report. The administrator will manage the project within the scope, budget, and objectives adopted by the Board and obtain Board approval before deviating from them. He or she will make such progress and financial reports as necessary, and follow EEFC administrative procedures. The Finance Director is authorized to post expenses and revenues to the project, and reimburse expenditures, as authorized by the administrator, provided that they are within the approved project scope and budget.

Policy:

The Board of Directors may establish and amend budgets for projects undertaken by EEFC to facilitate administration of selected EEFC activities. The definition of the project shall include its purpose, duration, management, and manner of accomplishment. A project may consist of one or more routine and/or non-routine activities of the organization, as it suits the Board, to facilitate management of an endeavor. A project budget may be funded within (using currently budgeted funds), or as an amendment to (using unbudgeted actual or anticipated revenues), the EEFC annual budget, as appropriate, or by a specified combination of such sources. The project budget shall be that budget as originally approved or as subsequently amended by the Board.

The Board will designate or approve a person to administer the project and its approved budget, and make periodic project reports. It will also determine to whom the project administrator will report as a supervisor (to the Board, a committee of the Board, or PAS). The administrator may be a Board member, a Board committee, paid staff, or other person, as the Board deems appropriate.

The project administrator shall manage the project according to the purposes and by the means approved by the Board and report the need and obtain prior approval before deviating significantly therefrom. The project administrator shall report and recommend

handling of unanticipated, excess,* or restricted revenues, and unanticipated* or excess* expenses and reimbursement requests through the supervisory structure established for the project. To the fullest extent reasonably possible, the project administrator shall obtain prior approval through the project supervisory structure before permitting the project to incur unanticipated* or significant excess* expenses.*

The Finance Director is authorized to credit revenues and post expenses to the project, and to reimburse expenses incurred on its behalf, upon authorization by the project administrator, provided that such expenses and reimbursements are reasonably consistent with, and within the limits of, the approved project budget.

** "Unanticipated" revenues and expenses are those of a character not anticipated within the approved budget. "Excess" revenues and expenses are those anticipated but which exceed the amounts approved in the budget; they are "significant" when they either exceed the greater of 10% of the approved budget estimate or \$100, or when they cannot be accommodated within the approved budget.*

Investing EEFC funds. Laura and Mike both got recommendations from financial advisors. Finance Committee will make recommendation to the Board by June 15.

Ramblewood/BG. The Board thanks the Negotiating Committee for its work.

Refunds on tuition. The Board would like these to be handled at the discretion of the Registrars.

Reimbursing Henry Goldberg for his work.

Motion: Laura moved that starting in '94, we make Henry Goldberg's Store a scholarship plus pay position. Danilo seconded. Discussion. Laura withdrew her motion.

Steve recommended that the Board figure out a mechanism to be able to give public recognition to people who have given a lot to EEFC. Margaret volunteered to come up with some ideas to honor Henry. In future, this will be part of the GOB Committee, as a Rewards & Recognition subcommittee.

Administrative Director at Board meeting. To be brought up again when new structure of organization is in place.

Trimming the mailing list. Deferred until next year. Publicity Committee will address in future (may contact Margaret for suggestions).

Mailing list rental guidelines. Suggestion to come up with a mechanism for people not to have their name given to other groups or individuals who rent EEFC's mailing list. Steve will address with Publicity Director.

Songbook discussion. The Board agreed to have Carol manage the songbook project (update and reprint the songbook), for this year. The Board requests a computer disc from Carol of the finished product.

"No thanks" letter. Christine will revise the letter for future years, as well as the reference in the Policy Manual to the procedure for sending this letter.

Meeting adjourned at 10:20 p.m.

Sunday, April 17. Reconvened at 9:30 a.m.

Carol Silverman's letter regarding staff selection issues. The Board directs Christine/Staff Selection Committee to write a response to Carol.

Policy: Correspondence by Board members in their Board capacity should also go on file with the Secretary.

Profitability of Kafana. Discussion about purpose and direction of kafana. The Board wishes to address this more thoroughly at a future time.

Contacting Board on the net.

Motion: Laura moved that the EEFC net be formally initiated by the Board as a way for participants to contact us; she proposed placing an announcement on the net informing everyone that all correspondence with the Board go through the Advisory Coordinators, Jan Williams and Ann Norton. David seconded. Discussion.

Laura restated her motion. She proposed that the EEFC net be formally initiated by the Board as a way for participants to contact us; she proposed placing an announcement on the net informing everyone that correspondence with the Board go through the Advisory Coordinators, Jan Williams and Ann Norton. Danilo seconded. Discussion. Laura withdrew her motion.

Motion: David moved that people who wish to contact the EEFC Board of Directors are encouraged to do so via their Advisory Coordinators, Jan Williams for the East, and Ann Norton for the West. People who wish to contact the Board directly should write the Board President. Rachel seconded. Passed unanimously.

Protocol for putting items on the EEFC net.

Motion: Laura moved to adopt a policy for putting items on the EEFC net (see following). George seconded. In favor: Laura, Christine, Danilo, George, Steve. Opposed: David, Mike, Rachel, Margaret.

Motion passed.

Any Board member, committee, or task force may submit an item for discussion on the EEFC net. Personnel, legal, and financial matters are exceptions and shall not be placed on the net; these remain the responsibility of the Board of Directors only.

If the item to be submitted will affect an area of responsibility of a particular EEFC committee or task force, the chair(s) must receive a copy of the item at least one week before it is submitted to the net. The President shall also be informed about all items submitted for placement on the net at least one week in advance. Any discussion about the item should take place within that one week period.

When the item is submitted to the net, all Board members must receive a copy of it.

All correspondence on the net related to the item shall be sent to the Board member, committee, or task force that submitted the item. A date for close of discussion should be clearly indicated. This person or committee must prepare a summary of the discussion (including number of responses) and submit it to all Board members within three weeks of the end of the discussion period.

Motion: Laura moved that the following also be adopted:

All public information about the EEFC or its programs may be submitted to the EEFC net, without prior notice to the Board of Directors, by the committee or Board officer generating the information. Examples: changes in camp staff after the brochure has been mailed may be submitted by the Staff Selection Committee; notice about an EEFC-sponsored concert (such as HTAI) may be submitted by the Publicity Committee; minutes of Board meetings may be submitted by the Secretary; summaries of camper evaluations may be submitted by the Advisory Liaison; camp flyer and brochure may be submitted by the Publicity Committee.

George seconded. In favor: Christine, Laura, George. Opposed: Rachel, David, Danilo, Margaret. Abstain: Mike, Steve. Motion did not pass.

Goals and objectives of EEFC.

The Board arrived at the following list of goals and objectives.

Goals (to strive for in the next 5-7 years, listed by numbers below) and objectives (to strive for in the next 2-4 years, listed by letters below):

1. Produce annual Balkan music and dance workshops

- a. upgrade west coast site
 - b. locate dependable site for the east coast camps
2. Develop role of the Board of Directors
 - a. define planning role
 - b. define networking role
 - c. define quality control role
 - d. adopt financial development plan
3. Establish office and full-time staff
 - a. establish office
 - b. hire full-time staff
4. Become a membership organization
 - a. establish membership base and support structure
 - b. set up membership services
 - c. publish a member newsletter
5. Develop and mobilize volunteer network
 - a. develop volunteer network for internal needs
6. Produce concerts and regional workshops
 - a. identify venues, opportunities, support groups for events
 - b. produce fund-raising concerts
 - c. sponsor concerts for non-fundraising purposes

Next step is to look at activities associated with these objectives, and work them into the budget. The Board directs Mike to write a follow-up report.

Meeting broke for lunch at 12:45 p.m.

Reconvened at 1:15 p.m.

GOB spouse policy.

Motion: Laura moved that spouses/partners of Guests of the Board pay full tuition at the East and West Coast Balkan Music and Dance Workshops. Special hardship cases may be reviewed for possible exemption from the policy by the Guest of the Board Committee, subject to approval by the Board. George seconded. Passed unanimously.

Openings on the Board for September. Board terms will be up for Mike, Rachel, and Margaret in September. Mike has expressed his intention to run for re-election; Rachel and Margaret have expressed their intentions to leave.

Laura volunteered to put information on the net soliciting nominations for new Board members. Current Board members will also send nominations to Laura, with short biographies. May 15 is the deadline for nominations from all sources.

ZU's attendance at Mendocino. Discussion on financial arrangements.

Motion: Danilo moved that the Board invite Zlatne Uste to play for the Saturday night party at Mendocino, based on hard costs for each of the 6 members who are not attending the camp in other capacities. Mike seconded. In favor: George, Danilo, David, Mike, Steve. Opposed: Rachel, Christine, Laura, Margaret. Motion passed.

Drew Harris' letter to the Board. Christine/Staff Selection Committee will respond.

Hiring tax consultant and other items from Finance Director's memo. George will work with Finance Director on these issues.

Generic camp vs. workshop definitions. Discussion to be held at future time.

Timeline. To be dealt with at future time.

Gender policy. Laura will address on e-mail.

Modems. Two EEFC-owned modems still in possession of ex-Board members (Tamar & Jerry). Steve will work with Finance Director on this.

Guests of the Board for '94. Laura will address on e-mail.

Items from evaluations needing Board response. Laura will direct items from Top 11 to pertinent committees.

Foreign Musicians Task Force. Christine will use the EEFC net to look for an interested person to chair this task force, to work with the Staff Selection Committee.

Romanian theme camp at Mendo for '95. Question is percentage of staff slots to devote to Romanian theme. Christine will address over e-mail.

Woodlands representative. Mike Slama no longer wants to fill this position and has offered to launch a search for a replacement at the camps this summer. Admin Committee will reply to Mike and tell him to go ahead.

Communication. General frustrations discussed.

Reporting meeting results back to PAS. IMPORTANT THAT BOARD MEMBERS DO THIS.

Confidentiality around camp staffing decisions. Stressed importance of this.

New e-mail protocol proposal. David will address on e-mail.

Board members as paid staff. George will address with Finance Director.

Rotating PAS hours at camp. Mike will address with the PAS involved.

Policy manual review. Put on fall agenda.

Reminder: next Board meeting will be held the weekend of September 16-18, 1994.

Bounteous thanks to Danilo for hosting the meeting, and to Rosemarie Paolinelli and Faith Montross for helping to house this motley crew.

Meeting adjourned at 3:30 p.m.

Minutes of EEFC Board Meeting of February 12-13, 1994

Delaware

Saturday, February 12. Meeting called to order at 2:00 p.m. Late start due to inclement weather and airport closings. In attendance: Mike Leach, George Long, Margaret Loomis, Rachel MacFarlane, Christine Montross, Laura Pannaman, Steve Ramsey, Danilo Yanich. (David Bilides still enroute.) Steve presiding.

MINUTES

Motion: Christine moved that we strike the names of the dance teachers from the November '93 minutes. Rachel seconded. In favor: George, Rachel, Christine, Laura, Steve, Danilo, Margaret. Opposed: Mike. Motion passed.

Motion: Danilo moved that we replace "fragments of Yugoslavia" in the November '93 minutes with "the republics of the former Yugoslavia." Laura seconded. In favor: George, Rachel, Christine, Laura, Steve, Danilo, Margaret. Opposed: none. Abstained: Mike. Motion passed.

Question of whether to keep the official minutes in the style of November's minutes, or abbreviate them to a shorter form. *Margaret will address through e-mail.*

COMMITTEE REPORTS

PAS Reports as Public Documents. Discussion of whether reports should be public or confidential, particularly with regard to Admin Director's reports last year. *Board agreed to invite past Admin Director to revise (on paid time) her reports to the Board from the November meeting to include public information only.* In future, all PAS should realize that reports to the Board, written for Board meetings, are public documents; confidential memos to the Board are appropriate for more sensitive material. Personnel issues and legal matters should not be included in public documents.

Discussion of whether to have a more formal policy to direct PAS on what to include in their reports to the Board. PAS reports to the Board should be status reports on their jobs. *Christine volunteered to write up a few sentences qualifying direction for PAS on what to include in their reports.* Board accepted the offer.

Finance. Review of Finance Director's report. Question about Board contributions to EEFC in the amount of \$1000. When the proposed budget came out, Finance Chair had put total of past Board

contributions in "Board" column. It is not "expected" or "required" of Board members to make these contributions.

Discussion of budget. Question raised about whether an amount in a column represents a policy for that amount to be placed there. Answer is that the budget is a planning document; amounts do not set or define policy. **Suggestion:** to make a cash flow plan to allow us to see how and when the money comes in and goes out each year.

Development. Review of Development Director's activities from Danilo, as Development Chair (written report forthcoming), including grant proposals "out" right now, and other ideas for raising funds. *Steve has more ideas on this and will talk to Danilo.*

Laura has written a fund raising proposal for the 1996 Greek theme camp and has given it to Danilo and Mike. She suggested that it might be used as a model proposal for other ethnic camp themes.

Publicity. Review of Publicity Director's report. Discussion of timeline for mailing the brochure and setting a deadline for staff contacts. Discussed whether to move responsibility for t-shirt to Publicity Director, to be supported by the Publicity Committee. *Mike, as Administrative Chair, will check with the Admin Director, to see how far along she is on the t-shirt process and will direct her to work with Steve, who has graphics connections, to transition this responsibility to the Publicity Director/Committee.* **Suggestions:** to put the year of the camp back on the t-shirt; to use the EEFC logo more frequently; to get EEFC listed in the Encyclopedia of Associations. *Steve will pass Encyclopedia information on to Publicity Director.*

Staff Selection. Review of Staff Contact report and Staff Selection Committee's work. *Christine will be in touch with Tamar to follow up on Foreign Musician Task Force.*

Advisory. Review of Advisory Liaison's report. East and West Coast Advisory Coordinators are trying to set up meetings on their respective coasts, but are finding it difficult to rouse enough interest. Advisory Liaison is proposing to make use of e-mail by: making existence of camp evaluation summaries known (available on request), have e-mail conferences (list of topics to be determined by the Board), making existence of Board minutes known (available on request). Further discussion saved for agenda topic on Board use of e-mail.

Administrative. Review of Administrative Director's report. Need for list of assets brought up, with regard to current list of West Coast supplies and equipment. *Admin Committee will take charge of making this complete list.* Admin Director requested Board assistance with storing the West Coast supplies and equipment. *Board suggests Admin Director give this responsibility to her West Coast assistant (whom she is in the process of hiring).* Request by the Program Director to have a white board (wipe-off-able) at the camps. Idea of children's auction discussed and vetoed by the Board. Idea of walkie-talkies discussed and vetoed by the Board. Question raised about Admin Director's adding another kafana scholarship position, without Board approval. *Mike will take this issue back to the Admin*

Committee, and Admin Director may then make a proposal, which would be approved, or not, by the Board. Admin Director requested Board opinion on how much typing and consolidating of camp evaluations to "farm out," with regard to confidentiality issues. [David arrived at this point in the meeting.] The "staff" sections and "general" sections were split last year, to spread the workload. This doesn't completely address the confidentiality issue, as many staff comments are written in the general spaces. The Board proposes to hire a typing service to do the whole job; *Mike will direct Lisa to research the cost of such a service and report back to the Board.* Question on duties of Ride Coordinator and clarification of job description to state that he/she needs to arrange rides for staff, but is not responsible for campers; *Admin Committee will make recommendation.* Question raised regarding paid childcare scholarship staff at Mendo vs. unpaid childcare scholarship staff at Buffalo Gap. As raised at November meeting, we need to reexamine the whole policy for kids (including babysitters for staff and campers, childcare, and children's program) at both camps. *George will, as first step, work with the Finance Director to figure out how much kids are costing us at each camp, taking all costs into consideration.* Suggestion to form a task force on issues regarding children, as there are many complex possibilities.

Task force on children's issues (babysitters, childcare, children's programs, etc.) will consist of Christine as Chair, Steve, and George. Current children's components are children's programs at both camps, childcare co-op at Mendo, and babysitter policy at BG. Children's rates at both camps need to be considered. One long-range consideration is whether the Board wants to encourage the presence of children at camps. *For '94, the Task Force should develop a proposal by April 1 on the issue of scholarship positions at both camps. Mike will direct Admin Director to hire only 1 scholarship person for Mendo (instead of the 2 who are allotted), until the Board hears the Childcare Task Force's proposal.*

Registration. Registrars' reports raised no questions or discussion.

Guest of the Board Committee. Awaiting word of the final staff slate before proceeding. Committee is still seeking nominations. Question raised concerning protocol of nominations, as candidates need to be nominated by a Board member. Laura will take names from people in the community, and ask for actual nominations for these community-generated candidates from Board members at a later date. Deadline for nominations is set for March 1.

ISSUES FROM LAST MEETING /"LEFTOVERS" LIST

Long-Range Planning

- Archives. *Committee will address.*
- Training packet for new Board members. *Secretary will make recommendation.*

Finance

- Emergency period for financial decisions. *Recommendation from committee.*
- Executive Director. *Recommendation from committee.* (See also reference on page 6.)
- Volunteer lawyers for the arts in CA or OR. *Steve will research.*
- Investing cash on hand. *Recommendation from committee.*

Development

- HTAI. Mike has list of names of possible coordinators from Bill Cope. Things are proceeding.
- European artist recommendation. *To Foreign Musician Task Force.*
- BG Video Project. *Danilo needs to get the material from Mark Levy.*
- Volunteer Pool. *Recommendation from committee.*
- College credits. *Recommendation from committee.*
- Increasing publicity to academic & ethnic communities. *Recommendation from committee.*
- Co-sponsoring events with ethnic organizations. *Recommendation from committee.*
- Offering incentives for ethnics to attend camp. *Recommendation from committee.*

Administration

- Healthier environment at Mendo. *Recommendation from committee. Suggestion to involve Mike Slama.*
- Reply to Dennis Godfrey. *Committee will address.*
- Consolidating scholarships. *Recommendation from committee.*
- PAS travel expenses. Need clarification of policy for PAS travel to and from camps. Policy should also address staff members. *Recommendation from committee.*
- Amount of free liquor. Recommendation was made by Admin & Finance. Item already resolved and in budget.
- Concerts before/after camp-staff vs. *non-staff.* *Committee will decide.*
- Teachers dubbing own tapes. *Committee will decide.*
- Reimbursing copy costs. *Recommendation from committee.*
- Board boards. *Committee will decide.*
- Vendor area. *Committee will decide.*
- Scholarship worker problems. *Committee will decide.*
- Rugs at Mendo. *Committee will decide.*
- Evaluation guidelines. *Recommendation from committee.*
- Changing office hours. *Committee will decide.*

Staff Selection

- Romanian theme at Mendocino for 1995. Miamon is key contact.
- Bass player policy. *Recommendation from committee for future years.* (Decision on how to handle 1994 made at November meeting.)

Program.

- Suggested limit on staff okay to come to second day of camp. *Committee will decide.*
- Changing name of "Gypsy" night. *Committee will decide.*
- Clarifying about student concert to staff. *Committee will address.*
- Policy for instrument loans-forms, responsibility, repairs. *Recommendation from committee.*
- Coordinating live music for dance classes. *Committee will decide.*
- Informing staff to make photocopies ahead of camp. *Committee will address.*
- Informing staff to make own class tapes ahead of camp. *Committee will address.*

Advisory

- Thank-you to Rich. *Laura will direct Advisory Coordinators to do this.*

Publicity

- Limits on charge of materials to non-profit groups. *Committee will decide.*
- Flyer-collaboration with SSC, class levels. *Committee will address.*
- Tracking enrollment (to Administration). *Committee will address.*

GOB

- Spouse policy. *Recommendation from committee.*
- Mark Levy as permanent GOB.

Motion: Laura moved that Mark Levy be a permanent Guest of the Board to come to any EEFC camps where he is not teaching. Danilo seconded. To clarify, this position would be in addition to the number of GOBs specified by the Board for each camp. Passed unanimously. *The President will notify Mark of his new status. Rachel volunteered to caligraph a parchment for Mark's coronation. Laura volunteered to organize an official coronation.*

George moved that it's Eastern Standard Dinnertime, 6:40 p.m.

Meeting reconvened at 8:41 p.m.

DISCUSSION ITEMS

East Coast Camp. Discussion of moving to Camp Ramblewood.

Mike moved that we investigate Camp Ramblewood for the site for the 1994 Balkan Music & Dance Workshops. Rachel seconded. Discussion. Passed unanimously. Investigating team: Laura (leader),

Christine, Margaret, Mike. *Report from the team due Monday, February 21.*

Laura has prepared a "camp wanted" ad for the American Camping Association (ACA) Magazine, and a proposal of a letter to put out on e-mail to search for a new camp location, if Camp Ramblewood falls through. *She will ask for e-mail responses to these from Board members if the situation warrants it.*

BG Negotiations. Mike distributed information on BG negotiations, in the event that we continue to negotiate with BG.

Presiding Board member at camp. Discussion.

Motion: *George moved that at the beginning of each camp, those Board members who are at camp decide among themselves who is to fill the ranking position of presiding Board member at that camp.* Danilo seconded. Discussion. Passed unanimously.

Auction system. Suggestion to run the auction more systematically. *Admin Committee will make decisions regarding this issue. Mike will solicit comments on Board members' concerns.*

Independent contractors vs. employees. As an independent contractor, the worker should be directed to perform a task/produce a result, but not under direct supervision. We should get a signed agreement, with a description of duties from each person, stating that he/she is an independent contractor. Possibly remove our current term "job description" and replace it with "contractual services." An independent contractor should not represent him/herself to others as an "employee" of EEFC. Advice of a tax accountant was that we are probably safe with our independent contractor system at present, but if we move toward having an Executive Director, our situation would change. A second opinion would be desirable. *Steve will make a recommendation to the Board about hiring a tax accountant to look into our situation.* Question raised about hiring Canadians to be on our teaching staffs and whether we need green cards, work permits, etc., or whether we can hire them as independent contractors without this paperwork. *Christine will try to find some information on the Canadian issue.*

Mailing list rental guidelines. Issue is whether we need to have mechanism to let people choose not to have their name passed on to other organizations or individuals.

Motion: Laura moved that the EEFC provide a mechanism to allow anyone on its mailing list to opt off of the list when it is provided to other persons or organizations. Danilo seconded. Discussion.

Motion: Mike moved that the motion be tabled, pending a recommendation from the Publicity Committee. Rachel seconded. In favor: George, Rachel, Steve, Danilo, Mike, Margaret, David. Opposed: Christine, Laura. Motion tabled. *Publicity Committee will make recommendation.*

George moved to adjourn for the night. Rachel seconded. Passed unanimously. Adjourned at 10:50 p.m.

Sunday, February 13. Meeting came to order at 9:40 a.m.

Mission Statement. Mike proposed a draft for EEFC's mission statement. Discussion of the use of terms "traditional" and "evolving." Steve volunteered that a "mission statement" is a clear, uplifting statement of purpose; who we are, what we do, and who we serve. Further, that leadership of an effective organization sets forth a clear mission, with a measurement of success and mechanism for change process, leading to a transfer to the organization, leading to the community. A mission statement should be very short, visionary. A "statement of philosophy" would set forth the beliefs and values of EEFC. "Goals" are the plans that support the philosophy and the mission.

The Board worked to construct the following mission statement:

The East European Folklife Center is a nonprofit organization whose mission is to educate the general public about the folklife of the Balkans and to foster understanding and respect through shared experiences of the Balkan cultures. The EEFC will provide opportunities which honor and celebrate the richness of these cultures.

Motion: *David moved that we adopt this mission statement.* Danilo seconded. Passed unanimously.

The Board directed Mike to work with the goals he has drafted and put them into a form that is as simple as possible. He will circulate this work among interested parties who loosely form the Long-Range Planning Committee. Steve volunteered to read and critique further goals that Mike outlines. Mike requested that each Board member send or e-mail him the 5 goals from his draft that they feel are highest priority.

Dates for future Board meetings. The fall meeting is set for September 17-18, 1994. Question of having a meeting between now and September. If we need to have another meeting, the most likely date is April 16-17, contingent on George's and Steve's schedules.

Motion: *Christine moved that we have another Board meeting this spring, if the date can be cleared.* Danilo seconded. In favor: Rachel, Christine, Laura, Steve, Mike, Danilo, Margaret. Opposed: none. Abstained: David, George. Motion passed.

Election of Board members whose terms will be up in Fall '94. As of this date, Rachel is interested in running for another term. Mike and Margaret are undecided. The election process needs to take place this spring, in order to allow time to run through the whole procedure. David will head a Nominating Committee.

COMMUNICATION

Phone Tree. For quick decision-making or passing along information, the following calling order is set: Steve will call David and Christine. Christine will call Rachel and Laura, and David will call Danilo and

Margaret. Margaret will call George. Laura will call Mike. If someone has an urgent issue, the phone tree can start from that middle point.

E-mail protocol. David proposed the following:

- a. All Board members will have access to e-mail. The Board will facilitate access for members who do not have it, including financial remuneration for a modem and on-line account. Equipment shall remain the property of EEFC.
- b. All Board members will check their e-mail at least twice a week. Board members who will be away from e-mail access for more than 1 week will notify the entire Board.
- c. Board members who are sharing their access will come up with a system with their co-user(s) whereby their Board mail can be quickly and easily filed by their co-user(s); the co-user(s) will be requested to honor the confidentiality of the mail.
- d. It will be up to the *sender* of the message to request acknowledgement of receipt. If a sender does make a request for acknowledgement of receipt, all recipients will do so as soon as possible.
- e. Board discussion of issues over e-mail will be for a minimum of 2 weeks *from the day after the sending date of the message* (hence the importance of regular checking of the mail). The close date for discussion should be stipulated in the original message. All messages requesting a Board discussion should also request an acknowledgement of receipt.
- f. Board vote on an e-mail issue will end *3 days after the close of discussion*. This date (and time) should also be in the original message. If someone does not have e-mail access during those 3 days, they should phone in their vote.
- g. According to the Bylaws (Article IV, Section 5: Quorum & Decisions), a majority of the Board is necessary to conduct business, with a majority vote of that quorum needed for approval. Due to the drawbacks of discussion done over e-mail (e.g., not face-to-face) a majority vote *of the Board* (i.e., at least 5) is needed to pass an e-mail issue.

In addition, Board members should send their discussion to all other Board members, unless it's dialogue between two people or specific committee work. Messages to everyone should begin with "EEFC Board" in subject line. If addressed to a committee, include name of that committee.

Motion: Mike moved that we adopt David's proposed protocol for e-mail communications. Laura seconded. Passed unanimously.

ADVISORY LIAISON

Use of the EEFC Net. Laura presented ideas on what EEFC should or could post.

Motion: Laura moved that the following items be put up immediately onto the EEFC net: members of the Board of Directors, the officers, the committees and task forces with chairs and members (without phone numbers of chairs), descriptions of the committees, availability of the minutes with the statement that the minutes can be obtained from Margaret, the availability of the camp evaluation

summaries (available from the Advisory Coordinators), the names of the PAS and Advisory Coordinators. Danilo seconded. Passed unanimously. *Laura needs to know the postage amount for the minutes from Margaret.*

Protocol for putting out on the net periodic reports from the board. *Laura will put together a proposal to present at the April meeting, or over e-mail.*

Motion: Laura moved that until a policy is put in place, if any Board members want to put EEFC-related items out on the EEFC net for consideration, that they clear them first through a vote of the Board. Rachel seconded. In favor: Margaret, Rachel, David, Laura. Opposed: George, Mike, Christine, Danilo. Abstained: Steve. Motion did not pass. *Steve requested that Laura prepare a proposal for this protocol by April.*

Laura will be sending out a proposal to the Board for an EEFC net disclaimer (a one-time message).

Question raised about sponsoring Ann Norton to connect to the net.

DISCUSSION ITEMS

Proposal for an EEFC Project Budgeting and Administration Policy. Presented by Mike.

Motion: Christine moved that we adopt Mike's proposal. George seconded. Discussion. Christine withdrew her motion. Suggestion for Mike to simplify his proposed policy, or provide an abstract cover page.

Proposal for Budget for BG Negotiating Committee. Mike presented a budget for this committee.

Motion: Mike moved that the EEFC Board approve a budget of \$475 for fiscal year 1994 for reimbursement of travel and miscellaneous expenses for the Buffalo Gap Camp Contract Negotiating Committee, subject to the approval of himself, as chair. Laura seconded. Discussion. In favor: Rachel, George, Mike, Laura, Christine, Steve. Opposed: David. Abstain: Margaret. Motion passed.

Proposed budget for reprinting and selling the EEFC Songbook. Mike presented a budget for this activity.

Motion: Mike moved that the Board approve the budget as presented for reprinting and sales of the EEFC songbook, and appoint Carol Silverman as project administrator. George seconded. Discussion. **Suggestion:** to move responsibility of songbook into hands of PAS. Motion tabled for further discussion at a later date.

Proposal for campers to augment camp teaching staffs. Christine prepared a detailed proposal for increasing staff at workshops by using campers who offer their services to teach specific class slots.

Program Committee will work with the proposal and make recommendations.

Meeting adjourned at 3:00 p.m., with magnanimous thanks to Danilo for hosting us, and to Ro and Faith Montross for helping house the onslaught of Board members.

Items from the February agenda that we didn't address(?), or . . .

THE NEW "LEFTOVERS" LIST!

- Financial liability from past years (with regard to our independent contractor arrangements)
- GOB spouse policy
- Meaning of "generic camp" and what constitutes a workshop
- Executive Director vs. PAS (the agenda implied that there was more on this topic)
- Refunds on tuition
- Procedure on non-budgeted items
- Profitability of Kafana
- Trimming mailing list
- "No thanks" letter
- Combining Staff Selection and Program Committees
- Michael Lawson/Carol Silverman memo issue
- Kafana
- Topics for Advisory Committee meetings
- Amending PAS job descriptions
- Non-Board members on committees
- Gender Policy
- Reprinting and selling EEFC Songbook
- Orientation packet (what should be included?)
- Election of Secretary