

**Minutes from the fall 2008 EEFC board meeting,**

**October 17th & 18th,**

**Brooklyn, NY**

**Meeting opened** by Denys Carrillo as acting President.

Upon commencement of the meeting it was agreed that a number of items may have to be postponed for either **phone conference** calls, emails or the **spring meeting**.

Present at meeting:

Dan Auvil, Linnea **Mandell**, Demetri Tashie, Denys Carrillo, Ricardo Heald, Rachel MacFarlane, Michael Sensor, Emily Cohen (outgoing) & Matthew Fass (outgoing)

**Selection of new officers**

Michael Sensor - president

Denys Carrillo - vice president

Brenna MacCrimmon - secretary

Dan Auvil - treasurer

Dan Auvil - Board liaison

Demetri Tashie - Board liaison in training

Ricardo Heald - Archivist/Binder keeper

## Linnea Mandell - Membership

### **Review of consensus -**

by MS: summary of consensus procedure.

generally acknowledged that consensus though slow produces better results.

decisions can be deferred, members can opt out of decision.

linnea & rachel stress that unity and representation towards general community are also improved.

*ACTion: could those who remember the importance of move to consensus summarize and send to RH, who will add to binder.*

### **Review role and purpose of a non-profit Board of Directors.**

summary led by MS.

fiduciary duty

examples of conflict btwn personal agendas & greater good

example of Mt Washington as what was ultimately good.

**Binder: complete review & purge moved to spring meeting**

RH to work on converting to pdf's with date stamp.

## **Bylaws:**

passed out by MS

*ACTion: to be read and approved at next teleconference*

## **Board member terms:**

Linnea & Dan have one more year

Denys out in two years

MS upped for three years

Still have 3 newbies potentially out at same time as MS.

*should be reconsidered at spring meeting*

point: formalization of extended term by consensus

discussed issue of participation in phone conferences and scheduling:

not everyone needs to be in on every call all the time.

## **Committee members & Chairs**

Administration: Michael Sensor & Denys Carrillo

Development Committee:

*ACTion:once scope has been defined we will revisit this to nominate chair. Dan, Ricardo, Demetri, Brenna interested in being on the committee.*

Finance Committee:

Dan Auvil: Chair

Linnea Mandell

Matt Smith - community member

Membership Committee:

Linnea Mandell: Chair

Ricardo Heald

Michael Sensor

Dan Auvil

Jerry Duke, Marion Blumenthal, Martha Cohen - community members

NOTE: Linnea proposes including nest egg fund, benefit concerts and endowments in the activities of this committee.

Program Committee:

Denys Carrillo: Chair

Brenna MacCrimmon

Demetri Tashie

Rachel MacFarlane

Belle Birchfield, Lise Liepman, Jerry Duke - community members

*ACTion: needs a community liaison - to be discussed in committee.*

Publicity Committee:

Dan Auvil (chair)

Ricardo Heald

Demetri Tashie

Matt Fass - community member

Scholarship Committee:

Brenna MacCrimmon (chair)

Denys Carrillo

Emily Cohen, John Uhlemann, Jim Avera, Matthew Fass, Kristina Vaskys - community members

**General Manager's report:**

in point form from Rachel MacFarlane:

it has been a challenging year

-getting used to new financial structures i.e. CD's

-appreciates help and support of finance committee

-payroll service great help, well worth the expense.

-overall two successful camps.

-challenges of different 'customers; (returning campers who have been problematic)

-challenges of handling tough situations esp. at Mendocino

-smoking table - would like to look at this as a source of problems

-IS - with Edessa, Kabile, Ziyia, Ruth & Christos - greek focus was wonderful

but dealing with visas is a hassle. and expensive. with laura pannaman was successful - her contribution was critical - and also donka. testament to love of community.

-last minute personnel changes at east coast created problems - kalin & dan being able to step in. demetri - also covering for joe G - very helpful.

**[DELETE-misunderstandings with the some potential staff members**

**david & dragi -**

**jerry k**

**nikolay k**

**and impact of these problems DELETE]**

-issue of board presence at camp - standard protocol for board members at orientation, concert, etc. **establish check list for these**

-file maker data base update with contributions from matthew and linnea continuing.

data base is evolving.

DA asks if RM feels happy - seems to be moving in being a positive direction.

### **Workshops:**

#### **Mendocino:**

in response to facility related complaints

*ACTion: Rachel to look at camp description to include emphasis on hilly terrain.*

Agreed that all other issues were relatively minor, can be postponed until further meetings except for the

#### **SMOKING Table.**

smoking table becomes a "party" table

which as times can be delightful

but also attraction for younger people to hang out with the smokers who also tend to drink.

central, highly visible, high traffic area

table often left dirty

can be disruptive, divisive, and cliquish.

question of being a bad example vs balkan culture

## Suggestions & ACTions

*-designate a less "pleasant" and visible smoking area - a number of options considered  
- probably the best is the old grill area. kitchen staff needs to be taken into consideration when locating table..*

*-ACTion: board members at camp will take greater ownership of the issue - emphasizing fire hazard - add signs, too.*

*-table to remain in place - it's function is going to be changed*

## Iroquois Springs

### **Sound:**

Concerns about sound, especially for musicians.

***[DELETE ACTion: Discuss with Wayne re: availability (RM)***

**Concerns: sensitivity of replacing JP**

**ACTion: research other East Coast sound possibilities (DT) DELETE]**

other:

**Ear Plugs:** Kafana needs to make more visibly available.

*ACTion: needs to be co-ordinated with Main Dance hall and Kafana - unassigned task - to site manager?*



### **Computer Games issue:**

something for the parents to address, like cell phone use, we can only discourage.

### **Rice Cooker:**

was missed by some at IS this year.

*ACTion: delegate availability of rice cooker to site manager & add to check list (RM)*

### **Dance Hall Floor:**

concerns about the structural soundness of the floor.

*ACTion: speak to Brian about dance hall improvements - MS*

*ACTion: Ambiance Committee needs to be established - RM will discuss with site manager*

### **Overall issues:**

- (a) Environmental impact of camps
- (b) Reduce waste?

Move to spring meeting.

**Recognition and appreciation of camp staff.**

1. Mendocino – Lanita Hyatt
2. Iroquois Springs – Nancy Butowski

Conclusion:

\$20 per person, total

item to be decided within the next month

### **Checklists:**

tasks that need to be considered before and during each camp.

*ACTion: Develop checklists for Board and GM use before and during camp & Add to Wiki - RM*

once posted on Wiki others will contribute on an ongoing basis

### **Policies and procedures:**

all need to be updated.

*ACTion: each committee to prepare draft for approval by board. no time line set.*

### **Finance Committee Report:**

MS: the year ended in the black.

LM: but the 'black' is about equal to lifetime memberships

recommendations:

a) consolidate CDs into three and a max of \$100,000 per bank

b) close Bank of America account and roll into another

◆◆.investigate online investments

◆◆.accepting credit cards online has to be worked out

◆◆.would like to see teacher honoraria increased again, if at all possible

◆◆.reminder that an audit can be performed at any time, but that all required information can be pulled together by GM in a reasonable amount of time

## **Scholarship Committee**

Em: one full scholarship for each camp this year

half scholarships also appreciated by recipients

--> how do we increase pool of applicants, as there were not as many as their could have been

--> clarify requirements for scholarships, there is a perception that ability is key but

all levels welcome and they are not exclusively for newbies

--> can they be offered to specific groups i.e. dancers? youth? 'ethnic'?

--> encourage re-application

--> previous successful applicants are noted in kef times but maybe should also be on application form to serve as a guide to what is possible??

## **Program Committee**

DC: RM has already touched on suggestions

program committee is gathering names for next year's roster

(a) Riccardo's suggestion re instrument repair workshops.

-->committee to consider RH's proposal and discuss at later meeting - this may not be program as much as development.

❖❖. Professional vs. amateurism in the kafana

discussions based on camper evaluations.

-->kafana slots go up weeks in advance and it can be hard for everyone who wants a slot to get a slot.

--> should there be a time limit?

--> quality is key for kafana meisters - also they do try to get different rep than what goes on in the dance hall.

*ACTion:: canvas kafana programers on how many bands they had to turn down;*

*Demetri for east coast, Denys for west coast*

in response to concerns that not enough beginners learning needs are addressed:

--> volunteer camper-lead special interest activity during class time

as well as set up opportunities for absolute beginners to pair w/ willing volunteers/ mentoring

no follow up action set here - to be discussed in committee - problems include space, and perception that there is already a lot going on at camp.

--> looking for young dance teachers who are inspiring for young people- committee is keeping an eye/ear out for them

--> informing non returning staff - ongoing issue. RM is reluctant to do this, points out that the contract states that re-hire is neither explicit or implicit. however there have been staff who have felt slighted and a letter just letting them know might have been all they needed.

## **Publicity Committee**

DA & MF

-->Transition of database, website, and wiki maintenance upon end of Matthew's term;

to be passed to DA & DT (?)

MF recommends professional service for website maintenance,

*ACTion:publicity committee to look into bids for some such service.*

MF would like to continue with data base project

-->problems of updating website on a regular basis, apart from basic text updates etc. it is generally too time consuming and/or specialized for GM, therefore the need for profession assistance.

*ACTion: LM & RH to compile list of what data base CAN do, what lists etc it can generate.*

## **Future of Kef Times.**

Both Julie and Dan have been donating their skills - Julie (editor) would like to continue but can't do it for nothing. Similarly Dan (layout). General agreement of the board that we would like to see Kef Times continue.

--> pros and cons of 'constant contact' format.

do people always read further? limitations of the eefc list serve as delivery medium. not all members have the time or inclination to follow the list serve

--> what is kef times?

are we happy with what is in it? in general, yes. what else could there there be? recipes? instrument care tips? costume feature? this is affected by budget and format (digital vs. hard copy).

--> digital vs hard copy

agreed that hard copy is somehow preferable but how to make it feasible is a big concern.

--> what does it represent

it is the archive of our community. could be a “loss leader” in terms of monetary investment but it is important to maintain in defining ourselves and presenting ourselves outside our membership. in looking for funding, endowments etc it could be a useful tool.

--> selling advertisements

who would do it? is it a good idea? practicalities? should an advertising goal be set? no conclusions.

-->what is eefc willing to pay?

big question. budget committee needs to see what can be put aside.

*ACTion: Publicity committee will take about 1 month to put together a proposal on a potential direction for Kef Times.*

## **Membership Committee**

Lead by LM

### **Life Member program**

- i. How to account for life memberships in budgeting

annually, interest from life membership is roughly equivalent to annual membership so it will be accounted accordingly, in other words, while actual life membership money will remain in an eefc account, each year interest from that sum will act as membership fee for family member

- ii. Dichotomy between family and individual life members

how do we address this discrepancy?

not just spouses, but kids part of the family.

at single lifetime rate, comparable to regular annual membership, this would be \$2,250 -

DC proposes slow increment of family membership:

first step: family lifetime rate: \$1,750 - agreed by all

### **FY09 membership goals**

not yet set - awaiting budget

### **Renewal process and new members:**

--> is there anything for non-camp going members?

There are enough widgets in the world! giving things away isn't an incentive.

MF introduces "drop card" concept

[see [www.dropcards.com](http://www.dropcards.com)] - which could entitle member to download music or dance video that is not commercially available or other digital carrot.

### **"Early bird" renewal:**

renew early to get the 2008 rate.

include the new family member rate in this.

snail mail renewals - ongoing

in general, office still has to deal with snail mail, even with e-commerce in place this will remain.



**Band/group membership recruitment:**

ongoing, how can this be stepped up?

*ACTion: EC to continue with list of 'camp' bands*

*ACTion: Rachel send group affiliation information from camp registrations to membership committee*

**Approve final draft of 2009 membership mailing;**

finance to double check copy.

DA presented copy for consideration

*ACTion: additional tweaks etc aftern meeting with Jerry K (DA)*

-->>Fundraising - video clips of dances etc as a form of rev & publicity  
(suggested by DT)

**Recording of conference calls**

okayed by board if needed by secretary. understanding is that recording is only to create text version for proceedings. then recording is destroyed.

### **Status of incorporation in New York State**

report from MS - a stumbling block, court approval is needed which will require getting the services of Volunteer Attorneys for the Arts.

*ACTion: DT will approach VAA and RH will assist - MS can consult as he is out of state.*

### **East Coast Camp decision**

◆◆.Move or stay?

◆◆.Shall the Board accept Brian Cohen's offer of 3-year contract extension for reduced rate?

Consensus: to stay, and extend contract by 3 years with some clause for our protection.

*ACTion: MS will follow up with Brian at IS*

### **Mendocino Youth Liaison**

◆◆.Do we still feel this is a helpful/necessary position?

(2)If so, who to take over from Evan (Lacey has been suggested)?

-there could still be some value, especially if young people are willing to take on the role. maybe survey is not needed so what else can they do?

*ACTion: BM will contact both Lacy & Miriam about this position and report back later (before spring meeting) with suggestions about direction for this*

## **EEFC listserv archive issue**

(1) Although not indexed, emails of senders and other private information are available to the public via a search of the archive

◆◆.Does the Board need to take any action to resolve this matter?

Apparently it is difficult to “spam” using the list serve, so while it is “open” it is not easily subject to misuse. People should be aware they are joining a list serve.

Moving to a different type of “chat” room where only user names are visible discussed - however ability to to continue threads off list would be hampered. Old school though it is, no immediate changes needed.

*ACTion:for the future, make the eefc list serve indexed & searchable etc as it is a great information resource WITHOUT email addresses. TASK not assigned. bring up at another meeting or roll over to a committee.*

### **A. Review, discuss, and revise Strategic Plan**

1. What are our financial and development goals?
2. What role should the EEFC Board be playing: active or passive?

3. How do we keep the good things good and prevent radical, uncomfortable change?

B. Dealing with collectors of non-music and non-dance materials

1. Should EEFC be involved with any recording projects with which our members are involved?

C. Discuss improving effectiveness of auction

1. Review how auction worked this year at both camps

2. Improve financial effectiveness of auction in the future

(a) Solicit higher-ticket items from community

(b) Seek donated items and services from the outside world

items AB&C moved to spring

**Marketing Director position:**

presented by DA.

review of correspondence with BB (MD)

RM points out that without e commerce solution this position can't go much further.

ebay was a learning experience. also hindered by lack of digital camera.

becomes discussion about e commerce solution

back to marketing director:

general feeling is that she should complete e-bay items to fulfill her obligations and then position should be re-assessed.

*ACTion: LM will help with do list for this.*

*ACTion: DC to assist with follow ups for ebay*

-->issue of being comped to IS - outside the agreement ACTion: RM to take this up with BB and resolve issue.

BB's continuation in position may affected by time that she can devote to it.

Compensation based on commission may be better for eefc.

Consensus: position should continue, terms and compensation subject to definition.

Publicity & fundraising committee to be point people for marketing director.

*ACTion: DA, DT, LM to coordinate on this and bring recommendations back to board.*

**“Lead Right” leadership discussion (Linnea)**

**moved to spring**

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**Discuss collaborative efforts to enhance EEFc’s visibility and income.**

nb not enough time for most items:

Sarah Alden concert project:

to take place in the spring in the greater NYC area.

*ACTion: Emily Cohen will be point person & will coordinate with LM and DA/DT.*

Collaboration among boards of organizations putting on dance and music camps (Stockton Camp, Folklore Camp, World Camp, etc.)

sharing teachers, resources etc.

*ACTion: LM will keep in contact to facilitate this possibility*

Grant research & development

discussions leading up to spring

Instrument lending library program

spring meeting

**Finance Committee breakout session with Matt Smith.**

more work/time needed for resolution

**Special development session with Jerry Kisslinger**

why now, why us, and what is it for?

must be more than just a zurnameter

what are our strengths

endowments need to be big to really be worth it

what is the goal? (number figure)

[Dan & Linnea to add notes as they see fit]

**words from Em** - followed by affirmations of why we love the eefc! and general philosophical discussions

**Date and location of spring meeting to be determined**

**Conference calls to be determined**

**Some action items left un-claimed, unresolved.**

**ANNUAL MEETING OF THE BOARD OF DIRECTORS OF  
EAST EUROPEAN FOLKLIFE CENTER, INC.**

**October 16-18, 2008**

**Brooklyn, New York**

**AGENDA (DRAFT 10/13/08)**

**I. THURSDAY EVENING**

- A. Orientation and training of new Board Members (to be conducted by Michael and Denys on Thursday afternoon and early evening).
- B. Social time/dinner.

**II. FRIDAY MORNING**

**Breakfast (9:30 am)**

- A. Approval of agenda (**NOTE:** Directors are asked to review the Agenda and submit any changes in advance of the meeting to avoid unnecessary time spent on this item.).
- B. Selection of new officers.
- C. Review and clarification of consensus decision-making process
- D. Review role and purpose of a non-profit Board of Directors
- E. Review/purge contents of Board Binders
- F. Approve new Bylaws
- G. Board member terms
  - 1. Review terms of current members
  - 2. Re-staggering of board member terms to avoid more than 2 leaving at once
- H. Assignment of committee members and chairs:



**1. Administrative Committee**

Review General Manager's job description and conduct performance evaluation and constructive feedback.

**2. Development Committee**

Fundraising and strategic planning for EEFC.

**3. Finance Committee**

Develop budget and manage funds for the EEFC.

**4. Membership Committee**

Plan and execute annual membership campaign, track and periodically advise Board and Committee of progress during the year.

**5. Program Committee**

Work with GM Manager to staff workshops and make program decisions.

**6. Publicity Committee**

Build and maintain EEFC web site and other public presences.

**7. Scholarship Committee**

Conduct Crum/Kef Scholarship competition and award scholarships.

**Morning Break**

I. General Manager's report

J. Workshop reviews.

1. Mendocino

- (a) Hot water issues
- (b) Antibacterial soap vs. camp crud
- (c) Restroom access

2. Iroquois Springs

- (a) Sound issues
- (b) Resolution of last year's auction issues?
- (c) Kids/computer game issues

- (d) Rice cooker
  - 3. Overall issues
    - (a) Environmental impact of camps
    - (b) Reduce waste?
  
- K. Recognition and appreciation of camp staff.
  - 1. Mendocino – Lanita Hyatt
  - 2. Iroquois Springs – Nancy Butowski
  
- L. Develop checklists for Board and GM use before and during camp
  
- M. Policies & Procedures (P&P's)
  - 1. Need to be redrafted
  - 2. Each committee should be responsible for drafting their own for approval by the full Board

**Lunch**

### **III. FRIDAY AFTERNOON**

#### A. Committee reports and discussions:

1. Treasurer/Finance Committee
  - (a) Review FY2008 figures
  - (b) E-commerce decision
  - (c) Discuss FY2009 budget items
    - i. Increase in teacher honoraria?
    - ii. Audit
    - iii. Insurance
    - iv. Other initiatives?
2. Scholarship Committee
3. Program Committee
  - (a) Riccardo's suggestion re instrument repair workshops.
  - (b) Dave Golber tupan workshop
  - (c) Professional vs. amateurism in the kafana
4. Publicity Committee
  - (a) Transition of database, website, and wiki maintenance upon end of Matthew's term
  - (b) Future of Kef Times
  - (c) Expansion of web presence beyond EEFC.org website to other formats to promote EEFC and Balkanalia CD
    - i. Podcasts (see, e.g., Bilides/Spasovski podcasts)
    - ii. Internet radio/web broadcasts
5. Membership Committee
  - (a) Life Member program
    - i. How to account for life memberships in budgeting
    - ii. Dichotomy between family and individual life members
  - (b) FY09 membership goals
  - (c) Renewal process
    - i. Membership renewal giveaways
    - ii. "Early bird" renewal

- iii. Snail-mail renewals
- (d) Band/group membership recruitment
- (e) Approve final draft of 2009 membership mailing
- (f) What can we do to make EEFC membership more appealing?
- (g) How can we increase our retention rate?
- (h) Review net number of lapsed individual & organizational members since 2006
- (i) Purpose of membership
  - i. What is EEFC's ultimate goal of enhancing membership?
    - A. To be large enough to fill both camps with campers?
    - B. Replace our ranks with members lost to aging, loss of interest, recession, and death?
    - C. keep growing to offer more services such as Golden Fest like concert series in other cities, tours, training, scholarships?
    - D. Growth for the sake of growth?
  - ii. Is there a cost or downside to growth?
  - iii. What is the perceived value of membership? How can it be made more valuable?

6. Administrative Committee

**Afternoon Break**

**E. Executive Session**

- 1. Personnel matters.
  - (a) Rumen Shopov
  - (b) Carol Freeman
- 2. Legal matters.
  - (a) Shopov & Boardman Harassment investigations:
    - i. Final report of each investigation
    - ii. Lessons learned from investigations and how our policy can be modified
    - iii. Develop procedure/checklist for handling allegations when raised at camp

- (b) Insurance matters
  - i. Directors' and Officers insurance
  - ii. Worker's compensation insurance
- (c) Risk management review
  - i. Lighting/trip & fall issues
  - ii. Misuse of golf cart
  - iii. Transportation of infirm persons at Iro Springs
- (d) Underage drinking (and furnishing of alcohol to minors) at camps
- (e) Records retention and disaster recovery policy
- (f) Videography and sound recording issues
- (g) Unauthorized sale of copyrighted materials by staff members
- (h) Conflict of interest policy
- (i) Recording of conference calls
- (j) Status of incorporation in New York State

G. East Coast Camp decision

- (1) Move or stay?
- (2) Shall the Board accept Brian Cohen's offer of 3-year contract extension for reduced rate?

H. Mendocino Youth Liaison

- (1) Do we still feel this is a helpful/necessary position?
- (2) If so, who to take over from Evan (Lacey has been suggested)?

I. EEFC listserv archive issue

- (1) Although not indexed, emails of senders and other private information are available to the public via a search of the archive
- (2) Does the Board need to take any action to resolve this matter?

**Dinner/Board Band**

#### **IV. SATURDAY MORNING**

##### **Breakfast (9:30 am)**

- A. Review, discuss, and revise Strategic Plan
  - 1. What are our financial and development goals?
  - 2. What role should the EEFC Board be playing: active or passive?
  - 3. How do we keep the good things good and prevent radical, uncomfortable change?
  
- B. Dealing with collectors of non-music and non-dance materials
  - 1. Should EEFC be involved with any recording projects with which our members are involved?
  
- C. Discuss improving effectiveness of auction
  - 1. Review how auction worked this year at both camps
  - 2. Improve financial effectiveness of auction in the future
    - (a) Solicit higher-ticket items from community
    - (b) Seek donated items and services from the outside world
  
- D. Marketing Director position
  - 1. Review MD's efforts in FY08 and income realized
  - 2. Decide whether position will continue into FY09
  
- E. "Lead Right" leadership discussion (Linnea)
  
- F. GM review with Board

##### **Lunch**

## **V. SATURDAY AFTERNOON**

- A. Finance committee breakout session/meeting (with Matt Smith)
- B. Discuss collaborative efforts to enhance EEFC's visibility and income
  - 1. Supporting Partner program
    - (a) What organizations can we partner with?
    - (b) What can we do to make it more appealing to other organizations?
    - (c) What can we offer that would convince an organization with related goals to become a supporting partner?
  - 2. Golden Fest/EEFC joint membership; leverage of large Golden Fest attendance
  - 3. Sarah Alden concert project
  - 4. Collaboration among boards of organizations putting on dance and music camps (Stockton Camp, Folklore Camp, World Camp, etc.)
- C. Grant research & development
- D. Instrument lending library program

### **Afternoon Break**

- E. Development discussion (with Jerry Kisslinger)
  - 1. Historical perspective of development efforts
    - (a) Where have we been?
    - (b) Where do we want to go?
    - (c) Why do we want to go there?
    - (d) Why would someone make a large donation to EEFC?
    - (e) What do we want to accomplish?
  - 2. Capital Campaign: "The Campaign for EEFC's Future"
    - (a) Expansion of scope of Nest Egg campaign into general capital campaign
    - (b) Seed with another matching grant program with the assistance of large donor
  - 3. Brainstorm w/ new Board members re development:
    - (a) What is your experience with development, fundraising, and grant-seeking?
    - (b) What should EEFC be doing that it's not?
    - (c) What is EEFC doing wrong?

(d) What is EEFC doing right?

F. Wrapping up

1. Choose date and location for Spring 2008 meeting
2. Assign action items
3. Set date and time for monthly conference calls

**Dinner – Tacis' Beyti!**