

1-3 October 2009
EEFC Board Meeting Minutes
Home of Michael Sensor
Hockessin, DE

Present

Denys Carillo (VP) DC

Riccardo Heald RH

Brenna MacCrimmon (Secretary) BM

Rachel MacFarlane (General Manager) RM

Linda Mucyn LM

Ann Norton AN

Mike Sensor (President) MS

Demetri Tashie DT

Abbreviations:

Iriquois Springs (IS) East Coast camp

Mendocino (Mendo) West cost camp

CONSENSUS SUMMARY

CONSENSUS. Hire Dan for \$250 to do membership letter

CONSENSUS. We will have a testimonial letter in the Kef Times.

CONSENSUS: Will move smoker table at Mendo back to where it was before as a test. We all need to be mindful on how dirty it is. We should ask smokers to volunteer to clean up smoke table.

CONSENSUS: \$50 gift card. Coliasons will personalize message.

CONSENSUS: We stick with the planned IS date 2010 in spite of festival conflicts in Europe.

CONSENSUS: Will keep the kef times online. Once a year. Will ask Dan and Julie to do

CONSENSUS: We won't do anything yet about creating parent, musician, dancer advisory boards.

CONSENSUS: We Myra Rosenhaus to try to get us grants in exchange for one camp comp. (See her proposal in appendix)

CONSENSUS: We are prepared to go forward with the fundraising plan understanding the framework needs to be developed.

ACTION ITEM SUMMARY (Not including development plan)

ACTION ITEM : DT to fix where liaison email ends up.

ACTION ITEM: MS to contact potential finance committee members.

ACTION ITEM: AN to ask people to be on membership committee.

ACTION ITEM: BM to contact potential Program Committee people.

ACTION ITEM: DT to contact potential publicity committee members.

ACTION ITEM: BM to contact potential Scholarship Committee members.

ACTION ITEM: Dan to do Fall mailing membership newsletter? Who is going to the copy?

ACTION ITEM: DT will ask Sommer and Noel to write testimonial letter.

ACTION ITEMS: Denys will send an email to Linnea to see if there is any non Membership item that has to be done

ACTION ITEM: Rachel will update letterheads.

ACTION ITEM: Kafana Guidelines/Policy to be drafted by Rachel and Board and program committee.

ACTION ITEM: DC to investigate the cost to buy the tents for IS.

ACTION ITEM: MS to draft drinking age contracts:

ACTION ITEM: DT, BM, AN to help Rachel revise registration material

ACTION ITEM: Rick to investigate the policy of dance and jamming etiquette.

ACTION ITEM: DT to investigate Tee shirt. Liberty and Drum design.

ACTION ITEM: BM & DT We need to send a board appreciation note to Jeff. Brenna to contact Kim Walter or DT to contact Ruth Hunter for ideas.

ACTION ITEM: BM & Program committee to come up with a way of describing some of the challenges and intricacies and criteria for in programming. We may publish on the web site.

ACTION ITEM: MS will speak to Lanita and Linnea about how to interface with child protective services for future incidents involving minors..

ACTION ITEM: MS: To reword the statement of the responsibility of parents to children similar to the drinking policy.

ACTION ITEM: DT to cost out cards out development card/leave behind.

ACTION ITEM: Everyone identify peer organizations.

Friday October 2 Meeting Called to Order at 10:00 AM

A) Approval of Agenda

Agenda Approved

B) Selection of New Officers

Treasurer: Linda, Secretary: Rick, Vice President: Denys, President: Michael, Co-Liaisons: Demetri and Brenna, Demetri answers public mailbox and is first line contact, Brenna is second line contact.

*Sidebar: Difficulty in changing where main email goes to liaison (office@eefc.org?). Fed through John Levine. Demetri and Mathew Fass couldn't change it to point to Demetri. Why is this so hard? **Demetri to fix.***

ACTION ITEM : DT to fix where liaison email ends up.

C) Review of clarification of consensus decision making process

Michael reviewed why we do consensus decision making and what it is.

D) Review role and purpose of non-profit terms of current members

Michael reviewed purpose and duty of loyalty of board of directors. Will discuss how we will disseminate our financials to potential donors.

General discussion on how to give information that is understandable and not too overly detailed but gives a big picture. Graphic financial pie charts etc should be put on web. Financial and other FAQs to be put on web. Everybody should think about what type of FAQ lists to generate.

ACTION ITEM: EVERYBODY to think about what type of FAQ lists we should put on the web site including financial graphs.

E) Board Member Terms: Review of Current members terms ends.

DC 9/2010, MS 9/2011, BM, RH, DT 9/2011, AN 9/2012, LM 9/2012,

F) Assignment of committee members and chairs and purpose of each committee

Administrative Committee

MS & DC

Development Committee

Will postpone discussion till later in the meeting.

Finance Committee

Chair: LM. Members: Rick, Ask Linnea? Ask Stefanie Anderson? Mike to contact potential members.

ACTION ITEM: MS to contact potential finance committee members.

Membership Committee

Chair: AN Members: Linnea will continue, Riccardo, Sommer, Jerry, Ask Stefanie, Ask Nesa Levi, ask Jennifer Sharer, Ask Greg squared, Ask Genvieve Laloup, Ask Greg Jenkins and Erika George.

ACTION ITEM: AN to ask people to be on membership committee.

Program Committee

Chair: BM, greg squared?, Jerry duke (Advisory), Stefanie, Rachel, lise lipman, belle birchfield, Denys, get an appropriate east coast person. We have guidelines for staffing and program committee. Need more east coasters. Bridget Boyle? Will defer finalization, scan roster.

ACTION ITEM: BM to contact potential Program Committee people.

Publicity Committee

Chair: DT to chair.

Would Dan want to volunteer. Kathy Fors? Jane Lazarovic? Who will provide web assistance? Anya Tie and Sonya. Need to think about this more. Will defer decision and scan roster. We had some issues with ride coordination, we need to match people's strengths to their jobs. Some people are good at telephone calls others are better helping out on site.

ACTION ITEM: DT to contact potential publicity committee members.

Scholarship Committee

Chair: BM to chair. Will ask to renew Jim Avera, Emily has asked to stay on We need a responsible subcommittee member to take responsibility for sending out responses. Can't all be on the shoulders of the committee chair only. Shouldn't be another board member either. Ask Jeremy and Bridget to be on scholarship committee, paul brown? Jim, John, Paul Ann? Brenna will contact people and to be on scholarship committee

ACTION ITEM: BM to contact potential Scholarship Committee members.

Item: General discussion how to recruit people to various committees. DT Will ask committee chairpeople for input on how to type up request for people to join the specific committees.

Item: All committee chairs will let their members know that their names will be posted to the web.

Item: Committees need to inform members what demands will be made on them. We need to make sure ahead of time that they can do the work required on the committee at the given time.

G: Lists tasks and jobs done by Dan and Linnea (See appendices 2 &3)

Dan and Linnea sent in this list. See emails Dan August 27th: Graphic work for the EEFC.

ACTION ITEM: Dan to do Fall mailing membership newsletter? Who is going to the copy?

DT: Will we job this out to Dan? Will we do the testimonial letter? Who?

Dan has created a brand image for the KEF. Who will write the testimonial. Sommer could write a testimonial or Noel Kropf could who write the testimonial. Nice to have parent on the board.

CONSENSUS. Hire Dan for \$250 to do membership letter

LM Asked should we buy equipment instead off outsourcing offset printing. Too hard to do such a large mailing list 5,000 in office. Will outsource.

ACTION ITEM: DT will ask Sommer and Noel to write testimonial letter.

MS Alternative Theme: MS "Building bridges theme."

DT: Fall mailing is good price, DT can handle misc odds and ends. There are five groups of things that Dan did.

- 1) Fall See above*
- 2) Kef Times Discussion Postponed*
- 3) T-Shirts Postponed*
- 4) Web Site Postponed*
- 5) Etc Postponed*

ACTION ITEMS: Denys will send an email to Linnea to see if there is any non Membership item that has to be done

CONSENSUS. We will have a testimonial letter in the Kef Times.

Other Dan tasks:

ACTION ITEM: Rachel will update letterheads.

H: General Managers Reports

Rachel gave a quick verbal history of her year . DC: Could Rachel write up a list of what she does on a recurring issues, especially for the board members.

MS: Would it be helpful for RM to have a separate office space? RM replied no, but has thought about it.

AN: Could we have a week after camp with no emails as a mental health break? Will think about it.

I: Workshop reviews (See appendix 4)

1 Mendo

2 IS

3 Environmental/Sustainability issues (Postpone until Spring. A lot of campers are interested.)

Issues Kafana: Brenna we don't program Kafana issues. We need to let people know. Do the bands who drop in pay or not. Who allows people. Kafana is not programmed. Many people want to stay. Do we tell people we don't play. Is Kafana is pay to play. If you are going to come to a party, we give you a list of places to stay.

There has been a lot of confusion about what Kafana is. Yes they do have to pay to come. There is still party goers. We providing a guaranteed audience. One night only wave the vendor fee.

Can we say to the Kafana meisters bookers can schedule first two nights free. Can direct to Kafana bookers. Can book the first two nights but then afterwards must leave free. Kafana bookers have to be at orientation.

ACTION ITEM: Kafana Guidelines/Policy to be drafted by Rachel and Board and program committee. When do we want to draft statement. Rachel to contact Kafanameisters. Need to have policy in place in time for registration. Need to coordinate.

Smoking table issues. We should move the table back. A.N. said the people at the Mendo Smokers table liked where it was. Lighting was an issue. We had some feedback saying the table felt ostracized. R.H. Said that noise may keep kitchen staff awake. Lots of discussion about where to move table.

CONSENSUS: Will move smoker table at mendo back to where it was before as a test. We all need to be mindful on how dirty it is. We should ask smokers to volunteer to clean up smoke table.

Tents: Were well received. Some noise issues, can be fixed. Drum class close to singing class. Cost issues. \$1,000 20' x 20' canvass tents with side flaps. they set up tents. Lots of issues of buy vs rent. Shall we ask Brian that we buy tents. He keeps them and can use them for other groups and stores them.

ACTION ITEM: DC to investigate the cost to buy the tents for IS.

ACTION ITEM: DT, BM, AN to help Rachel revise registration material

DC: More porta potties at camp (Mendo? RH) . Bring back Kef. Moving benches back after last class. Control dust. Dance.

ACTION ITEM: Rick to investigate the policy of dance and jamming etiquette.

Tee Shirts: Francesca Guida said are Tee Shirts sales worthwhile? Tee shirts have hidden costs. We have to pay people to sell them (people to sell, people to make.) We lose money on tee shirts. We should preorder Tee-Shirt. We need high impact graphics. Could we do a night shirt.

ACTION ITEM: DT to investigate Tee shirt. Liberty and Drum design.

Recognition and appreciation of camp staff. *Lanita Hyatt Mendo, Nancy Butowski IS Jackets are very successful but can't give every year. Amex cards? Lanita would there be a restaurant she might like*

CONSENSUS: \$50 gift card. Coliasons will personalize message.

K Mendocino Chef search

Ongoing west coast will search for chef. Jeff will advise new chef. Are continuing to research. Need to know meat and vegetarian skills. BM Can we find other non-musical groups that feed lots of people that we can recruit chefs?

ACTION ITEM:BM & DT We need to send a board appreciation note to Jeff. Brenna to contact Kim Walter or DT to contact Ruth Hunter for ideas.

III Committee reports

A Finance committee report

a) Will delay report because we are too close to end of financial year. This is one of the earliest fall board meetings.

b) Ecommerce DT: we have Mocha a month credit card. Would like to automate credit card transactions. Working selling tunes online. Need to integrate system for a small amount transaction. "Buck a Hora" may host on Tune Corps. They get stuff on iTunes. DT reviewed different plans. We discussed our current Costco account. MS. Maybe losing revenue by not being able to accept payments on line?

MS NY arts institute that helps non profits

MS: Revisited our efforts to transfer our incorporation into NYS. Since we need a lawyer to transfer states. Can we get a grant to help us transfer to new state?

We don't have enough data to make decision. DT Will ask around at to see what is out there. (Not sure what he is going to ask around for RH)

c) FY1010 budget items and concerns:

Fiscal year only started yesterday. Do we have to revise projections? Do we revise membership revenue? Don't know what will happen with chef. IS price fixed mendo bumped dollar a day. Transportation shouldn't change much. IS tents may factor in?

d) Revision of treasurer's duties:

LM: Discussed account reconciliation. Rachel says we balance books every month. LM to analyze duties.

2) Scholarship Committee

BM: Scholarship is a jewel in our cap. There is baggage that comes with the word 'Scholarship'. Perception that scholarship represents ability. These are really financial aid, tuition relief. 1/2 were for music students (music program, conservatory etc). People who go on to teaching, 1/2 mixed bag young and old hippies, ethnographic types, parents. People confuse work exchange with scholarships. What is primary goal with scholarship? How do you assess how well people will contribute. How do you assess somebody's financial need? There is no merit required? Scholarship for singers, dancers. We are getting conservatory applications. Mark Levy arranged to get credit for music students for conservatories. This is really all financial aid. People are interested in given to scholarships.

DT: 1/2 scholarships, 1/2 financial aid.

AN: Could we look at how other groups give out scholarships? Can we ask what we are asking the scholars to accomplish?

RM: Discussed Dick Crum scholarship. Career, studies, community.

AN: Add mission statement to application form.

(Can somebody email me the vision statement so I can insert it here RH)

3) Program Committee

a) *Removed (Connecting musicians, removed by RH due to time constraints)*

b) Teaching Staff Behaviour

Teachers not showing feedback to teachers to be professional. We learned that it helps to ask teachers to modify behaviour.

c) *50th Anniversary of Guca festival and Kprivshtica conflicts with 2010 IS.*

CONSENSUS: We stick with the planned IS date 2010.

d) *Transparency of program committee. Board should understand criteria for selection. Will publish list of criteria on the web and issues. We will also publish the program committee members.*

ACTION ITEM: BM & Program committee to come up with a way of describing some of the challenges and intricacies and criteria for in programming. We may publish on the web site.

Item: Will upload guidelines to web site.

AN: Letting people know ahead of time some of the teachers get's. people excited and can help create a buzz. Should be handled by publicity.

4) Publicity Committee

CONSENSUS: Will keep the key times online. Once a year. Will ask Dan and Julie to do.

5) Membership Goals

- a) Membership goals 2009 \$40,000 Will keep goals the same.
- b) Snail mail is still read. We can embed a link in our emails to renew.
- c) Incentives: Should members get something for the membership. Do we call membership something different. i.e. Donation. bumper stickers. Stickers could be sent out. Tee shirts sweatshirts.

If you would like a bumper sticker. Pay more.

We have to retool our message every year. What does the EEFC help us with. What does it help your dance troupe, dance troupe, or singing group to do. Retool the message.

Do we keep printing out snail mail email membership letter. Do we use postcards. Single page is an effective use of space. (Legal size paper vs legal at camp).

75% of kafana cards get used. Kafana's make a profit. We don't calculate work exchange as part of Kafana.

We need to clarify how, we make money, where it comes from, the costs.

We don't line item work expense costs of work study (Did I get this right? RH.)

RM Showed 2005 pie charts, Income, expense, could we show net?

d) Defer 5d to membership committee

6) Administrative Committee

Nothing to discuss

Meeting adjourned for the day

Saturday October 3rd
Meeting called to order 9:30 am

5C Advisory board MS

Advisory or alternate board representing each coast, musician, dancer, parent. Only meet once a year at camp. Good thing that we get more impact. Bad that we have another wall between us and the community. Other non profits that have similar things. Monthly reports at the time of the conference call. Keep this as an idea as we see how the younger committee people in existing committee works out.

We need to rethink what we do with late teens at mendo. They are bored with the current children's program.

CONSENSUS: We won't do anything yet about creating parent, musician, dancer advisory boards.

A) Review Discuss and Revise Strategic Plan

Postponed until spring.

B) Yvonne Marketing person. Linda will be interface with Yvonne for marketing person position. What happened to merchandising, auction things that we gave Yvonne. Linda Do we put it into the mailing in November. We will ask Yvonne to give a report of what sold and how the money is transferred.

C) Membership breaks/time off/sabbatical Rick read Emily's letter. Ann said should we ask people on each committee if they want to have a break. People are afraid of taking a year off. Rachel said that work exchange cannot be shopped around due to matching people's skills to the job requirement. Could we give our volunteers a mug? Can we ask people to volunteer at camp for membership reception. Can we have our committees slightly larger than optimal size so people can get a sabbatical year off. Ask committee years **(??RH)** if they want to continue. Asking people for money is hard. People want to volunteer. Mendo some people volunteer for four shifts. Ask youths

D) Brenna Discuss focus of membership reception party at camps. At mendo the area was focused where we had the membership reception. How do we get teachers to show up to orientation RM. Rethink different configuration Block people off so they have to pay attention. We need to get George Bradley to MC at IS. He is good at getting people's attention. Configuration issues. We got 12 members at Mendo. Mendo is naturally conducive to gathering. Fanfare to get attention.

V

A Myra Rosenhaus work exchange Grant Writing proposal.

Has offered to go to NYC to visit attaches. Have gotten one grant from NEA. Even if we couldn't get a grant we would learn something. Could she give us a grant for KEF times the web site? She would report back to the part. We need to communicate what our expectations are. We looked for grants on our own with no success.

CONSENSUS: We Myra Rosenhaus to try to get us grants in exchange for one camp comp. (See her proposal in appendix)

Jay's development presentation.

Pitch to membership to keep costs down. Scholarship program should not be viewed as a program to keep all costs down. Its hard to get general operating funds.

Members talked about their fears. That we don't shortchange what they contribute. People said that they

ACTION ITEM: DT to cost out cards out development card/leave behind.

BM, can we use the Balkanalia CD's to give them out. Matching donations. RM to provide data to Jay on previous contributions. We discussed a whole range of issues. Business cards template. Brochure leave behind

DT will create cost out leave behind. Cathy fors will help DT. Possibly create an insert for existing balkanalia CD

BM wants leave Balkanalia CD

If we are printing can we ask people to denote printing costs?

Can we ask members to help us network as an indirect form of giving Golden Nest Egg

Do we know somebody who knows how to analyze data? E.g. 500 people have learned this instrument. Who has learned what at Balkan camp. Numbers person. Market research age groups.

We are a reservoir for music and cross cultural things. We keep things alive that have died in Europe. Brenna has anecdotal experience that she has kept Turkish material alive.

We need somebody who needs to write the book.

Kef times began the book might be

Legacy of the organization of what we have done.

CONSENSUS: We are prepared to go forward with the fundraising plan understanding the framework needs to be developed.

SIDEBAR: We need to put information on web.

Membership committee needs to coordinate

Will include information with the membership committee

Help our golden egg hatch.

Framework of plans to implement this:

Who is doing what.

- 1) Jay Data retention data. 5 years back.
- 2) Data gathering and analysis: Rachel. Jay to supply criteria. Immediate target outreach data: Rachel and Jay Lifetime members major donors
- 3) Immediate membership target outreach Michael and Denys to coordinate with Ann. They will do the calls and outreach.
- 4) Write up up about how Balkan shout event happened.
- 5) Rachel will mail Balkanalia CDs for those who want to provide them for material in the fundraising.
- 6) Cheat sheet. For when people asking, talking points. Jay will create sheet document for board members
- 7) Identify organizations within the EEFC's competitive set. (Peer organizations)
- 8) The funders of our peer organizations may fund us. **Everyone. (Put on board wiki)**
- 9) Rachel is creating history of EEFC
- 10) Look over event sheet that the Balkan Shout people may supply. RICK
- 11) Michael to ask Adam Good's father about a potential big donation.

Spring Meeting Date
April 22-25 2010

Conference call
November 8th Conference Call West Coast, West 3pm Est 10 Istanbul.
Dec 13 3pm West coasts, Est, 6pm

Meeting Adjourned

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

October 1-2, 2009

Hockessin, Delaware

AGENDA

The great thing in the world is not so much where we stand, as in what direction we are moving.

– Oliver Wendell Holmes, Sr.

Der Worte sind genug gewechselt, lasst mich auch endlich Taten sehn!¹

– Johann Wolfgang von Goethe, Faust I

I. THURSDAY EVENING

A. *Orientation and training of new Board Members (to be conducted by Michael and Denys on Wednesday afternoon and 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 and principles of fiduciary duty*

E. *Board member terms: Review terms of current members*

F. *Assignment of committee members and chairs and purpose of each committee:*

I. Administrative Committee

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

¹ We've exchanged enough words; now at last let me see some deeds!

2. Development Committee (inactive/assigned to President)
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

G. *Tabulation and replacement of committee and non-committee tasks undertaken by Dan and Linnea*

H. *General Manager's report*

I. *Workshop reviews*
1. *Mendocino*
2. *Iroquois Springs*
3. *Environmental/sustainability issues*
(a) *Environmental impact of camps*
(b) *Reduce waste?*

J. *Recognition and appreciation of camp staff.*
1. *Mendocino – Lanita Hyatt*
2. *Iroquois Springs – Nancy Butowski*

K. *Mendocino chef search*

Lunch

III. FRIDAY AFTERNOON

A. *Committee reports and discussions:*
1. *Treasurer/Finance Committee*
(a) *Review FY2009 figures*

- (b) *Report re e-commerce recommendations (Demetri)*
- (c) *Discuss FY2010 budget items and concerns*
- (d) *Revision of Treasurer's duties to increase frequency of financial reporting to Board as well as monthly reconciliation of accounts*

2. *Scholarship Committee*

- (a) *Alterations to current scholarship application form*

3. *Program Committee*

(a) *Connecting Musicians: Can we find a way to help people at Mendo connect musically for informal jams? One camper mentioned this specifically. Perhaps a bulletin board listing what type of group you would like to form at camp. I think this would be helpful for newbies and socially awkward people as well as a great way of real-world social networking at camp a la facebook. (Riccardo)*

(b) *Teaching Staff Behavior Review issues with teaching staff, including tardiness, absenteeism and other issues. What worked to resolve these issues?*

(c) *Programming decisions for 2010 East Coast camp, in light of Guca and Koprivshtica Festivals falling during camp. What can be done to make East Coast camp attractive to a wider audience? What will happen if key players at that camp are at Guca?*

(d) *Transparency of Program Committee. There appears to be a perception in some parts of the EEFC community that the Program Committee is not sufficiently transparent. What can be done about this?*

4. *Publicity Committee*

(a) *Who will replace Dan for graphics matters? Should we budget for his proposal(s)? Importance of brand identity and image, esp. during capital campaign*

(b) *Future of Kef Times*

5. *Membership Committee*

(a) *FY10 membership goals*

(b) *Renewal process*

i. *Membership renewal giveaways*

ii. *“Early bird” renewal*

iii. *Snail-mail renewals*

(c) *Incentives for members and groups to become EEFC members. Are there any incentives for groups to join the EEFC we haven't thought about?*

(d) *Should we revise or eliminate any of the current member categories?*

6. *Administrative Committee*

Afternoon Break

2. *Insurance matters: Worker's compensation insurance*

3. *Risk management review*

(a) *Medical issues per Sommer Halligan's report*

(b) *How do we deal with an aging population? At what point do we (or should we) ask disabled or elderly campers not to return?*

C. *Discussion: MLS proposal for creation of Advisory Board to increase community stakeholder participation in EEFC and Board decisions*

D. *Discussion: should board terms be changed to five years rather than three? Why or why not? And what should the process be for a Board member who wishes to renew at the end of his or her term?*

E. *Board Executive Session: GM Annual Review*

Dinner

IV. SATURDAY MORNING

Breakfast (9:30 am)

A. *Review, discuss, and revise Strategic Plan – second revision after Spring meeting*

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. *Review Marketing Director position: Should position be continued and the incumbent (Yvonne) retained in the position?*
- C. *Discussion point: Dealing with volunteer burnout. Review recent examples of volunteer burnout among non-paid (i.e., non-comped) committee members and how burnout can be avoided.*
- D. *Discussion point: Focus at camps. Brenna:*

There is a wonderful social anarchy - people just starting to chat and catch up and get to know each other and this happens the moment people arrive. but the problem is that sometimes "we" really need to have their attention. it's human nature here but how do we cope with this? is there anything we can do that is not so didactic or oppressive that it turns people off? what engages people (hint EC george bradley)?

- E. *Administrative Committee review with GM*

Lunch

V. SATURDAY AFTERNOON

- A. *Discuss and approve grantwriting work-exchange proposal from Myra Rosenhaus*
- B. *Are we happy with current setup of development project - handled solely by MLS with consultants reporting to him (and ultimately to the Board)? Do we want more community or Board involvement in the planning phase? (Recall failures and frustrations of Development Committees and Presidents past where there were many people involved in the committees but little was done beyond the conceptual stage...)*
- C. *Kafana discussion:*
- (a) *What do we think and what do we think our membership thinks is the purpose of the Kafana is: ie to jam, to perform, to bond, to hear great music whether provided by campers or non*

campers, as an outreach program to lure bands to camp, as an outreach program to cross pollinate, etc.

(b) Are there differences between East Coast and West Coast Kafana's that warrant different policies? Review how the Kafanas have evolved over the years.

(c) Should Kafanas start earlier? Should we have another informal late night music, relaxation space along the lines of Demetri's Teke (See Brenna/Demetri camp comments) or Bridget's Kef lounge, See reader comments from Bridget, Greg Squared, and Rima.

(d) Discuss issues and set policy regarding letting non campers perform at the Kafana vis a vis charging for food, evening party, etc., and possible "slush fund" for such things

Lunch

D. Capital Campaign – Session with Jay Samios

Review EEFC Fundraising Plan Outline, Version 4 dated 9/22/09.

Education and Development Phase

- *Discuss the implications of this plan.*
- *What will the institution gain if it launches a successful initiative?*
- *What will it lose if it does not?*
- *What will the institution gain if it does nothing?*
- *What will it lose?*
- *Define success for this plan. What stages should be met along the way?*
- *Clarify expectations (of roles and responsibilities) for each board member, and other major volunteers*
- *Seek active engagement and brainstorming to complete the outline of the plan*

Low-Hanging Fruit: *What actions can be taken immediately to begin to move in the right direction?*

- *Brainstorm fundraising opportunities and target audiences*
- *Member retention analysis*
- *Member-Camper comparison*
- *Immediate targeted outreach to 2003-8 larger donor list (assess list for pertinent changes, then divide among Board members for contact)*
- *Major donor cultivation continues (one or two individuals); invite to be a part of the process...*
- *Balkan Shout-Out materials for website?*
- *Identify organizations with in the EEFC's competitive set*

Getting the Word Out: How do we communicate to our community, and to the world, the changes in EEFC over the past 30+ years?

Timing/Staging: We have decided to raise \$500,000. How do we want to allocate the funds – how much to scholarships, “endowed chairs”, and general operating fund? Over what period of time do we want to do this?

Theme and the “Ask”: We need a theme for the capital campaign as well as a slogan or pitch. How do we answer the inevitable question: “Why give lots of money to a camp that is just a party in the woods?” What is the “ask” going to be?

Changes: How will the capital campaign change the way EEFC does things, and the way the Board does things? Will we need a mission statement clarification to outreach within and outside our community do we need to further clarify what our goal? Will we have to generate new types of reports, operate in different ways, track our efforts with more specificity, etc.?

Board Commitment: What role will those Board members who are uncomfortable with asking people to donate funds play in the campaign?

Board Participation: Should we set a requirement of Board financial participation in the campaign, even if it’s a nominal amount? Why or why not? Board involvement in the campaign will be critical to attracting matching donors and other large donors within the community. EXAMPLE: The 2006 Nest Egg campaign made over \$15,000 in its first year with a ~\$6,000 match, which included matching donations from generous community members as well as all Board members.