

**EEFC Board of Directors Meeting**  
**October 8<sup>th</sup>-10<sup>th</sup>, 2010**  
**Oakland, CA**

**Attendees:**

Board

DC Denys Carrillo (Vice President, Program Committee chair)  
EG Erica George (Board Member)  
RH Riccardo Heald (Secretary)  
BM Brenna MacCrimmon (President/Prime Minister, Board Secondary-Liaison)  
LM Linda Mucyn (Treasurer)  
AN Ann Norton (Membership Committee chair, Scholarship Committee chair)  
DT Demetri Tashie (Publicity Committee chair, Board Primary-Liaison)

Staff

RM Rachel MacFarlane (General Manager)

**Guests:**

Members of finance committee (Saturday morning)

MS Michael Sensor (Immediate Past President); Via Skype, an online video service.  
DA Dan Auvil (Former Board Member)

**Abbreviations commonly used:**

IS Iroquois Springs campsite in New York  
Mendo Mendocino Woodlands campsite in California  
GM General Manager  
SM Site Manager (for each workshop)

Minutes edited and organized for clarity. Redacted for confidentiality where noted.

Notes during the meeting were taken by Secretary Riccardo Heald. Edits and redactions performed after the fact by succeeding Secretary Erica George.

**Appendices (at end):**

Official Bylaws

Strategic Vision Notes from Deborah Pruitt Workshop

(Other appendices, including site manager reports, are redacted as confidential.)

**Meeting Started 9:40 am Friday October 8<sup>th</sup>, 2010**

**1) Approval of Agenda**

CONSENSUS: Approve Agenda

**2) Review Consensus Procedure**

Review consensus procedure.

- 1) Define issue
- 2) What criteria needed to resolve issue
- 3) Craft a proposal. Go through and ask questions.
- 4) Voice concerns
- 5) Review above steps and repeat until:

Possible Results:

- A) "I conense to all of it"
- B) "I have concerns I want them noted. So when we go back in the minutes we can see if there were concerns about it in the past"
- C) "I don't conense-- can we reframe the issue?"

**3) Selection of Board Officers**

BM is the president and secondary liaison

DC to be VP

RH to be Secretary

LM to be Treasurer

DT to be Liaison. DT will be listed on board stationery as liaison.

Discussion of concern re 4 of 7 members in final year of term; tentative decision that one member of current outgoing board may continue on for an additional year as we try to re-stagger terms.

#### **4) Approval of Previous Meeting Minutes.**

RH to implement procedure for verifying minutes. DC to ensure they are approved by all board members. DC to better organize Google docs working with EG.

#### **5) Bylaws**

Discussion: What are our most up to date bylaws. The most current bylaws, verified as such by MS, are appended to the minutes.

New York state: The board had been looking into incorporating in New York State to potentially get access to additional pools of grant funds. We have currently placed that effort on hold due to the amount of legal work required. The 2010 bylaws were designed in part so that they are compatible with a New York State incorporation based on a museum model if we ever go through with this. Michael Sensor, the outgoing president and lawyer, worked on this. The update was consensed in a previous meeting, we re-affirm that consensus.

Discussion of need to track documents online better; virtual binder transition needs to be finished.

#### **6) Review of current board terms.**

DC is doing her 7<sup>th</sup> year (a special extension to help stagger experienced board members), and will leave at the end of this year. BM, RH leaving at ends of terms at end of this year. DT will consider extending for a fourth year to help with staggering. AN and LM have 2 years left, EG has 3. EG only new person this year.

Discussion of whether we should expand the board to eight to help with staggering; general feeling that it is much harder to plan calls and meetings with even one more new person; meetings with RM would be nine total people. Discussion of potentially asking a previous board member to come back for a short term to help return to balanced staggering. Should we modify the bylaws (do we need to?) so that we can have more flexibility in year of service?

#### **7) Set up systems for camp evaluations:**

What is our framework for responding to the camp evaluations? How do we evaluate a frequently asked question? EG to extract frequently asked questions/ issues from evaluations and begin work on an FAQ for website. EG will capture useful comments during our meeting to add to our FAQ web page.

In the past, board has not been seen as responsive to evals. Past boards were caught up by being involved in fundraising and development and dealing with time-consuming sexual harassment issues, development of sexual harassment policy. We need to work to be more responsive to evals.

#### **8) Spring Meeting When and Where**

Tentative April 8-10, 2011. Ann will confirm. Meeting place TBD on the East Coast.

#### **9) Report: General Manager:**

Verbal report. Discussion of what general manager report should include. Some discussion redacted. Decision that future reports should be delivered in written outline as well as verbally.

#### **10) Reports: Site Managers: Mendocino and IS:**

Written reports archived in confidential board files. Both written reports and significant portions of discussion of reports redacted for confidentiality. Board expresses appreciation for site managers for their reports, their hard work (action item to thank them for both).

Discussion of how best to disseminate information, particularly critical policies especially concerning children, harassment, when many do not read sheets in registration folders. Suggestions include emails, laminated posting on bulletin boards, hanging policy at food line area where people linger. Folklore camp folder: brief in papers, eye-catching. Uncertainty re whether we need to include policies in every folder for legal protection. RM and site managers to discuss what to try.

#### **Harassment**

Discussion of how to encourage workshop attendees to report issues such as harassment during camp rather than afterwards. How to create an open environment in which people will feel comfortable stepping forward, will not worry that they will be "ruining camp" for others by speaking up.

#### **Guardian Issue**

It would be helpful to have a written policy of how we handle guardian issues for minors attending workshops without their parents. Action item: EG will work on what needs to be included.

#### **Workshop logistics & work exchanges**

Discussion of distribution of shirts, can be handled better next time.

Redacted: discussion of a work exchange issue.

Redacted: discussion of workshop chain of command.

Decision that when a new person is in any work exchange position, SM should check in several times on how they are doing, and GM should check in regularly with the SM about all the new work exchange people and how they are settling in. We should create systems that help us find out early if anyone is feeling overwhelmed or under-trained.

Discussion of importance of keeping track of skills needed for positions for years when people are not able to fill positions they have filled for many years. Need to ensure institutional memory of key work exchange positions is preserved.

Discussion of materials habitually brought to camp by regular key work exchangers. Needs to be a checklist of what gets brought to camp and by which person, and a plan of what to do if that person cannot come to a workshop.

Concern raised: later sign-in options creates additional work hour at front desk. Also front desk logistics for bed & breakfast.

Would it be good to have board members greet at registration?

Decision to remove member form from folders to save costs and focus on seeking memberships from people not yet members (many attendees are already members and so their form in their folder is wasted).

### **Volunteerism at workshops**

Discussion of apparent trend of dropping volunteerism. Not everyone is signing up for a job, or showing up promptly or at all when their shift comes up. Discussion of strategies to remind people. Possible confusion over who needs to sign up. Idea of reminder stickers for folders. Discussion of whether certain volunteer jobs are more essential to camp running and should be prioritized. Could we create a system where we don't have slots with nobody signed up, while others are full?

Perception "I don't want to work on my vacation" - articulated more strongly on east coast. At Mendocino the volunteer signup is on a big chart. Blank spots are more obvious. If you don't get there fast to volunteer at Mendo you don't get good volunteer slots. The east coast has changed camps several times in the past years; this may have affected volunteering in terms of people being familiar with tasks they enjoy doing year after year. Some have suggested charging more for those who don't want to have to volunteer.

Decision to have GM work with SMs on furthering discussion of volunteer encouragement.

### **Individual issues**

Discussion of various individual cases requiring board involvement. Redacted for confidentiality.

## **11. Evaluations: Mendocino Evals:**

Mice: Are there safe repellents for mice? How do you deal with mice problem? We warn people. Keep woodlands updated. Non toxic repellent.

Hand soap supply ran low. Notify SM when this happens.

Have we surveyed how much time work exchanges actually put in – is it allocated fairly? Is any position over- or under-worked?

Discussion of scanning teaching material. Policy is check the website for teaching material. Up to individual teachers if they want any class materials online, how they might want it. If teacher chooses they can post, link own website.

Do we want to revamp and/or rename the orientation? Needed for newbies but can bore returning campers, yet they may also miss important info.

Suggestion that one night we start the dance party one hour early instead of having a folklore hour or singalong.

Length of sound checks. Has been brought to program committee attention.

Discussion of final day. Energy levels can drop. Important venue for auction items. Lamb roast time has shifted. Restructure so people can sleep in/not wake early? Decision to bring to program committee for thoughts.

Discussion of having desserts at auction as incentive, as at IS.

Discussion of possible membership levels, ways to recognize and acknowledge those who donate by purchasing auction items but not through membership.

Discuss possibly changing the name of the reception from "membership reception" to make feel more inclusive for those who are not members.

Decision to take up issue of welcoming newbies more on a conference call. More can be done with buddy program. Designated area for buddies to meet, give people buddy info in advance.

**Note: Friday's meeting also included a block of time where the board met in executive session, without staff present. These notes are redacted for confidentiality.**

**Meeting adjourned Friday 7:50 PM**

**Meeting begins Saturday 9:30 am**

## **12. Finance Committee report**

Former board president and finance committee member Michael Sensor joined via Skype. Some logistical issues ensued, in particular that the secretary's computer ended up being needed for the Skype call, making note-taking difficult.

Dan Auvil, finance committee member, joined us in person for Finance committee report 9:30-11:20.

Publicity finances: We made \$2,763 as of meeting from paypal income from t-shirts, hoodies, Macedonian book. DT laid out money for books shipping.

Book: Naeda Robinson's Balkan books that she donated to us to sell. New system means no loss in leftover t-shirt and hoodie stock. Goal of shirt sales is not to maximize sales – they are a very small budget item that basically offsets the volunteer work involved to administer. Goal is community-building. Decision to print shirts in batches so people have chance to order at camp.

## **13. Web Redesign proposal**

Discussed DT web site redesign proposal. Need to redo website. Must be more easily maintainable. DT has proposal to contract to do the work. Would cost more if bid outside; helpful to have a community member who understands content and use cases do this work.

Sidebar: General discussion about who hosts web site and who hosts list serve. Where are they physically hosted?

Cost of DT proposal includes a year's worth of support starting at completion of website design work. After that we would offer someone a work exchange to camp (or cash equivalent) to maintain web site. Rachel and Demtri to handle uploading the initial content.

Fundraising to earmark for redesign. People who give extra for a special project will give more in general. There has been expressed interest in fundraising for specific projects as opposed to general operating budget alone. Potential large anonymous donation.

We need to assign content oversight responsibility to a specific person. Ongoing updating must be done. Lots of discussion about who could contribute. Interim, RM and DT. EG to oversee social media.

Consensus to accept proposal and move ahead immediately on redesign.

Postpone Membership committee report

(break for lunch)

## **14. Camp Evaluations Resumed**

People who offer massage therapy are classified as vendors; some confusion around this.

Idea of jam space on west coast after midnight, after kids kafana. Discussion of amount of work involved to do this.

## **IS Camp Evals**

This portion of the meeting was audio recorded to allow the Secretary to participate more fully in discussion, but the audio file was corrupted and so a segment of notes cannot be recovered. Much of the conversation would have needed to be redacted, as a large portion dealt with specific individual concerns.

People like doing the evaluations online. Need to acknowledge and thank those who created the online evals.

Airline paper luggage tags discussed as possible solution to mixed-up bags issue (danger at IS of bags mixing at flagpole or at parking lot when leaving camp; have had at least one instance of people leaving with wrong bag).

Lanyards or ribbons discussed as alternate to buttons needing to be pinned, might facilitate greater wearing of buttons. Subtle indicator for newbies: red bird on button; worked well, should be used again. Idea of bulletin board for offering services.

Discussion about how to help people find best class level for them. Ways to frame classes in presentations to better show skill level needed.

Discussion of specific work exchanges. Discussion of possible scholarship donation.

Review of proposal for expanded children's programming on east coast put forward by Drew Harris, prepared in discussion with Sarah Ferholt, Greg Jenkins, and Evan Stuart. Will be shared with Program Committee for discussion. Potential to add a class not in a traditional class period and taught part time as a work exchange. Issue is that adding any new class necessitates getting rid of an existing class slot, due to limited class spaces and times, apart from budgeting.

Discussion of tuition levels.

Film crew (Meerkats) worked out well (this was the filming for ZU movie, but they will give us raw footage to use toward our own future video projects).

## **15. Secretary:**

RH to revive long term archiving on internal website.

## **16. Membership Committee:**

A difficult task, a challenge to get members for this committee to solicit memberships! A lot of work to chair this committee or be part of it, danger of burn-out of members. Particularly difficult because of current economy. Need to do more to look beyond memberships alone to raise budget needs. In actuality though membership accounts for 12 % of budget. Majority of income and expense is camp costs and tuitions received. Reminder that as a small nonprofit we are lucky we are doing as well as we are, still going, despite budget challenges.

Discussion of perceived value of a membership. What do bands that are members value? How can we mutually help and be helped by the bands?

Reframing membership as fundraising. If this committee is too rigidly defined in bylaws, we should create more flexibility.

“How to hold a benefit” manual idea.

Concern that people have complained they feel the membership receptions at camps are a hard sell. Decision to soften the receptions not to focus directly on fundraising.

Ann agrees to continue to chair committee given group commitment to revamping fundraising.

#### **17. Program committee**

Denys chair, Erica has joined.

#### **18. Publicity committee**

Demetri and Brenna are Liaisons. This committee is more than PR, it is all media. Media and Design.

#### **19. General Discussion**

Discussion of dangers of lost momentum and lost institutional knowledge when a board member or committee member who has been deeply engaged cycles out.

Need for better definition of responsibilities of committee membership, chairship. Linda would like significantly more clarification and structure as to expectations of role as Treasurer. We need one to be a nonprofit. Supervision and care of finances. Recommend financial policy.

**Meeting Adjourned 7.30 pm approx October 9th, 2010**

**NOTE: The board met for a third day (October 10th) to conduct a workshop lead by Deborah Pruitt.** Since the Secretary actively took part in that workshop there are no minutes. Deborah provided a report afterwards. An overview of strategic visioning themes is attached as an appendix.

## **APPENDICES**

### **Official Bylaws**

#### **BYLAWS OF THE EAST EUROPEAN FOLKLIFE CENTER, INC.**

##### **ARTICLE I**

###### **Name and Nonprofit Policy; Revocation of Prior Bylaws**

**Section 1. Name.** This corporation is and shall be known as East European Folklife Center, Inc., hereinafter referred to as “the EEFC” or “EEFC”.

**Section 2. Nonprofit Policy.** The EEFC shall not be operated for profit, and its entire properties, assets, and facilities shall be devoted to the purposes for which it is organized as set forth in its constitution, as the same may from time to time be amended.

**Section 3. Revocation of Prior Bylaws.** All Bylaws which have heretofore been adopted by the EEFC are hereby revoked in favor of these Bylaws and shall be null and void and of no effect.

##### **ARTICLE II**

###### **Purposes**

**Section 1. Purposes.** The purposes of the EEFC are exclusively charitable and educational in nature, to wit:

The corporation is organized exclusively for charitable, educational, and scientific purposes, particularly to promote and sponsor educational activities regarding the folk music, folk dance, folklore, language, history, and culture of Eastern Europe and other areas of the world. The corporation may engage in any lawful activity, none of which is for profit, for which corporations may be organized under the New York Not-For-Profit Corporation Law or any other applicable law, including, without limitation, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code; provided, however, that:

Nothing herein shall authorize the corporation to operate or maintain a charter school, a nursery school, an elementary school, a secondary school, a college, university or to advertise or offer credit-bearing courses or degrees in New York State or any other jurisdiction.

Nothing herein shall authorize the corporation to operate or maintain a library, museum, archive or historical society or to own or hold collections.

Except as authorized by Title VIII of the New York Education Law or other applicable statute, nothing herein shall authorize the corporation to engage in the

practice of any profession in New York or any other jurisdiction, engage in the training of any profession in New York or to use a professional title or term of any profession in New York in violation of Title VIII of the New York Education Law or other applicable statute.

### **ARTICLE III**

#### **Board of Directors**

**Section 1. Qualifications, Election and Powers.** The Board of Directors ("Board") shall have custody, control and direction of EEFC, its finances, property, and other assets. Directors shall be elected may from the roll of active EEFC members at each Annual Meeting of the Board, and each Director shall serve until his or her successor is elected and qualified, unless his or her Directorship be theretofore vacated by resignation, death, removal, or otherwise. Each Director shall be a dues-paying member of the EEFC during the pendency of his or her term.

**Section 2. Term of Office.** Directors shall serve for three-year terms commencing September 1. Terms shall be staggered as set forth in Article III, Section 4 below.

**Section 3. Number.** The number of Directors constituting the entire Board of Directors shall be not less than seven (7). The Board, by a majority vote of all members of the Board, may resolve to increase or decrease the number of Directors, provided that no decrease shall shorten the term of any incumbent Director.

**Section 4. Classes.** Each Director shall serve a term of three (3) years, except as provided hereafter in this Article. For the purpose of staggering their terms of office, the Directors shall be divided into three (3) classes, as nearly equal in numbers as may be, and the term of office of one class shall expire each year in regular rotation. In case the number of Directors in any class becomes unequal to the other classes, the Board may elect one or more Director to terms of one or two years, as may be deemed most practical.

**Section 5. Vacancies.** In case of any vacancy in the Board of Directors, a majority of the remaining Directors may elect a successor from the roll of active EEFC members to fill the unexpired term, and to serve until his or her successor shall have been duly elected and qualified. In the event of increase in the number of Directors, additional Directors may be elected to terms of one, two, or three years as may be necessary to maintain equality in numbers among the classes of Directors. Additional Directors so elected shall serve until their successors shall have been duly elected and qualified.

**Section 6. Absences.** If any Director shall fail to attend three (3) consecutive meetings of the Board of Directors without excuse accepted as satisfactory by the Board, such Director shall be deemed to have resigned and the vacancy shall be filled.

**Section 7. Removal.** At any meeting of the Board of Directors duly called, any Director may, by vote of a majority of the entire Board then present, be removed from office and another may be elected by the Board to fill the unexpired term of the Director so removed.

**Section 8. Meetings.** The Annual Meeting of the Board of Directors shall be held in October of each year or at such other date and at such time and place as may be fixed by the Board of Directors and named in the notice. Regular Meetings of the Board of Directors shall be held at such times as the Board may, from time to time, determine. Special Meetings of the Board of Directors shall be held at any time, on call by the President of the Board, or by the Secretary on the request in writing of any three (3) members of the Board. Any meeting may be held in person or by means of a conference service or similar communication facility allowing all persons participating in the meeting to hear each other at the same time. Participation by such means by any or all Directors, as the case may be, shall constitute presence in person at the meeting.

**Section 9. Agenda for Regular Meetings.** The agenda or order of business for each Regular meeting may include any or all of the following:

- (a) Call to order
- (b) Roll Call
- (c) Approval of Minutes
- (d) Financial report
- (e) Reports of Regular Committees
- (f) Reports of any other Committees
- (g) Report of the General Manager
- (h) Old business
- (i) New business
- (j) Adjournment

**Section 10. Notice of Meetings.** Notice of the time and place of every meeting of the Board shall be given, by means of U.S. mail or electronic mail, not less than seven (7) nor more than three-hundred sixty five (365) days before the meeting, to each Director at his or her physical or electronic mail address as set forth in the records of EEFC.

**Section 11. Waiver of Notice.** Notice of a meeting need not be given to any Director who submits a signed written waiver thereof, whether before or after the meeting, nor to any Director who attends the meeting without protesting, prior thereto or at its commencement, the lack of notice to him or her.

**Section 12. Quorum.** A majority of the entire Board of Directors shall constitute a quorum at any meeting of the Board, and except as otherwise provided by law or herein, a majority in number of such quorum shall decide any question that may come before the meeting. A majority of the Directors present at any regular or special meeting, although less than a quorum, may adjourn the same from time to time, without notice other than announcement at the meeting, until a quorum shall be present. At such adjourned meeting at which a quorum shall be present, any business may be transacted which might have been transacted at the meeting as originally called.

**Section 13. Action Without a Meeting.** Any action required or permitted to be taken by the Board of Directors or any committee thereof at a duly held meeting may be taken without a meeting if all members of the Board of Directors or the committee consent in writing to the adoption of a resolution authorizing the action. Such resolution and the written consents thereto by the members of the Board of Directors or committee shall be filed with the minutes of the proceedings of the Board of Directors or the committee.

**Section 14. Personal Attendance by Conference Communication Equipment.** Any one or more members of the Board of Directors or any committee thereof may participate in a meeting of such Board or committee by means of a conference telephone or similar communications equipment allowing all persons participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence in person at the meeting.

**Section 15. Regular Committees.** As soon as practicable each year at the Annual Meeting of the Board of Directors, the Board shall appoint the following Regular Committees, each of which shall consist of at least two Directors and shall have the authority to carry out its purposes as set forth in this Section 14. In making these appointments, the Board shall designate the Chair of each committee other than the Finance Committee.

(a) **Administrative Committee.** The Administrative Committee shall, at least once annually:

- (1) Review the performance and effectiveness of the General Manager;
- (2) Review the General Manager's workflow, policies, and procedures;
- (3) Assist the General Manager with administrative issues as may be requested; and
- (4) Perform any other duties as may be directed by the Board.

The Administrative Committee shall report all its actions to the next meeting of the Board.

(b) **Finance Committee.** There shall be a Finance Committee which shall recommend policy and be responsible for the supervision and direction of the care and custody of all assets and finances of the EEFC. The Finance Committee shall prepare the budget for the calendar year, which shall be presented annually to the Board of Directors for adoption. The Treasurer shall serve as Chair of the Finance Committee.

(c) **Membership Committee.** There shall be a Membership Committee which shall recommend policy and be responsible for the recruitment and retention of members of the EEFC. The Membership Committee shall present reports to the Board from time to time concerning its activities and conduct other activities as may be designated by the Board.

**Section 16. Other Committees.** The President, with the approval of the Board of Directors, may designate additional committees, each of which shall consist of at least two Directors and may include other persons who need not be Directors. Each such committee shall have such authority and shall serve for such time as provided in the resolution designating the committee, except that such authority shall not exceed the authority conferred on any regular Committee by Section 14 of this Article.

## **ARTICLE IV**

### **Officers**

**Section 1. Election of Officers.** The Board of Directors shall elect a President, a Vice-President, a Secretary, a Treasurer, and an Advisory Liaison, who shall constitute the Officers of the EEFC. Each such officer shall be elected by a majority of the Directors then in attendance from among the Directors at the Annual Meeting of the Board. Each Officer shall serve for a term of one (1) year. Any vacancy in the above offices shall be filled by the Board of Directors as soon as practicable.

**Section 2. Removal.** At any meeting of the Board of Directors duly called, any Officer of the EEFC may, by a vote of a majority of the Directors then in attendance and voting, be removed from office and another may be elected by the Board from the current membership of the Board in the place of the Officer so removed, to serve until the next Annual Meeting of the Board; provided, however, that the Director who shall be subject of the removal vote shall not participate in that vote.

**Section 3. President.** The President shall be the presiding officer of the Board of Directors with the power and duty to exercise general supervision over the affairs and operations of the EEFC. He or she shall act as Chair of and preside at all meetings of the Board. He or she shall serve as an *ex officio* member of all Regular and other committees in addition to the appointed members thereof. The President shall have such other powers and duties as may be designated by the Board.

**Section 4. Vice-President.** At the request of the President or in his or her absence or during his or her disability, the Vice-President shall perform the duties and exercise the functions of the President. The Vice-President shall have such other powers and duties as may be designated by the Board of Directors or the President.

**Section 5. Secretary.** The Secretary shall be responsible for the keeping of Minutes of all meetings of the Board of Directors. He or she shall see that all notices are duly given in accordance with the provisions of these bylaws or as required by law. The Secretary shall be responsible for the custody of the records and of the corporate seal of the EEFC. The Secretary shall, in the event of the absence or inability of both the President and the Vice-President to exercise his or her office, perform the duties and exercise the functions of the President. The Secretary shall have such other powers and duties as may be designated by the Board or the President.

**Section 6. Treasurer.** The Treasurer shall have supervision over the financial records of the EEFC. The Treasurer shall provide the Board of Directors at each of its annual meetings with a statement of the financial condition of the EEFC. He or she shall serve as Chairman of the Finance Committee and shall have such other powers and duties as may be designated by the Board.

**Section 7. Advisory Liaison.** The Advisory Liaison shall coordinate communications between EEFC advisory groups, individuals, stakeholders, the EEFC community, the Board, and Committees of the Board. The Liaison shall report concerns and suggestions of the aforementioned entities to the Board at its annual and regular meetings. The Advisory Liaison shall have such other powers and duties as may be designated by the Board or the President.

## **ARTICLE V**

### **Membership**

**Section 1. Purpose and Authorization.** In order to provide a means of attracting interest in and support for the activities of the EEFC, the Board of Directors may establish from time to time one or more classes of membership as it deems fit, on such terms and conditions as the Board by resolution shall determine.

## **ARTICLE VI**

### **General Manager**

**Section 1. Position.** The Board of Directors may appoint and employ a chief administrator of the EEFC, designated as General Manager, who shall serve at the pleasure of the Board. He or she shall serve as an *ex officio* member of all Regular and other committees in addition to the appointed members thereof.

**Section 2. Duties of General Manager.** The Board of Directors may delegate to the General Manager the responsibility and authority for carrying out the policies and purposes that have been adopted and approved by the Board. The General Manager shall be the chief officer of the staff of the EEFC, and shall appoint, supervise and, when necessary, discharge individuals who occupy staff or contractual positions authorized by the Board. The General Manager shall have such powers and duties as may be designated by the Board.

## **ARTICLE VII**

### **Amendments and Other Provisions**

**Section 1. Amendments.** These Bylaws may be adopted, amended or repealed in whole or in part by the affirmative vote of a majority of the entire Board of

Directors, provided that at least thirty (30) days before the meeting at which any amendment shall be voted upon, written notice of the proposed amendment shall be mailed to each member of the Board, together with a concise statement of the changes proposed to be made.

**Section 2. Conduct of Meetings.** Except as otherwise provided in these bylaws, by applicable law or by resolution of the Board of Directors, all meetings of the Board or of any committee designated by the Board shall be conducted in conformity with a “consensus” model, wherein all decisions of the Board shall, to the fullest extent practicable, be reached through unanimous consent of all Directors or committee members present at the meeting; provided, however, that should consensus not be reached on an issue, any action by the Board may be authorized by a majority vote of those members of the Board present at the meeting.

**Section 3. Financial Reporting.** For financial reporting purposes the EEFC shall report from October 1 to September 30 of each year, and such term shall be the EEFC’s fiscal year.

**Section 4. Interested Directors and Officers.** Each Director and Officer of the EEFC shall disclose in writing to the Board of Directors any conflict of interest which he or she believes may arise in connection with his or her service as a Director or an Officer of the EEFC. No contract or other transaction between the EEFC and any of its Directors or Officers, or between EEFC and any other corporation, firm, association, or other entity in which one or more of its Directors or Officers are directors or officers, or have a substantial financial interest, shall be either void or voidable for this reason alone or by reason alone that such Director or Directors or Officer or Officers are present at the meeting of the Board or of a committee thereof, which authorizes such contract or transaction, or that their votes are counted for such purposes if the material facts as to such common directorship, officership, financial or other interest are disclosed in good faith or known to the Board or committee, and if the Board or committee authorizes such contract or transaction by a vote sufficient for such purpose without counting the vote or votes of such interested Director or Officer.

**ADOPTED** at a Regular Meeting of the East European Folklife Center, Inc. held in Toronto, Ontario, this 24<sup>th</sup> day of April, 2010.

**ATTEST:** Riccardo Heald, Secretary

### **Strategic Vision Notes from Deborah Pruitt Workshop**

(For reference only. A better formatted version is included in Deborah’s report.)

#### **Financial Health & Stability**

Financial stability  
Permanent financing sources  
Cheaper tuition  
Expand robust scholarship Ppogram  
Able to bring more European teachers to workshops

#### **Core Excellence**

Party in the woods  
Continued excellence with workshops  
Robust kids planning  
Go back to roots: Village style  
Diverse programming  
Foreign artist sponsorship

#### **Outside Projects**

Ongoing classes in urban areas  
Fund projects  
Help local groups year rounds  
Publishing academic and artistic works  
Concerts  
Co-presenting concerts of relevant artists  
Tours of visiting musicians  
Sponsor academic/cultural projects

#### **Honor our Sources**

More involvement of ethnic communities  
Ethnic community outreach  
Better support of cultures we draw from

#### **Expanding Education**

Mini workshops throughout year  
1-day workshops  
More workshop events  
Non camp instruction (online)  
World renowned Balkan music and dance resource

#### **Strengthen EEFC Community**

Clear focus on EEFC continuity, strong focus on education, children  
Donors see results from donations  
Fully involved EEFC community



**Community Outreach**

Community outreach

Become central clearing house for Balkan culture

Student visits (teaching dance)

Developing youth/kids programs in schools

Encourage multi-cultural awareness outside of workshops