

EEFC 2011 Spring Board Meeting

Williamsburg, MA

April 14 – 17, 2011

Attendees:

Board members:

DA: Dan Auvil (Treasurer)

DC: Denys Carrillo (Vice President, Program Committee chair)

EG: Erica George (Social Media Director, note taker this meeting)

RH: Riccardo Heald (Secretary)

BM: Brenna MacCrimmon (President, Board Co-Liaison)

AN: Ann Norton (Membership Committee chair, Scholarship Committee chair)

DT: Demetri Tashie (Publicity Committee chair, Board Co-Liaison)

Staff:

RM: Rachel MacFarlane (General Manager)

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Meeting Called to order April 15, 2011, 9AM

Committee Reports:

General Manager's Report (RM): We reviewed Rachel's Spring Meeting report. Major milestones were web site and transfer to QuickBooks. Workshop staff contracts got slightly delayed by website work. RM has worked on monthly reports.

RM went to three professional development workshops (fundraising, social media); helpful, sparked new ideas. Donor thank you idea from the fundraising book several of us read. QuickBooks transfer going well, working with outside bookkeeper, is basically complete from Oct 1, 2010. Work relationship working well.

Registrations will move completely to online after this year. Dan asked that Rachel document what we are doing for reference in future years. In terms of data from registrations (and database), committees should ask RM specifically for the info they need, including what it's being used for, to ensure the best data for the need. RM will continue with website content development, budget tracking, support grant writing. Is instructed to consult the board if prioritization is needed.

Treasurer (DA): Would like to move to quarterly budgeting. Most revenue at camps, but expenses throughout year. 2011 planned budget; we have a \$46,000 fundraising goal we need to reach to break even -- more than just the membership goal. Some of the money in the bank is earmarked as part of the nest egg. Some can be put to general operating expenses if needed.

Secretary (RH): Archiving process still underway: finished scan of older paper docs ie copy of

old board binder. Useful for future boards to have the history of older docs. Not super user friendly but important to have. Had planned on new board member orientation booklet, still hoping to do this as there will be 3 new board members this year. Imperfect better than none. Will send new boardies a hard copy of orientation binder. Looking at the old policies and procedures (p&ps) it seems the role of Secretary includes being a keeper of organizational history (in addition to RM in GM role).

Concern re fragmentation of knowledge on Google Docs. Downside difficulty finding things. There's a workload in keeping track of Google Docs. Reassigning ownership of docs when people leave board.

RH concerned re amount of time he has to do the Secretary role in remainder of term. Happy to finish out being Secretary if needed and will work on these projects either way. Group agrees that the board manual and other archivist duties can be separated from Secretary office for remainder of RH's board term, and we can choose a new Secretary.

President/Administration (BM): Board manual extremely important. Other boards want to use us as model, it's a feather in our cap. It will help with board transitions; other things that were tried but not properly codified. Wants to leave this board smoother running than it was when she came on. Thanks to Denys as VP for keeping conference call meetings organized, scheduled.

Program (DC): Mendocino: New female gadulka teacher, nice to have more female instrument teachers. Concern re travel papers arose for one teacher; Angela Rodel helped resolve, Melanie Goldberg was helpful in getting business visa. ACTION ITEM: DT to write thank you notes. Also Mendo: Some additions in the kids program. Four dance teachers, including debut of Jessaiah Zure at Mendo.

Iroquois Springs: Macedonian focus. Macedonski Biseri visa problems. EEFC is sponsoring the visas. Laura Pannaman, who has successfully helped get visas to bring several other groups over, advised David Bilides. Also Michael Ginsburg will do a Macedonian class in addition to his Balkan Basics. The Biseri are not guaranteed right now, as the funding may fall through in addition to the visa issue (DB applied for grants). Program Committee considering alternatives if Biseri cannot come. Contingency for board to consider is if we might help with funding if they do get visas but do not get grants. New kids/rank beginners dance at IS with Linda Mansdorf on partial work exchange, informal off-time class, experiment.

Scholarship (AN): Different on both coasts. Mendo will have more people on scholarship but more partial scholarships, IS fewer people, more full scholarships. AN not at IS this year but will have east coast committee members greet recipients. The fund has enough left to fund one full scholarship for each camp for the next year, as is standard (and ought to grow from donations). We discuss whether there is a concern that we might offer many scholarships in one year and then see donations drop from economy and not be able to offer many at all the following year. Question raised if we need to refine criteria to keep the program attractive to donors.

Publicity (DT): Kef Times came out. Julie did a good job putting it together, as usual. Transition to web-zine, rather than PDF. Good reaction to "save the date" postcard instead of brochure.

Shows we're keeping up with times, saving money. Rachel got us a half off printing discount. Even without the discount (can't count on it in future) a significant savings from brochure.

Started EEFC signage and fliers at Golden Fest, Boston Balkan Night, Balkan Shout Out in NYC. Keep eye out for other venues to get us out there as much as possible. Do we need publicity kit? Ideally web based. Fundraising may need that too.

Website this year will include the member/camp attendee survey. EEFC server capacity upgrade.

Membership/Fundraising (AN): Large learning curve this year. We should consider changing our whole approach. Need to let people volunteer more; people donate more when they volunteer. We do not nurture the young people to contribute. Danger of perpetual crisis mode. Our fundraising message needs updating. Challenge: Nobody wants to ask for money. Challenge in setting up better infrastructure for fundraising while in the midst of a deficit.

ACTION: We need a "how did you hear about us" question on the registration so we know where to put more publicity efforts. In past that Q was on camp evaluations but not everyone does eval.

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Policy & Procedures / Board responsibilities and board manual:

Several years ago the board apparently stopped updating the P&Ps. RH got a set of the most recent versions with red pen updates that never were incorporated. Much in the P&Ps actually should be moved to the board manual. A P&P is not legally required (but bylaws are).

Question of if we want a P&P on running our camps, to be shared with the community and potential donors. That could go on the website. Start thinking of these as living documents not static. We should be able to give potential large donors a set of links to various relevant pages on the website.

P&Ps don't seem to drive policy decisions – board manual and orientation binder, descriptions of what officers, chairs, and committees do, is more valuable to board work. We are still not as organized with our internal online documentation as we could be. Google Docs are difficult to navigate. A board manual at least is a centralized place.

Consensus to lift from the P&Ps what is helpful to have in the board manual, and not maintain a separate P&P for the board. Other aspects of P&P can become a Timeline for where the org and board need to be at any given point in the year. Don't tie hands of future boards by enshrining in policy, just have documentations of current procedures. We should have written down the general expectations and requirements of board membership (for board manual) including attending meetings, keeping an eye on the listserv community discussion.

Action item: add to template board call agenda an item for any updates or concerns needing to be addressed raised on the listserv. Need to be attentive to community. Also need to keep eyes

open for events we could support, opportunities for cross-promotion, etc. Encourage the community to bring projects to us for cross-promotion.

Action: Investigate possibility of easier sharing in Google Docs such as whether a global replace of one outgoing boardie with a newbie on shared docs is possible.

We need to know and have written what the legal responsibilities of board members are.

ACTION: Ask this Q of Michael Sensor. Nonprofit incorporation docs will go in the board binder. Rachel has that info and uses regularly. Will include bylaws and rules of incorporation as a nonprofit. Board contract which we are working on, outlines our board responsibilities.

Need to review bylaws & articles of incorporation. Condense into a summary paragraph. And otherwise just refer back to appropriate place in original longer docs.

Board meetings. We should explain to community the logic behind the in-person meetings. That only one rather than two was tried one year with poor results. Our current practice is two but gives more flexibility if our bylaws only require one, which is current case. At some point we can also experiment more with technology. Concern re fatigue and difficulty of two long days of meeting all by phone/Skype. The term “meeting” in bylaws does not specify face to face. Our approximately monthly conference calls are also meetings. Explain to community that when they are able board members donate back their travel costs. That we do not want ability to pay travel costs to be a barrier for board membership especially at this stage in org development where it is an active volunteer working board.

Accountability: Check-in calls from VP to board members. Have they been working? We decide it's better to add the check-in on each board member's tasks to the monthly conference calls. It does help to have one person in charge of keeping track of all the action items. New procedure to experiment with: DC will send out the action items before the call, and we can begin the call by updating on the progress of each of our items.

Correspondence: Idea: When someone communicates outside the archived yahoo list, in course of board duties, then it should be explicitly sent to secretary to be filed. (Should a copy be sent to the archived list – as in, cc the list when replying to the person?)

We need to clarify the procedure for archiving potentially sensitive information. Someone involved in a sensitive situation might later become a board member or operational staff and have access to discussions involving them. Is there a legal precedent (ask Michael S) or common procedure used in other orgs? The archive should be of the facts of the situation not emotional judgments or speculation. State clearly what happened, what the resolution was. File under “sensitive issues.” We need to allow future boards to learn from our experiences even and especially in sensitive cases.

Habit has been not to use archived list when discussing any situation relating to an individual. Is that degree of carefulness necessary? Not everything is sensitive. It's OK to have individual names in discussion on the list but value statements or confidential and sensitive information should still be off-list. Individual emails can be removed from the archive if needed.

The yahoo list archives correspondence: discussions we're having, decisions we're making, our thought process. Be mindful of what everyone needs to see and what they don't. In a smaller discussion with a few other boardies, think about when is time to bring the topic back to the full list to keep everyone informed. Be professional in speaking about people, even in private non-list emails.

Limiting board time: Deborah Pruitt told us the goal should be 2-4 hours a week of work for board volunteers. We currently do more, sometimes and often much more. Acknowledge that the 2-4 hours is a goal, and that as the org is in a transition period we will not expect to reach that goal in the near future. Make sure incoming board candidates know this.

Email responsiveness & promptness: What is our expectation for board members checking email? Check every other day? Warn the group if you will be away for longer?

For urgent decisions, we should give a deadline and if someone does not respond within that time period they abdicate their say in the consensus. If it's high priority and necessary to have everyone's unanimous buy-in people can be called. If something is urgent put that in subject line.

Talk to new boardies about their email style, make sure we know if they are mainly weekend or mainly weekday in their access to email. Once we know what pattern to expect from individual boardies then we just need warning if the pattern will be deviated from.

Process for email consensus: As clearly as possible state the proposal being considered. Set a time limit for discussion and voting (dependent on the situational needs). Flag for urgency in subject line if needed. If someone does not respond within time period, they forfeit participation in consensus on that proposal. If issue is important enough to get the buy in of everyone then effort will be made to reach non-responsive board member(s) by phone. We expect mainly to use this policy for small decisions that may not need every single person's buy-in to go forward. CONSENSED.

Recording consensus decisions between meetings/calls: Secretary will take the consensed decision and note it in an intro section in the agenda (and then minutes) of the upcoming next call. (Which means creating a Google doc for the next call's agenda immediately after the prior call.)

Posts to listserv: Clarify what hat you're wearing (board or personal). Anything posted to the listserv on behalf of the board must be shown to at least one other person, and ideally run past the whole board especially if on sensitive issue.

Board binder at camp: This year instead of a board binder at camp, let's have bios and pics of board members/staff etc. ACTION: Dan will prepare a poster for Mendo.

Refresher on consensus:

Proposal

Discussion

Finalize the proposal to ask for consensus

You can 1) consent 2) consent with reservations 3) block the consensus.

If blocked, then more discussion, or someone can propose a vote to break the deadlock.

Gifts: We decide that by policy the EEFC should fund the traditional modest thank-you gifts to Site Managers from the EEFC budget rather than by board member individual donations. Board members will donate to EEFC what they would have contributed. This is again an issue of not creating financial barriers to participation in the board as currently structured, and appropriateness of very hard-working camp SMs, who are staff, being recognized by the organization.

Guest of Board: ACTION: Ann will create a 'Potential GOB' Gdoc of people who have contributed significantly to the community, such as through above and beyond volunteering or leadership in folk culture. Rachel will note the historical GOBs so we don't accidentally repeat.

Kafana comp requests: Kafana is pay to play: If the program committee has an ensemble playing the official dance hall party, then a member of that ensemble not already attending camp will be a guest that night. But kafana is primarily a space for our campers to perform, and people regularly play kafana who have also paid to be at camp. The policy for people who show up without contacting us in advance is for the front desk person to get the GM, or failing that SM or board member. It is not on the front desk person to have to make a policy judgment.

(break)

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Executive Session:

The board resumed the meeting in an executive session, without staff present. Notes for this session are in a separate executive document.

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(break; end of executive session and resumption of full meeting)

Fundraising & Finance

Concern that it is bad form, bad precedent to allow ourselves to carry a deficit. We need to be aware of what our bank funds can tolerate if the deficit continues into the next year. However we have accepted that if we are not able to balance the budget and/or meet fundraising goals this year it is not an immediate catastrophe.

We don't know if raising tuition to balance budget is a viable option. If this year's trend continues, in future years, once you eliminate the one time costs we had this year, foresee a \$20,000-30,000 shortfall each year. If we don't do anything about it it will be cumulative. If we follow that path fundraising for revenue beyond tuition is integral. We must learn from this year. This year the deficit is unusually high but without a systematic approach to fundraising beyond

tuition, or a significant rise in tuition, we will run deficits every year. In our planning for 2011, we budgeted a \$16,000 shortfall. That is, assuming we meet our \$35,000 membership goal and also almost fill both camps this summer. The current deficit is the remainder of the membership fundraising needed plus the \$16,000 shortfall. Web design project is not included in this because of the anonymous donor. This is all projection. If we fill both workshops to capacity the shortfall will be lower; if we don't make our projected targets for registration it will be worse.

What happens if we do not break even this year? We do have savings. Much is in CDs that are earmarked funds that should not be spent for general operating expenses. Nest egg fund, the principal of lifetime membership funds. We have some margin but at some point if we continue on the current trend we will need to use the nest egg and lifetime membership funds to stay afloat, and then will exhaust them. If we do not break even we will be forced to seriously re-evaluate, almost certainly raise tuition, increase fundraising pressure on members, try to cut costs. Not a currently dire situation but a serious one, with future implications in the mid-range rather than long term.

Lifetime Memberships: When you open a company and sell development shares, the expectation is you use the money to develop the company to make it more profitable. We take those shares and we lock it up for the future, also taking those members out of the annual membership donation pool (though many do voluntarily give more ad hoc). The LMs are meant to be principal, giving us the yearly equivalent of a membership in interest, but interest has been negligible for several years with not much hope of improvement. We need a system to facilitate people giving us development funds that they mean us to use now, to get enough to do something bigger or better, to see a return of the org growing and thriving.

Proposal: We may exercise the option of, in any given year, of withdrawing the equivalent of an annual membership for each lifetime member from the LM fund. This is within the spirit of the LM which is intended to provide a consistent funding stream. Existing lifetime members should be informed. Practically we will need to wait til CDs roll over. CONSENSED.

We need to continue reviewing memberships altogether, including the potential of levels. Issue has been raised of family vs single memberships and singles subsidizing married. Other orgs have other systems. KQED has no family/single, just basic and higher levels. Sustaining memberships could be higher amounts – fundraising guru Carol Friedman has said our “mocha a month” is way too low; most are at least \$10 or 15.

People who give a lot of money should be given the option to count a portion of that as membership, not asked in addition for a membership. Having more official members is better for us in fundraising from grants.

Discussion of possibly revamping the member \$10 kafana cards system. Possible “kef dollars” which could be used outside kafana, ie tip musicians who can then use them. Auction item to be or choose the face on next year's dollar. Current nonprofit donor relations best practices starting to discourage linking swag/compensation with membership levels (from fundraising bible we've been reading), but still widely done and kafana cards expected by community. No decision.

Personal Ask Campaign: Discuss what is important to you about EEFC, in your own words why you support and give. As important to listen to what member has to say – feedback, praise, critique, ideas – as to make the donation ask. Either way, thank them, short and sweet calls. This is not meant to be a sales pitch. This is about building better relationships with community members. Someone may not donate this year but may when we ask next year, if the call is a positive experience for them. (Discussion of best practices for making these calls.)

Board Member Donations: It is important best practices for all board members to be able to say that they give more to the EEFC than any other org (or equally if they are on another board), and that the amount they give is significant to them given their personal financial situation. We are all doing this. We agree that we should make a clear commitment to this, one we can cite publicly to community. Show we prioritize EEFC as much as we are asking them to.

Targeting Funds: Best practices are to be able to give people a concrete sense of where their donation is going. Obviously operating funds are a part of that, but think about how operating expenses are actually part of every initiative and project. Start building in the true cost, including operations ie staff time, into projects.

New programming is also important. We have initiatives we want to do already. More children's programming that has been requested – perhaps that can eventually become a targeted fundraiser.

Funding the Macedonians: If the Biseri don't get their grant, do we consider creating further deficit to bring them? Would it be outweighed by people coming to camp who otherwise would not? Difficult to fundraise specifically for this especially as benefits only one workshop. We are undecided, will revisit based on if they are funded, if they get visas, and what camp enrollments and state of deficit are as we get closer.

Framing fundraising: Talking about personal stories and what EEFC means to each of us. EEFC not just about the workshops – not just a camp but a community. We are a community, we interact all year long on listserv and at special events, that community is focused around the workshops, exists because of the EEFC, we fundraise for the community the organization supports. This is a community that rallies around its members. We are asking for money, but also offering an opportunity to participate in and sustain the community.

Camp receptions: Experiment to shift focus away from membership. People have complained about pressure to give. Make it a hospitality celebration of community. Relationship and community building. Just make it social and welcoming, it will get better attendance and be better received. Specifically ask campers to play, not staff. Have a can to drop money, have envelopes and member forms available. Have someone be the welcoming speaker, a welcome not a pitch. Just why I love EEFC, let's celebrate the community.

Membership forms wasted in folders – put them out on tables, front desk.

Raffle:

Majority of tickets sold were online. Desire expressed that physical tickets should just be a form

to fill in with donation amount, and then we randomly assign numbers post fact rather than deal with physical tickets. Less risk of someone getting tickets but us not getting their contact info. Could be a 5-”ticket”-per-sheet form on clipboards.

Brief discussion of feasibility and desirability of prizes, runners-up. Difficulty in it being two camps, more online purchases – prizes would need to be mailed. Raffle winner should be acknowledged at some point at camp. Idea of prize at auction to encourage attendance. Ie, someone donates a case of wine or similar; everyone's plate number is up for it, but you must be in the room to win. No purchase necessary. Idea of having people sponsor the hospitality reception, be acknowledged for it.

[Redacted] work exchange:

Discussion of specific work exchange position [redacted].

(dinner break)

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Meerkats Film Proposal

Group view of a segment of film slated for Brasslands that features IS, the current trailer, and their Rocket Hub (Kickstarter clone) fundraising page. All agree this scene clip is the closest anyone has ever gotten to figuring out who we are, what we do. Huge potential, moving.

Discussion: Is it appropriate to send an email about their Rocket Hub campaign to full mailing list (not just discussion listserv). We have not set policy around this. Brasslands supports our mission but is not ours. Historically and recently have used that list for our own funding pushes and are likely to do so again soon, important not to fatigue with asks. EEFC will get exposure from the movie; will be listed in credits; we know IS will be featured in at least one scene. Tabled to consider broader policy issues later; decision to encourage Meerkats to post to listserv.

Proposal: We use their Rocket Hub to make a large enough donation to qualify for the “thank you gift” of having them produce a short documentary for us. The \$4,000 level allows this.

This is cheaper than if we hired someone else to do the same thing, and would be Meerkats, who truly understand our community. They already have significant footage but only from IS. Also their previous filming was focused on ZU and brass. If we have them film more, they can film Mendo, talk to community leaders, get footage for something to showcase everything we need to show both to funders and to potential new community members.

We have the right to use their raw footage of us at IS in our promotionals; this was part of contract for them last year. Our brief attempt to sort through raw footage on our own for possible amateur editing was difficult and extremely labor-intensive just in sifting through footage looking for gems. They have already done a lot of that work in sifting through footage for Brasslands.

We have a potential funder who might be interested in giving us a grant for this. But we will need to commit to the Meerkats before we know for sure that we have the funding or how much.

We would want to ask the funder for both the \$4,000 donation cost and travel and camp expenses for any time spent gathering new footage.

The existing clip we are shown is a scene in development, not a trailer and not something we can use. It would be cannibalizing their movie. Also issues of focus. It's not in itself all of what we want to be able to show funders. Some grants are CA arts grants so omitting Mendo would be problem.

Discussion of if it's possible to achieve the type of promo film we want for a cheaper cost. Potential to integrate still photos or other filmmakers' clips of Mendo, etc. Discussion of EEFC stake in success of Brasslands promoting our community as well as our org specifically. Raised profile. Something to cite to funders. We could co-sponsor Brasslands screenings. Show our clip too. Film legitimizes us as more than just the "party in the woods." What does movie bring out about us that we want to show grantmakers? Not just party in woods, but preserving tradition of music. Not preserving in amber but something that resonates as meaningful for people in our culture who are seeking meaning. The high quality production values of film shows we're serious about the party in the woods, and it affects lives profoundly beyond just one week.

We will give Meerkats clear guidelines, there will be another contract. This promo clip would be us as their client, us calling shots editorially in terms of what we want them to focus on, what story we want told. We can trust them to tell that story well given existing example work. They're part of the community: Brasslands is even a member. This is about storytelling. They tell our story really well. The only way to tell our story to bigger funders is audiovisually. Our story is hard to get if you haven't seen a workshop or similar yourself. A promo video is necessary for a music and dance organization to get funding and to reach new audiences.

Ideas:

Tier 1: \$4,000 package plus the mendo travel and camp costs ie around \$6,000

Tier 2: \$4,000 package w/o the new mendo footage

Tier 3: Whatever we can get with the footage we already have for whatever money we can spend on it

Concern of filming fatigue at workshops. We could limit filming to a couple days at each workshop; all they will need for new footage.

Proposal: We try to get the top option we can do. We try to get whatever funding from [redacted] that we can get, and we may learn how much before we have to decide between the tier 1 and tier 2 options above. If Meerkats are available for Mendo and we can fund it, we do that too. If we get no funding we do targeted campaign on this specific goal of promo clip and how much we need it. We want the Meerkats to do the clip choosing and editing, not us. We tell them our goals for the film and trust them to follow our guidelines to accomplish that.

CONSENSED.

Discussion of ways we can help Meerkats do outreach for film and Rocket Hub without fatiguing our list.

Meeting adjourned for the night.

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Saturday: Meeting convened at 9:20 am

Grantwriters: Discussion redacted of proposals from candidates for grantwriting work exchange. Discussion of bigger picture of what we need from grantwriter and goals in targeting funders, but redacted due to inextricability from discussion of candidates.

Consensus to offer one half-tuition grantwriter work exchange this year with potential for extension and expansion next year.

Scholars Corner: Consensus to offer a partial work exchange for curation of scholars corner section on website to reprint and link to articles of note for our area. Future possibilities of bespoke articles. For now focus on reprinting and linking existing or new academic works.

Work exchange positions that are not workshop-based: Need to be clear on reporting structure. These are board projects, so board-administered work exchanges. GM is available as resource though.

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Website:

Stats & Usage: Since recent April launch, over 1,800 unique visitors. Used to be maybe 100 a month. Just for perspective, by days of use, first day almost 300. Bulk of views weekends. On weekdays, very early morning, noon, late at night. Most come through direct URL typing, some from links. Almost all from USA. 420 hits to main Kef Times page, 300 hits to radio show as of today. For small community of audience so far, these are great numbers and we hope they will go up. In the past even when we publicized Kef Times it was only 400 for the whole time it was up. 600 for Mendo page and 450 for IS which is farther away. 340 for listserv page.

Goals include more internal links: Kef Times article about a teacher links to their teacher page and vice versa, but first focus on content.

Compatible with mobile; has alternative to flash that works on iphone. DT did test registration on iphone to confirm it works, though not ideal.

Web radio: Framed it as like an old time radio. You can't fast forward or pause. Some people do want it to be able to pause but we tell them it is what it is for legal reasons etc. Licensing. We don't have resources to do the work needed to make it more flexible. Trying to maintain high audio quality, etc., will limit who can make a show for now. Maybe later people without audio chops can partner with others who have them.

For every show we do a little intro, "station id" to then turn it over to this episode's host, then we

don't have to worry about the messaging from them. Also ask them in the middle and end to do station ID. Each show will have consistent format and messaging with freedom for the host otherwise. This is the music you can't hear anywhere else, where as a radio programmer you can't play that anywhere else. Not the best Balkan hits ever, the stuff that won't get played on other stations. Every time a new radio show is out we have a reason to send people to the website. Once this model is up and running people who are radio types in community may volunteer to help curate this. This is a community benefit that does not require ability to go to camp.

Website development phase 2 and 3: Working on FAQs. Flesh out instrument area. Discussion of work exchange proposal on web content [redacted]. Example work needed includes taking existing content and making it more tonally consistent, stylistically and including same kinds of information, ie each instrument page should have common feel. Will be more important as we get more raw info from volunteers in community. Board members will still vet new and changed content – publicity comm at least. Having GM vet stuff is nontrivial work re staff time. At times we may need an expert to vet content written by a fellow expert. Goal for this work exchange to be an ongoing several year project including to fill out the whole balkan culture section.

Targeted fundraising for website: Anonymous matching donor [some redacted].

Homepage feature of mission statement: We need to work on the mission statement. We should be able to recite it off top of head. Best practice is one sentence “elevator pitch.”

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Strategic Planning

We cannot continue to operate without at minimum a plan for the building of a comprehensive plan. Donors ask for it. [Redacted] has specifically asked about it. We should have short, mid, and long range goals and how we plan to achieve them, in writing and easily shareable to community and funders. Vision has to be clear. Anything that involves what we want five years in the future is part of a strategic plan. Financial stability is a strategic plan. Have to be realistic about what it takes to reach goals.

Mission statement: What we do on a nuts and bolts level.

Vision: How and why what we do we will change the world.

Strategic plan is groundwork of how we get to that vision.

Survey: Before we can do plan we need to know how the community feels. Be sure we know what they want. Ex: we want to know how the finances impact our community. Discussion of what to ask in survey and how to ask it to best get the information we need. Discussion of ways to reach out beyond listserv, camp regulars.

Communications: We need to find way to give feedback to community. Trends of evals each year. More emphasis on letting people know they're being heard.

Action: add to board timeline that we need to have a post fall meeting communication to the community that acknowledges the evals and gives some info about trends. If there is any change being made immediately in response, say so. Let them know it's a response and that we'll be evaluating how the change works.

Action: we need a list of board communications to the public that we need to have throughout the year.

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Deborah Pruitt overview

We hired Deborah as a consultant last year; that contract is now complete. It included a day long workshop at the Fall 2010 meeting and some additional follow up consultation. We did this for board effectiveness, org planning, etc. What are our long term takeaways? Need of strategic plan. How to be better functioning board, how to start overcoming board transition issue that keeps us from progressing. How to handle an org being in transition from informal to operationalized. How to set process in motion to move from highly active working board volunteers involved in operations to strategy-and-governance board.

We had hoped to have time in her contract to have her help us with board manual but we did not; she did give us great foundation docs and sense of what we need to have documented. We got to the meeting with her and discovered that there were much more fundamental stuff we needed her to work on rather than some of the stuff we'd intended. The forward motion of the group is much much better.

[Some conversation redacted: board/employee relationship learnings from Pruitt consulting.]

Deborah brought home the importance of structure, of committing to a strategic plan, of not operating ad hoc. She got the board synchronized into thinking about the strategic plan and all the work needed to be able to even start making one being something important to focus on.

We need to do better though in following through on what we learned. She identified the board manual and strategic plan planning as a key first step; we have not made enough progress there.

Those who were there at Fall meeting workshop day with DP need to remember what they learned and continue to try to pas it on. Should consider another workshop in a few years to give it to a new group of boardies.

Launch of website has been lots of collective work. RH focusing rest of board service on manual. Our initial desire to create capital plan was like building luxury condos on a trailer foundation. We weren't ready to be taking that on, were inexperienced, naive, unempowered, enough not to question ourselves if it was the right thing and the right time. Recognize why you stepped up onto the board, and if you don't like a direction taken it's your duty to put your ideas forward. We went in expecting a tune-up and it really needed to be and became a diagnostic session. We should have had Deborah in years ago. Every org needs outside views. We learned that the doc

we had been calling a strategic plan didn't do what we need the plan to do, and we got blueprints for making an effective plan and what we need to do to get there. That the plan needs to be created together with community, not just something one person makes and presents every few years. Framed our whole way of thinking about org future.

Institutional memory. Putting lessons into practice in board culture actively to maintain from board to board. Board turnover plans. Need to find ways to give the key kernels of wisdom from this workshop to new boardies. Systematize. Also learned and were reminded re different ways of working, seeing things. Danger of being caught up in everyday rush and losing importance of big picture. Deborah was impressed with the level of passion we have. She framed fundraising not as "can i have another dollar" but "join me on this adventure." As we mature we'll learn the right questions to keep asking. Remember this is an investment we must work and build on for it to pay off.

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Employee mid-year performance review and goals

Redacted.

(break)

Board Candidates

Redacted.

Current Officers

Secretary

Riccardo Heald resigns as secretary to focus limited available volunteer time on board manual and other archivist tasks until end of term. Suggests Erica, having taken over note taking, officially take over office.

Do we accept Rick's resignation of being Secretary? Yes.

Do we appoint Erica as Secretary instead. Yes.

Rick becomes Archivist and Binderji (not official offices) for remainder of term.

Work Exchanges: Decision that periodically, we need to re-examine the work exchanges. Make sure they are fair distribution of workload and fraction of tuition comped. Make sure they are providing value expected and that functions are still needed. Some will be obvious (ie dish crew) and others especially the not directly involved in camp operations ones less so. We owe it to community and to the work exchangers to re-evaluate regularly.

Decision to ask site managers to help us think about this, examine needs.

Social Media: We need to use social media especially now that the new website is a great place to have it lead back to. Need guidelines on posting, discussion of how we'll keep creating content.

Emails:

Listerv to remain as is.

Constant Contact or similar type of email service for large announcement posts. Concern re ability to opt out. Let people know about changeover before adding them to the new system's list.

Respect people's privacy. Not too many email blasts.

Facebook & Twitter:

Erica and Rachel and Dan and Demetri will be taskforce to discuss outside full meeting.

* * *

Meeting adjourned.