

EEFC Board of Directors  
Fall Meeting  
September 23-24, 2011  
Home of Ann Norton, Richmond, CA

Attending:

Board members:

Douglas Lane Allen - DLA - Treasurer  
Dan Auvil - DA – President  
Erica George – EG – Secretary, Co-Liaison, Social Media  
Nancy Leeper – NL – Development Chair  
Ann Norton – AN – Scholarship Chair, Raffle Chair  
Corinna Snyder – CN – Programming Chair  
Demetri Tashie – DT – Liaison, Publicity Chair

Staff:

Rachel MacFarlane – RM – General Manager

Call to order

Consensus model review: means unanimous agreement.

I concur

I have concerns but concur

I don't concur, can we reframe the issue

Vice President Position

Position required by bylaws since 2006; role is to be a backup for president. We agree to postpone appointing a VP to a phone or email meeting. *[Note: Corinna Snyder later became VP.]*

Camp Evaluations

Most evaluations for both camps very positive. Some complaints, often on both sides of an issue.

Aggregate evaluations shared with Program Committee, Site Managers. Rachel prepares anonymous excerpts for teaching staff, chef, auction, sound, kafana, housing, and the camp facility.

Rain at both camps, in general was handled well.

Theme that we could do even more to welcome newcomers. Discussion of options including revamping orientation, asking Program Committee to help. Discussion of different needs of longtime and new campers from opening night orientation. Idea of buddy system for new staff as well as for new campers. IS newbie shepherds got a sample letter to modify and connect with their buddy before camp – we should encourage that.

Theme of dissatisfaction with length of sound checks.

Some complaints over food, which have been forwarded to appropriate chefs, but overall satisfaction.

Continuing mixed opinions on student concerts, overall positivity for newer shorter format.

We could better set expectations around how frequently campers can expect to see the same staff invited back, regardless of positive evaluations. Thematic and regional variation, etc.

Complaints over length of performances at student concert but particularly student evening ensembles.

Brainstorm of ways to encourage staying within time limits, including asking longtime campers to speak up as their classes plan performances.

Bees at IS: facility will get those comments.

Program issues raised in evals include policy: how much to focus on less popular traditional instruments. Needs further discussion by both board and Program Committee.

Update on website contract

Fall 2010 board contracted Demetri's consultancy to redo the website. Part of that contract is an additional year's worth of updating and maintenance, which we will continue to benefit from until April 1, 2012.

Need to shift responsibility for creating new content and updating it to staff and volunteers. This includes keeping the front page fresh.

Website work from this contract was covered with earmarked donations, including generous matching donation. FAQs in process. Erica did first pass, Jan Williams did comprehensive revision.

Decision to pursue a web content strategy document to guide decisions and set expectations, determine who will perform updates. Need to consider website content a programmatic activity. Ideally we will determine one overarching managing editor.

Filming projects at workshops

We were very impressed with Meerkats. We gave them \$4,000 (plus travel costs and partial camp attendance at Mendocino) and in return they will give us a promotional video, which for the quality of work is an excellent deal. Grant from Good Family Foundation covers all these costs. Meerkats are working on Brasslands but then will focus on completing our project. They've been given editorial guidance. Final product expected to be 5-6 minutes, suitable for both potential granters and general public via website.

Josephine Decker's project. Last minute request for personal artistic film project at Mendo. 6 paying campers attached. We felt we desperately needed the money; Josephine had filmed in the past and been respectful. Lots of feedback and concern from community.

Decision: Only to allow filming that explicitly benefits the EEFC.

Our default policy will be that we consider filming projects by:

how it may benefit EEFC

clear sense of the script and plans

how disruptive / invasive to dynamic will the filming be to the camp experience

respect for tradition, staff and community members from traditional communities

respect for general camper desire to keep filming restricted

Need to clarify personal video policies, revise policy for the age of YouTube. On agenda for future meeting.

Deborah Pruitt consultancy evaluation.

What did we get from this investment?

Information and advice on operationalizing organization, board. Guidelines that we can use in developing strategic plan now that we have survey results.

Key: need a strategic plan.

Financial Health & Stability

Core Excellence – the workshops.

Outside Projects

Honor our sources

Expanding Education

Strengthen EEFC community

Work exchanges & tuition waivers

Site reports show list of work exchange and tuition waivers (both full and partial). Explanations of each work exchange. Waivers include staff, staff families, guest of board, work exchanges performed outside of camp ie grantwriting.

Approximate dollar costs: Mendo around \$23,000, IS around \$20,000, both likely somewhat more. Represents what we would get if these attendees each paid full ride. It does not account for what we would need to pay if we sourced these jobs outside the community. Need to consult with CPA to better show this type of accounting in our budget, ensure compliance with tax laws.

Discussion of values of work exchanges, cost/benefits. Purposes of exchanges are not just the comped job but also allowing people to attend camp who otherwise might not be able.

Decision: Ask site managers to analyze work exchanges to ensure they get appropriate amount of comp for work performed. Future commitment to re-evaluate every few years.

Discussion of job description document

[Redacted]

#### General Manager Report (some items redacted)

Theme of year is moving into professionalism as an organization.

Generosity, community solidarity are key themes of our workshops. Lots of volunteerism.

B&B second year went well. Refining procedures to make it easier on housing & front desk.

Need to clarify policies around party attendance vs. B&B, one-night dance hall musicians vs. kafana musicians.

Need task force to create policy around guardians for minors who are not their children. Corinna is spearheading.

Goal for next camp season is a firm, posted policy and required consent forms.

Working on getting us into the CA nonprofit database which can be accessed by granting orgs and can get us info on other orgs like us. Requires past 2 years financial analysis.

Fundraising. We set ambitious goal but raised average amount. Around \$35,000 membership and other unrestricted donations, plus a few other special donations ie from benefits like Golden Fest.

Developing calendar for regular Constant Contact updates to community.

RM attended some inexpensive professional development workshops in past year: fundraising, social media.

#### President's report

Presidential role of keeping communications flowing and point people on task.

Goal to further strategic plan development, further create structures to use for future.

Discussion of potential for future longer board terms, or model of initial 3 years then a 3 year renewal, to strengthen continuity. Balance this with difficulty of recruiting.

#### Treasurer and Finance report

Good news – we have made it into the black. Camp attendance a little more than expected. Donations, especially membership, higher than projected.

Overview: more money came in than expected. Part of this is due to downwardly revised expectations. Part is receiving the Good family grant, the website upgrade auction items. Slightly higher tuition receipts. Getting more in one-off donations and variable donations ie Golden Fest contribution.

Website earmark includes money to spend later, so we need to count that as cash in hand but also as a liability.

We are not yet accounting on the books for things like in kind donations.

Good Family Foundation grant is our first programmatic grant. (We have received / been fiscal sponsors for targeted grants for travel for workshop staff in the past.)

We had two big projects, website and video, and both are being paid not from membership dollars.

“In the black” does not mean smooth sailing. We have dollars in the bank to pay for some costs we are committed to (liabilities). Significant fundraising efforts to achieve this.

#### Development / Fundraising

Goal: create a Development Plan to go along with organizational Strategic Plan. Building strong development committee; seeks more east coast younger members, members from south.

Discussions of: membership and its benefits; volunteer recruitment and making better use of volunteers; outreach to other organizations including local ethnic organizations.

Social entrepreneurship. A way of bringing in money through things that feed into our mission but are not the same kind of program product. Publishing is one. Other ways of developing, promoting swag.

Discussion of membership campaign plans, both for this year and potential changes in fundraising model in future.

Decision to develop special events planning & support package for people to do fundraising events to benefit EEFC (such as the Balkan Shout Out), in other cities.

ACTA grant application. Raised just \$900 short of the maximum for the website matching grant. Challenge to board to make the matching goal.

Kickstarter: We can't fundraise there for operating costs but we can fundraise for projects. Has youth appeal. Idea for Kickstarter-funded grants for musicians to take educational travel in Balkans.

We need major donors, but our core base is small donors, and we need to focus more on broadening that base.

Board members renew commitment from 2010 to be able to say that EEFC is the organization we as individuals donate the most to, and that it is an amount that is significant to us personally in our own financial situations.

#### Secretary & social media

New option to test for conference calls; allows Skype dial-in.

Social media is part of general content strategy & website strategy. Bring in younger members of community to planning. Constant Contact and discussion listserv are also social media.

#### Publicity

Content strategy will need to take into account learnings from survey.

Limit Constant Contact usage to not overload people.

Folklorica Biblioteka – Ian Miller's online journal project for website. Upcoming scholarly article on Bulgarian village women's singing. Scholastic articles are both specifically developed for us or adapted for us, and reposting from peer reviewed journals which does involve permissioning etc.

Upcoming EEFC radio program on field recordings of Bulgarian women's village two voice singing.

Permissioning issues also arise with web radio, though next several programs will not have permissions needs.

Discussion of potentially working with a lawyer to set clear guidelines on permissions, which we can then share to whole community.

#### Scholarship & raffle

Raffle: New Year's Eve is cutoff for purchase. Names drawn New Year's Day. Ann calls winners. Our commitment is at least one free camp attendance given. If we sell over 200 tickets, 2 camps; over 300 3, etc.

PayPal considers raffle gambling, which is why we can't run payments through it.

#### Scholarship

Each year the fund is left with enough to award one scholarship to each camp for the next year. These are dedicated earmarked funds. We gave almost \$8,000 in scholarship assistance this year (for both workshops combined).

Goal: expand scholarships, expand fundraising for scholarships.

Recipients are required to write about their experiences, which we then can use in fundraising.

Trend is many more applications by very qualified applicants. This leads to us awarding more partial scholarships; people often look to work exchanges to help cover the rest. Reality is without increased fundraising we can't give full scholarships anymore.

Discussion of idea of seeking endowments for specific scholarships to help preserve specific instruments, seeking funding from Balkan countries' embassies, local ethnic communities with which members and teaching staff have relationships, etc. We need a strategy for outreach to ethnic communities, of which this would be part. Will involve Publicity Committee.

#### Programming

Progress on track for workshop slates.

#### Survey Results

[Please see separate forthcoming survey results for more comprehensive and focused survey results information. This section of notes relays both key survey results as discussed and significant discussion based on those results.]

Survey – Programming, Kids – Corinna, some of Brenna's notes, discussion

Many people without kids are happy with current programming, mainly care that core adult offerings not be negatively impacted.

People with younger kids want more kids programming, kids programs as childcare.

Some people willing to consider slimmer program offerings if financially necessary.

We should add more to FAQ on kids, including finding babysitters in community.

In interim let's look to ways to enhance kids programs without adding a teacher/losing an adult class. Nature walks etc. Get parents to collaborate on sharing taking the group of kids into activities.

Family liaison – Corinna volunteers to be this new position. Can especially help shepherd people coming with kids for the first time. Connect them with other families with similar-age kids. Help families find folks to request to room with esp. at IS – involve Suze. Could connect two families who want their kids to go to sleep at the same

time. Parents rotating childcare to allow parents to stay later at dance party and go to kafana.

Easier to find funding for kids programs – may be able to expand programming without raising costs.

Need more info from parents on what they most want and need from kids programs. Opportunity: grow our community if we extend our programming for kids. Also relates to Vision point 2: open to people of all backgrounds.

If we had full class time child care options during all 5 slots, we might attract more parents with kids, good for continuity. Make sure parents know there currently are not 5 kids slots before camp. Encourage sharing babysitters.

Survey - Program Expansion – Brenna's notes, discussion

65% of respondents to question in favor of expansion.

Many interested in weekend workshops, online tutorials, etc. Short workshops, while a huge amount of work, may be a way to reach new people and keep an accessible and affordable product. Online tutorials may be easier to start trying.

Idea of focused weeklong camps – themed or ethnically centered. Would missionwise expand our reach to new people, expand accessibility in terms of who is able to afford time money and travel to attend. Would possibly recruit new people for weeklong camp or as community members and donors. Increasing community base. We have the experience to give the template of how to run an event. - strength. We have a community experienced in staffing camps – strength. Concerns/weaknesses: no new funds to dedicate. No new staff time to dedicate.

Is our best asset not us running new camps but us mentoring others through creating one? If so we need to franchise somehow. If our camps are the gold standard, we want new camps to adhere to our standard.

Alternately is there an economy of scale in us running multiple smaller camps ourselves? Make us bigger, maybe more attractive to funders. We might then be in the position to be bringing more people over, for a tour of multiple camps. If we did tours like that, how many people who will do things like get the visas and do translations etc. are there. We have the knowledge but the weakness is not necessarily the bodies on hand right now to fill those roles.

Weakness: tours & workshops require a lot of time and skill. Do we build a strength of training the next generation of visa-getters? It's a weakness that we grow musicians but we don't grow infrastructure supporters. We need a plan for growing people to fill these roles in our infrastructure.

Partnership opportunities. Contract with or collaborate with the person in NYC who professionally expedites eastern European art visas.

Internship opportunities. Get someone in younger generation who is interested in arts administration who might do an internship, and as part of that internship be running something for us. They would get supervision and oversight by partner org. Example: when a NYC chorus became a 501c3, the work was as part of someone's masters thesis in an arts administration grad program.

Increase one-shot events, especially those that can be both fundraisers and outreach. We can offer more involvement, help with publicity.

Concept of offering less at workshops to cut costs. How much would that actually reduce costs, how many classes or days of camp would need to be cut? Having fewer teachers would be a relatively insignificant reduction of cost for the course of the camp. Even assuming travel on the expensive side, the most you would gain from cutting 4 classes is \$4,000. We need to educate people on the perception that programming is the core cost of camp.

Discussion of non-program ways to cut camp costs, including possible food (with attendant reduction in overall quality).

Survey - Current programming – discussion

Program Committee will need to see survey feedback.

Board should become more involved in being aware of the progress of the workshop slates (not micromanaging as Prog Comm works very well). Strongly active trusted hard working committees that carry a lot of work for org = strength. Board not having clear vision into working of committees = weakness. Board can't stand behind decisions if we don't know the details. = weakness.

Prog comm is seen as mysterious cabal by campers. As a board, we should work to make it transparent to campers.

General: Need to improve systems of committees reporting to board.

#### Survey - Program popularity – discussion

Data here mainly supports our anecdotal sense of what the most popular program areas are within the community.

Themes, 5 year programming plan – ways to ensure folks who want less-popular program areas know that their interests are not being ignored and that their area will come around the rotation.

Preference for giving solid attention to a less-popular area rather than one throwaway class here and there. So while there may not be tamburica every year, work to ensure that when there is, it gets solid focus and will be satisfying to the tamburica fans.

Remember survey respondents are only a subset of the community. People on listserv, on constant contact in aggregate are say around 2,000. so we got about 10 percent of those folks responding to survey. For a survey, this is great turnout.

#### Survey - Membership & donations – Denys's notes – discussion

Question re gender breakdown of camp attendance, possible gender correlations in membership/donations.

More info to be incorporated into financials discussion.

#### Survey - Website, listserv, Constant Contact and Kef Times - Demetri & Dan

Kef Times overall trend people happy with digital format. Only 7 wanted print again and only 3 would pay for it. We don't think subscription would pay for the cost even if more wanted it. So Kef Times however it continues should be online only. Also people did not seem deeply wedded to Kef Times. Hard to tell why. People don't care enough about this to make it an essential service. This info might become part of the website and CC over months rather than one publication which we put lots of time and money into.

Very solid response for CC. Overwhelmingly a good thing.

Discussion listserv. Many not even aware of listserv. How to make them aware? Need to better explain the difference between CC announcements list and discussion forum listserv. Need to place listserv under Communications or Publications menu on website.

Website: Overall people want more - as much as we can give. A handful of responses saying don't reinvent the wheel just link to other people's sites. Yes links are good but there is value in our presenting core information. Establish ourselves as an authority. Weakness: energy to vetting information, resources to develop content. Inherently thorny issues in content vetting. Macedonia, for example. Any position we take is going to offend someone. In those cases may be easier to link to content. Make sure content strategy includes getting things vetted. We may want to first go to less politically volatile content.

Concern re vetting level of scholarship esp. for online journal project Folklorika Biblioteka. Need for serious editorial oversight, peer review. Inviting respondents to comment.

#### Survey - Membership and Tuition – Ann – discussion

Almost all respondents answered the tuition question. A full 48 % said they could pay \$1050. Out of the people who said they can afford \$1050, they were pretty split on how they would see the deficit addressed. Strength: more of our community than we thought are able to afford more, and willing to invest more in us. Weakness: we want to be inclusive and not make attendance elitist. There are many people who can't afford it as it is. Increased pressure on scholarship fund if tuition increased. If increasing tuition, consider impact on families.

Comments show interest in possible sliding scale for tuition. Possibly a midpoint rate, a rock bottom rate, and an "I can afford to help out" rate.

This is a cheaper vacation than most other options. We could publicize comparison costs. We have some data on other camps costs and offerings from research Demetri did.

Opportunities for tiered membership, tiered tuition. Pull forward the community building aspect of it - sponsor someone else's attendance at camp. If tiered tuition, the additional amount should be structured as something they can deduct as a donation.

Weakness: people don't understand what camp costs and what is the significant cost center of a camp. People think teachers are more expensive than they are. Rachel years ago did a pie chart article in Kef Times: update and republish. Goal: Better define and communicate camp value. Price / experience / depth of programming / teacher-student relationship.

Survey - Yes/No General feedback section – Erica – discussion

Most people are happy with our programming. About 2/3 are in favor of expansion. Very enthusiastic about wanting the EEFC to become more visible – 9/10 want increased visibility. Any program expansion might begin with the ideas that are most likely to increase our visibility.

Being part of the EEFC, and its longevity, are overwhelmingly important to our community.

Just over 2/3 say they would not pay higher tuition in exchange for no fundraising. Most who did answer yes here also answered that they can afford the higher \$1050 tuition rate. Unclear if they would then not give beyond tuition, to help cover increased scholarship need if tuition is raised significantly.

Skills & comments

Strength: community wants to help by donating skills.

Challenge: Volunteer management requires coordination.

Strengths / Weaknesses / Opportunities / Threats Analysis

Threats:

Demographics: age, (weakness: not fostering youth in leadership)

Balkan music is cool right now but this cool period will die down.

Balkan music, including in the old countries, is changing to be more modern pop – the relevance of traditional music is threatened. Our source culture is less relevant in its home environment and in its ethnic source communities in the US.

The Mendocino facility is somewhat state subsidized. If we lost Mendo facility, any new facility would by definition be higher costs. If we lost IS we might find competitive costs.

Aging population less able to handle Mendocino facility.

We got 71 new people at Mendo in 2011 – but we don't know how we got them, where they came from, or if they're coming back. Attendance at Mendo would have been much lower without those new campers. Financial liability if next year is similarly lower in returning campers and doesn't have as many newbies.

Potential threat: dependence on generosity of staff to teach for lower than market rate. They get lots of intangible benefits including connection to our community. But we depend on people who value those intangible benefits over the money. More professionalization of musicians who then need to be paid professional rates.

Threat in aging of community, potential lowering of income as people move to fixed income. As we bring in young people, they may not have the resources of the middle aged and the more well off seniors. Our younger campers are also our poorer campers. More young campers who are professional musicians, can less afford a week of camp tuition plus a week of lost gig wages.

Weaknesses:

We don't know where all of our new attendees are coming from or if they will continue to keep coming, what will motivate them to keep coming.

Fundraising needs may exceed what we can get from campers (in part due to limits of facility capacity limiting number of campers) and we do not have identified growth opportunities for revenue beyond camper community.

Need to be better at long term donor cultivation. For big chunks of money it takes a long period of cultivation. If major fundraising is entirely board dependent this won't happen due to term length and skill lack. Financial constraint to getting someone to be that kind of fundraiser.

Without solidified strategic plan we can't cultivate large size long term donors.

We have historical longevity which is attractive to donors but less secure projected future longevity.

Generational changing of the guard. Succession: what responsibilities do we need to prepare people for? Need to mentor younger people especially for infrastructure, committee & board membership, staff, dance leadership & teachers, volunteers, including visas etc. Lots of youth come and participate in camp experience but not – at least yet – taking on the role of helping to make it happen. Need: find roles to attract those people, mentors for them.

Weakness in communicating to community what it means for a professional musician that the market rate we'd need to pay them would be much much higher to compensate for good gigs on two summer weekends. No staff

complain, and they make that decision as to whether they can afford to miss other gigs when they are asked to teach. Some would even pay to come. But this may not always be true.

### Opportunities

Educational outreach, including to schools. Educational materials?

Ability to foster interethnic spaces. (Ties into need to develop storytelling for fundraising etc. Ex: When Raif and Serbian staffer played together during the war.) Respectful co-creation, peacebuilding through art. Cultural diplomacy.

Do we want to get into taking people to Balkans? We have community members who do this but apart from Larry W's camp not under our umbrella in any way.

"Playing for peace" org took Israeli & Palestinian kids to play music, soccer etc. Highly fundable.

Conferences, booths at cultural fairs. Brenna's suggestion re booth at Folk Alliance. Recruit for membership, camp attendance, cultural participation. Folk Alliance, Folklife, Festival of Nations. NYC story booths – we could do that on the web.

Mini tours to small locations - help smaller communities, their international folkdance scene. Also connects to other music audiences. Connect with bands in our membership who are already going on mini tours and find ways for EEFC to be a part of their messaging, publicity, to help both them and us. Take advantage of the midwest, not just the coasts. Some musicians appeal to broader than Balkan-focused audience.

Universities. Leverage academic relationships to get performers into colleges as guest lecturers. Package a workshop and a performance. Through ethnomusicology departments, planned long in advance.

Strong interest in traditional dance in Asian population. In Plovdiv, half were from Asia. Some strong Asian American communities in the same population centers where we have presences. Potential long-term for offerings specifically focused to Asian and Asian-American attendees. Japanese cultural education tourism.

Expand outreach to non-US campers. Run one-off camps in other countries? A Balkan dance camp in Japan was successful once. We could facilitate connections ie to teaching staff rather than run. Connect with existing camps in Europe, places some of our staff also teach.

Social entrepreneurship. Recordings. Sell dance notes in conjunction with teaching staff.

### Long Range Vision

Who are we? Do we want to be bigger? Do we want to be just two workshops?

What happens if we change nothing?

2 great camps continue.

Costs will increase, tuition will increase.

Ceiling on fundraising abilities, from granters and other large donors particularly, from limited attendee base.

Easier, mostly status quo; danger of inertia and stagnation. Not responding to community interest in expansion.

Possibly jeopardizing long term health of organization & community – not exploring other opportunities may be shooting ourselves in foot. We may or may not get that new audience to replace those aging out. Danger that they may not keep materializing without our further effort.

Maintaining the existing magic party in the woods spirit because not introducing new programs, risks, attendee groups – maintains the special hidden family shangri-la.

Danger that magic will be threatened as costs rise and more subsets of the community are less able to keep coming.

What happens if we make some meaningful but incremental improvements?

This is smaller changes: family liaison, more newbie welcoming work, etc. Might get good will from community for being responsive, though only improving incrementally. Responding to request for better communication etc. but not to expansion per se.

Need to add resources or restructure current resources, whether money or staff time or volunteer time.

Possibly more attractive to funding opportunities either granting or internal. Opportunities from theming years, etc. Opportunities to try for gululka scholarship type fundraising.



Continued improvement of website would support outreach and fundraising efforts.  
More robust organizational reputation as we improve offerings, esp. website, become more professional, legitimate. More content business as well as music and dance business.  
Expanded audience from adding family liaison, possibly more families & kids. Better prepared to manage demographic threats / grow community base.  
Example incremental opportunity is the Folk Alliance booth: promoting ourselves to other orgs.  
The more we enhance workshops & outreach the better we meet the current mission. Reach more people and in better ways.

What happens if we decide to grow?

Will require significantly higher resources over time. Restructured & added resources.  
All the incremental improvement stuff would happen in this scenario too – necessary first steps.  
Requires skills we may not yet have in staff and board volunteers.  
Will divide the community, some will love and some will hate. Some people may withdraw membership but unlikely many would leave camp. Large majority did express interest in expansion.  
Would open new opportunities for funding.  
May change dynamics of existing camps if we offer more things especially local weekend camps. Some people may opt to go to something local instead.  
Connect to a much larger community. More kinds of communities to connect to, not just our camp attendee communities. Arts management orgs, overseas entities. More diverse as well as larger network of communities.  
Connect to local folkdance communities in a way we don't now.  
Will more greatly fulfill the mission; will significantly expand the mission (or at least its interpretation).  
Grow stature as an organization. Grow profile. More legitimate. More weight & respect in going into future endeavors.  
Might become so unwieldy we could not manage ourselves well, might collapse due to poor management. More risk.  
Would much much better manage our demographic issues or at least give us more opportunities to address them.  
→ better longevity

Opportunity analysis. None of the opportunities we identified are opened up by doing nothing new.

Core weakness to adding programs is resources and costs. And concern as to degree of support we have from the community for change.

Do we feel we have the mandate to make the decision for the organization to add programs or not?  
Long term donor cultivation is a huge key crucial thing we need to work on for sustainability. We must add programs to be successful at that.  
We all agree on making incremental improvements rather than doing nothing.  
Should we, in terms of mandate and direction, also add programs? Not just deciding based on the survey results, but also in our role as board to think of the future of the organization.

We agree as a board, with all our knowledge including survey results, that we should, in our best judgment, in the best interests of the organization and its future, add programs.

CONSENSED

Mission statement overhaul

Discussion focusing on particulars of semantics of terms like “traditional” and “folk,” not on changing the core basic focus of the mission. Core issues of concern include making sure the mission reflects who we are to our current community, but also accurately explains us to those outside encountering us for the first time. General principle in nonprofit management that the mission statement should be something one can easily memorize, can be recited as an “elevator pitch” in one or two sentences. Should be able to hold goals and objectives up to the mission for consistency, but the mission is not something you can then evaluate yourself as achieving, it's an

ongoing objective.

Name: let's focus on "EEFC" the acronym rather than our official full name. Focus on being EEFC but no changes to logo, etc. We should talk to marketing experts re if new branding would enhance our new offerings when we do roll them out. Sensitivity to spending of resources, even if the design work is free.

Decision to table hairsplitting on the mission statement semantics, with understanding that the mission is essentially fine as is but the vision statement could use work.

## Strategic plan

Overview: Plan on near term incremental improvements, as well as medium and long term. Objectives need timelines, and need point person to ensure shepherding and achievement. What would we want the year end report of the 5 years from now board to say?

Needs assessment: Goals vs existing assets, what we can take on and how fast without putting the org at risk. 1 year plan, 5 year plan, with 10 year goals. How and where does staff work fit into which goals? What resources, assets, and skills are required for these programs?

5 years from now where do we want to be? What do we want the org to have accomplished? This is a wish list for the future.

Successful mini tour on one coast using staff from a camp. Including going to schools & universities giving mini workshops, tour both folkdance and mainstream and school venues.

Franchise into the midwest for a weekend workshop.

Reach 5 times as many people with our programming of all kinds. Broadened, diversified our audience.

Financial health. Income up, costs down in relation. Larger grants, possibly grant for operating expenses.

Connections with major grantmaking organizations, developing relationships.

Full complement of staff to support all activities including ED, development, managers for all divisions of programming (workshops, other programs), support.

Board has revisited those things we identified to revisit on a regular basis – nothing lost in transitions between boards.

Board fully devoted to board appropriate business and is now a strategic and development board rather than an operational working board.

Published both online and hard copy books on Balkan cultural topics. Some substantial work / publication whether journal or otherwise. Could be dance note compilation, music compilation, costume book.

First successful children-focused camp.

Completed another major comprehensive survey, also targeted surveys which have informed website content & programmatic development. Regular survey calendar in place.

Instrument section of website more complete, robust library of scores, texts, music, recipes etc. Robust and diverse website content. Useful, informative.

Developed or developing a recording label? We are good at distribution to a targeted and interested audience. Not to produce CDs necessarily but perhaps to distribute online. Goal to best help bands that come from our community. Is that our role? There is some implied endorsement already by making artists staff. This could become another perk to staff: honorarium, chance of a tour, chance for wider exposure and sales. Selling recordings of live happenings at workshops, with appropriate proceeds to staff (something community has requested). Solid digital distribution strategy and music production and distribution infrastructure.

Staying on top of technological innovations and change, staying current, solid strategy and implementation.

Better communication between board & community: transparency, follow-up, demonstrated responsiveness.

Regular timely scheduled communications to community. Infrastructure for that regular communication including updates on projects, survey responses. Successfully executed & continue to execute our content strategy.

Better use of community for volunteer & support energy that they have offered. Connection of volunteers to needs, robust volunteer program.

Getting 50 board member applicants.

Enough in the workshop scholarship fund for everyone who is in need.

Long term donor program may not yet have returns. We would have identified and developed relationships with prospective donors.

Developed materials to use with donors and are ready to make asks when appropriate of high level major donors.

We will have figured out the strategies for the different segments of potential donors, including low level donors.

Will already have implemented as appropriate. Strategies developed in year one are in process.

We will have done a self-audit and passed.

We will have had regular and successful local benefit events based on Balkan Shout Out or Golden Fest type models. New events by new groups are made easier by a manual for how to do a benefit & outreach event under our auspices.

Partnered with a cultural or humanitarian NGO doing work in the Balkans for us to be part of furthering their mission, as a way of giving back, connecting more with Balkan peoples.

Partnering with philosophically compatible corporate sponsorship if we can find it. Sponsors we trust and believe in. Providers of products used by the community.

We will have sent our second musician or band on a funded educational trip to Balkans, on the someone-awesome-memorial scholarship, possibly funded through Kickstarter campaigns.

We will have successfully partnered with a Balkan workshop promoter in Japan to create a co-branded workshop. (Poss longer term than 5 years.)

Our franchise type programs are maintaining connection to us and branding with us when we want to maintain that connection long term.

We've created (either had or created and seeking funding for) a Balkan play for peace youth workshop or program.

We have an extended outreach program, a program for direct close outreach and for broader outreach through orgs like Folk Alliance, TAA, other external orgs.

Offering college credit again through 5 universities. Have highly active internship program working with our staff. (Workshops used to have college credit options.)

We've helped members of our staff community find additional employment opportunities for workshops and performances and residencies such as on campuses. We have institutional relationships and an infrastructure for making use of them.

We have an established network infrastructure of local groups in cities for working together promoting tours of EEFC-affiliated groups.

Think about the specific programs we'd need to deliver the kind of results we envision above, and then think about what kind of staffing, resources, and necessary budget we'd need to get to those programs and results. These programs are not exclusive, we will be thinking about big picture.

Buckets: How would we group these types of programs and internal structures to support them, both additions and incremental changes?

Deliverables:

#### PUBLISHING

Online delivery of materials

Further development of website. Adding to current sections, new sections.

Music distribution

Keeping with tech trends

Online tutorials etc

Publishing strategy & business plan

Online courses that might have college credit

#### TOURS & EXTERNAL EVENTS

Co-branded, franchised, or all-ours

Benefit-and-outreach events like Shout Out

Creating audiences, not necessarily or just new campers

Mini tours  
Connecting staffers to colleges, residencies  
Japan connection

## WORKSHOPS

Core sensibility: about creating villages.  
Our own existing workshops.  
Expanding our own workshop offerings: kids camp, weekend workshops, midwest workshops, play for peace.  
Experiences like our existing camps but differing in duration / audience, not in core event type.  
College credit associated with workshops.

Infrastructure:

## INSTITUTIONAL OUTREACH

Organizational partnerships  
Corporate sponsorship  
Relationships with grantmaking orgs

## ORGANIZATIONAL DEVELOPMENT

Fundraising / money. Tiered membership levels  
Structures & processes  
regular survey calendar  
regular board reassessment calendar  
regular quarterly communications board → community  
strategic plans  
communications – internal  
communications – external/publishing  
fundraising  
succession  
people  
volunteer program  
strategic board  
staff  
technology

Spotlight / drill down on organizational development

Responsibilities:

program project management  
external events ie tours  
internal events ie workshops  
editorial  
program support  
operations staff  
volunteer community management – create develop, nourish, maintain, coordinate  
fundraising – strategy, execution, oversight  
technology  
publicity & marketing – strategy/planning & oversight & execution

What do we have now?

board with 3 year term  
roughly 6 volunteer committees  
2 site managers  
1 general manager as internal program manager / office manager

volunteers and work exchanges for specific one off tasks (~5)  
contracted services ie bookkeeping  
workshop employees & work exchanges from cook to housing etc. (~50?)  
paid workshop teaching staff (~100 pool from whom we draw)

After lunch on Saturday 9/24, the board resumed the meeting in an executive session, without staff present.  
Notes for this session are in a separate executive document.