

**East European Folklife Center (EEFC)
Fall 2012 Board of Directors Meeting
October 19-20, 2012
Richmond, CA**

Board members attending:

Douglas Allen
Dan Auvil
Erica George
Biz (Jean) Hertzberg
Nancy Leeper
Ann Norton
Eva Salina Primack
Sanna Rosengren
Corinna Snyder
Demetri Tashie

Staff attending:

Jay House Samios, Executive Director
Traci Lindsay, Administrative Assistant (Thursday, Saturday)

1. Financial Review

- Biz and Doug presented a summary of this year's financial activities, comparing them the last two years, and giving the board deeper dive into a year over year (6 years' back) view of our workshop costs by type (e.g. rent, teacher compensation, travel, staff costs, food). They also shared the year end view of our assets and liabilities. reviewed our major revenue generation efforts - membership, donation, raffle, auction, tuition
- Discussion followed
 - Question: Are there any standout opportunities to reduce expenses?
 - Answer: None showed themselves as easy wins. Opportunities would be small and require significant changes in the way we currently present the workshops

 - Question: What were the exceptional activities or events in the last 5 years that significantly impacted our finances?
 - Answer: one off grants (ACTA), one off gifts (this year 10K), one time loss of deposit (High Rock), lower personnel costs (FY12), teacher air travel down this year. Looking year over year, both FY11 and FY 12 were higher (FY11) and lower (FY12).

- Question: Do we have enough/too much cash reserves?
- Answer: Maybe - treasurer to find out NFP best practice and if we have too much cash, let's investigate other investment opportunities.
- Question: can we do a better job separating earmarked funds and earmarked expenditures?
- Answer: Yes - we will do that as we move the financial management responsibility to Jay, and improve our ability to see our revenues/costs by program.
- Note: Agreed to raise tuition to \$875 for adults - see year end fundraising conversation.

2. Staffing update

Workshop manager hiring process update

- Agreement to kick off the process next week. starting with validating the job description, then communicating the description and the hiring process to our community (listserv, website and constant contact) and listed nationally - Idealist.org, The Foundation Center, ACTA, NYFA
- Agreement that the ED owns and drives the hiring process, and will make the final decision and job offer. The admin committee and Ann will help the ED create a comprehensive and accurate job description, sit in on interviews, and discuss candidates' applications.

Office Manager update

- Agreement to rename this as administrative support. Agreement to clarify with Traci that we want her to continue on in this position.

3. Jay 30/60/90

Jay shared her 30-60-90 Day Vision for Leadership Transition

30 Days focus is on *Getting to know you* - Establish communications, begin to lay groundwork. determine what infrastructure is needed, identify top priorities. Connect with board and other key stakeholders, gather background information. Get up to speed with financial picture, initiate/put in place operational processes re workshop manager hiring process, create financial operations process.

60 Day focus is *Planning to plan* -- Dig into what outcomes we are seeking and what we need to do to get there. Initiate end of year fundraising, start planning for longer term fundraising, further

(depth/frequency) engagement of community, focus on workshop hiring process, budget planning/analysis, establish development calendar, start to reach out to other organizations, EDs, understand our stakeholders.

90 Day focus is *Getting into it* -- Digging in to an organized planning process, keeping pace with “to-do’s” and managing process, beginning to execute on fundraising.

Stakeholder analysis - part of Jay’s 30/60/90 plan - how to better involve people who have been instrumental to EEFC and camps over the years.

The Board approved of her plan. the President will meet with her weekly to get updates on the plan and on the execution of planned activities.

4. Year End fundraising

- Reviewed past process for year end fundraising mailer.
- Agreed that we will use the past process (snail mail flyer to our ~5K list, outside production by a printer who coordinates with a mail house, via bulk mail, to arrive before Thanksgiving weekend.
- Agreed to make some changes to improve benefits for bands, support sliding scale range for memberships, promote monthly sustaining members, communicate how to help if you can’t provide your own money:
- Agreed to raise tuition.
- Jay will lead this effort.

5. Board Priorities for next 6 months

Agreed on goals by the Spring meeting.....

- Jay has an established platform and defined voice in/to the community
- FY 13 non-tuition income on track to meet or exceed \$65K goal
- EEFC fully administratively staffed and staff fully onboarded
- We’ve added 1,000 names to the EEFC’s Constant Contact mailing list
- membership is up
- we get fewer complaints
- strategic planning process defined
- committees producing timely status reports
- All operations on track to reach a steady state

6. Operations update

Upcoming IS contract renewal

- Discussion re the fact that our contract at IS is up after FY13 camp. Discussion that we have received a proposal for a new 5-year contract; Corinna and Jay will spearhead the contract negotiation effort - will assess other options (other campsites) as part of the process;
- Agreement: Jay to convene a small taskforce to research other options as we prepare to negotiate.

Officer/chair/committee positions defined

- Agreement to complete the descriptions of officer, chair and committee responsibilities by mid November.

7. FY12 workshops: lessons learned

Overall, good feedback, no major crises, disappointments, problems. Number of evaluations is down.

- Mendo:
 - Ongoing unhappiness with early leave time
 - Food: Tod made proposed improvements -- limiting pork, posting menus, ingredients good. Going forward: not enough vegetarian protein; erratic dessert service, gluten intolerance, Food service timeliness. Server timeliness.
 - Woodlands site - could we do more to help show the Woodlands as a partner org, help our community donate to their facility needs? Very expensive to maintain the site.
 - Concern about downtime in kafana, it not starting earlier
 - Request for brass technique class, vocal technique class.
 - Enthusiasm for Greek-centric program, requests for more Macedonian
- IS:
 - Ask to clarify the "pay to play" policy for kafana performers -- every overnight at IS costs the EEFC
 - Positive feedback on blender bands.
 - Idea to give younger people opportunity to apprentice to Don
 - Auction: too much entertainment during auction, took too long
 - request to create special cabin zones - For snoring, brass, jamming, quiet, kids, etc.
- All
 - Ask for northern balkan focus
 - Suggestion for a musician buddy system for beginners, different instructors for beginners.
 - Ongoing concern re future of village instruments.

Board has collected questions, concerns and offers for support and will be following up on them in the coming weeks.

8. Long Range Planning

- Agreement that we will convene a working committee that will define the process for a long range planning effort that we hope we can kick off at the Spring meeting.
- Agreement that there is value in having non-Board members help us with the planning for this effort. Jay to Chair, Biz, Corinna and Nancy to participate in kick off call.