

EEFC Fall Board Meeting September 20 & 21, 2013
ODC Dance, 351 Shotwell St San Francisco, CA 94110

Attendees

Board members

Doug Allen (outgoing secretary)

Elena Erber

Biz Hertzberg (Treasurer)

Nancy Leeper (Vice President)

Amy Mills

Ann Norton (incoming Secretary)

Eva Primack

Jay Samios (Executive Director)

Corinna Snyder (President)

Demetri Tashie

Staff

Traci Speed attended Friday's meeting

Rachel MacFarlane presented her assessment of this year's workshops on Friday

Overview

Board members, the ED and the Workshop manager presented reports on their committee, program and operational efforts since our last meeting, and discussed proposals for improvements and changes going forward. Many presentations covered shared issues. These notes summarize those discussions by theme.

Confirmation of Strategy and Goals for the EEFC

The board reiterated their commitment to the three goals developed at the spring meeting:

- o Transition the Board out of operations - Chart the Course
- o Demonstrate reach beyond the workshop programming - More than Camp
- o Raise the profile of the EEFC - EEFC = The Source

The board agreed that to achieve these goals, we need to help the organization improve its infrastructure, and added a 4th goal - Improve our Infrastructure - financial, technological, and organizational.

Current challenges for the EEFC:

- Rising costs
- Fundraising needs to grow
- Everyone is part-time and hours are limited
- We are extremely dependent on work exchangers and volunteers
- Camp attendance is lower than we want it to be
- Opportunity/need for more program offerings (revenue generating to offset workshop costs)
- More consistent communications

Goals looking forward:

- Do more of what we do well
- Better support people's desires to help
- Work better as an organizational team
- Experiment with partnerships
- Expand activities beyond camp
- Develop a fundraising plan
- Continue to improve communication and transparency

1. Infrastructure Review - achievements, next steps

● Financial Infrastructure (includes Treasurer's report)

Achievements

- Finance Committee successfully transitioned our books to conform to the Unified Chart of Accounts protocols
 - Can now translate our financial statements into the categories required by IRS Form 990, and other standard reporting formats.
 - Now able to see our financial position in real time, and can compare estimated costs/revenues to actuals on a regular (e.g. monthly or weekly) basis. This is a huge move forward for the organization.
- FY13 financial update: Net loss for 2013 is about \$18,000, mainly due to low enrollment at both workshops
 - Fundraising for FY 2013 was above the target amount, which helped to decrease the net loss
 - Working on a multi-year budget to better plan for financial needs
 - Agreed to raise tuition a small amount annually, to keep pace with rising costs of workshops
 - Deeper look into ways to reduce workshops costs - limited

Going forward

- Jay will continue to grow her financial management skills. We will continue to use Anne Katzenberg as our bookkeeper. She will resign after the 2013 books are closed; Traci and Jay are developing a proposal for the Finance Committee that will be in place before her departure.

● Technology Infrastructure

Achievements

- Jay and community volunteers have cataloged the different systems and software packages the EEFC uses to manage documents and data.
 - Current set up: many of our apps don't talk to each other -- limits the organization's ability to 1) access data needed to make informed financial, development, and governance decisions, and 2) manage Board and organization documents (versions, access)

Going forward:

- Jay is working with Martie Ripson on a proposal to Taproot for a tech. assessment.
- Findings from that assessment will inform a technology special project, staffed by community volunteers - goal is to set up a technology infrastructure that gives staff and the board easy access to up to date, comprehensive and accurate financial, membership and other operational data and documents.
- Jay to scope milestones and timeline for this project.

2. **Infrastructure Review - achievements, next steps (con't)**
- **Governance and Board Operations Infrastructure (includes Admin Committee report)**

Achievements:

- The Board approved the minutes from the Spring Meeting
- Doug Allen stepped down from the Secretary role: Ann Norton was elected to take on the position going forward.
- The Board re-elected Corinna Snyder as president, Nancy Leeper as vice president, and Biz Hertzberg as Treasurer.

Next steps:

- Improve Board meeting efficiency
 - Prior to face-to-face board meetings board will review consensus, EEFC mission statement and EEFC value statement; Revisions/updates will be discussed at the meeting if necessary.
 - Prior to board calls secretary and president will develop a meeting agenda that will be circulated in advance. Proposals that need board discussion and review will be circulated in advance so that the call can focus on clarifying questions and discussion
- Update and ratify Bylaws
 - Bylaws need to be revised to reflect changes in the organization (e.g. an Executive Director) and the Board. if we want to be less operational/more strategic, and let our community help us, we need to change our by laws.
 - Ann will lead a by-law special project, which will review current by laws, and bring proposals for changes
- Review and update Policies and Procedures doc and give ownership to organization, not Board
 - The Policies and Procedures document needs to be updated to reflect the new roles and responsibilities of the ED and the organization - take ops off the Board's plate
 - Nancy will review the latest P&P document and bring to the Board and ED an updated doc for review and sign off
- Clean up board and organization documents
 - GoogleDrive is disorganized: Secretary will be responsible for sending all operational docs to Jay, and reorganizing the Board docs so they are easier to use

2. Infrastructure Review - achievements, next steps (con't) Governance and Board Operations Infrastructure (cont.)

- Revise and reorganize committee structure
 - Committee goals are not being met because the board is stretched too thin, and current by laws do not let us take advantage of our community's expertise and offers to help. Jay proposed the following reorganization:
 - 3 categories of committees and their board/staff members:
 - by law committees
 - Administrative Committee: Pres, VP, Treasurer
 - Finance Committee: Treasurer, Doug, Jay, Traci
 - standing (board, staff and community)
 - Development: Jay, Amy, Nancy
 - Marketing/Communication: Elena
 - Program (Workshops): Demetri, Rachel, Jay
 - Program (Education): Eva, Doug
 - Publications: Nancy, Rachel
 - Scholarship: Ann
 - ad hoc (board, staff, and community)
 - currently no ad hoc committees exist
 - New committee structure
 - co-chairs -- one board member, one community member. Chairs define:
 - the purpose of the committee
 - co-chair roles
 - goals of the committee
 - Posted committee/role descriptions
 - Member selection process needs to be consistent across all committees, and clearly described to our community
 - Committees self-govern
 - Choose their own members
 - Transparent, open application process
 - Committees provide monthly status reports on google docs for committee chairs, ED to view
 - ED works with committee chairs to knowledge share. ED is responsible for knowing:
 - what each committee is working on/their priorities
 - which committees need to collaborate and communicate
 - what needs to be in the monthly Board report

The Board agreed to this proposal and will adopt it going forward. Step one for the board will be for each committee chair to define and document committee goals and responsibilities, and the chair and member roles and responsibilities.

3. Development review - achievements and next steps

Achievements:

- The board became more active in fundraising by taking on responsibility for the live and silent auctions, and the Pazar
- At East Coast camp, the board fundraised, as part of the auction payment process, for two pilot children's education programs (see below).
- Jay led the annual appeal effort

Going forward:

- ED will focus on improving our current funding approach (in which primary focus is our community) and once that's well established, move on to investigate outside funding streams.
- Membership - Jay will submit a proposal to restructure the membership program in time for us to discuss and amend before the spring meeting, so that we can approve a restructured program at the meeting. The proposal will include a recommendation as to whether or not we want to do a member associated event at camp -- if so, what is that event.
- Major Donor program - Jay to develop a proposal for a program to reach large individual donors. Board will agree to institute program if deemed appropriate
- Annual appeal - Jay will kick off with a target mailing date of 11/15
- Other opportunities to improve:
 - highlight the donation line on registration form
 - look at and possibly restructure the auctions
 - analyze and segment donors -- how do we thank/acknowledge them?
 - NEA & other Federal Humanities organizations
 - How do we fit in?
 - What grants are appropriate to apply for?
 - Grow existing family foundation network and ACTA relationships
 - Research other community/family foundations
 - Why did some choose to fund us?
 - Set up a training program for board members to learn to do individual donor cultivation
 - Review fund raising proposals submitted by community members and implement programs when appropriate
 - Establish planned giving messaging and include in the annual appeal

Next steps: Jay will develop a development plan with priority efforts, milestones and dates for improving our current approach. Jay will also develop a proposal for putting in place other approaches that focus on external development opportunities.

4. Marketing/Communications Review

- Current communication forums:

- o notes on the website
- o monthly or quarterly updates via Constant Contact & listserv
- o Lunch with the board/EEFC
- o financial page on the website
- o handouts at camp
- Agreement that we need more structured and consistent external communications; board agreed to create a Marketing/ Communications committee that will define our communications goals and strategy. Will include strategy for maintaining a content pipeline for newsletters/community updates.
- Agreed ED to loop our staff and volunteers in more closely to our messaging efforts, so that everyone is giving and getting the same messages.

5. **Workshop Review - summary and proposals**

- Rachel recommended raising tuition a small amount annually to keep up with increasing costs rather than leaving tuition at one level for several years then raising it a significant amount - Board agreed.
- Evaluation review and response is currently the board's responsibility, per our by-laws. Board agreed to move that responsibility to the staff and the ED - interested board members are welcome to be part of the process, but it will no longer be a requirement of all board members.
- Will renew contract with IS
- Support for efforts to create spaces/places for people to create their own parties, e.g. the BBQs behind the kitchen at Mendo. More kefi!
- ED agreed to complete an FTE assessment of board, staff, work exchange: who does what, what skills are needed, and how many hours does it take, to make it all happen?
 - o Goal for spring meeting: Share and discuss an assessment of the complete scope of hours and skills it takes to run the organization and the workshops.
- Need better support for administrative staff at the workshops - ED to respond.
- Several long-time work exchangers stepping down
 - o looking at compensation and succession issues
 - o doing an analysis of the work exchange program

6. **Programs - new initiatives update and next steps**

- Arts education discussion at Iroquois Springs - Eva and Jay met with Sarah Ferholt, Debbie Szajnberg, Susie Kotansky and Emily Geller to discuss two pilot programs --in school balkan music program, and Cocek Nation development
 - o In school program will teach Balkan repertoire, teaching will be done by ear

- o Cocek program will provide multiteacher rehearsals outside of workshop, performances, and a recording.
 - raised \$2400 total at the auction and there was very positive community support for these two new program pilots
 - likely grant proposal candidates

Next Steps: Eva, Jay and Sarah to write up more formal program descriptions (perceived need, goals, strategy, approach outcomes, cost, staffing, etc).

7. publications committee -- review and next steps

EEFC's current on-line and offline resources include:

- Forum Folkloristika
- Songbook
- Videos (Mavrothi's Makam video)
- Kef Times
- FAQs
- Listserv archives

Next Steps:

- Board discussed possible future program: Curated online discussions, similar to what happen now ad hoc on the listserv between recognized experts.
- Establish policy re attribution of source materials (for teachers to use)
- Nancy researching "Online Resource Center" idea
 - next step is to create a business plan
 - likely grant proposal candidate

8. Scholarship Committee Overview: Ann & Jay

Crum/Kef Scholarships:

- funded by donations to the EEFC scholarship fund
- average awards each year are 3 FTE per camp, with some awardees receiving full scholarships some receiving partial scholarships ($\frac{1}{2}$ or $\frac{3}{4}$)

Stefni Agin Scholarship:

- averages 1 full scholarship per year
- funded by Jerry Agin and an anonymous donor

Balkan Night Northwest Scholarship:

- half or full scholarship for a resident of the Pacific Northwest
- funded by Balkan Night Northwest

The Board agreed that the scholarship application and selection process needs to be better defined and communicated, and that if that is done well, the board does not need to have as much/any representation on the committee.

Next Steps

- Scholarship committee to define application and selection process, get

board sign off in time for the 2014 scholarship award process.

9. Program Committee Update

- Committee is transitioning to longer range planning:
 - allows us to coordinate workshop programming with other EEFC efforts, e.g. publications, fundraising efforts
 - multi-year planning timelines make it easier to ensure broader reach -- more areas of interest on a more regular basis -- and lets us pursue teachers who may need more lead time.
 - strategy is to have 1, 2, 3 and 5 year plans running concurrently, and to have “guest curators” who will work with core workshop programming committee members to recommend a full compliment of teachers for a particular slate that they are steeped in (i.e Romanian, or Bosnian, or Sephardic, etc)
 - goal: expand teaching staff presence in publications and online resources

10. Values statement discussion

- Mission statement: what we do
- Vision Statement: why we do it
- Values Statement: how we do what we do
- The board brainstormed ideas to include in the EEFC values statement. These ideas will be discussed at future phone conferences and a values statement will be created over the next few months.

Meeting adjourned