

Board of Trustees of U.U. Rowe Camp & Conference Center
22 Kings Highway Road
Rowe, MA 01367
(413) 339-4954
www.rowecenter.org



Approved Minutes
Sunday, May 7, 2017 9:15 a.m.

Facilitator & timekeeper: Albert Mussad, *President*
Minutes taker: Liam McRae, *Clerk*
Parliamentarian: Salena Migeot

Called to order at 9:22am

In attendance:

- Heather Day, Trustee
- Albert Mussad, Trustee, Board President
- Salena Migeot, Trustee
- Liam McRae, Trustee, Clerk
- Cynthia Bolling, Bylaws Committee Chair
- Betsey Miller, Trustee, Treasurer
- Andy & Katha Kerr, Rowe Members
- Doug Wilson, Executive Director Emeritus
- Felicity Pickett, Executive Director
- Cecilia Deferrari, Board candidate
- Trisha Larkin, Board candidate
- Khepe-Ra Maat-Het-Haru, Board candidate

Please refer to [Conduct of Meetings](#). **Please bring your calendar.**

1. 9:15-9:35am Check-in (*Albert Mussad*)

Outcome: Connection and community

- Cecilia has generously agreed to sit on the Nominating Committee; cannot serve on the Board at this time
- Salena announces her coming resignation from the Board; travel demands are simply too significant
- Cynthia has agreed to be on slate of candidates for Board Vice President; appointed to serve the

remainder of Cathy Perkins's term. Will serve as nominating committee chair, as the vice President is to do.

2. 9:35-9:45am Approval of minutes: Feb. 18, 2017 (*Liam McRae, Clerk*)

Outcome: Corrections as needed

- Minutes passed unanimously

3. 9:45-10:10am Executive Director's report (*Felicity Pickett, Executive Director*)

Outcomes: a. Shared understanding of news and work in progress of which Board should be informed

b. Clarification as needed

Executive Director's Report

The Spiritual Guidance Program just finished its intensive, which included a going forth ceremony for the lynx cohort (the first group of participants completing the program.) The feedback from the group has been extremely positive. Having participated in the program myself, I can say that it was everything we had hoped for and more. We are sending forth well-trained Spiritual Guides who will be a wisdom resource in the world and who also grew to love Rowe in the process of being here over the two-year period. As with any new program, this is a critical time. We are now entering our third year. I believe the program can sustain itself long-term. Other similar programs have and this program is exceptional. Since word of mouth is the best form of marketing, we are working on a video in which the participants speak about their experience and asking them to spread the word.

We have moved into our busy time of year and while attendance has been lower than usual, longer and mid-week programs have added to our program days, causing more work all around. Historically, attendance tends to fluctuate and it is difficult to pin down what the reason for it is. We have seen dips similar to this after 9-11 and then again the year that Douglas retired. Political things going on both internally and externally can have an effect on enrollment. Fortunately, if the pattern continues, it is generally followed by a good year. One clue to what is going on might be that the program coming up with Ralph Nader is our highest enrollment program of the season, despite the fact that we have had to cancel other very well-known and popular leaders due to low attendance. His program, *Unstoppable: A Master Class for Citizen Action*, speaks to the needs of the times.

Camp attendance is stable. At the end of April we were ahead of last year's enrollment by 1 camper. We saw a big shift this year. Last year Junior High was fully enrolled while Senior High enrollment was quite low. This year many of those campers moved up and Junior High has openings while Senior High is getting close to full. YPC 1 and YPC 2 are both full. Cara has been working with the camp directors and Youth Advisory Committee around the low enrollment in Transitions Camp. One of the changes we have made is to change the name from Transitions Camp to YPC3. I know that was difficult for some Transitions Camp people. That age group 11-12 is a prime group for summer camp and yet we have been consistently under-enrolled. We thought that changing the name may help. Part of the purpose for doing that was to find a camp name that would bring together the two July camps and part of the reason was that the word "transition" has come to have a different meaning over the years since that camp began. Cara is also working with the Camp Directors to allow for more flexibility in numbers of campers. We have

opened up YPC 1 and 2 since they had waiting lists and will work around cabin configurations to adapt to the changing numbers of campers for each session. It is a bit complicated but makes sense to open up the spaces for campers who would otherwise be put on a waiting list, particularly when we have room to do so.

Work week was scheduled later this year because of some conflicts with other mid-week programming. I don't think we will do that again. Having work week in May means dealing with May flies and I can't help but notice that all the grounds clean-up work that we usually do at work week in April, hasn't been done yet and it is noticeable. The new floor in the rug room is getting rave reviews and people are quite happy with the extra bathrooms in the New Guest House. After many years without it, this year the building inspector wants us to put a hood over the stoves in the Rec Hall. We are trying to negotiate with him about that and may decide to do an appeal. We actually have a hood. The wrong hood was sent for the Farmhouse kitchen and the builder had to have a new one delivered. They didn't want the other one back because it had been custom made to fit that area. The problem is that it will need an Ansul system which also needs routine maintenance. The added expenses plus the problem of how all that will fit given the high roof of the Rec Hall is a big question.

We have done well with grants this year and have received word about a \$4,000 grant from the Community Church of NY. Cynthia initiated the process and Cara wrote the grant. In addition, we will be receiving a \$1,500 donation from the Still Point Foundation. Both of these are for the Woodside Program.

I am also very excited to report that we have received word that we have been approved for a \$25,000 grant from the Angell Foundation. I wrote the grant back in November and then didn't hear about it for a while, though I never gave up hope. The grant is for the new Social Justice Initiative and will be used for scholarships so that we can begin to create a more diverse population in the adult programs and continue to provide scholarships to programs like the Veterans Program, Earth Activists, Skill Set, and others.

On Valentine's Day in 2003, the board and staff had a visioning retreat as part of our Strategic Planning. In one part of it we wrote, "we are reaching out in the world and intentional conscious social action is part of the fabric of our programming" When we wrote that 14 years ago, our vision was to continue the work we had started through the Woodside Program and carry it into our adult programming as well. This grant can help us to manifest that vision and we are grateful to the Angell Foundation for supporting this Sacred Activism.

Discussion:

- On the water project: Financially sound; engineer is seeking someone for installing the water tank (will not be a cistern)
- Questions on diversity in the spiritual guidance program: does it incorporate non-white non-western forms of original wisdom?
 - Content of the spiritual guidance program is less about a particular set of religious traditions or dogmatic practices; more about learning to be present and listen; create rituals and spaces for diverse groups; attendants largely brought their own traditional backgrounds into their work
- Follow-up on diversity with new grant:
 - For a variety of disenfranchised groups, including race, class and other groups like

transgender individuals, veterans, people coming out of prison

- The Angel Foundation likes to create relationships and fund organizations year after year, but they want to take that slowly to see if we deliver.
- They serve California and New England; based in California. Angel is the last name of the couple whose money created the foundation; they were killed on 9/11, riding in one of the planes. They were screenwriters in California and this foundation was set up in their name. They came from New England, which is why they serve those areas.

4. 10:10-11:10am Bylaws Committee Report (*Cynthia Bolling, Chair*)

a. Committee report

Additional changes have been made to the March 2017 proposed Bylaws, with the help of the Bylaws Committee and Felicity Pickett. I'm going to call them the April proposals. Many of the additional, recommended changes that you see in the final draft version of the Bylaws for May are the result of this group's suggestions.

Here are the highlights of the new Bylaws, which I'll call the final May Bylaws. Items that are new to this final version are in bold italics.

I. Membership Section (Article III)

1. *Definition of a Member.* The March Bylaws as well as this final May version retain most of the wording from our current Bylaws. Here's the latest wording: "***Regular Members shall be those voting Members of the Corporation who maintain a current membership in good standing by paying dues for each 12-month period.*** In May, we picked up more wording from the current Bylaws that should have been included in earlier versions, but wasn't: "***Members must have paid their dues, in full, thirty days prior to the Annual Meeting in order to vote.***"

It's important to note that this definition doesn't say Members "collaborate in policy making and administration of the Corporation," as the current Bylaws do, because we couldn't figure out how that could be made to work in an organization of Rowe's current size. On the other hand, we were careful to define the many ways that Members have always been able to participate in the life of the Corporation (see number 3), and added a few more in the voting privileges and annual meeting sections.

Also, the final May Bylaws deletes the 2005 Bylaws wording that says that the Corporation sets dues. Nor does it keep the March 2017 Bylaws wording that said that the Board sets the dues. See the next item (2) for what we believe is the best solution.

2. *Terms and Dues.* ***The Board will propose any change in dues, and include the notice of change with the notice to the Annual Meeting,*** so that Members know a change in dues has been proposed. Members who approve the budget at the Annual Meeting will also be approving the change in dues. In this way, the

Board and members share responsibility for setting dues.

3. *Members' Voting Privileges.* Members have the right to vote on the following matters:

- Election of Officers and Trustees
- ***Approval of the annual budget***
- Amendment or restatement of the Articles of Organization
- Amendment or restatement of the Bylaws
- Merger or dissolution of the Corporation
- Any other matters required by law
- Any other matters referred by the Board for approval

4. *Other Rights of Members.*

- ***Any member has the right to nominate, in writing, an individual to the Board. All nominees are required to go through a screening, orientation, and training process for Board Membership.***
- Members (at least 15) have the right, in writing, to add an item to the Annual Meeting agenda, if the request is made at least **60 days** before the Annual Meeting. The item will be included on the agenda for discussion at the meeting.
- ***Each Annual Meeting agenda will include an open-discussion forum.***
- ***Non-Board Members may serve on Board committees.***

II. Other Sections

Meeting Conduct. Instead of the outline of meeting conduct that was in the March 2017 Bylaws, the final bylaws say that ***Annual Meetings will be conducted in accordance with Robert's Rules of Order – Simplified.*** This is an easy-to-read, two-page sheet that clearly outlines the rights of members to speak at the Annual Meeting, using language from Robert's Rules.

You can download a free copy at:

<https://blogs.cornell.edu/deanoffaculty/files/2016/01/RobertsRulesSimplified-1ybt2mk.pdf>

Proxy Ballots. Please note that any vote listed in the May Bylaws that must include a proxy ballot (like selecting Trustees) will change the voting process in the future: The names of the nominees must be included on a proxy ballot and sent to all members, probably along with the notice of meeting for 2018.

Quorum Number for Annual Meetings and Special Meetings. The number of people needed for a quorum was still under discussion (ranging anywhere from 15 to 40) at the time this report was written. I will ask Board Members to make a final decision today.

Quorum Language Throughout the Bylaws. The wording for quorum voting has been questioned, and was still under discussion when this report was written. I will report on our attorney's opinion about this today.

Request to Delete Language from the Teleconference Notice Section. At the last minute, I noticed that this language may be seen as unnecessarily harsh, and ask that it be deleted: "The host of the teleconference reserves the right to remove anyone from the teleconference whose behavior is disruptive to the business

at hand.”

—Cynthia Bolling, Chair
Bylaws Committee

Discussion:

- Kept to concepts rather than wordsmithing
- Language about needing certain number of people to nominate someone is gone; anyone can nominate someone else
- If a member gets nominated and the Board does not approve the nominee, they still won't be elected; needs to be a mutual decision
- If the membership does not approve the slate, we are in violation of the bylaws as we do not have a Board. There is not language for dealing with that situation; do not want to allow a small group to hijack the approval process; they will be throwing the organization into chaos in this case. The nominating committee just needs to do a good, thorough job in putting together a slate.
- Need to decide numbers for a quorum at the annual meeting. A quorum is currently fifteen, which means a single member (10% of a quorum) can call a special meeting. Discussion of raising the number to 20 or 30.
 - Motion to increase the quorum (the minimum number of members needed to vote at an annual meeting) from 15 to 30. Cynthia moves, Liam seconds.
 - Motion passes unanimously. No abstentions
- Dues: We played with the idea of setting a percentage, but we don't change dues very regularly. If we set a percentage we'd have to do it a bunch of time, more regularly. Also, raising dues from \$20 to \$30 is a 50% increase, even though it's not a lot of money.
- Teleconferences: There is language for removing someone from the teleconference for disrupting business at hand. This is stated in Robert's Rules and basically everywhere else; don't need to state it here. The tone is icky as well. General agreement to remove the statement.
 - b. Progress toward June 1 distribution to members of proposed bylaws restatement **(Please see folder doc.)**
- Timeline: memo from board president has been changed to a cover letter highlighting specific changes and asking people to vote.
- All of this outreach has to be by mail, as we are still under current bylaws.
- Question: Is there concrete language on misbehavior in meetings?
 - There is a conduct of meeting document: essentially says things like address the issue, don't get personal, etc. and the chair has the right to have that stop.
- Doug: Came on this committee because felt that members needed to retain more power than it seems they we set to; have been lots of ups, downs and tensions, but believes a lot has gotten better.
 - c. April 20, 2017 bylaws teleconference: report & next steps

- Outcomes: a. Shared understanding
b. Clarification as needed

11:10-11:20am Break

5. 11:20-11:40am Governance Committee Report (*Salena Migeot & Liam McRae*)

- a. Approval of [Conflict of Interest Policy \(Draft\)](#)
- b. Submission of [Conflict of Interest Certification and Disclosure Statement](#) to Liam by May 7, 2017
- c. Status of policies to be developed:
 - i. Depreciation Policy (Finance)- ready for approval
 - ii. Risk Management Policy (Finance)
 - iii. Policy on Review of 990 (Finance)-ready for approval
 - iv. Conflict of Interest Policy (Governance)
 - v. Whistleblower Policy (Governance)
 - vi. Document Retention and Destruction Policy (Governance)
 - vii. Compensation Review Policy (Finance)
 - viii. Joint Venture Policy (Governance)
 - ix. Record Retention (Finance) - ready for approval

Outcomes: a. Clarification as needed

- b. Approval of those policies that are ready
- c. Plan to have drafts for August teleconference

- Depreciation: when we purchase something substantive; that lasts 3 or more years. you put them on books at their value, but over time their value decreases. That's depreciation. when we do accounting, they have to look at all of our "fixed assets." We need to have a policy on how we value those things. A capital asset is defined as having an economically useful life beyond 4 years. value of \$2,500. If you buy something for \$1000 and will last 10 years, still doesn't have to be capitalized for depreciation. So we need two thresholds: minimum dollar value and lifetime.
- Kerri has looked at these policies and adjusted/approved them.
- Motion to approve the depreciation/capitalization policy. Betsey moves, Salena seconds.
 - Passes unanimously, no abstentions.
- 990 policy: to notify the IRS what's going on in our org.
 - Motion to approve policy on the review of the 990 and the MAPC. Betsey moves, Cynthia seconds.
 - Passes unanimously, no abstention.
- Records retention:
 - Discussion: change language to say "only the executive director..." to reflect Rowe terminology. Corrected one typo.
 - Motion to approve the record retention policy as amended. Betsey moves, Salena seconds.
 - Passes unanimously, no abstentions.

- Conflict of interest:
 - Motion to approve conflict of interest policy and disclosure form. Betsey moves, Salena seconds.
 - Passes unanimously
- Remaining policies will be prepared for the August board meeting.
- Each board member needs to sign and prepare their disclosure form and submit to the Clerk as soon as possible.

6. 11:40-12:00pm Treasurer's Report (*Betsey Miller, Treasurer*)

- Outcomes: a. Shared understanding of Rowe's financial wellbeing
 b. Clarification as needed

Overall, Rowe continues to have a solid financial picture. There are some concerns due to falling enrollment in both conferences and spiritual guidance programs. These slow-downs have been offset in large part by controlling expenditures. The staff has some plans for increasing enrollment for next year by building new training programs. Our development efforts are lagging this year, in part due to the Board's loss of key members. Hopefully as we build back the board we can address these shortfalls in the future.

Net Income: was \$20,012 which was very close to the budget level of \$22,990. Overall revenues were below expected but they were in most part offset by lower operational expenditures.

Net gain from Operations: At the end of seven months the net loss from operations was \$44,043. This was \$33,361 better than the budget year to date loss of \$77,405.

Operations - Revenue

Total income from operations grew by \$36,496 to \$625,185 compared to last year. But it is lagging behind the budgeted level by 7.1%. Conference Center Fees continue to be flat in comparison to last year. They are running 3.7% below budgeted level at \$434,158. Our enrollments started off strong in the fall, but have fallen off into the winter. We have a very large program in the spring (Ralph Nader). But overall we don't think fees will catch up to the budget levels.

- Spiritual Guidance fees generated \$120,815 which is higher than last year but significantly below budgeted levels of \$137,000. Due to lower than projected enrollment for the second class these shortfalls will continue for the budget year. We are projecting a smaller class for next year.
- Rentals are continuing to lag below last year and significantly below budget. They are 27.4% or \$9,134 below budget. Group rentals are responsible for the majority of this loss. There are no major remaining rentals for this budget year.

Operations Expenses

Total operations expenses of \$669,228 were 9.9% below budget levels.

- Conference center expenses are 9% below budgeted level. This is consistent with the lower enrollment.
- Program promotion expenses are 19.1% % lower than budget. This is primarily due to one item: Center post expenses. This is due to one payment being made in April this year compared to March for last year. This will bring this line item back to budget levels.
- Although spiritual guidance expenses are 10.6 % below budget , which is consistent with the lower enrollment.
- Salaries are 21.6% lower than budgeted. This is due in large part to an on-going vacancy in the assistant chef position. This lower expense is offset by higher expenses for contract chefs.
- Payroll taxes are almost 40% below budget, This may be a problem with the way we allocated costs for the year. Since payrolls are higher in the summer, the budget should show higher monthly amounts in the summer. In other words we expect to catch up closer to budget levels in the summer.
- Facility expenses are consistent with budget.
- Board of Trustee Expenses totaled \$2,217 compared to an annual budget of \$1,250, i.e. almost double the full year budget level. This is the cost of Kim Klien's training.
- We have exceeded the annual budget for legal fees by \$1,415. I expect this to continue to grow due to the on-going by law project.

Development

Development income was \$115,137 or \$19,498 below budget. Membership revenues continue to come in higher than budget by 8.4%.

Development expenses were \$51,081 or \$16,814 above budget levels. This was primarily due to scholarships.

Balance Sheet as of March 31, 2017

After a review of when we would need certain funds, the office has moved some funds from short-term investments into longer-term investments so the principal can grow. Two of the funds we moved are the May Tree fund and the cabin fund. In addition, we completed some work on the water system and the new guest house. This reduced the short-term investment funds but increased our fixed assets.

Our current assets, which include cash, short-term investments and long-term investments declined from last year by \$15,816 to \$1,047,352. Our total fixed assets grew from last year by \$7,282 to \$1,818,333. Our total liabilities shrank by \$66,835 to \$450,874. This change is primarily due to payment of mortgages.

Discussion:

- When the report say "below budget" it means below year-to-date budget: where we are expected to be at a specific point in the year. It's not X% below the whole-year budgeted amount.
- When we received the Angel grant, we also approved scholarships that we had not budgeted for initially.
- We are now entering scholarships as we register the camper. So the numbers are strange and will catch up with themselves. It was a way to make sure scholarships decisions didn't fall through cracks, accounting-wise.
- Is it our goal to raise enough to meet scholarships expenses or to expand scholarships?
 - We do aim to meet scholarship expenses. We budget to give out everything we raise. The development income number does also include income from the capital campaign.

- Question on our investments, generally of what nature and how much they return:
 - We do have investments. some are restricted, some are not. Some are set aside for things like Woodside.
 - We have an investment portfolio managed by Morgan Stanley. Our contact is the daughter of Margaret Woodside; Julie Bader. Pretty much all our investments are restricted or temporarily restricted. Roughly \$521,000. These restrictions are generally donor-imposed. With exception of capital endowment -- all bequests, if they don't specify how to be used, goes into capital endowment.
 - We can use 5% each year for maintenance purposes. We have an emergency fund at \$45,000 right now. Capital endowment (\$304,000) is restricted by the board, not by donors, so that could be used in a doors-closing emergency.
 - One of the criteria for our investments is social responsibility; no fossil fuels, etc.

7. 12:00-12:30pm Development Report (*Molly Guest, Development Coordinator*)

- a. Woodside Valley Gives Day Report
- b. Update: Funds raised for Centennial Campaign (Fall 2015 campaign)
- c. Update: Funds raised for Centennial Campaign (Fall 2016 campaign)
- d. Other Development updates

Outcome: Shared understanding of progress towards goals

Development Report

We have raised \$115,000 in development funds through the end of March. This is down by about \$10,000 from last year and about \$15,000 from what we had budgeted. The board has raised \$15,000 of the \$38,000 budgeted through March, which is \$13,000 below what it had done last year at this time. In other development efforts, Unrestricted Development is about on par with last year at \$31,000, but below budget by \$5,000 and restricted development is at \$68,000 and is coming in over last year by \$12,000 and over budget by \$1,000.

Last year we raised \$37,000 for the Centennial Fund for the year and this year we have raised \$32,720 through March for the Centennial Fund, so we should be able to meet or perhaps even surpass last year.

We had a very successful start to the Woodside Campaign through Valley Gives. I want to thank Molly, Cara, Heather, the Youth Camp Advisory Committee, and participating board members for all their efforts. In total we had 109 donors and brought in a total of \$11,150 in one day. While there were many prizes given, we were not successful in that area, though we did pick up a \$250 prize for being the randomly selected organization from Rowe. A prize was given to one organization in each of the towns served by Valley Gives. Of course, we were the only organization participating from Rowe. It is difficult to say whether it is just luck or whether we need to look at strategies for the larger prizes. A lot of work went into Valley Gives: Molly and Cara attended trainings, created the page, put together a video. Heather

and the Youth Committee did a tremendous job of networking and it was a really great effort. I want to thank the participants of the Spiritual Guidance Program who were here for their intensive during Valley Gives Day and who really were responsible for our surpassing last year's efforts. And a special thank you to Molly who rallied them to do so and that opened a computer at lunch so they could come in and make a donation. It was a great team effort all around and a great way to kick off the Woodside campaign.

While the Woodside Fund shows us having raised \$17,300 through March, a good part of that came in September for scholarships that had been given last summer, so at the end of March we had about \$9,900 in the fund for this summer. Between Valley Gives, other donations that have come in since March and a couple grants that have been approved but not received, we have over \$25,000 raised to date. The mailing will be going out this month and based on last year's results we should bring in another \$10,000, leaving us with another \$25,000 to raise. We need your efforts to bring these young people back to camp. If you haven't already done so, please make your calls and follow up with both those who gave through Valley Gives and those who didn't.

As board members, this is some of the most satisfying work you can do – bringing young people to camp who otherwise wouldn't be able to be here.

Discussion:

- Valley Gives: A lot of it is about getting people from camp community to start donating. Make it something they do so when they have more resources can begin making regular pledges.
- Very good result with people donating while at Rowe on the actual day. Those were also a lot of first-time donors.
- Discussion on how this year the prizes were difficult to mobilize around; much more like lotteries.
- Also, groups are separated into 3 groups. We're technically in the large org. group. But we're in the very bottom end of that group. Competing with things like public radio.

8. 12:30-12:35pm Motion to open a bank account at Greenfield Cooperative Bank and transfer the money from our money market savings at People's United Bank (*Felicity Pickett*)

- Auditors recommended that we move some of our money -- we have too much money in our money market savings account, such that some it is not insured (all funds over \$250,000). There are some banks that will have FDIC insurance plus additional insurance to cover the deposit. Our bank has gone through many transitions and is now a part of People's Bank, which is a very large bank.
- Greenfield Cooperative Bank is able to cover the portion of our savings that are not covered by FDIC.
- The motion is to move the whole amount to Greenfield Cooperative Bank, where it can be insured.
- We don't want to put the temporarily restricted funds into investments; don't want to invest and lose donors' money. Recommendation is that we take some of the money out and put it into CD's. If we're not going to use it frequently, the interest rate is greater.
- The money market rate for a balance of \$50,000 is 0.2% annually at Greenfield Cooperative Bank. People's is equivalent. If we take some of the money and put it in a CD, we could get 0.4% over 1a 2-month period. 13months is 0.75%. It goes down at 24 months.

- Motion to approve the corporate resolution provided by Greenfield Cooperative Bank move our money into a money market savings account with Greenfield Cooperative Bank, and open 1-3 CD accounts as determined by the Finance Committee. Albert moves, Liam seconds.
- Passes unanimously, not abstentions.
- Normally, signers have been Felicity and a Trustee. Makes the most sense for this to be Albert, as he is board president and lives nearby.
 - Motion to appoint Felicity Pickett and Albert Mussad as signers on Greenfield Cooperative Bank accounts. Liam moves, Albert seconds.
 - Passes unanimously, no abstentions.
 - Motion that the Finance committee, working with Felicity Pickett, be authorized to invest up to 75% of the balance in Certificates of Deposit. Liam moves, Salena seconds.
 - Passes unanimously, no abstentions.
- Discussion of designating back-up signers.
 - Motion to add Betsey Miller to the list of signers. Cynthia moves, Salena seconds.
 - Passes unanimously, Betsey abstains.

9. 12:35-12:45pm Youth Program Advisory Committee Report (*Heather Day, Chair*)

Youth Programs Advisory Committee - Notes from December 18, 2016 Meeting

Summary:

In April, the Youth Programs Advisory Committee met by phone to discuss camp enrollment and Valley Gives. Immediate recommendations were relayed to Cara about both topics. In the weeks after this, committee members followed up on action items to rally behind Valley Gives Day as the fundraising launch for this season's Woodside Diversity Fund. The Committee identified Valley Gives Day, which utilizes online fundraising, as a high potential event to engage younger members of the camp community. Committee members identified personal contacts and developed outreach templates and marketing strategies to use leading up to and on the fundraising day of May 2nd.

In total, the event raised \$11,150 and garnered donations from 111 individuals. This is compared to \$8,328 and 80 donors last year. The committee will continue to consider ways to both engage the younger generations of the Rowe community and support the Woodside Fund in the months to come. Complete meeting notes are included below. The next phone meeting is set for Monday, May 29th, 2017.

April 8th Conference Call Notes

Committee Members Present:

Heather Day, Abby Huber, Liam McRae, Greg Glassman, Phoebe Westwood

This meeting was held by phone. In advance of the meeting, Cara Downey, Youth Programs Director, emailed the committee members to ask that two agenda items be discussed: strategies for increasing

enrollment for YPC 3 (formerly T-Camp); and ideas for supporting Rowe's participation in the May 2nd Valley Gives day. In addition, committee members signed up in advance for meeting roles: a moderator, a scribe, and a presenter for the deep-dive agenda items. During the meeting, the committee continued use of chat window protocols, which include signals for raising hands, turn-taking, silently agreeing, and sharing clarifying information. Continued use and refinement of the meeting protocols have allowed for greater productivity and flow of information at the meetings.

Summary of Committee Discussion of YPC 3 (formerly T-Camp) Enrollment Update

In her email to the committee prior to our meeting, Cara had indicated that enrollment for 11-13 year-olds for YPC 3 was low and asked for the committee's ideas about how to boost enrollment. At the start of the committee's discussion, Heather reported a summary of the recent decision to rename and restructure T-Camp as YPC 3, now falling under the oversight of Pippi Kessler. This was an important update to share on the call, as prior to this not all members were equally informed of the changes.

In addition to asking a few clarifying questions, the discussion focused on our recommendations for the Rowe leadership. These suggestions were shared with Cara following the meeting:

- Rowe staff reach out personally to families whose children are eligible to return this year
- Highlight Pippi Kessler's leadership, as her background, experience, and online presence is a strength of the camp
- Share articles, links, and make changes to Rowe's own pages to highlight Pippi's leadership
- Highlight the camp rather than point to underenrollment
- Activate the campers themselves to be advocates for camp, such as encouraging them to invite a friend to register for camp
- Introduce referral incentives, for this or subsequent years (e.g., gift cards, discounted tuition at camp, credit towards a conference, etc.)

The committee also discussed the possibility of making a list of members of the wider Rowe community in our networks who are currently involved in schools and youth organizations. It was brainstormed that these individuals could be involved in outreach efforts among their school populations. The suggestion was shared with Cara.

Summary of Committee Discussion of Valley Gives

Following the committee's agenda item protocols, the Valley Gives agenda item began with a summary by Heather of the history and context of Rowe's participation with Valley Gives. The discussion was in response to the question, "How can we mobilize the extended camp community for Valley Gives, especially around the prizes?" Discussion included the following ideas:

- Rowe's participation in Valley Gives raises money for the Woodside Diversity Fund. This connection is not obvious in current social media and online outreach. It was recommended to use less "Valley Gives" language and more "Woodside" language.
- It was unclear what achievements were needed to win certain prizes. The committee suggested that using too much language and details about prizes would be confusing and distracting
- It seemed more beneficial to aim to bring in a large number of donors rather than try to coordinate to achieve a certain prize.

- Members suggested that there might be benefit to raising funds early in the day so Rowe is visible on the leaderboard
- The possibility of asking for people to pledge ahead of time was discussed.
- The committee considered organizing in person meet-ups to reignite Rowe networks in key areas (NYC, Boston, Western Mass) for this or future events.
- Last year a little over \$8,000 was raised. On the call, Rowe's financial goal was unclear, though surpassing \$9,000 was mentioned as a goal.

Through the discussion, the committee formulated the following recommendations, which were shared with Cara following the meeting:

- Simplify Rowe's online messaging to explain in one sentence about the ask.
- Highlight the Woodside Fund and youth camps; diminish focus on prizes or "Valley Gives"
- Incorporate images of camp, not just text, in online outreach
- Include public thank-yous on social media on the day of the event
- Highlight the May 2nd date

In addition, the following action was agreed to be taken by committee members:

- Share recommendations with Cara about online communication
- Reach out to our networks in advance and on the day of the event. Committee members will track their outreach efforts in a shared online spreadsheet.
- Post or repost about the event; take a picture and post it or send it to Cara
- Committee members volunteered to draft outreach emails, Facebook posts, and day-of texts
- Ask Cara or others at Rowe for the direct link to share with others on May 2nd

Next Steps

The committee will agree on an agenda item prior to the following meeting, through the guidance and recommendation of Cara regarding Rowe's priorities and requests for feedback. The committee agreed that the Maya Gold Pavilion agenda item could be removed. Upcoming and suggested deep-dive discussion topics include: continuing the topic of how to address tragedies outside of camp; recruiting more recent generations of campers to attend Members & Friends weekend in the fall; the committee's role in supporting youth programs during the summer months; and relaunching an in-person Woodside Benefit as was done previously by members of the Rowe community living in and near NYC.

Discussion:

- Woodside benefit: There was a group of staff from JHC back in the 90s, early 2000s -- did a benefit every year in NYC. There were people involved in Rowe who performed. worked to get items for a silent auction. Ticket to get in, everything donated besides venue. generally a good time to bring people together, really bring community spirit to Woodside. Then we had kids and couldn't do that again. Because it was centered around one generation, had to keep it going. Felicity would encourage the generation of such things again, though it's much more doable as a group effort.

- Question about the process for developing a support system for campers who were close to the camper who committed suicide. Committee is thinking about this, how Rowe can respond better and better support efforts like what JHC directors ended up doing.

10. 12:45-12:55 pm Nominating Committee Report (*Albert Mussad & Cynthia Bolling*)

As a candidate for Vice President on the September 2017 slate of trustees, Cynthia Bolling has graciously agreed to enact the duties of this role to prepare the 2017-2018 slate.

The Nominating Committee now consists of Cynthia Bolling, Chair, Felicity Pickett, Executive Director, and Maria Cecilia Deferrari as the non-Board member. Cecilia has served as the host for Rowe workshops for several years. She was invited to attend Board meetings as a candidate, but life issues intervened, making the time commitment to full Board service difficult. Cecilia remains committed to Rowe, however, and is happy to continue to serve Rowe in this way.

In April, Cynthia invited eight people to become Board candidates. She got positive responses from five of them, a maybe from one, and a “would like to, but can’t now” from one. The last person was asked so recently that there hasn’t been time for a response. You will meet some of those candidates today. I am working on arranging for Board members to meet the others in advance of the August teleconference, so that the two-meeting minimum requirement for candidates is met.

Albert and Cynthia have reached out to all currently serving trustees to determine their intentions regarding trusteeship in 2017-2018. I will present a draft slate of trustees for the fall after the August teleconference. This will change as potential Board members successfully complete the candidate process.

To keep the terms of all trustees staggered, the new three-year term limit will be applied only after the current term expires. For example, terms set to expire in 2017 (President and Vice President; two members-at-large) will now expire in 2020. Terms set to expire in 2018 will expire in 2021, and so on.

Cynthia thanks Albert for stepping into the Nominating Committee chair’s position after we lost Cathy, and is grateful for the work he has done to add to our list of prospective candidates.

—Cynthia Bolling, Nominating Committee Chair

—Albert Mussad, President

Discussion:

- Question on teleconference coffee hour: Skype?
 - Could certainly do it. Google hangout is easier to use.

Outcome: Shared understanding of commitment to ongoing recruitment and current candidacies

11. 12:55-1:00 p.m. Draft Meeting Schedule for 2017-2018 (*Cynthia Bolling*)

a. Pick dates

- August 17th from 7-9pm -- works for everyone except Heather, who is tentative.
- September 16th at 2:30 is annual meeting -- fixed.
- October 21st at 4:00pm for board meeting and Sunday the 22nd for a workshop with Kim Klein at 9:15 am.
- December 10th at 9:15
- Other dates can be determined later in the year

12. Adjournment at 1:15 pm