

January 5-10, 2016 JEN Board of Directors Minutes of Meetings

Jazz Education Network (JEN) Board of Directors Meeting January 5-10, 2016

**Jazz Education Network (JEN) Board of Directors Meeting
Galt House, Louisville, KY
Tuesday, January 5, 2016**

Present:

Board Members – President-Bob Sinicrope, President-Elect-Caleb Chapman, Past President-Andrew Surmani, Vice-President-Bob Breithaupt, Secretary Monika Herzig, Treasurer Tim Fellow, Sharon Burch, John Clayton, Rick Drumm, Dan Flores, Dan Gregerman, Todd Stoll, Mary Jo Papich, Tony White
Operations Administrator Lou Fischer

The meeting was called to order by President Sinicrope at 8:35am

1. Welcome

Bob S. welcomed everyone and invited everyone to share recent positive personal and professional events. Bob reported on new initiatives such as the Jazz Business Symposium, Women in Jazz Committee, improved financial systems, a new Funding and Development Chair, and a successful Executive Board and Co-Founder training. He encouraged everyone to recruit new board members who are willing to share their expertise and time. The Marketing and Communications needs will be evaluated by Marketing Consultant, Joe Vasko.

2. Nominating Committee – Caleb Chapman, Chair

Caleb Chapman reported on the current board structure and invited everyone to nominate and suggest new board members that bring in specific expertise such as fundraising, marketing, and other skills not necessarily related to musical skills to cover current needs. There will be four potential board openings this year. Bob S. introduced the organizational structure that was developed during the EOS training day of the Executive Board on Monday January 4. According to the system a Visionary guides the Integrator who in turn manages and supervises the components of a company/ organization, in our case Sales/ Marketing, Operations, Finance, and Programs. The committees under Sales/ Marketing are Membership, Marketing, Fundraising, and Exhibitors, under Operations – Nominating, Personnel, Website, Conference, under Finance – Finance, and under Programming we have Education, Jazz Audience, Jazz Industry, JENerations, Outreach, Research, Awards & Scholarships, Women in Jazz. Each committee is led by one person. At the moment the coordinator for the Sales/ Marketing component is Joe Vasko, Operations is President Bob Sinicrope, Finance is Tim Fellow and Programs is President-Elect Caleb Chapman. Further discussions clarified that some of these roles are in transition to be clarified further in the Personnel Report.

Action item: Bob S. will be to oversee Operations, Joe Vasko will oversee Sales/Marketing, Tim Fellow will oversee Finances and Caleb will oversee Programs as listed above.

Further changes in committee structure include moving the Jazz Business and Music Industry Committee into a subcommittee of the Education Committee and the Jazz Audience Development Committee will be merged with the Jazz Research Committee to form a committee titled Jazz Research and Audience Development.

Action item: Bob S. will work with Monika and Bob B. to find a leader for the Jazz Audience Development component of this newly merged Committee.

Action item: Bob S. will work with Sharon, Monika and Bob B. to find a chair for the Jazz Industry and Business Sub Committee.

3. Personnel Committee – Mary Jo Papich/ Rick Drumm, Chair

Rick Drumm will become our new Personnel Committee Chair after the conference. Mary Jo reported that Marina Terteryan is resigning as Marketing Coordinator on January 31, 2016. Marketing expert Joe Vasko has been invited to the conference to evaluate current needs and provide a proposal on how to best define and recruit needed support. A goal has been set is to hire a Managing Director by July 1, 2017 on a full-time basis. Lou Fischer will move into a position of Conference Coordinator, but in the meantime receive an additional stipend to cover his transitional duties as Operations Manager as it is a large extra workload.

Tim conducted a financial analysis on the current salary structure and employment status and recommended to change the status from contractors to employees. The approximate amount to cover additional taxes and insurance would be \$ 7,000. This will also help diminish liability and legal issues and avoid potential audit and risk of tax penalties.

Motion: Mary Jo moved that the positions of Operations Manager (Lou Fischer) and Office Coordinator (Larry Green) will be reclassified as Employees

Second: Bob Breithaupt

All In Favor

Motion: Caleb moved to add a \$ 5,000 stipend for Lou Fischer for services rendered as Operations Administrator.

Second: Dan

All In Favor

Tim also clarified that Lou receives half of the Hyatt Hotel points, an approximate \$ 5,500 value. With the eventual transition into Conference Coordinator, the extra stipend will ensure a more justified compensation for the services rendered.

4. Education Committee – Sharon Burch, Chair

Sharon asked her committee members to create a list of categories, titles, and topics of articles as a tool to offer resources for the different education categories. The list will be completed during this conference. There are currently nine teachers registered for the outreach workshops. Barriers include the timing, and being in a new city for every conference. The outreach workshop process will be revamped for New Orleans. Scott Nurmy

from MoJo Productions will help during this conference with videotaping and select from previous video materials to create content for the website and promotional montages.

5. Fundraising and Development (FDC) – Michael Shirtz, Chair

The committee has been restructured under the leadership of Michael Shirtz. The committee developed a governance structure and expectations. Donations are now categorized according to purpose and source. Currently the committee is pinpointing their budget needs in order to work effectively. The meeting at this year's conference will focus on strategies for New Orleans, especially donor recruitment. Furthermore, the committee would like to collaborate with other committees on raising support for specific projects. There is currently no staff assigned to the committee at the moment, which limits its effectiveness. Bob S. encouraged all board members to make a contribution to achieve 100% board giving. Todd encouraged creating a budget for the committee to support grant writing and similar initiatives. The silent auction this year is on-site as well as through an online app, which opens bidding to anyone at the conference and even non-attending members.

Action item: Bob S. will work with Tim and the EC to establish a budget for the Fund Raising and Development Committee.

6. Research Committee – Monika Herzig, Chair

The committee has established a regular newsletter, is launching a mentorship initiative, and is planning a New Orleans themed track for the next conference. Communication is mainly through the newsletters and facebook groups. At this year's meeting the group will design the new callout for next year's conference, target keynote speakers, and discuss strategies for best dissemination of news, communication, and publication options. Caleb suggested establishing a conference panel and online resources for best practices.

Action item: Monika will establish a conference panel and online resources for best practices.

7. JEN Strategic Partnerships – Bob Breithaupt/ Mary Jo Papich

Agreements were completed/ revised with Jazz Forward Coalition, Chamber Music America, Jazz Connect, ISME. The completed agreements need to be collected and stored on the website, deadlines noted, and a template needs to be developed. The Sarah Vaughn partnership needs to be removed and the AAGC partnership is missing. Bob B. cautioned to not share mailing lists, rather mailings should be forwarded through each organization.

The board suggested further partnership organizations: PAS, NA/ME.

Action Item: Bob Breithaupt will take on JEN Strategic Partnerships as committee chair and review/ organize existing partnerships, delegate liaisons, renew as needed and make sure conditions and responsibilities are communicated to organization and magazine partners.

8. JENerations Committee – Scott Wilson, Chair

Scott Wilson reported on the newly formed JENerations Committee that now includes the JENerations Jazz

Festival and Mentorship Committee. Not all 42 slots for this year's festival are filled. Some of the current issues are finding better ways for spreading the word about the opportunities and recruiting ensembles. The board suggested compiling mailing lists of teachers and working with NAJME on branding the festivals and distributing invitations. Barriers for participation include financial issues, teacher turnover, and realizing the value of participating in the festival. NASMD (National Association of School of Music Dealers) has their conference coming up in Orlando attended by the school dealers nationwide who can distribute information to the band directors. Todd and Caleb urged though to personally recruit ensembles. Sharon suggested capturing snippets of this year's festival on videotape for a marketing montage.

Action Item: Scott will put the information for the 2017 festival together this month and work with the Marketing Team on finding ways to distribute to the schools and teachers.

9. Women in Jazz Committee – Natalie Boeyink, Chair

The committee is newly formed and will have the first meeting at the conference on Saturday at noon. An initial mission statement has been drafted. The goals are to make this a nationwide effort at the highest level, but also reach out at the school level. Todd mentioned Girls Jazz Day on March 19, which is an international collaboration and will provide the contact for a person from JALC to join the committee. Mary Jo asked to add David Sears from the Grammy Foundation to the committee member list.

Action Item: Bob S. will add David Sears to the Women in Jazz Committee.

Action Item: Todd will provide contact info for Girls Jazz Day to Natalie Boeyink.

10. Website Committee – Gene Perla, Chair

In addition to continuous improving of web functions, automatic renewals, mobile device compatibility, and a K-8 website feature were added. Drupal 8 is still in testing mode and Drupal 7 is still the best choice and superior to WordPress in terms of security and functionality. Caleb suggested a redesign of the look and user interface. Gene added the need of eliminating text and presenting information in a more readable way.

11. Finance Committee – Tim Fellow, Chair

Tim has focused on aligning the financial stability to the JEN Strategic Plan. Strategies include updating review, accounting, reporting, and budget for easier access and more accurate reporting. In addition, the committee has created policies for investment and a complete risk management system. The current assets of JEN are \$367,777. Overall revenue and expenses since 2010 follow a similar cycle of peak during conference time each year and a steady increase over time. Profit is estimated for roughly \$ 40,000 this year.

Motion: Tim moved to update the Bylaws to create an Audit Committee chaired by the JEN Vice President
Second: Bob Breithaupt
All In Favor

Tim will create a template to guide future committee members throughout the process.

Action Item: Bob Sinicrope will implement the Bylaws Change.

The meeting was adjourned at 5pm.

**Jazz Education Network (JEN) Board of Directors Meeting
Galt House, Louisville, KY
Wednesday, January 6, 2016**

Present:

Board Members – President-Bob Sinicrope, President-Elect-Caleb Chapman, Past President-Andrew Surmani, Vice-President-Bob Breithaupt, Secretary Monika Herzig, Treasurer Tim Fellow, Sharon Burch, John Clayton, Rick Drumm, Dan Flores, Dan Gregerman, Todd Stoll, Mary Jo Papich, Tony White
Operations Administrator Lou Fischer

The meeting was called to order by Bob Sinicrope at 8:40am

1. Conference – Lou Fischer

Lou reported that over 3,000 advance batches have already been printed, the highest amount so far. The conference will feature 7 clinic rooms, a meeting room, a research room, exhibit hall, JENeral Store, JENerations Jazz Festival rooms, which is presented in partnership with Music for All in exchange for additional volunteers. Diane Downs and Jerry Tolson helped the outreach program with about 13 groups visiting a variety of schools. The exhibit hall is nearly sold out and the Education Committee is presenting a day workshop on Saturday to local teachers with about 15 registrations at the moment. The online auction is up online and onsite until Friday. The conference will feature 72 performances on 5 stages and the Music Industry pre-seminar on Wednesday afternoon. The Kentucky Center for the Arts is helping with 100 volunteers. Lou encouraged the board to spend time with and thank the exhibitors.

Rick Drumm reported on results from the EOS training and the core values that were identified: integrity, passion, vision, excellence, community, knowledge. The goal of an organization should be to have people on boards and committees that share these core values. He created a people analyzer chart that helps identify these core values for each member.

2. Membership Committee – Steve Holley/ Larry Greene, Chair

Steve Holley reported that the renewal rate has actually dropped from 23.5% to 22.3% which might be an indication of the current culture of free. From 4593 members on record only 1025 renewed for 2015. On the other hand there were 704 new members last year and 609 this year at date. There are also 86 members outside of the US and members now in all 50 States. After increasing membership dues in 2014 the continued trend of growing membership reversed with a 25% drop. Larry suspected that the increase was not an ideal strategy. The automatic renewal through the website is working and a helpful tool. Larry encouraged finding ways to get information from members on why they renew or not renew and what values are important for them by asking personally rather than electronic surveys. Rick pointed out that there is a lack of value beyond the conference. Also, the industry is shrinking, for example the percussion industry is down 50%, more activity is needed year-round. Larry suggested regional festivals and similar activities and encouraged partnerships with other educational festivals. Suggested initiatives are to continue to streamline the renewal process, continue to reach outside the core jazz professionals and explore implementing JENerations Festivals throughout the year. Caleb pointed out that the main task is to build a community that members want to be part of, online content may contribute only a small portion to the need. Bob B. suggested the concept of subscription vs membership for

stronger loyalty. Caleb suggested a goal of 5,000 conference attendees with 3,000 students among them. Hurdles for membership issues are benefits, communication, timing, and community building.

Action Item: A three-member team of Caleb Chapman, Tim Fellow and Todd Stoll will report at Sunday's board meeting on possible initiatives for a membership task force.

3. Marketing and Communications – Joe Vasko, Marina Terteryan

Marina reported on the preparations for the conference and launching the JENRing newsletter and job board. Engagement in the newsletter is healthy with an average open rate of over 30%. Articles for the newsletter are solicited mainly from the website. The education committee is working on initiatives to publish member articles with other outlets.

Joe Vasko introduced himself, including his background at Sandy Feldstein, Vic Firth, KHS, Fender, and LP Percussion, and his work on the NAMM board, and some of the current challenges in the music industry. He pointed out that the website is the main draw to create a community and be attractive for all audience segments. Incremental expansion goals need to be set for continued growth. Current audiences have changed and content is crucial to get attention in a time of information overload. Rick asked about strategies for membership retention. Joe's recommendations includes outreach to directors of University programs in order to engage students on a continued basis and collect ideas to test and find retention options and an infrastructure that will continually nurture growth. The team will collect information and data throughout the conference to help analyze the current perception and branding and return on Sunday for further discussion.

4. Website Special Committee – Tim Fellow, Chair

The committee presented recommended actions on the website and possible budget needs. *Eli Kirk Riser* and *Ironpaper* submitted proposals for designing and supporting a new website. The current providers are not involved in design and front-end activity, which has been addressed in the current proposals. The proposed budget from EKR is \$57,375

Motion: Tim moved to approve the EKR proposal with the option of negotiating the proposed budget

Second: Andrew

All In Favor

Action Item: Tim will reach out and negotiate with EKR to overhaul our website.

Discussion: Current needs are front-end redesign, marketing support and expertise, update access by individuals, easier implementations and faster task completion. EKR provided the most detailed and comprehensive proposal, addressed the back-end of the website in the proposal with budget room for a potential manual data migration, and was most responsive with communications. In addition the budget is clear, the design emphasized the access for staff and volunteers for updates, features more robust brand strategy and messaging, and the support retainer and cost are more in line with JEN's overall operational budget. The suggested timeline is to negotiate the deal throughout January and begin engagement in February with projected launch in July.

The meeting was adjourned at 12.30pm

**Jazz Education Network (JEN) Board of Directors Meeting
Galt House, Louisville, KY
Sunday, January 10, 2016**

Present:

Board Members – President-Bob Sinicrope, President-Elect-Caleb Chapman, Past President-Andrew Surmani, Vice-President-Bob Breithaupt, Secretary Monika Herzig, Treasurer Tim Fellow, Sharon Burch, Rick Drumm, Dan Flores, Dan Gregerman, Mary Jo Papich

Not Present: John Clayton, Todd Stoll, Tony White

Marketing Consultant: Joe Vasko

The meeting was called to order by Bob Sinicrope at 8:35am

1. Conference Review

The Board shared their impressions of the conference and some issues that might be addressed, including making sure the exhibitors get enough traffic, the app is updated frequently with less errors, the option of coding tracks, some scheduling issues, Gala entertainment scheduling, extending the Music Industry pre-seminar to a whole day, making sure the final schedule is reviewed by the board before it gets distributed, making sure some performers/ clinicians are not overscheduled, and considering the content for the promo video in advance to save editing time. Joe Vasko reported some informal survey results from interviewing attendees that indicate very high satisfaction with the conference and the willingness to recommend the conference to friends and peers (mostly 4.5+ ratings on a 5-point scale). Dan F. noted an absence of California representation at this conference and would like to get involved in the Music Industry track planning. Rick suggested itemizing the issues discussed and distribute actions and timelines to the board.

Action Item: Bob S. asked everyone to send him the improvement suggestions/ issues asap so solutions and timelines can be delegated

2. Outreach

Mary Jo asked to thank Diane Downs, Michelle Lewis and Jerry Tolson for their outreach efforts. The timing is difficult to get performers matched with schools, transportation and equipment needs are additional barriers. About 15,000 students were reached this year and another 15,000 throughout the year with the Jazz2U program. Mary Jo will write an article about the opportunities for the membership. 17 local teachers participated in the offsite education workshop.

3. Marketing Consultation Report – Joe Vasko, Marketing Consultant

Joe V. commented on the smooth programming of the conference. He recommended Steve Nigohosian who is a marketing expert who has worked in a variety of areas related to the jazz world, is dedicated to the organization, and has the knowledge and skills to fill the need. The Personnel Committee will review the recommendation and establish contact. Mary Jo has the resume and work samples. Rick D. and Mary Jo will communicate this week on hiring needs.

4. Conference Report – Lou Fischer, Operations Manager

Overall attendance was about 3,500+ participants. 87 single event tickets were sold and overall the numbers will be similar to the San Diego conference. JJF participants were encouraged to take advantage of their free

membership. A handful of clinics and performances were cancelled due to illness and a few replaced. Lou reinforced the need of having equipment requests submitted in advance of the conference. Fire Marshalls were present every day and reinforced compliance to stage requirements. The JENerations T-Shirts were sold out. Total conference income is about \$34,700 compared to 56,000 in San Diego, which can be attributed to larger pre-registrations and better communication in advance of the conference. The gala dinner is costly and time-consuming and maybe not efficient. Andrew suggested combining the Silent Auction aspect with the Exhibitor Reception in order to direct traffic to the exhibitors. Caleb suggested shrinking the Gala Diner to a short VIP reception with an exclusive meet and greet and move the fundraising aspect to the Friday evening concert events. Dan F. pointed out that an exclusive event for donors is crucial. Tim added that such a decision should be left to a committee recommendation.

Action Item: The discussion on the Gala Dinner event will be communicated to the Fundraising Committee with a request for a suggested proposal on the New Orleans format by February 1.

5. Membership Report – Tim Fellow

A group of board members discussed possible new strategies to increase membership participation. One suggestion includes the implementation of State units and College chapters. IAJE was very successful with organizations and events at the State level and regional events as well as international chapters. Other recommendations include monthly automatic dues as an option for smaller contributions on a regular basis. Additional member benefits could be free magazine subscriptions (DownBeat has offered free digital subscriptions), access to free limited edition Big Band charts commissioned by JEN and premiered at the conference honoring the composer as examples for incentives to rebrand the perception of membership value. College chapters should be at a \$25 membership price. Caleb recommended keeping the membership committee intact and providing them with specific initiatives delegated through Caleb.

Action Item: The goal is to establish 25 State units by next January and Caleb asks to submit names for possible leaders in different States to him.

The meeting was adjourned at 11.45am