

January 6-11, 2015 JEN Board of Directors Minutes of Meetings

Jazz Education Network (JEN) Board of Directors Meeting January 6-11, 2015

Jazz Education Network (JEN) Board of Directors Meeting Manchester Grand Hyatt, San Diego Tuesday, January 6, 2015

Present:

Board Members - President -Bob Sinicrope, Past President -Andrew Surmani, President-Elect - Caleb Chapman, Vice-President - Bob Breithaupt, Secretary - Monika Herzig, Rubén Alvarez, Cheryl Slay Carr, John Clayton, José Diaz, Tim Fellow, Dan Gregerman, Judy Humenick, Mary Jo Papich, Tony White

Operations Administrator - Lou Fischer

Absent: Rick Kessel

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

1. **Welcome** – Bob Sinicrope

Bob S. presented a summary of the past five conferences referring to the growing amount of programs, awards, and volunteer work and a continued growth curve. Immediate future needs include website development and fundraising among others. Goals and strategies to expand infrastructure and finances need to be developed over the next year. A variety of strategic partnerships were established and renewed over the past year and JEN moved into new communication partnerships with JazzEd Magazine, JazzTimes, and DownBeat. The Trad Jazz CD-ROM materials are ready to be distributed to interested educators at the conference. All stages have at least partial sponsorships sold for this year as well as a variety of new sponsorships. The need to limit the amount and frequency of performance and clinic applications was discussed in order to avoid disappointed applicants and frequent repetitions as the acceptance percentage rate for performance applications is now at about 25%.

Action Item: Bob S. needs to update the list of current strategic partnerships and developing partnerships to be categorized and listed on the website as well as assign a permanent JEN liaison that will oversee and track establishment and progress of partnerships.

2. **Nominating Committee** – Caleb Chapman

The terms of five board members will expire this year: Rubén Alvarez, Bob Breithaupt, José Diaz, Judy Humenick and Rick Kessel. They may self-nominate or decide to step down. Currently we need to find board

members with skills in technology, executive leadership, and fundraising. New board members should also be willing to serve as Officers.

3. **Education Committee** – Sharon Burch

The committee has a team for every educational level from elementary school to collegiate that works as subcommittees to determine needs and goals. The mission of the committee is to provide resources and programs for educators.

Current strategies include:

- Compile and create teaching strategies
- Video clips
- Teaching resources & network of members
- Provide professional development/workshops
- Articles in multiple formats and publications:
- Music education journals
- Teacher website articles and blogs
- Twitter/Facebook/Instagram
- Strategic Partnerships with Jazz and non-Jazz organizations, ACDA partnership has been launched with presentation and article exchanges

The committee launched the Saturday Jazz Education/ Outreach Workshop. Mary Jo Papich and Sharon Burch worked with Mark Nicholson (Music Supervisor), Russ Sperling (CMEA), and Marc Dwyer, to market and establish the workshop. Invitations were extended to music teachers in K-12. The Elementary Jazz Workshop will be hosted at a local school off-site, currently there are 10 participants enrolled. The Middle School/High School Instrumental & Vocal Jazz Workshop will be held on site with a special one-day pass, currently there are 2 enrolled.

The website development is still in progress with the goal to create maximum interactivity. Targeted areas are instrumental jazz, collegiate instrumental jazz, vocal jazz, and strings with a variety of content collected and created. Especially a collected repertoire list would be an attractive member benefit. Sharon encouraged to elevate the level of interactivity and design of the website to a higher professional level and possibly considering a partnership with Mashplant. All interactive needs for JEN committees could possibly be included in a Mashplant site. Concerns include the large initial cost and continued monthly costs, but Sharon will explore more economic options.

4. **Personnel Committee** – Mary Jo Papich, Chair

The committee met Monday night and reviewed the contracts of the three JEN part-time contractors in terms of responsibilities and compensation. A template for review was established and distributed. At this point, no compensation raises are possible until the total costs of the conference are determined. The committee plans to meet every three months. The goal is to hire a full-time Executive Director to oversee operations and increase the professional status of the organization. A possible job description should be drafted and salary options reviewed. Caleb would like to have more people involved doing fewer things as opposed to few people doing many things.

Action Item: Mary Jo will initiate drafting a job description for an Executive Director and make sure all Independent Contractors invoice their cost to the organization.

5. **Jazz Industry & Music Business Committee** – Cheryl Slay Carr, Chair

Cheryl reviewed the mission statement and objectives on the website. At the 2015 conference meeting, Cheryl will propose work groups for each of the objectives. Cheryl had a conversation with label owner/ manager Jerald Miller on possibly moving the industry aspect of JEN forward and initiating further leadership.

6. **Research** – Monika Herzig, Chair

Monika reported on the 2014 accomplishments including:

San Diego Research Track: 28 presentations, 13 poster presentations, sessions on grant resources, best practices, audience development

- Fri 1pm JEN Ring meeting in America's Cup A
- Mapping Meeting at Jazz Without Borders Conference in Amsterdam, September 2014
- Washington meeting and conference calls with Jazz Forward Coalition, Future of Music Coalition, and various Jazz Stakeholders
- Jazz Research Mapping Survey with 104 participants
- Committee formation with initial meeting and regular planning communications

The JEN/EFF Fellowship at the Smithsonian will be announced at the 2015 conference. A mapping survey with 104 participants up to date include the following results:

International Directory of Researchers and overview of research languages

- Categories of Research and contents
- Directory of published research studies
- Directory of jazz research resources
- Overview on current research needs
- A list of expectations from JEN

Current Needs are

Web support for creating and updating database, forums, resource listings!

- Financial resources for database/ resource collection and web programming
- Video/ streaming options for conference sessions
- Branding initiatives for JEN on what it is and what it isn't
- 2016 theme/ callout templates

Action Item: Monika will connect with Allan Molnar on streaming and recording options and will report back from further theme discussions at the Friday meeting.

7. **Jazz Audience & Development**– Bob Breithaupt, Chair

The Jazz Audience materials from the Doris Duke studies has been collated and placed on the website under the Developing Audiences tab. An announcement on the availability of the data and further initiatives was sent out in August. On Friday, 9am Bob B. will lead a session on explaining the research and leading audiences to the website. A panel of presenters will discuss (Lou Fischer, Bob Breithaupt, Harry Schnipper) possible applications of the data. Online dialogue is needed and the technological limitations of the current website need to be overcome in order to move forward.

8. **Future Directions of JEN** – Bob Sinicrope

Caleb suggested forming a special website committee to assess current needs and possible solutions. Leadership and communications are the main issues at the moment and action in those areas is needed. Different options for website development/ content were discussed including moving to a WordPress format. Caleb, Dan, Tony, and Bob B. volunteered to participate in the special website committee under the leadership of Tim. Sharon Burch also joined on request.

Action Item: Tim will initiate a meeting with the special committee to develop a plan on how to address the website needs. Bob B. asked all board members to share any website options that they come across.

The need for branding the organization towards including all aspects of jazz as an art form was discussed. Suggestions include possible name changes, mission adjustments, and need to build offerings towards getting the organization known more widely. Also, the question was raised on how the different aspects should be reflected in the mix of programming. Some hurdles are the amount of sessions possible due to venue and staff restrictions. Solution ideas include

- increased website content
- rebranding with a tagline
- stronger collaborations with the jazz publications
- additional outreach initiatives outside of the conference venue and during the year.

Action Item: Bob S. asked the board members to take initiative on some of the ideas developed during the discussion.

9. **Review of the Strategic Plan** – Tim Fellow and Cheryl Slay Carr

Recommendations by Tim Fellow:

- a. Goal 4.3 on promoting electronic meetings should be assigned to the special website committee tasks
- b. Goal 5.2 on budget accuracy – update financial procedures to current year, make it more easily accessible to membership
- c. Goal 5.3: on investing JEN's funds – Tim will create an investment plan for JEN and will bring it to the board for approval
- d. Goal 5.4: on proper risk management – Tim will also manage this item more in detail
- e. Goal 6.5: on ensuring up to date posting of organizational and financial documents – some of the documents will need to be brought up to date

Tim encouraged all board members to review the whole strategic plan on a regular basis in order to move all strategies forward.

Recommendations by Cheryl Slay Carr:

- a. Several of the time frames are general and progress can not easily be tracked

- b. Goal 2.1: on enhancing professional development should be amended towards including music business
- c. Goal 6.1: on creating and updating JEN policies and practices manual should receive a more specific timeline in order to be completed

10. **Review of the Bylaws** – Tim Fellow, Cheryl Slay Carr

Recommendations by Tim Fellow:

- A. 7.3. The conflict of interest clause prohibits board members from applying for JEN grant opportunities
- B. 7.6. Independent Audits are required annually according to bylaws
- C. 7.8 Robert's Rules of Order is not a necessity for non-profits anymore and might be a liability, Tim recommended to change this

Motion: Tony moved to remove article 7.8. Robert's Rules of Order from JEN's bylaws

Second: Caleb

Motion: Bob B. moved to table the discussion on article 7.8. until Sunday when Tim will have a new wording in place

Second: Judy

All In Favor

Recommendations by Cheryl Slay Carr

Section 5 that discusses the role of the officers as well as removal of officers and committee structures should be more specific. Cheryl posed a series of questions related to checks and balances.

Action Item: Cheryl will share her comments and questions on the bylaws with the board for further discussion

11. **Website Report** – Gene Perla

New features include the requested membership auto-renewal for members with possible credit card info storage. The Trad Jazz website is live now. Mobile applications are developed and will be launched immediately after the conference by Shawn Walsh. MailChimp is now the communication tool. The data is backed up daily on the JEN server in Ashville, NC as well as another Linode server. Google Analytics are available for marketing info. JEN members can contact each other if the option for contacting is enabled. The board suggested to reverse the feature towards having the contact automatically enabled with the option to opt out. Products include registrations, membership packages, sponsorship packages, exhibit space, space rental, and ticket sales.

New initiatives this year:

- completing the auto-renewal system
- initiating the new mobile design
- establishing committee areas

- continuing the documentation initiative
- overhaul suggestions: design, font size, simplified instructions by looking at alternative software, consulting IT experts, and providing internship help

Bob S. adjourned the meeting at 5pm

**Jazz Education Network (JEN) Board of Directors Meeting
Manchester Grand Hyatt, San Diego
Wednesday, January 7, 2015**

Present:

Board Members - President -Bob Sinicrope, Past President -Andrew Surmani, President-Elect - Caleb Chapman, Vice-President - Bob Breithaupt, Treasurer – Rick Kessel, Secretary - Monika Herzig, Rubén Alvarez, Cheryl Slay Carr, John Clayton, José Diaz, Tim Fellow, Dan Gregerman, Judy Humenick, Mary Jo Papich, Tony White
Operations Administrator - Lou Fischer

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

1. Conference Report – Lou Fischer, Operations Administrator

Several performance groups and clinicians cancelled last minute due to travel and funding issues and replacements are set. Income up to date is \$190,525 and projected expenses are \$183,664. Walk-up sales and JENeral store sales are not included yet in the expense tally. Overall paid registrations are up. In order to increase the profit margins for the conference, Lou recommended adjustment to the registration fees by implementing a three-tiered system with Early Bird discount by October 1 (including the privilege for premier seating at evening concerts), advance online discount, and on-site registration with slight increases to each registration level. The goal is to achieve 20 – 25% more revenue from registration income. On-site production staff was increased to 10 due to frequent loss of volunteer helpers for a total of about 60 full-time volunteers. A decision on registration cost increases is needed by early Spring in order to implement accordingly for the 2016 conference.

Proposed Changes:

Full Member Registration: \$175/\$200/ \$250

Student Member Registration: \$50/\$75/\$100

Spouse/ Partner Registration: \$ 75/\$100/\$125

Adult One Day Passes offered only onsite for \$95

Local Student/ Chaperone increase to \$40

All other registration options stay at the previous level

Further discussions focused on options to expand room offerings/ presentation tracks/ conference growth. Except for Louisville no extra rooms are available, the best option for growth is increasing attendance. Outsourcing options for printing badges will be needed as they are currently assembled by volunteers.

Motion: Bob B. moved to accept the registration increases as presented in Lou's proposal.

Second: Dan

All in favor

Bob B. suggested starting some of the presentations earlier on Wednesday and Thursday of the conference weekends. Lou pointed out that creating more off-site events could take attendants away from the conference. Also, additional number of slots requests are needed over the course of the next week in order to lay out next year's conference grid accordingly. Decisions are needed on frequency of return options for clinicians and performers. Bob S. suggested only putting in one proposal and going on a three-year rotation. Not all areas might be suited to the same regulations though and different selection process rules might be needed for research and business presentations.

Motion: Bob B. moved to limit the number of applications per year for clinicians and performers to one submission

Second: Caleb

All in favor

Action Item: Caleb, Cheryl, and Jose will work on wording for limiting the frequency of presentations under the same leadership in consecutive years.

2. JEN Membership Report – Steve Holley, Chair

New initiatives include a member newsletter, auto renewal, magazine partnerships, conference posters, JEN job board, and a post-conference member survey. Conference posters including quotes from a variety of members were printed and will be displayed to provide a stronger sense of community. The job board helps members find professional opportunities such as jobs. The survey provides feedback on what is requested from the members. Steve proposed adding multiple databases including a college programs database, summer jazz programs database, after school programs database, member database, and domestic and international festivals database. Several of these are already available and can easily be linked to the website. The guidebook includes options for connecting attendants. Furthermore, he suggests separate pages for each state network affiliate that highlight the state organizations goals, plans, and achievements, the ability to click through on renewal emails, define and implement our International and District Reps Program. A post-conference survey will be sent to all conference attendees as well as anyone in the database.

Further suggested initiatives:

- Member benefits
- How do we continue to engage current members and attract new members?
- How do we go about creating an environment where joining JEN is simply the status quo?
- Observing and applying best practices from other, successful organizations.

Membership numbers are on the increase, especially full, corporate, and institutional, while festival and network affiliates should be supported further. Needs for a more effective auto-renewal process as well as follow-up mailings was discussed in detail. Membership benefits will need to be communicated better especially to students. In addition, specific student benefits are needed.

Action Item: Rick Kessel will help implement a hard-copy renewal mailing by 6-8 weeks after the conference and Steve Holley will investigate best options to purchase the CMS mailing list. In addition, the board would like the membership committee to develop a handout card summarizing membership benefits and information about JEN.

3. Fundraising Committee – Kathleen Hollingsworth

The Giving Tuesday campaign netted approx. \$3,000. It was most effective after the email blast, higher frequency of e-mails is suggested. Also crucial is a personal story and photos that can be included. In addition about \$10,000 in donations were received including a \$7500 donation from Goldman Sachs procured by Mary Jo Papich for operational expenses. Tim Fellow will join the fundraising committee for further support. More committee members are needed. Razoo, the online fundraising platform, now offers recurring donations options which should be investigated further. In order to reduce costs to outside vendors, donation options directly through the revamped website should be implemented. Kathleen also suggested providing different gift packages such as t-shirts, CDs, or limited edition items for a variety of giving levels. She suggested a live painting initiative during the 2016 conference. The programs that need support need better descriptions in order to solicit support. A variety of grants will be pursued, including NEA options. Kathleen is asking for help with the writing process of grants.

4. JENerosity Celebration – Michael Shirtz, chair

The celebration will start with a cocktail hour at 5pm with music by the Bloomington North Trio. High-end silent auction items are available during that time. The program includes presentations to the scholarship and award winners. In addition testimonial videos by previous scholarship winners are presented. Congressman Conyers sent an award acceptance video that will also be displayed. Mary Jo will ask attendees to consider donations that will be collected with the on-site pledge cards. Attendees will also receive follow-up e-mail letters two weeks after the event to continue soliciting pledges and express appreciation for attendance. Board members are encouraged to sit at different tables and mingle with the other attendants.

5. Marketing and Communications – Marina Terteryan and Vince Outlaw, chair

Vince and Marina will attend each committee meeting during the conference in order to determine current needs and priorities. They are facilitating the monthly membership newsletter, and are developing a marketing calendar template for the upcoming year. The goal is to complete the first six months by the end of January. They will take advantage of a new trend called Inbound Marketing, where the community of supporters is drawn in to become active as part of the organization and with outside support. Major projects over the past year included newsletter launch through Mailchimp, the flash mob, added education content online, and JAI data launch.

They encouraged everyone to write new content and articles as analytics show that the most engaging topics for membership are conference announcements, jazz history topics, grant opportunities, and scholarships. The Facebook page has about 7,304 followers with frequent engagement. The team poses different topics and engagement opportunities. Twitter has over 10,000 followers at this point with hashtag #JEN15. Popular topics include the Clark Terry movie screening, International Jazz Day, Flashmob, etc. Rick pointed out that in order to increase the membership numbers, marketing strategies should be aligned towards this goal with easy access to sign-up and display of membership benefits at all social interactions. Other suggestions include contests and drawings. Marina also demonstrated the communications template that includes up to three topics and related activities per month with deadlines that guides all activities. The template will be shared with the board several times a month for input and acknowledgment.

Action Item: An annual marketing plan that includes campaigns for major stories such as Herbie Hancock's keynote or the release of the Trad Jazz Project should be developed, ideally by Vince Outlaw as Marketing Chair. Rick Kessel will join the committee to help direct needs.

6. **Miscellaneous Items** – Bob Sinicrope

Bob S. explained presiding responsibilities and encouraged the board to express our appreciation to the exhibitors as well as promote the JENerosity celebration. The Trad Jazz project is ready for distribution at the conference. Bob S. also asked the board to be proactive in putting ideas and tasks in place throughout the year. Further discussions included the need for more specific steps and timelines to achieve the goals of the Strategic Plan in a focused way.

Bob S. adjourned the meeting at 5pm

Jazz Education Network (JEN) Board of Directors Meeting Manchester Grand Hyatt, San Diego Sunday, January 11, 2015

Present:

Board Members - President -Bob Sinicrope, Past President -Andrew Surmani, President-Elect - Caleb Chapman, Vice-President - Bob Breithaupt, Treasurer - Rick Kessel, Secretary - Monika Herzig, Rubén Alvarez, Cheryl Slay Carr, John Clayton, José Diaz, Tim Fellow, Dan Gregerman, Mary Jo Papich, Tony White
Operations Administrator - Lou Fischer

Missing: Judy Humenick

The meeting was called to order by Bob Sinicrope at 9:10am

1. **Conference Summary** – Bob Sinicrope

Bob S. thanked everyone for their help and encouraged everyone to send personal thank you notes to the volunteers.

Action Item: Lou will send email contacts for the volunteers to all the board members for personal thank you notes.

Lou provided an overview of final conference numbers. Total registrations were in excess of 3,500. Total conference revenue at this point is in excess of \$55,000. Overall perception and feedback of attendees was very positive.

Conference feedback from the board members includes tightening up presentations at the Gala, compliments for well organized and high quality vocal, successful research presentations with a variety of expansion options, and making sure to build on the positive buzz through immediate membership marketing. The music industry presentations were very well attended and Cheryl suggested considering a Wednesday music industry track prior to the conference. Caleb reported on JJF as a facilitator to include a large number of students into the conference. The JENerations jam had several pro hosts which was received well. Options were discussed to extend the jam sessions into the JENerations festival rooms.

2. **Finance Committee** – Rick Kessel, chair

Rick presented the audit report. 2013 expenses were \$355,194, with total income \$321,636 and net asset

increase of \$33,558 for a total asset of \$210,096. Rick cautioned that those margins are still low with large dependence on conference income. Ytd net income is \$101,054 which is still below projected income but will most likely be reached after final accounting. Comparison over the last three years yields steady progress in income. The goal should be assets that exceed expenses for 1.5 conferences so unforeseen disasters can be covered.

3. **Insurance** – Andrew Surmani

JEN has General Liability insurance through Levenson Insurance Agency through 8/7/2015 for \$500 covering general business expense coverages, employee dishonesty and forgery/ alteration. In addition, a Directors and Officer Insurance for \$1,192 until 8/7/2015 covers inappropriate behaviors by directors and officers causing losses to a company.

Action Item: Andrew will check into liability issues caused by volunteers and contractors and best coverage.

4. **Outreach/Mentoring/Scholarships/Awards**

Tony reported that he gathered input from board and participants and suggested to revamp the program. Ideas for revamping include using technology and including the program more during the conference. Mary Jo suggested building on the work done so far. Lou cautioned about liability issues if mentors don't follow specific guidelines especially when dealing with under-age students that they have officially agreed to.

Action Item: Tony will bring a proposal for a revamped Mentoring structure to the August board meeting to be developed over the next few months.

Mary Jo reported on the Awards and Scholarships Committee. She suggested adding another person to the committee who coordinates communications and details. She encouraged everyone to reach out to their network in order to increase the number of applications. Caleb suggested having the JENerations Festival Committee oversee the JENerations JENeneral session and jam session activities in order to clarify responsibilities.

Mary Jo reported that 60 artists volunteered for outreach activities and 20 were involved in actual outreach presentations. For the Jazz2U grants, 30 out of 40 applications were approved over the last year. All grants are for \$300 and Mary Jo suggested adding a second tier of possible \$500 grants for larger ensembles in order to make the grants more attractive and increase giving from the Herb Alpert Foundation as well as possibly other agencies. The Trad Jazz Kit was distributed successfully at the conference and is available on request from David Robinson for further distribution.

5. **Further Business**

Decisions are needed on policies for frequency of return for performers and clinicians. Committees try to control theme duplications, multiple presentations, and yearly frequency during the selection process. The current policy of bi-yearly alternations will be kept in place for performers and clinicians.

Motion: Caleb moved that each applicant will be allowed to submit only one clinic application per year.

Second: John

All in favor

Motion: Cheryl moved that clinicians submitting research and business proposals will be exempted from the bi-

yearly policy presenting limitation for performers and general clinicians.

Second: Andrew

All in favor

Tim proposed alternatives for Robert's Rules of Order to be included in the bylaws. He mentioned "The Democratic Rules of Order" as a possible option. Due to time limitations, voting will be through the Board Forum. Jose suggested moving forward towards defining the job description and hiring an Executive Director. Bob S. suggested setting a timeline for implementing a plan and options. Jose also reinforced the need to ask the contractors for invoices previous to payment.

Motion: Caleb moved to explore the option of hiring an Executive Director for JEN and to have a job description and budget in place by the August Board Meeting under the leadership of Jose.

Second: Dan

(Cheryl Slay Carr and Rick Kessel left by this time)

Amendment by Caleb: A full report needs to be in place by July 1 for the board to review and add comments

All in favor

Mary Jo suggested changing the name of the Student Composition Competition to Young Composer Competition in order to carry more professional weight for the participants. Andrew asked to address the issue of score availability for new music reading sessions. Caleb asked to encourage the committees for stronger leadership with less need for board guidance in order to free up board time for larger decisions. He also suggested limiting the number of committees board members are involved in as a means to preserve time and be more effective. Mary Jo expressed the need to have board leadership for all committees. Dan suggested asking for submission of committee reports a week prior to board meetings in order to speed up the presentation process. Bob S. thanked everyone for their services and support.

Tony voted to adjourn the meeting at noon.

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