MINUTES

Board Meeting

January 8, 2025

9:00 AM - 5:00 PM EST

Held at the Hyatt Regency Atlanta

Attendees:

OFFICERS: President, José Diaz; President Elect, David Kauffman; Immediate Past President, Lonnie Davis; Vice President, Dr. Trineice Robinson-Martin; Secretary, Bethany Robinson;

DIRECTORS: Doug DuBoff, Tia Fuller, Sara Gazarek, Roosevelt Griffin, Ayn Inserto, Mary Jo Papich, Randal Rossman, Ashley Shabankareh, Todd Stoll, Pharez Whitted, Dan Flores (Legal Counsel)

STAFF: Dr. Lou Fischer; Chief of Staff, Conference Producer, JEN Co-Founder; Jesse Nolan, Director of Programs & Marketing; Kelly Carson, Director of Operations; Jesse Church, Administrative Assistant

Absent: Treasurer, Laura Gentry (weather);

Agenda

9:00 AM	President's Welcome	José Diaz President

Discussion		
	Person responsible	Deadline

9:05 AM	Connections Before Content	José Diaz President

Discussion	**Board Member Introductions & Motivations for Serving on the JEN Board** At the start of the meeting, each board member was invited to briefly share what motivates them to serve on the JEN Board. Their reflections are summarized below: • Jose shared his desire to help JEN grow and become a stronger organization. • Lonnie reflected on a long-standing involvement with JEN, noting its importance to the work at UNC Charlotte and to the broader jazz community. • Dan expressed appreciation for the opportunity to apply his skills in service of a cause he loves, viewing board service as a way to give back. • Todd acknowledged the important work that began prior to the pandemic and stated his commitment to seeing it through.

- Sara spoke of the life-changing impact that conferences and competitions had on her as a student and shared her excitement to now contribute to an organization that changes lives.
- Doug emphasized that while the commercial jazz world faces challenges, education is where jazz thrives. He highlighted the joy of seeing so many young musicians at the New Orleans conference and sees board service as a way to help keep jazz strong.
- Tia recalled her first JEN Conference in St. Louis and how it deepened her interest in the organization. She is motivated by a desire to give back to her students and help create equitable opportunities.
- Jesse Nolan expressed a deep passion for jazz and jazz education, recognizing JEN's fundamental role in bringing the music to communities.
- David Kauffman emphasized a desire to leverage his experience and skills to help grow JEN, stating that everything the organization does is rooted in purpose and heart.
- Randal Rosman noted that his motivation to serve comes through the Ella Fitzgerald Charitable Foundation, which has a strong relationship with JEN. He emphasized the foundation's interest in offering new perspectives and ensuring that jazz education continues to thrive.
- Ayn Inserto shared that her students are her primary motivation, and that she serves to show them they are not alone in their journey.
- Ashley Shabankareh reflected on her service since 2017 as one of the youngest board members, motivated by the importance of community and ensuring that people feel they belong in jazz.
- Roosevelt Griffin spoke about empowering young people through jazz and his eagerness to learn from fellow board members while serving both educators and students.
- Bethany Robinson shared her entry into JEN through NAfME and noted her goal of helping students—whether or not they pursue music professionally—by supporting jazz education.
- Trineice Robinson-Martin described JEN as a "jazz family," sharing her long history with the organization and the personal significance it holds for her and her family.
- Lou Fischer, JEN co-founder, recalled the organization's origins following the dissolution of IAJE, describing JEN as a labor of love that is effecting global change.
- Mary Jo Papich reflected on her long-standing commitment to the jazz community, including receiving the Legend of Leadership Award, and shared her joy in seeing the continued growth of JEN.

ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

9:25 AM **APPROVAL OF PREVIOUS BOARD MEETING MINUTES** **BETHANY ROBINSON** **SECRETARY**

DISCUSSION	(insert board meeting minutes here) Motion to approve made by: Todd Stoll Seconded by: Randal Rosman The Motion passed

ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

9:40 AM **ATLANTA CONFERENCE UPDATE** **DR. LOU FISCHER** **CHIEF OF STAFF**

DISCUSSION	**Conference Updates** ● Minor issues were reported with the air wall in the main ballroom. ● The conference experienced a few no-shows, likely due to inclement weather conditions. ● Registration numbers are strong, with approximately 2,700 attendees registered. ● Board market cards will be made available for all board members. ● Recent staff restructuring has been positive and well-received. There was strong support expressed for the potential of making JC a permanent member of the staff team. ● The staff was commended for going above and beyond in their work and commitment leading up to and during the conference. ● New initiatives at this year's conference include **sponsored workshops**, in which sponsors and exhibitors have paid an additional fee to host sessions. ● A notable number of ensemble rehearsals have been scheduled this year, contributing positively to conference revenue. ● An officer was required to assist with unloading materials due to the conference truck extending into the street, which necessitated police monitoring for safety and traffic flow.

	● A few conference sessions were still without a designated presider. Board members were invited to volunteer to help fill any remaining presider slots. Time stop: 10:30am

Action items	**Person responsible**	**Deadline**

9:55 am **Finance Report** **Laura Gentry**
Treasurer

Discussion

For the first 6 mos, we are ~17k favorable to budget:

Financial Summary (July–December 2024)

The organization reported total revenue of approximately **$402,282**, with the strongest income categories being membership dues ($143,009), registration fees ($119,723), and sponsorships ($50,000). Expenses for the period totaled approximately **$195,913**, driven primarily by salaries and related costs ($76,808), event production expenses ($42,631), and non-personnel costs ($27,473). This resulted in a **net operating revenue of $206,369** and a **net revenue of $208,019** after accounting for unrealized gains. Current projections show approximately **$120K in favorable expenditures**, although total expenses will not be finalized until after the conclusion of the conference. With the full-year conference budget estimated at $328,000, the organization is currently forecasting a modest profit.

Statement of Activity

July - December, 2024

	Total
REVENUE	
4000 Direct Contributions	
4010 Contributions - Individuals, Unrestricted	17,234.82
4030 Contributions - Corporations, Unrestricted	149.64
Total 4000 Direct Contributions	**17,384.46**
4400 Non-Government Grants	
4420 Grants - Foundations/Trusts, Unrestricted	25,000.00
Total 4400 Non-Government Grants	**25,000.00**
4900 Administrative Fees	
4920 Scholarship & Award Administrative Fees	150.00
Total 4900 Administrative Fees	**150.00**
5100 Event Revenue	
5110 Registration	102,094.64
5111 JJF Registration	17,628.36
Total 5110 Registration	**119,723.00**
5115 Application Fees	1,450.00
5120 Sponsorship	50,000.00
5130 Exhibit & Space Rental Fees	53,264.00
5140 Pass Sales	511.00

15k favorable registration
19k favorable registration fees

5140 Pass Sales	511.00
5180 Merchandise Sales	
5183 Event Merchandise Sold	1,630.00
5184 Cost of Event Merchandise Sold	-10,728.12
Total 5180 Merchandise Sales	**-9,098.12**
Total 5100 Event Revenue	**215,849.88**
5200 Membership Dues	
5210 Dues - Individuals	113,444.00
5220 Dues - Institutions	17,865.00
5230 Dues - Corporations	11,700.00
Total 5200 Membership Dues	**143,009.00**
5300 Merchandise Sales	
5310 Merchandise Sold	120.00
Total 5300 Merchandise Sales	**120.00**
5960 Billable Expenditure Revenue	5.00
5970 Unapplied Cash Payment Revenue	924.00
Discounts given	-160.00
Total Revenue	**402,282.34**
GROSS PROFIT	**402,282.34**

	Total
EXPENDITURES	
6100 Payroll Expenditures	
6110 Payroll Service Fee	414.43
Total 6100 Payroll Expenditures	**414.43**
7000 Grants, Contracts & Direct Assistance	
7040 Awards & Grants - Individual	2,000.00
7060 Benefits paid to or for members	5,678.50
Total 7000 Grants, Contracts & Direct Assistance	**7,678.50**
7200 Salaries & Related Expenses	
7210 Salaries - Officers & Directors	
7212 Programs & Marketing Director	26,939.01
7213 Conference Coordinator	18,742.67
Total 7210 Salaries - Officers & Directors	**45,681.68**
7220 Wages - Part-time employees	
7221 Member Support & Programs Manager	15,232.19
Total 7220 Wages - Part-time employees	**15,232.19**
7260 Payroll Tax & Fees	5,579.69
7262 Programs & Marketing Director Payroll Taxes & Fees	6,010.98
7263 Conference Coordinator Payroll Taxes & Fees	2,147.75
7265 Member Support & Programs Manager Payroll Taxes & Fees	2,142.86
7267 7222	12.88
Total 7260 Payroll Tax & Fees	**15,894.16**
Total 7200 Salaries & Related Expenses	**76,808.03**
7500 Contract Service Expenses	315.95
7520 Accounting & Audit Fees	1,133.00
7550 Temporary help - contract	3,708.00
Total 7500 Contract Service Expenses	**5,156.95**
8100 Nonpersonnel Expenses	
8110 Supplies & Software	14,295.34
8140 Postage & Shipping	715.31
8150 Marketing & Advertising	11,531.95
8190 Website Maintenance & Support	930.61
Total 8100 Nonpersonnel Expenses	**27,473.21**
8200 Event Production Expenses	
8250 Event Supplies & Software	6,613.17
8260 Facility & Equipment Expense	36,017.95
Total 8200 Event Production Expenses	**42,631.12**
8300 Travel & Meeting Expenses	432.18
8310 Transportation	9,477.81
8330 Lodging	11,336.00

	Total
8340 Employee Travel Meals	135.43
Total 8300 Travel & Meeting Expenses	**21,381.42**
8600 Other Organizational Expenses	
8630 Insurance	1,180.02
8680 Bank Fees	13,189.76
Total 8600 Other Organizational Expenses	**14,369.78**
Total Expenditures	**195,913.44**
NET OPERATING REVENUE	**206,368.90**
OTHER REVENUE	
9001 Unrealized Gain/Loss	1,650.12
Total Other Revenue	**1,650.12**
NET OTHER REVENUE	**1,650.12**
NET REVENUE	**$208,019.02**

120k favorable expenditures, but we won't know the total expenses until after the conference.
Total conference expense budgeted: $328k budgeted for the entire year.
A small profit is forecasted.

Jazz Education Network
Statement of Cash Flows
July - December, 2024

	Total
OPERATING ACTIVITIES	
Net Revenue	258,774.47
Adjustments to reconcile Net Revenue to Net Cash provided by operations:	
1110 Receivables:Accounts Receivable (A/R)	-85,873.00
2010 Payables:Accounts Payable (A/P)	35,117.55
2002 Chase Credit Card:SB Credit Card 2177 - Sharon	-26,895.17
2003 Chase Credit Card:KC Credit Card - Kelly Carson	25,788.31
2004 Chase Credit Card:JN Credit Card 0533 - Jesse Nolan	3,926.51
2005 Chase Credit Card:LF Credit Card - Lou	3,548.97
Total Adjustments to reconcile Net Revenue to Net Cash provided by operations:	**-$ 44,386.83**
Net cash provided by operating activities	**$ 214,387.64**
INVESTING ACTIVITIES	
1500 Vanguard - Endowed Scholarship Fund	-1,650.12
1811 Other Long-term Assets:Website	-25.08
Net cash provided by investing activities	**-$ 1,675.20**
Net cash increase for period	**$ 212,712.44**
Cash at beginning of period	358,744.28
Cash at end of period	**$ 571,456.72**

Right now, we're looking at ~ 3 mos. Operating cash. We will have a more accurate number after the conference.

Notes YTD 12.31.2024

JEN cash position trajectory	
Cash reserve monthly tracker	
Average monthly expenditures (6 months actual)	32,652
Cash reserve threshold (3 months op expenses)	97,957
Cash reserve threshold (6 months op expenses)	195,913

	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Budget
	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25
Actual/Budget trajectory	366,504	364,491	394,053	444,926	500,223	566,088	384,488	321,536	347,598	375,088	374,631
Months of op ex in cash (budget trajectory)	11.2	11.2	12.1	13.6	15.3	17.3	11.8	9.8	10.6	11.5	11.5

This slide is a snapshot in time. Important to remember when looking at the chart.
Actual vs. budget = How do we perform vs. how we think we are going to perform.

We've been looking at this very conservatively. Banner years are always NOLA, so we have a bit of a cushion going forward. How can we think more progressively in generating revenue? Think more aggressively about Grant, sponsorships, donations, to diversify our revenue. Even w/o a Development director, the focus should be on other revenue-generating avenues.

January 8, 2025

Jazz Education Network

Statement of Financial Position

As of December 31, 2024

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1000 Cash	
1010 Chase Checking	549,090.56
1012 BOA Checking - 1705	0.00
1070 Event Cash	0.00
1072 Bill.com Money Out Clearing	637.16
1073 BOA Savings	0.00
Total 1000 Cash	**549,727.72**
Total Bank Accounts	**$549,727.72**
Accounts Receivable	
1100 Receivables	
1110 Accounts Receivable (A/R)	42,968.21
Total 1100 Receivables	**42,968.21**
Total Accounts Receivable	**$42,968.21**
Other Current Assets	
1500 Vanguard - Endowed Scholarship Fund	97,362.79
1510 Hyatt Gold Passport Points	3,072.14
1599 Undeposited Funds	21,729.00
1700 Prepaid expenses	0.00
Total Other Current Assets	**$122,163.93**
Total Current Assets	**$714,859.86**
Fixed Assets	
1600 Machinery & Equipment	2,544.94
1690 Accumulated Depreciation	-2,544.94
Total 1600 Machinery & Equipment	**0.00**
Total Fixed Assets	**$0.00**
Other Assets	
1810 Other Long-term Assets	
1811 Website	4,822.68
1819 Accumulated Amortization	-4,739.36
Total 1810 Other Long-term Assets	**83.32**
Total Other Assets	**$83.32**
TOTAL ASSETS	**$714,943.18**

Jazz Education Network

Statement of Financial Position

As of December 31, 2024

	TOTAL
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Payables	0.00
Total Accounts Payable	**$0.00**
Credit Cards	
2001 Chase Credit Card	
2002 SB Credit Card 2177 - Sharon	-49,040.50
2003 KC Credit Card - Kelly Carson	36,265.58
2004 JN Credit Card 0533 - Jesse Nolan	11,135.26
2005 LF Credit Card - Lou	9,225.73
Total 2001 Chase Credit Card	**7,586.07**
Total Credit Cards	**$7,586.07**
Other Current Liabilities	
2020 Unearned revenue	0.00
2100 Payroll Liabilities	0.00
2200 SBA PPP Loan Payable	0.00
Total Other Current Liabilities	**$0.00**
Total Current Liabilities	**$7,586.07**
Total Liabilities	**$7,586.07**
Equity	
3000 Unrestricted Net Assets	324,163.09
3100 Donor Restricted Net Assets	175,175.00
Opening Balance Equity	0.00
Net Revenue	208,019.02
Total Equity	**$707,357.11**
TOTAL LIABILITIES AND EQUITY	**$714,943.18**

Laura suggested the possibility of starting a collegiate combo competition. Winners of the competition would perform at the conference.

Having a booth at Midwest was a success. We made a good impact.

The current FY is the last year that we'll be ending the FY at the end of June. With the FY months change, the new FY budgeting kicks off this month, January 2025.

Ended at 11:37am

ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

2:15pm actual
Daniel Flores, Legal Counsel Update

2014 agreement for the 2019 Reno convention
Post conference, the decision was made by the board not to return in 2023 to Reno due to problems at the venue.
The contract's Cancellation policy included significant penalties
Legal Risk

August 2023 lawsuit filed against JEN
Discovery/Litigation
Offer of judgment, decided to settle
29k, settled for $12.5k, for resolution

BREAK - 10 MINUTES

10:35AM | **JAZZ EDUCATION FOUNDATION UPDATE** | **TODD STOLL, PRESIDENTS ADVISORY COUNCIL BOARD MEMBER REPRESENTATIVE**

DISCUSSIONIN	JEF is a type-1 org that is operated by JEN, and exists to support JEN only. Board composition needs to be 50% JEN BOD members. Current board has had one meeting. Chair is Tim Fellow, secretary is dan flores, treasurer is Dustin Rohrer. Have applied for IRS status, which is taking a very long time. Next steps are: -To establish JEN BOD members -Fiscal agreement between JEN and JEF. -Having an announcement event in NOLA in 2026 -Start working ahead for the next conferences, 2 and 3 years in advance -We did announce at the 2024 conference, however, because the structure wasn't in place. The next launch will have all things in place at launch time. Ended at 11:47am

ACTION ITEMS	**PERSON RESPONSIBLE**	**DEADLINE**

11:10AM | **MEMBERSHIP & MARKETING REPORT** | **JESSE NOLAN, PROGRAM & MARKETING DIRECTOR**

DISCUSSION	10:30am (Pivot into Finance spot)

January 8, 2025

Current Membership Analysis

3,557 Members

Membership Type	As of 12/30/24	As of 11/06/24	2-mo change	As of 01/01/24	12-mo change
Full Individual	1,020	1,049	(29)	1,079	(59)
Full Monthly	274	245	29	260	14
Chapter	44	46	(2)	57	(13)
eJEN	1,005	719	286	801	204
yJEN	1,119	1,315	(196)	1,475	(356)
Corporate	34	35	(1)	34	0
Institution	61	68	(7)	74	(13)
Total	**3,557**	**3,477**	**80**	**3,780**	**(223)**

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Comparative Membership Analysis F '19/'20 – F'24/'25

Membership Type	DEC '19 (NOLA)	DEC '20 (Virtual)	DEC '21 (Dallas)	DEC '22 (Orlando)	DEC '23 (NOLA)	DEC '24 (Atlanta)
Full Individual	1,275	1,163	937	1,023	1,079	1,020
Full Monthly	168	70	192	232	260	274
Chapter	94	67	75	55	57	44
eJEN	612	522	787	613	801	1,005
yJEN	1,101	1,742	1,890	910	1,475	1,119
Corporate	79	21	21	38	34	34
Institution	98	45	53	62	74	61
Total	**3,427**	**3,630**	**3,955**	**2,933**	**3,780**	**3,557**

JJF attendees are the highest ever at a JEN conference.

Comparative Membership Analysis F '19/'20 – F'24/'25 Trends

JAZZ EDUCATION NETWORK

- Highest Individual (Full & eJEN) Membership of All Time – 2,229 members
- Highest Individual (Paid) JEN Membership of all time – 1,294 Full members
- Highest eJEN membership of all time – 1,005 eJEN members
- Decline in Chapter Memberships / Shift to Full due to 10+ member
- Instability in Corporate / Institutional Membership – NOLA conference years trend up in this category
- 2025 membership focus is on growing Corporate / Institutional category

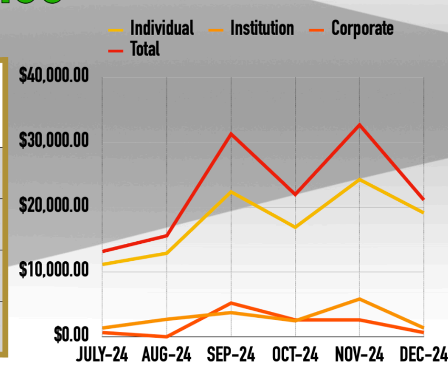
eJEN is high due to groups attending the conference
Chapter memshps are lower b/c were started enforcing the guidelines set forth by the board. We will be working to communicate and encourage more renewals
Stability in Institution and corporate memberships, as they have to maintain thei membership in order to exhibit at the conference. Wie will be workin gto fill the high sound side of the exhibit hall next year and beyond. Quiet zone is selling out nicely

F'24-F'25 Membership Sales

JAZZ EDUCATION NETWORK

$135,766.00

Membership Category	JULY-24	AUG-24	SEP-24	OCT-24	NOV-24	DEC-24	TOTAL
Individual	$11,160.00	$12,881.00	$22,356.00	$16,891.00	$24,262.00	$19,101.00	$106,651.00
Institution	$1,350.00	$2,700.00	$3,725.00	$2,465.00	$5,825.00	$1,350.00	$17,415.00
Corporate	$650.00	$0.00	$5,200.00	$2,600.00	$2,600.00	$650.00	$11,700.00
Total	$13,160.00	$15,581.00	$31,281.00	$21,956.00	$32,687.00	$21,101.00	$135,766.00



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JAZZ EDUCATION NETWORK

F'24–F'25 Membership Revenue vs. Budgeted

$11,610.51
Above budget

	JULY		AUGUST		SEPTEMBER		OCTOBER		NOVEMBER		DECEMBER		TOTALS		
Membership Category	Revenue	Budgeted	Revenue	Budgeted	Revenue	Budgeted	Revenue	Budgeted	Revenue	Budgeted	Revenue	Budgeted	Revenue	Budgeted	Difference
Individual	$11,160	7,413.00	$12,881	11,198.17	$22,356	17,315.83	$16,891	21,494.50	$24,262	13,799.70	$19,101	20,485.21	$106,651	$91,706	$14,945
Institution	$1,350	350.00	$2,700	1,050.00	$3,725	4,646.00	$2,465	4,119.50	$5,825	2,134.75	$1,350	1,782.00	$17,415	$14,082	$3,333
Corporate	$650	1,100.00	$0	2,750.00	$5,200	4,950.00	$2,600	5,639.67	$2,600	1,214.08	$650	2,713.08	$11,700	$18,367	-$6,667
Total	$13,160	$8,863	$15,581	$14,998	$31,281	$26,912	$21,956	$31,254	$32,687	$17,149	$21,101	$24,980	$135,766	$124,155	$11,611

Our incoming revenue has shifted. Conference sales have shifted to a later month in November. We're seeing less in September.

Todd asked if any insight into the dropoff in corporate and Institution memberships. Discussion.

Our messaging could include letting corporations know that there are many students who attend who will be buying instruments.

There is interest in having an Exhibit committee w/in the org.

Our program applications are at record numbers (SIJ, YCS, scholarships)

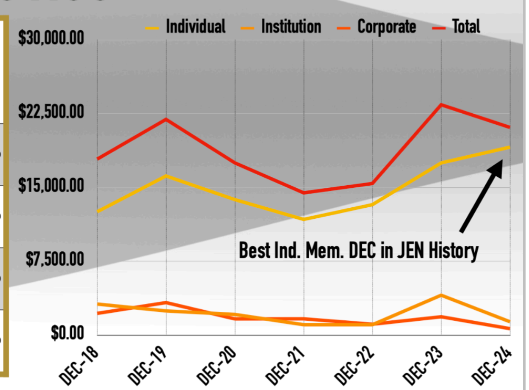
% increase in sales, vs. % increase in price. We did have our best December ever.

JAZZ EDUCATION NETWORK

Historical December Membership Sales

$21,101.00

Membership Category	DEC-18	DEC-19	DEC-20	DEC-21	DEC-22	DEC-23	DEC-24
Individual	$12,528.00	$16,169.00	$13,765.00	$11,751.00	$13,251.00	$17,496.00	$19,101.00
Institution	$3,150.00	$2,450.00	$2,095.00	$1,050.00	$1,050.00	$4,050.00	$1,350.00
Corporate	$2,200.00	$3,300.00	$1,640.00	$1,650.00	$1,100.00	$1,859.00	$650.00
Total	$17,878.00	$21,919.00	$17,500.00	$14,451.00	$15,401.00	$23,405.00	$21,101.00



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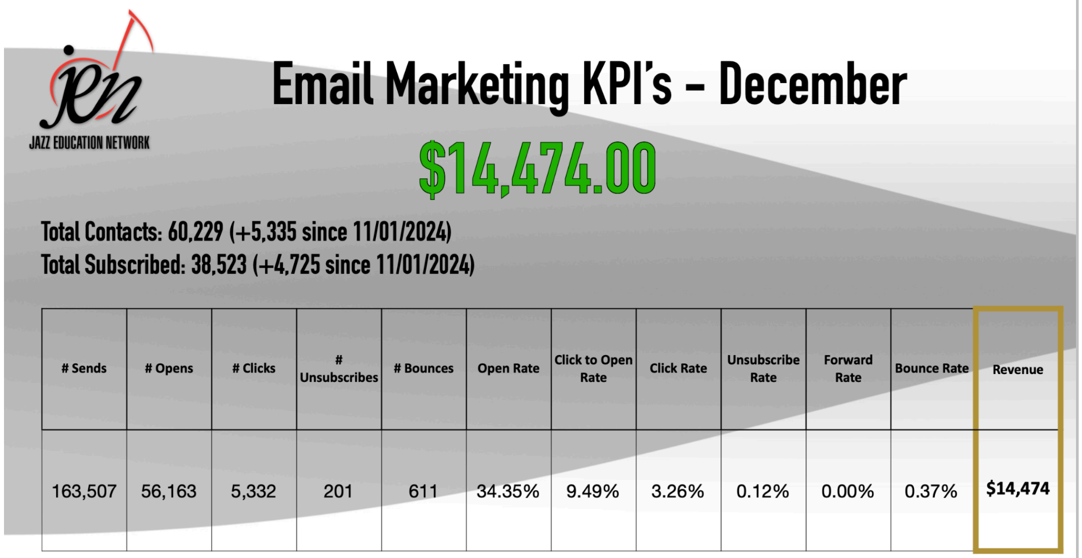
We are trending ahead of budget at this time.

Marketing, click through percentages are still very high



Campaigns with corporate sponsors? Most MOUs include the exchange of marketing pre-and post-show. We don't get pay per click, we get a flat fee.

Social media doing well

<u>SPONSORSHIPS</u>

JAZZ EDUCATION NETWORK

Conference Sponsor Development

17 Paid / Negotiated Exhibitor Workshops

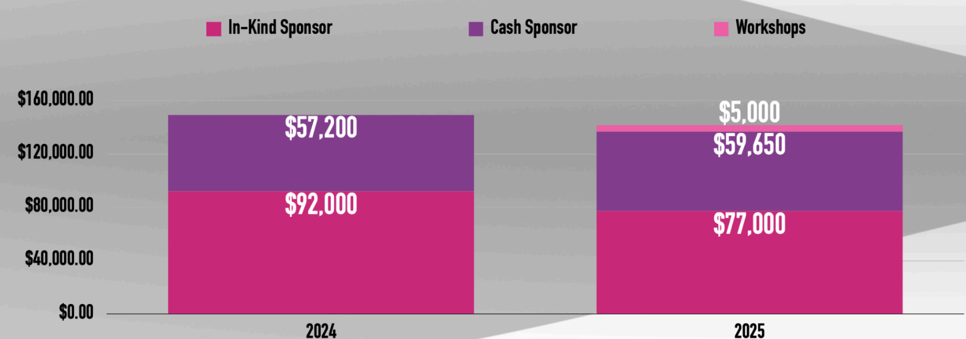
$5,000.00

Conn-Selmer (3)
The Jazz Road (3)
JazzWire (2)
Yamaha (2)
WCLK

Key of She Jazz
Blue Lake Fine Arts
Jody Jazz
Hal Leonard (2)
Alfred

JAZZ EDUCATION NETWORK

Conference Sponsorships



2024 TOTAL SPONSOR CASH = $57,200 2025 TOTAL SPONSOR CASH = $64,650

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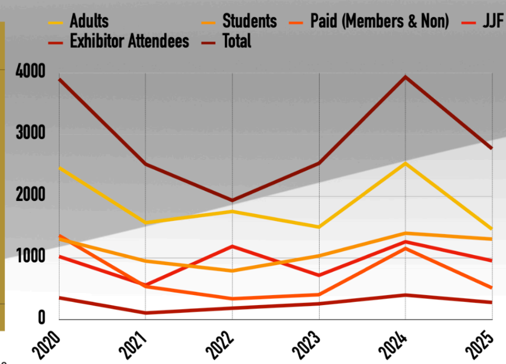
Our goal is $100k or more for 2026 conference.

Historical Conference Attendance & Projections

Projected 2025 Attendance: 3,000 – 3,250

13 Countries, 43 US States, 5 CA Provinces

Type	2020 (NOLA)	2021 (Virtual)	2022 (TX)	2023 (FL)	2024 (NOLA)	2025 (ATL)
Adults	2,465	1,571	1,753	1,501	2,532	1,465
Students	1,306	949	790	1,033	1,401	1,305
Paid (Members & Non)	1,364	536	338	404	1,153	513
Perform / Present / VIP	523	445	527	472	603	346
School / Community	553	415	844	488	613	508
JJF	1,024	559	1,187	718	1,262	954
Exhibitor Attendees	354	107	185	256	398	278
Exhibitors	150	41	77	85	95	86
Total	**3,902**	**2,520**	**1,933**	**2,534**	**3,933**	**2,770**



JAZZ EDUCATION NETWORK

Advance Conference (thru 12/10) Registration Revenue F'18 – F'25

-$6,645.00

Below budgeted revenue ($300,977)

	2018		2019		2020		2021		2022		2023		2024		2025	
	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$	%
Paid Registration	$58,325	34%	$51,940	39%	$111,447	52%	$17,350	38%	$54,350	38%	$67,260	36%	$163,624	50%	$119,173	40%
Exhibit & Space Rental	$59,300	34%	$54,985	41%	$62,030	29%	$10,395	23%	$35,715	25%	$49,625	26%	$61,598	19%	$69,690	24%
JJF	$14,115	8%	$5,395	4%	$17,010	8%	$2,625	6%	$16,300	11%	$21,900	12%	$40,875	13%	$28,678	10%
Passes	$1,600	1%	$1,720	1%	$4,118	2%	$0	0%	$624	0%	$2,830	2%	$2,040	1%	$851	0%
Sponsorships	$40,000	23%	$18,500	14%	$20,000	9%	$15,000	33%	$35,000	25%	$46,000	25%	$56,200	17%	$64,650	22%
Application Fees															$11,290	4%
Total	$173,340		$132,540		$214,605	100%	$45,370		$141,989		$187,615		**$324,337**		$294,332	

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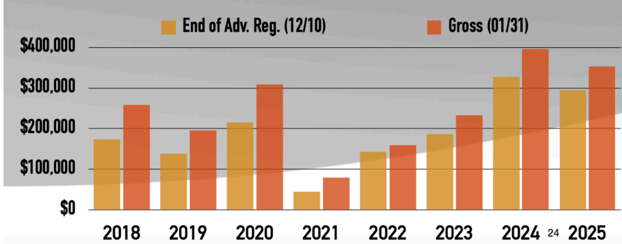
JAZZ EDUCATION NETWORK

2025 Conference Revenue Projection Model 1

Adv. Revenue (revenue thru 12/10) vs. Gross Revenue

$353,198.40

	2018 (Dallas)	2019 (Reno)	2020 (New Orleans)	2021 (Virtual)	2022 (Dallas)	2023 (Orlando)	2024 (NOLA)	2025 (ATL)
End of Adv. Reg.	$174,340.00	$137,725.50	$215,145.00	$45,584.50	$141,989.00	$187,615.00	$326,772.00	$294,332.00
% of Gross Rev.	67%	70%	70%	57%	89%	81%	82%	
Gross	$258,427.09	$196,167.00	$308,828.00	$80,072.55	$160,379.00	$232,219.00	$396,471.00	
% Increase	148%	142%	144%	176%	113%	124%	121%	



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Revenue Projections

Negligible Increase	110%	$323,765
Modest Increase (based on adv. reg. demand)	120%	$353,198
Medium Increase ('18, '19, '20, '22, '23, '24 avg.)	132%	$388,518
Maximum Increase (Non-Covid '18, '19, '20, '23, '24 avg.)	135%	$397,348

JAZZ EDUCATION NETWORK

2025 Conference Revenue Projection Model 2

Advanced Registration by Category vs Gross Registration by Category Growth Model
(Registration Revenue ONLY thru 12/10) PLUS Sponsorships & 4-yr Merch. Average

Type	Avg. Growth	Total
2025 Paid Registration	1.38	$163,942.37
2025 Exhibit & Space	1.05	$72,871.83
2025 JJF	1.00	$28,678.00
2025 Passes	10.37	$8,828.33
Sub-Total		**$274,320.53**
2025 Sponsorships		**$64,650.00**
4-Yr. Merch. Average		**$10,773.60**

$349,744.13

Registration Type	2018			2019			2020			2021		
	Adv.	Total	Growth	Adv.	Total	Growth	Adv.	Total	Growth	Adv.	Total	Growth
Paid Registration	$58,325	$91,100	1.56	$52,915	$81,490	1.54	$111,447	$166,171	1.49	$17,350	$46,743	2.69
Exhibit & Space Rental	$59,300	$64,150	1.08	$54,985	$59,135	1.08	$62,030	$64,394	1.04	$10,395	$12,670	1.22
JJF	$14,115	$22,515	1.60	$5,395	$13,415	2.49	$17,010	$25,735	1.51	$2,625	$2,625	1.00
Passes	$1,600	$22,410	14.01	$1,720	$14,580	8.48	$4,118	$17,627	4.28	$0	$0	NA
Sponsorships	$40,000	$41,000	1.03	$18,500	$18,500	1.00	$20,000	$20,000	1.00	$15,000	$17,600	1.17
Merchandise	$0	$13,117	NA	$0	$5,703	NA	$0	$12,898	NA	$0	$434	NA
Other	$0	$4,134	NA	$0	$11,284	NA	$0	$0	NA	$0	$0	NA
Total	$173,340	$258,426	$19	$133,515	$204,107	1.53	$214,605	$306,825	1.43	$45,370	$80,072	1.76

Registration Type	2022			2023			2024			2025
	Adv.	Total	Growth	Adv.	Total	Growth	Adv.	Total	Growth	Adv
Paid Registration	$54,350	$57,100	1.05	$67,260	$92,425	1.37	$163,624	$202,284	1.24	$119,173
Exhibit & Space Rental	$35,715	$36,455	1.02	$49,625	$50,230	1.01	$61,598	$62,123	1.01	$69,690
JJF	$16,300	$17,895	1.10	$21,900	$22,050	1.01	$40,875	$37,865	0.93	$28,678
Passes	$624	$13,924	22.31	$2,830	$14,604	5.16	$2,040	$16,333	8.01	$851
Sponsorships	$35,000	$35,000	1.00	$46,000	$41,000	0.89	$56,200	$53,000	0.94	$64,650
Merchandise	$0	$5	NA	$0	$9,150	NA	$0	$13,000	0.00	
Other	$0	$0	NA	$0	$2,760	NA	$2,250	$165	0.07	
Total	$141,989	$160,379	1.13	$187,615	$232,219	1.24	$326,587	$384,770	1.18	$283,042

Ended 11:01am

Action items	Person responsible	Deadline

11:30 AM — **Audit & Risk Update** — **José diaz, President**

Discussion	a. Audit Update The Audit is looking good. Sharon is working with the auditors to complete. With the change of the FY, we'll have a short FY26. Bylaws regarding board terms may need to change to align with the new FY, possibly happening during the conference. Randal Rosman has agreed to chair the Audit & Risk committee. b. Conflict of Interest - Terms & Agreement Please log in to Govenda

Action items	Person responsible	Deadline

11:40AM — **Conference Walkthrough** — **Dr. Lou Fischer, Conference Producer**

Discussion	

Action items	Person responsible	Deadline

Lunch (provided) -
80 Minutes

2:00pm **Scholarships & Awards Update** **Kelly Carson**
Director of Operations

Discussion	Most scholarships are $1000 each. Extended app deadlines 2 weeks to april 15, with updated information from Jesse Church, who is a college student, due to changing FAFSA requirements and deadlines. Awards: Marsalis: Carl Allen, LaPorta: Lisa Linde, Legend jazz ed: Fred Irby. Latin Jazz: David Sanchez, President Service: Rob Pleven, Donald Meade: Dr. James H Patterson MOUs- goal to get in place for scholarships Ella Fitzgerald Fellowship is back, and awarded this year. After a hiatus.

Action items	Person responsible	Deadline

2:05pm **Strategic Planning / Afternoon Grouping** **David Kauffman**
President Elect

Discussion	**Board Discussion: Organizational Capacity and Staff Support** The Board participated in a survey exercise to evaluate current organizational direction and priorities. Discussion followed regarding how and where to focus efforts moving forward. It was noted that, despite reduced staffing and limited hours, staff have continued to take on additional responsibilities. The Board acknowledged the need to be more intentional and strategic when assigning tasks to staff members, ensuring alignment with capacity and priorities. The Board also discussed that many current initiatives have emerged from individual passion projects within the organization. While this has added value, it was agreed that moving forward, the organization must be mindful of operating within its available time and resources.

Action items	Person responsible	Deadline

2:15PM **A. FUTURE CONFERENCES** **JOSÉ DIAZ**
PRESIDENT

DISCUSSION	1. Under Contract Through 2029 a. 2026 - New Orleans, LA b. 2027 - Louisville, KY c. 2028 - New Orleans, LA d. 2029 - Dallas, TX 2. Shift to a W - F Option? 3. Determining Locations for 2030 and Beyond -discussion: New Orleans every year -finances/historical/member surveys all support New Orleans -more consistency for sponsorships -stabilizing for infrastructure/set up/eventual new conference director 4. Need to look at data from conference attendees. 5. Full day or 1.5-day Board Meeting at Conference 6. Evening Concerts 7. Registration & Application Fees for Attendees/Proposals/Presenters, etc.

ACTION ITEMS	**PERSON RESPONSIBLE**	**DEADLINE**
Motion: New Orleans contract be a 3 contract, Treniece Second: Lonnie	Treniece, second: Lonnie, Unanimous	

Look at data from conference surveys before determining wed-friday conference instead of thursday-saturday. Also data from Dr. Lou talking to future conference hotels rates for different days. Also consider programming within the conference dates. Within new survey- action item: question/questions concerning future conference weekdays vs. weekends. Survey out: week-ish after conference. Board requests this information by early march.

2:55PM **B. BREAKOUT GROUPS / PERSONAL BREAK - 45 MINUTES**

DISCUSSION	Looking through/analyzing board survey data. Start time: 3:50pm End time: 4:30

ACTION ITEMS	**PERSON RESPONSIBLE**	**DEADLINE**

3:40PM **SHARE-OUT FROM GROUPS** **DAVID KAUFFMAN**
PRESIDENT ELECT

DISCUSSION	4:30-5pm Operations: one city, LMEA discounts, partnership with LMEA, pay schedule for conference participants, more people paying for conference vs. free, 2 days of board meetings, hire a 90 day membership drive to double membership. Membership is the key. In corporate JEN in Louisiana

Education: JENerations, needing rubric/judges training.
Education committee- needs to be reactivated- can provide rubric and judges

Addressing Inequities in Music Adjudication and Organizational Structure

Introduction

- Discussion on recognizing and uprooting embedded philosophies.
- Focus on philosophies that are westernized and patriarchal.
- Need to create an equal playing ground for people of color in music.

Volunteer and Adjudication Process

- Lack of people of color volunteering in adjudication skews perceptions.
- Need for strategic recruitment of adjudicators from diverse backgrounds.
- Importance of board responsibility in overseeing diversity.

Community Engagement

- It's not the community's responsibility to reach out; the organization must engage.
- Lack of clear pathways to leadership beyond board service.
- Need for better advertisement and community involvement.

Structural Changes in Committee

- Operational convenience often dictates unchanged structures.
- Importance of acknowledging and addressing the issue rather than overlooking it.
- Eyes from the board previously provided oversight; this needs reinstating.

Policy and Accountability

- Committee chairs have terms; enforcement of bylaws is necessary.
- Discussions during board meetings should be more than just updates.
- Importance of more frequent engagement beyond quarterly meetings.

Program Development and Challenges

- Current programs not reflecting full diversity (e.g., lack of black and brown students).
- Importance of equity in cost structures and review processes.
- Need for more administrative support in volunteer-run programs.

Inclusion and Merit-Based Opportunities

- Scholarships mostly merit-based; need more inclusive opportunities.
- Importance of performers being given chances despite skill gaps.

Diversity in Music Performance

- Variations in skill sets (e.g., technical vs. expressive play) should be equally valued.
- Need for environments where different skills can be showcased and learned.

Board Responsibilities and Meeting Dynamics

- Scalability of aspirations; importance of incremental progress.
- Need for high feedback loop and communication rate to avoid stagnation.

Personnel Report and Staffing Issues

- Volatile staffing situation due to lack of direction and overload of responsibilities.
- Importance of having a clear chain of command and managing staff expectations.

Future Directions

- Consideration for transitional roles to stabilize organization.
- Importance of strategic hiring and clarity in job responsibilities.
- Ongoing dialogue about financial viability and staffing needs.

Conclusion

- Emphasis on capturing volunteer and in-kind contributions for organizational transparency.
- Discussion on how board member expenses can be documented as contributions.

Action items	Person responsible	Deadline
Social Media- Sara Gazarek, conversation in coming months		

4:20PM	PERSONNEL COMMITTEE / STAFFING NEEDS	DAVID KAUFFMAN PRESIDENT ELECT

DISCUSSION		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

4:40PM	BOARD ENGAGEMENT	JOSÉ DIAZ PRESIDENT

DISCUSSION	1. Response Time 2. Program/Committee Engagement & Follow-through 3. Documentation of Giving/In-Kind Services	
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

4:50PM	FOR THE GOOD OF THE ORDER	JOSÉ DIAZ PRESIDENT

DISCUSSION		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

MOTION TO ADJOURN MADE BY ____________________

SECONDED BY _____________________

Motion to adjourn: passed / didn't pass

Meeting adjourned at: