

Implementation Group Conference Call

Friday, October 11, 2019

5:00-6:30 PM ET

In Attendance:

Carol Dunevant, Leader

Andrew Lee -not present

Ciyadh Wells -not present

Richard Scerbo

Maria Mathieson

MINUTES

1. Job Description

a. Carol - Mission and Vision Statement

- Email was sent this afternoon with rough ideas on how the mission and vision statements are coming together
- We should list the traits and skills that we think will help pull that together
 1. Entrepreneurial
 2. Management Experience
 3. 3 Year position

b. Richard - We may need someone who has experience growing an organization or with startup experience since this isn't like walking into an established position.

c. Maria - Do we need to have someone who has experience with DEI?

d. Richard - They should have experience with education - we may not find someone who has taught or worked at all levels, but someone with at least some education levels.

e. Carol - Reads bullets of job description- plus all of these new ones (Listed below for clarity):

- Entrepreneurial experience
- Established network within the field
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- Previous fiscal management experience required
- Knowledge of music education training
- Demonstrates effective negotiation and collaboration skills
- Maintains professional and positive demeanor
- Works within the standards of ethical business practice
- Demonstrates excellent oral and written communication skills
- Shows evidence of support of the policies and mission

f. Maria - Experience working with getting musicians to the collegiate level will be important, as well.

- g. Carol - So that's educational experience at a variety of levels.
- h. Richard - I think it's also important that it's someone that is a networker.
- i. Carol - Do we want the established network to be associated to DEI?
- j. Maria - Or just connected within the field? Perhaps entrepreneurial spirit?
- k. Carol - And combine that with a history working with startup(s). Connected to a diverse network within the field. Everything within the Director description was pretty boilerplate standard, but I included that it will be a 3 year position moving into an Executive Directorship. I included updates in red for additional details.
- l. Maria - I think we're missing will be required to travel extensively, build the network needs to be included.
- m. Carol - What if we suggest that we recommend this be a managing director, these are the qualities that person needs, and these are our recommendations.
- n. Maria - And then further wordsmithing can happen for there.
- o. Carol - From there, we are looking at making a recommendation on what their paygrade should be.
- p. Richard - I'm a little on the fence if we even need to say it will evolve into the executive director. After the 3 years, the wisdom of the board will decide if it evolves into an executive directorship.
- q. Carol - I think, having looked at the list of who has RSVP'd to be here in November, we can make a recommendation, but they can examine it and make further decisions.

The group would like to provide recommendations for skills and qualifications to be considered in addition to those listed on page 7 of 9 in the draft template. It was felt that the position of Managing Director should be reexamined after three years to assess the needs of the organization.

- The position should be titled Managing Director
- The individual should have experience working with start-ups
- Experience growing an organization (getting something from Point A to Point B)
- Educational experience at a variety of levels
- Work experience in the Diversity, Equity, and Inclusion space
- Part of a diverse and/or established network within the field
- An entrepreneurial spirit
- Willingness and ability to travel

2. Incubator Expectations

- a. Carol - Here is a list of some of the assistance items that Stanford recommended:
 - Design
 - Supplies
 - Physical space
 - Utilities
 - Back office support - payroll, accounting, billing, insurance, purchasing
 - Traveling
 - Marketing
 - Fundraising
 - Community support and partnership
- b. Richard - What is the community support?
- c. Carol - These recommendations were based on an El Sistema model, so some of them may not apply.

- d. Richard - I'm not sure how fundraising would be able to fit - if I'm using my organization as an example, but there are some things and instances that we wouldn't be able to provide that. Especially around fundraising - could we provide more of a sounding board and counseling?
- e. Carol - I think they are looking for a sounding board, but also sharing names of possible funders. And I think that if we do look at a partnership, each institution can explicitly say what they bring to the table, and the managing director knows where to go for any assistance that they might need.
- f. Richard - Should we lead with what we hope or make the list more broad?
- g. Carol - I had initially thought I was going into this with specifics, but with partnerships, it may need to be more broad.
- h. Maria - Is it the incubator's payroll? For HR, that comes with benefits, and what does that look like? I think we're looking at marketing and guidance provided with fundraising.
- i. Carol - We could put administrative assistance AND office support. Like computers, the phones, the copier, but it could be broader.
- j. Maria - If this person works as a virtual person, providing a point person for some of these things.
- k. Carol - They must provide community partnerships and credibility. I think this is very important.
- l. Richard - I'm having a hard time imagining how this gets started with a staff person. Would this person be, for example, a CSO employee with other support offered by other organizations? Is it hard for someone to get the support and liability covered if they aren't a part of the organization? Maybe as a suggestion, we could say they work for the host organization for a period and other organizations help pay based on their ability. This all works towards the launch of the separate organization.
- m. Maria - You may live as a 501(c)3 but under the umbrella.
- n. Carol - Here are the characteristics, expectations, job description and what the incubator must do, as well.

The host/incubator organization should be willing to provide physical space, administrative assistance and office support, computer systems including IT support, marketing, provide guidance and mentorship with fundraising, and a point person on site. It is possible that the Managing Director could work remotely and the position would include travel. Having a point of contact within the host/incubator organization is essential

Item to consider at the convening: For the host/incubator – could there be a staff position created within the organization supported through shared funding in year one. Each year the support would continue to shift away from the host organization and more into the new organization.

- 3. Why would people want to join this organization?
 - a. Carol - I think for most it's kind of a duh moment, but why would we want them to join?
 - b. Maria - I think some of that gets back to the working mission. I guess we want to create a path for musicians of color and being able to help facilitate that. And then the second piece is structural inequities.

- c. Carol - We watched informally, at Hello Privilege, It's Me Chelsea. Some of that documentary would possibly help answer that question. If the desire is to fulfill the mission, that's why. The mission statement and vision statement aligns with their belief.
 - d. Richard - I was a little stumped - I had to question my interest and the National Orchestral Institute's interest. We need to address the entire pipeline and network. Finding ways to resolve these issues and the impetus to join is to change the field and move this forward. I could view my work as competing, but we all need to work together to lift the whole process. I think for me, it's about **radical collaboration**.
 - e. Maria - We are not only addressing the pipeline but addressing the structural inequities within the field. Naming it - calling it out - to make changes.
 - f. Richard - I think we want to network and talk about issues in the field and have conversations around these topics. It's also a possible venue to collaborate for fundraising opportunities, as well.
4. Funding
- a. Carol - Pittsburg based firm to help incorporate and file for non-profit status. We may want to see if there are other firms who would be interested in doing this pro bono. I think it will be hard to find someone to do it pro bono, but some places might do it for less.
 - b. Richard - That may be something a host can help with, as well. It would be simpler to provide pro bono work through our organizations. Some of the organizations have enormous staff expertise.
 - c. Maria - For the branding, materials, setting things up.
 - d. Carol - On July 4th, the Angel family Foundation - \$100,000 to submit a proposal in order to launch. He will know by the conference. He also applied for a Sphinx Venture Fund. That's what exists in terms of funding. There was a question of a funding threshold. What should the threshold be in order to hire a director. How much money in hand in order to launch?
 - e. Maria - If you have \$100,000 for salary, the costs add up to a quarter million really quickly.
 - f. Carol - Should we put it at \$250,000? And what about support staff? A director plus one.
 - g. Maria - If you're looking at the 1-3 plan, you're looking at a heavy lift on the incubator, year 2 - you have a director with support, and year 3, the director is doing most of the heavy lifting and you look at the support staff. And that's looking at if they're only getting paid in the \$50/\$60,000 range.
 - h. Carol - I'm thinking there will be more people at the conference with more expertise in this area, but looking at putting a number out there.
 - i. Maria - National Guild for Community Arts Education might serve as a guide.
 - j. Richard - 2.6 million - on their most recent 990. Total expenses of \$1.7 million.
 - k. Maria - That's a comparable arts pre-college training track. And if you wrap in the university level, you round up. They do professional development and host a conference, and whoever is the host city helps do some of the leg work. But that might be a comparable goal to look towards.

There have been preliminary steps taken to secure some initial funding. It is the consensus of the Implementation Group that a threshold of \$250,000 be needed to launch NIMAN. It should achieve enough additional funding that in year two (2) a FTE support position be added. It was recommended to

look at the National Guild of Community Arts Education. Their annual expenses for their most recent 990 was \$1.7 million.

The Implementation Group endeavored to answer the following question. "Why would people want to join?" Here are the thoughts expressed by members of the group.

- To help facilitate the mission and vision of the organization
- Because it aligns with their beliefs
- It addresses the pathway from beginning to end
- To collaborate and move the field forward
- Radical collaboration
- A forum to address structural inequities
- Networking component is an outlet for conversations
- Opportunities for collaborations

5. Other thoughts and requests

- a. Carol - We have good with criteria for an incubator, a job description with traits and skills, and last time we talked about the marketing and communication plan. Is there anything else? Maria, additional thoughts on funding?
- b. Maria - We've got those two startups and early investors, but eventually you're going to want to be able to self-sustain. With memberships to generate x amount of income?
- c. Carol - There is another group working on that, and they have not met yet. They are meeting on the 21st for the first time, and they can help generate that.