

## Implementation Group Conference Call

Monday, October 7, 2019

10:00-11:30 AM ET

### In Attendance:

Carol Dunevant, Leader

Andrew Lee

Ciyadh Wells

Richard Scerbo

Maria Mathieson

---

## MINUTES

1. Welcome - Carol Dunevant
2. Targeting of Action Items - Carol Dunevant's notes have been added and highlighted for the group in this document.
  - a. Incubator Organization
  - b. Profiling Executive Director
  - c. Marketing and Communications Plan
3. Incubator Organization
  - a. Carol Dunevant - We need to make a list of what we think we might need - any additions other than what is on the list?
    - i. Richard Scerbo - Is incubator and host used interchangeably? Yes
  - b. Carol Dunevant - Cincinnati Symphony is looking to be the incubator - willing to provide:
    - i. Physical space
    - ii. **Possibly providing a** designated person to work on the project
    - iii. **Might be able to provide** dedicated payroll support
    - iv. Possible working with CSO marketing to provide support
  - c. Designated Physical Space Discussion
    - i. Maria - It may work for the director to work remotely, but with access to some physical space.
    - ii. Richard Scerbo - CSO would be a great host organization with University of Maryland as a partner to provide some of the support. If there's a need for remote space, that would be something we could potentially provide, too.
    - iii. Carol Dunevant - If someone is working remotely, having xerox, administrative and secretarial support is a nice option to have. I like the idea of having a partnership between a symphony and an educational institution.
    - iv. Maria - I'm sure that Peabody would be interested in that type of partnership, too.
    - v. Richard Scerbo - I know that we would have enough space for it.
    - vi. Maria - If you have someone working remotely, it would be important for them to have a key point-person for access to copies and support.

- d. Carol Dunevant - The second question is what organization(s) should be considered?
  - i. Maria - If you have Cincinnati as a midwestern institution, and Maryland and Peabody on the east coast, it might be helpful to have a west coast.
  - ii. Andrew Lee - I think it's useful to have the space because we aren't sure how much convening and meeting we will be doing at first - it's better to have the space and not have to use it than to need the space and not have it available.
  - iii. Maria - It's important to have the space so that once an ED is chosen, they have an actual place for that person to move to.

Willing to help & who should we reach out to

❖ Willing

- Cincinnati Symphony Orchestra
- University of Maryland
- Peabody

❖ Who should we reach out to

- Possible west coast organization (i.e. LA Phil)

Relevant Comments

- The incubator concept could be a partnership between two organizations/hosts with the responsibilities and needs divided so as not to overload a single
- The Managing Director (working title) should not necessarily be tied to a single location (relocate). Work could be done remotely with clearly defined assistance from host(s)
- Recognize the needs for flexibility to move in and out of space as needed

Needs from Incubator/Host

In addition to the needs listed on page 2 in the Implementation Plan

- Marketing & Communications assistance – including but not limited to website maintenance, analytics, branding support, graphic design assistance, social media content creation

e. Executive Director Position

i. Title

1. Carol Dunevant - Title - I think ED for a non-profit would be the most appropriate, as far as running a non-profit organization.
2. Richard Scerbo - I would agree as opposed to CEO.
3. Carol Dunevant - Some of the description is appropriately vague, but is there anything missing from it?

ii. Specific Responsibilities

1. Richard Scerbo - It all looks pretty boilerplate with the general responsibilities. Would it be helpful to drill down on some of the more specific responsibilities?
2. Carol Dunevant - We definitely want to have more specifics. We can't solve all of the issues.
3. Richard Scerbo - Move some of the responsibilities along so that it goes along with the mission.
4. Carol Dunevant - We are working on the mission in another group, so we may have to find a way to share some of what we're working on.

5. Maria - it might be helpful to see what direction you're headed in
6. **Carol Dunevant - Share a rough draft in an email - I can do that.**
7. Maria - And be able to use that as a boilerplate.
8. Carol Dunevant - We are looking for a skillset and something entrepreneurial, and big-time people skills.
9. Maria - This is an executive director can't be up in an ivory tower - they have to be working toward making connections, getting funding, and adding additional staff.
10. Richard Scerbo - It needs to be a well-networked ED - they need to have lots of connections throughout the entire field. It may be their first executive directorship, but they have to have the connections.
11. Carol Dunevant - It needs to be clear that this needs to be a working executive directorship, like unto a "working board".
12. Richard Scerbo - Would managing director be a better title? There are other organizations that have that as a senior, executive title.
13. Andrew Lee - I think that the title gives room for growth.
14. Carol Dunevant - Should we put, that with the eyes forward, this position will evolve?
15. Maria - This is a startup managing director, once the sea legs are established, it could evolve into a more "executive directorship".
16. Carol Dunevant - Would it help to have a time-frame, since this person would be needing to work the program up?
17. Richard Scerbo - I wouldn't want to preclude that this person wouldn't want to be the executive director in **three years**, but I think managing director shows the aspirational role of this position.
18. Maria - I like putting three years to this with the idea re-examination.
19. Carol Dunevant - I like that idea, and this is still a working document.

### Profile of Managing Director

The group recognized the need for this position to be a Working Director and not an Executive Director for a period of three (3) years. The individual would have to have a temperament suited to the level of hands-on work required.

- People skills
- Entrepreneurial
- Established network
- Ability to create content for the website and the ability to edit content on the site
- Provide content for social media and understand the various options and demographics each would target

### Relevant Comments

- Knowing the mission/vision of the organization would help in creating an accurate job description and profile of the initial hire
- The initial three years of the position would be working at building the network and the job description would start with the skills required as listed on page 7 in the Implementation Plan document
- Executive responsibilities would be included as the organization grows.
- The basic job description should be shared where comments and edits can be added and tracked

- The section of the document titled Potential Future Operating Priorities of NIMAN should be woven into the job description
- The job description will be more easily written once the vision/mission is finalized (is the Director driving the vision/mission or realizing)
- Standard/boilerplate expectations should be included

- f. Committee Work
  - i. Carol Dunevant - Flipping over to page six - committee work - it will be important to make sure people understand that this is a working director and working board.
  - ii. Richard Scerbo - Is this person driving the given mission and vision or are they helping to establish a mission and vision? Where is the mission and vision coming from? The board or the managing director?
  - iii. Carol Dunevant - It seems clear so far that it is going to be an established mission and vision. Seeing the draft might help. I'll put up the draft of the mission and vision, and we can also have the job description so that we can edit it and track the changes.
4. Marketing and Communications Plan
  - a. Carol Dunevant - We're going to need a marketing plan with short and long term goals on the following:
    - i. Website
    - ii. Marketing Materials
    - iii. One-stop place to do research
  - b. Website
    - i. Maria - Is this up to the managing director to update and provide this information?
    - ii. Carol Dunevant - I think that this is something where a host should help with making this happen.
    - iii. Richard Scerbo - I think the host should help, but the MD should be competent enough to update some of this information.
    - iv. Richard Scerbo - I would push us to invest heavily in social media - are we expecting the MD to be an expert on this.
    - v. Maria - Who is being provided the information on the website and social media? Is it for institutions and potential partners or for students? As an institution, we try to target very specifically, depending on who will be accessing the information.
    - vi. Carol Dunevant - Social media, website, email.
    - vii. Emily Wren - Having taken minutes on the program working group meeting, I know that they are trying to create access for both institutions, festivals, and organizations to be able to look at interested students, but they also want to provide (potentially) a side by side comparison for students to look at what different organizations provide. That way students can find the support they need based on what institutions have to offer (i.e. a Black Student Union, LGBTQ groups, etc) to help make sure they feel supported.
    - viii. Maria - We would then potentially need a public side and a member side.
  - c. Other materials

- i. Carol Dunevant - Is there anything that is too dated? The quarterly e-newsletter?
  - ii. Richard Scerbo - the print collateral is expensive, so until we identify a need for something to go out in print, but I'm not envisioning how that would be used in the first year effectively.
  - iii. Maria - If I were the ED, and I was travelling around the country, I would want to be able to leave some information, but it doesn't have to be a huge, slick packet like Interlochen.
  - iv. Richard Scerbo - Yes, to print, but more specifically looking to the design. The incubator would need to provide some of the graphic design lifting. These are the hardest things to get pro-bono, so we would need to put that as a role of the host.
  - v. Carol Dunevant - I don't think coming to the top of a google search would be difficult.
  - vi. Maria - There would be money that needs to be allocated for that - searching and google analytics.
- d. Database
- i. Maria - Managing in excel is a nightmare. Salesforce has a non-profit starter pack, and it does get to be expensive down the line, but treating it like a sales pipeline saves you a lot of trouble down the line.
  - ii. Carol Dunevant - Access was suggested, which I thought was no longer available, and filemaker pro.
  - iii. Maria - Salesforce is really good, but there would need to be some training or expertise involved.
  - iv. Carol Dunevant - I don't want the CSO to step in and say "we'll just use what we have" - this part needs to be the MD's own thing.
  - v. Andrew Lee - I think Salesforce is the standard, and using it from the start is important.
  - vi. Maria - You'll also need things like ConstantContact for marketing, as well.
  - vii. Carol Dunevant - We use wordfly and mailchimp, depending on different situations and what works best.
  - viii. Maria - It depends on your website base setup - you end up getting a module that helps you communicate.
  - ix. Carol Dunevant - I compared constant contact and mailchimp, and mailchimp had several things that the other didn't, but it isn't always flexible.
  - x. Maria - It might matter what the host uses, so that we can potentially get a bargain on what they're using.
  - xi. Carol Dunevant - And if we have partnerships, we can divide some of those resources and responsibilities.
  - xii. Maria - And it might depend on what we use as our CRM, and what works the best with that specific CRM.
  - xiii. Richard Scerbo - I know of smaller organizations that have had to invest heavily five or six years down the line in changing their excel docs into a CRM, so it would be better to invest at the start to prevent those integrations and expenses.

## Marketing & Communications Plan

The group recognized the fact for a solid marketing and communications plan. Implementation of such a plan will require the assistance of the incubator/host organization.

The incubator/host organization will need to provide assistance in maintaining an online presence, social media content creation.

A critical need will be the contact database. It was recognized that the host organization can be extremely helpful here.

The website should have a public and a member side so that it can act as a hub.

SalesForce has a non-profit starter pack that should be investigated. It is something that can grow with the organization. There is a need to build an infrastructure around a robust and well-known program. Constant Contact and MailChimp should be compatible. SalesForce also has its own platform (Conga). As the organization grows the initial program for CRM will be critical. While the incubator/host organization could offer to use their current programs it would be in the best interest of NIMAN to have its own to use.

The group looked at prioritizing the components of a Marketing & Communications Plan once a CRM is selected.

5. Social Media should be a priority
6. Online visibility
7. Electronic communication (e-newsletters)
8. Print Collateral – does not have to be a brochure but could be a postcard directing people to the online materials

The job description and marketing/communications outline will be created in a shared document. Edits and comments will be most welcome. The next phone call will look at initial operating priorities for NIMAN and funding priorities.

9. Other Document Items for Discussion
  - a. Carol Dunevant - Page 3 - initial operating priorities - the word “mediate” has been flagged, and a new word might be put in.
  - b. Carol Dunevant - Under future operating priorities - one thing I keep running into in my day to day work are any of these items being handled by different organizations?
    - i. In Cincinnati, we have three local programs, and they’re all doing the same thing. We’re trying to figure out what sets them apart - looking at what’s out there, how is this going to be different from what’s already out there.
    - ii. Richard Scerbo - I’m sure some of that will be discussed at the convening, but I think some of this is to take a mentoring outlook. Making sure that students are connected at each level so that no student gets lost at each level. Other organizations are taking steps, but picking up your instrument for the first time to your first professional experience.
    - iii. Emily Wren - I know that the Program Group is discussing ways to establish connections and mentors (sometimes with the use of program alumni) to help students feel comfortable at each level. They are hashing out the ways to best provide students/participants with support at each level (whether going to

festivals or investigating colleges, etc) to make sure that students have concerns addressed and feel comfortable making their way up.

iv. Carol Dunevant - I feel a lot better knowing that. The mentorship sets this apart.

#### 10. Quick Recap

##### a. Incubator Organization

i. Carol Dunevant - We need to see the vision statement so that we can form the job description for the Director, and people can make some edits.

ii. Carol Dunevant - Do a summary of priorities for marketing and communications that people can edit and put in their ideas

1. Maria - fundraising keeps coming up, and it's a huge part of what the MD or ED will have to do, plays a huge part in what CRM

2. Carol Dunevant - I had that down as to what the host organization should be able to do already, and I wanted to discuss fundraising further in the second call.

iii. Richard Scerbo - I'm thinking about the potential initial priorities, we should add those into the Director job description. We should find a way to reference that.

iv. Andrew Lee - For the marketing aspect - as we think through some of them, are we going to have something budgeted for marketing video, promoting who is on the board, and for rolling out the launch of the organization.

1. Interviews with a director

2. Budgeting for the themes, colors

v. Maria - Some of that goes back to branding.

vi. Carol Dunevant - Some of that would go back to the responsibilities of the host. Cincinnati did a rebranding recently.

vii. Maria - Was that an internal or external rebranding?

viii. Carol Dunevant - It started external, but we moved it internal so that the music director was able to select certain aspects, like the logo.

b. Minutes and working documents should be distributed quickly, as the next meeting is this week.

**Next Meeting on October 11, 2019 from 5:00-6:30 PM ET**