

National Instrumentalist Mentoring and Advancement Network (NIMAN)
Leadership Group Meeting

Date: Friday March 20, 2020
Time: 3:00-4:30pm ET
Location: Virtual via Zoom

Attendees:

Lucinda Ali-Landing - Hyde Park Suzuki Institute
Rebecca Bogers - NEC Preparatory School
Abra Bush - The Peabody Institute at Johns Hopkins University
Carol Dunevant (Implementation Group Leader) - Cincinnati Symphony Orchestra (CSO)
Liz Kubiak - Play On Philly (POP)
Jonathan Martin - Cincinnati Symphony Orchestra (CSO)
Ahmad Mayes - Cincinnati Symphony Orchestra (CSO)
Toni Paz - Independent Fundraising Professional
Richard Scerbo - National Orchestral Institute
Edgar Smith - World Pac Paper
Adrienne Thompson - Chicago Musical Pathways Initiative
Stanford Thompson (Leadership Group Leader) - Play On Philly (POP)

Absent:

Hilary Dow Ward (Program Group Leader) - Project 440
Charlie Grode (By-Laws Group Leader) - Merit School of Music

M I N U T E S

1. Stan opened the meeting at 3:00pm and welcomed the group.
2. Reported on the status of the April 25th event (Ahmad):
 - a. The Cincinnati Symphony Orchestra (CSO) has not communicated official word yet but it is likely that the April 25th event will not happen. We are expecting notification of cancellation.
 - b. We are revisiting how to move forward with the timing and nature of announcing the launch.
3. Financial Review (Liz):
 - a. Liz reviewed the distributed income and expense summary.
 - b. Income represents the Angell Foundation grant plus two CSO donor donations.
 - c. Funds to date have been applied to the Convening expenses and for Emily Wren Baxter's administrative support.
 - d. A portion of the funds is committed to Masters Group Design for brand and website design.
 - e. We have approximately \$35K cash on hand remaining.

- f. We are currently getting accounting advice on whether to keep the remaining funds with Play On Philly (POP) to maintain or to transfer the remaining funds to the CSO to track and spend.
 - g. There were no questions from the group on the financials.
4. NIMAN Roles and Task List (Stan):
- a. This section explores two broad areas: The roles and responsibilities of the Leadership Team and the questions explored by the CSO.
 - b. Leadership Team:
 - i. We haven't yet established how power and control currently works. Stan and Ahmad have been leading this area. After conversation the group collectively agreed to continue with Stan and Ahmad as decision makers.
 - c. Launching during the COVID-19 crisis:
 - i. We had planned to launch on April 25th, in-person and virtually, but even doing something virtually might be insensitive and bad timing right now.
 - ii. Abra commented that information from medical professionals indicates that it will be at least 3-4 months before we will have business as usual. Perhaps we wait until next quarter to launch.
 - iii. Adrienne commented that launching without being able to start programming seems wrong. We should wait until we can actually begin to deliver services.
 - iv. Liz asked if launching specifically on April 25th has any implications for our grant with the Angell Foundation or other key partners - or do we have flexibility. Stan replied that officially we have one year from the date we received funds from Angell to launch and begin delivering services. Mike Angell has indicated to Stan that he would be willing to discuss a delay.
 - v. Stan shared that Angell has already communicated their preference for POP to continue spending down the funds and not transfer the balance to the CSO since the gift was made to POP.
 - vi. Stan commented that we have been discussing the balance between announcing a delay and announcing what we can begin to implement. Stan agrees that it could be 3-4 months before business gets back to a certain level of normalcy.
 - vii. Rebecca was reflecting on what a great time of year it was to plan the Convening for last November. Perhaps we set a launch date for the fall. This allows us to create a timeline for work we can accomplish in the coming months. The group is in support of this idea.
 - viii. Stan suggested that the CSO might be able to help us identify a date in November. Rebecca suggested that we avoid the dates for the Guild Conference. Ahmad agreed to make suggestions for another Convening date.
 - ix. Rebecca suggested that it would be helpful for Stan and Ahmad to outline goals for the coming months so we can keep moving forward and stay on track.

- x. Toni agreed. If there is a Board prospects list we should begin working on this.
- xi. Rebecca asked if we determined the relationship between the CSO Board and the NIMAN Board.
- xii. Adrienne commented that it would be helpful to create a calendar so that people understand how we fit into the space and how we are differentiated from what is already available.
- xiii. Stan responded that we need to create a draft and a task list between now and the fall with a different timeline for when we might announce different goals i.e fundraising. Everything seems delayed. Rebecca agreed. So many institutions are in crisis mode now. We will have more success at a later point.
- xiv. Ahmad asked the group if we are waiting 3-4 months to engage people. As events are being cancelled/postponed we might have more time to move things forward. Adrienne agreed. We might need to be sensitive to the current circumstances but there may be some wonderful opportunities to socialize with those that might want to be involved. We should not set artificial time restrictions.
- xv. Rebecca asked about fundraising. Toni replied that people are still fundraising. Events are on hold but not all things are necessarily stopping. If we want to move forward we can, but we need to exercise sensitivity with the people we would like to engage. We can set the tone for the conversation over the next couple of months. Rebecca agreed. We just need to be mindful of tone and approach.
- xvi. Liz asked who would be having these conversations and how would we track this information.
- xvii. Ahmad responded that this is where we began talking about capacity for administrative tasks and perhaps using our resources to secure administrative help.
- xviii. Stan replied that, for the most part, himself, Ahmad, Liz and Jonathan would handle business on behalf of NIMAN i.e. Stan and Jonathan were planning to travel to Miami for fundraising (cancelled). Ahmad and Liz would be more appropriate for other work. Stan proposes that we continue to work in this way with as much transparency as possible. We can add more details around this work in the tasks list.
- xix. Rebecca agreed. It would be good if we could have strategic objectives to be sure we have a clear narrative in the field long term.
- xx. Stan commented that in the event we were to announce opening for membership we would need some hired staff support but it sounds like we are postponing this work for now. It also sounds as if that person would receive a contract through the CSO. Jonathan commented that the CSO would be the place where that person could be physically housed - gratis pro bono. Treating this person as a CSO employee allows us to cover the person with a good, inexpensive benefits package. NIMAN and

the CSO would need a cost sharing agreement. Running payroll through the CSO is also the most efficient method, with the understanding that they report to NIMAN not the CSO. The CSO provides inexpensive accounting for 11 other non-profits in the community. This would be a good approach for NIMAN as well. Finance and accounting could also assist with audits. Edgar confirmed that the CSO provides a very professional service.

- xxi. Liz asked how frequently would NIMAN check-in on its own books with the CSO service. Jonathan responded that this is a cloud based system so everything is available.
- xxii. Rebecca asked if NIMAN should then establish itself as its own non-profit. Jonathan responded, yes, this would allow NIMAN to establish its own fundraising strategy. Rebecca asked if Jonathan could foresee any conflicts of interest with the CSO. Jonathan responded, no. The Cincinnati arts ecosystem is very layered. The donor pool learned how to navigate these issues. The CSO does very little fundraising outside of Cincinnati. The CSO Board knows that there would be a separation of church and state.
- xxiii. Adrienne suggested that we look into the relationship between The Merit School of Music and The Chicago Musical Pathways to learn about NIMAN and the CSO in respect to supervision and oversight. Jonathan agreed.
- xxiv. Edgar suggested that we also look at the NEA. Jonathan agreed, but commented that the NEA represents a very small part for the CSO. Assuming NIMAN is incorporated in Ohio we might also be eligible for funding from the state of Ohio.
- xxv. Ahmad asked if we are also talking about the nature of the relationship for staff needed before the legal establishment of NIMAN. Stan replied, yes. With our remaining funds, we may want to designate dollars for this purpose, as well as, for the next Convening's expenses. Stan does not recommend that we reimburse for attendee travel with the next event. We could designate: \$13-15K for the Convening; \$10K for part time hourly administrative help.
- xxvi. Jonathan responded that this makes sense. We will need a spreadsheet to organize these tasks. Everything has a sequence. Legal advice would be helpful here. Incorporation is governed by state law.
- xxvii. Jonathan can help with the incorporation process based on another project he is involved with. Stan commented that it sounds like Edgar and Jonathan can work on this project.
- xxviii. Stan, Liz and Ahmad will create a timeline for tasks.

5. Cumulative Decision Document Review:

- a. We are keeping the current name of the association.
- b. The mission and vision are complete.
- c. We are looking for one or two more things to articulate in terms of values.

d. Initial Strategic Priorities

- i. We have confirmed the CSO as our incubator. Jonathan commented that the framing in the incubator description is good. Jonathan reviewed the support elements coming from the CSO's role as "incubator". CSO will provide, at its expense:

1. Office space for NIMAN staff
2. Computer/printer/copier and IT support
3. Access to parking access (NIMAN employee pays monthly parking, c. \$50/month)
4. NIMAN will pay NIMAN staff's salary; CSO will process it through its payroll system at no cost to NIMAN
5. CSO will provide health benefits through the CSO. TBD whether CSO will cover those costs, or be reimbursed for those costs by NIMAN.

Further, Jonathan offered to identify and connect NIMAN with an Ohio attorney well-versed in the process of setting up a 501c3 corporation in Ohio.

Edgar moved to approve the Cincinnati Symphony Orchestra as the incubator for NIMAN. Abra seconded the motion. The motion passed unanimously.

- ii. Build a Board of Directors who can oversee the startup activities, assist in fundraising, and guide the development of NIMAN in our formative years.
- iii. Hire an administrative coordinator to assist with startup tasks. This is a new position not to be confused with the "Managing Director" role that was proposed for our launch.
- iv. Secure approximately \$250,000 in startup funding by the fall of 2020. Approximately \$61,000 has been raised as of January 15, 2020. About half of that was spent on the November 2019 Convening in Cincinnati.
- v. Once funding is secured, hire a Managing Director capable of assisting the Board of Directors throughout the startup years. A list of ideal traits for the Managing Director is outlined on pages 22 and 23 of the November 2019 Cincinnati Convening Report.
- vi. Begin implementing key initiatives that help connect our members to our mission and build value for their membership in NIMAN.
- vii. There was no feedback from the group on Initial Strategic Priorities.

e. Definition of Membership

- i. Active Organizations (Members)
 1. Members are currently engaged in the training and/or mentoring of underrepresented classical musicians and share values which align with the association.
- ii. Supporting Organizations and Individuals (Friends)
 1. Organizations and Individuals who are committed to removing barriers to access for musicians from underrepresented ethnicities and dedicated to diversity, inclusion and equity, but do not have a

project, concept, initiative or goal at any phase of a musician's development with associated human and financial resources.

- f. Edgar asked if we have job descriptions for the Managing Director and the Board. Stan replied that we have a rough sketch for the Managing Director. The Board of Directors description is in the beginning phase but we have not identified roles and responsibilities. Edgar commented that both are important to accomplish. Stan to add to the tasks list.
- g. Membership Dues
 - i. This section was completely revised. Adrienne forwarded the new dues model from the The National Guild for Community Arts Education and Stan spoke with the group. We may want to consider this model in order to avoid reinventing the wheel.
 - 1. The National Guild has a similar two-tiered membership model for "Full" and "Education Affiliate" members. They implemented a new dues pricing structure as of January 1, 2020. Membership fees are now based on a consistent 0.075% of their annual operating budget (rounded to the nearest \$10, and up to a maximum of \$2,500). The 0.075% was based on what organizations had been paying and by eliminating the tiers, they established a fairer fee structure across the board.
 - 2. For organizations with budgets under \$300,000, they instituted a "pay what you can" model. This change was made to better support the growth of smaller and emerging organizations, while encouraging them to take full advantage of membership benefits.
 - ii. Abra asked if Stan told the National Guild we were considering adopting their model. Stan replied, yes, they were fine with us adopting something similar.
- h. Benefits of Membership - There was no change to this section. The Leadership Working Group may want to determine if certain listed benefits apply equally to each category of membership.
- i. Ways Members Can Engage - There was no change to this section.
- j. Proposed Initial Task Forces/Committees - This section was revised. As we launch the association we want to provide opportunities for people to volunteer. These Task Forces/Committees would be similar to our past Working Groups.
 - i. Membership Task Force: To recruit new members, review membership applications to determine which membership level is most appropriate, strive to strengthen and communicate the value of member benefits to NIMAN. There may be a gray area to some applications. This task force could provide a buffer between staff and members.
 - 1. Provide new member orientation
 - 2. Contact all new members to welcome them on behalf of NIMAN.
 - 3. Prepare and update a welcome message to be sent to new members (steward and shepherd).

4. Contact past members whose memberships have expired to garner information regarding why they let their membership expire and utilize this information when creating new retention plans.
 5. Attend the Annual Conference to introduce newer members to other attendees.
 6. Offer orientation for members in order to show how to “make the most” of their membership.
 7. Support paid or volunteer staff in membership-related tasks
- ii. Nominating and Governance Task Force: Communicate NIMAN’s Board nomination and voting process and provide guidance to usher in the first Board of Directors. This task force could identify roles and responsibilities for Board Members’ encourage people to submit nominations; create profiles for voting.
 - iii. Artist Council: Consisting of professional classical musicians and/or classical music educators of color, provide guidance and support to the staff and Board of Directors.
 - iv. Advisory Council: An opportunity for organizational leaders and musicians of all backgrounds to advise NIMAN.
 - v. The group discussed the need to have Board Members that can help with fundraising at the strategic level and also bring needed skills. This Leadership Group may not always have the bandwidth and giving capacity needed.
 - vi. Toni suggests that the Board giving strategy include Give/Get. Ahmad replied that he would like to give that some thought. Adrienne had no objections. Edgar supported Give/Get. Rebecca commented on the importance of 100% Board giving participation when approaching funders. Edgar agreed. Toni commented that setting a Board giving minimum for artists is different than setting a minimum for corporate professionals.
 - vii. Ahmad commented that with two councils there might be some redundancy. Perhaps we consider one council with specific representation goals.
 - viii. Rebecca commented that we should ensure racial representation. Perhaps the compromise is a Board of Trustees and one Council with Trustee representation on the Council.
 - ix. Adrienne commented that we could have two different councils where certain aspects may be joint but there is still a clear demarcation.
 - x. Toni commented that one council specifically speaks to artists and one specifically speaks to governance.
 - xi. Stan commented that this is good feedback. At the Convening there was interest in the artists of color acting as mentors plus creating an advisory council. Perhaps we create a collection of artists to act as mentors.

- xii. Adrienne commented that we need to use people in their areas of strength. “Artists as mentors” is an area of strength. It is a waste to ignore what they can add.
- xiii. Stan commented that perhaps we create this differently: artist mentors of color, a diverse advisory group, a Board of Trustees with the capacity for a high level of giving.
- k. Board Structure - This stayed mostly intact from the original draft.
 - i. The Board Composition changed to include a list of priorities for acceptance to the Board. The founding Board will comprise 17 to 22 members. A priority will be given to those who:
 1. Are prepared to consistently commit time to supporting the start-up of NIMAN.
 2. Are familiar with the needs and nature of the priorities and mission of NIMAN.
 3. Are capable of thinking on a national scale and of putting the good of all organizations and programs as a priority along with local needs.
 4. Have professional expertise they are willing and eager to share.
 - a. We might also consider adding a Board minimum Give/Get of \$1K.
 - b. Toni suggested we change “time” in #1 to “resources.” Abra agreed. This gives us more flexibility.
 - c. Lucinda asked if we have a short list of potential Board Members to cultivate. Stan replied, no, but we have ideas. Stan will add to the task list to begin creating this list.
 - d. Toni suggests that we look at donor lists from other similar organizations to identify patterns. We should look for organizations that consistently commit resources. We should identify one or two people who can bring people to the table with the same capacity and resources. Board prospects can become a sensitive subject and we should be aware of this as we move forward.
 - e. The group discussed the rationale for the size of the Board (i.e. regional representation, trend toward shrinking Board sizes) and whether or not we should increase the size.
 - f. Liz commented that there is a difference between the Boards of new versus established organizations. You sometimes need a greater investment of resources and work with a new organization and this should settle after one or two years.
 - g. Adrienne commented that we should be sure that the initial Board structure does not overwhelm our executive staff. Toni agreed. We should leave the number at 17-22.

use others orgs' images in their materials or will funds be set aside to buy stock images (particularly of children)?

3. When accepting donations or membership fees on behalf of NIMAN, does the fundraising team/accountants of the Cincinnati Symphony need to disclose any additional information on gift receipts or on the materials soliciting contributions, i.e. the relationships between the two orgs? Does the Cincinnati Symphony or POP have someone who can provide guidance on that issue (and others) and will it come at a cost?
4. Where will donation/contribution information be stored, in terms of both accounting software and a donor database? Who will have access and who and how often will it be reviewed for accuracy and completeness of information?
5. What direct and indirect costs will the Cincinnati Symphony be sharing with NIMAN and what percentage of those costs will NIMAN be charged? Who will be determining and approving that rate and how often will it be reevaluated, particularly as NIMAN membership and potentially staff begin to grow?
6. How will information sharing, including login information for any NIMAN related accounts, be handled and shared with the necessary LG members and who determines the IT best practices? Can NIMAN just use what Cincinnati Symphony has in place?
7. Will there be insurance concerns or costs to the Cincinnati Symphony in becoming a fiduciary, and the employer of an individual who isn't precisely their employee? Will any additional fees be charged to NIMAN?
8. If the content etc. will be housed inside the structures of the Cincinnati Symphony, such as their information storage system, will other NIMAN LG members etc. have access and if so, how? Will everything have to go through the sole employee of NIMAN?