



**National Instrumentalist
Mentoring + Advancement Network**

**Leadership Team Meeting
Friday, July 24, 2020**

MINUTES

Attendees:

Abra Bush, Peabody Institute
Richard Scerbo, National Orchestral Institute
Ahmad Mayes, Cincinnati Symphony Orchestra
Jonathan Martin, Cincinnati Symphony Orchestra
Carol Dunevant, Cincinnati Symphony Orchestra
Yoo-Jin Hong, Consultant
Liz Kubiak, Play On Philly
Stanford Thompson, Play On Philly
Patty Delany, Play On Philly
Adrienne Thompson, Chicago Musical Pathways Initiative
Rebecca Bogers, NEC Preparatory School
Edgar Smith, World Pac Paper LLC
Lucinda Ali Landing, Hyde Park Suzuki Institute

Absent:

Hilary Dow Ward, Project 440
Toni Paz, Independent Fundraising Professional
Charlie Grode, Merit School of Music

1. Welcome and Opening Remarks

- a. Stan opened the meeting at 11:03am and welcomed the group.
- b. After the events of the past two months and in the aftermath of George Floyd being murdered, Stan believes that our work with NIMAN is more important than ever. This is a huge opportunity for NIMAN to bring all the organizations together. He is excited about the possibilities because of all the heightened awareness. He knows that this is a big task.
- c. Stan and Jonathan connected a few weeks ago to reaffirm the CSO commitment. Jonathan: Stan and I are of one mind. We find ourselves at this moment in history that reaffirms our goal. We didn't need to talk each other into anything. The CSO position is that we're ready to serve as the incubator organization by providing office space, benefits to NIMAN staff, and IT support. Jonathan to provide an update on the NIMAN incorporation process later in the agenda.

2. Introduction of consultant Yoo-Jin Hong

- a. Stan: Stan introduced Yoo-Jin Hong to the group. Stan has known Yoo-Jin for several years. Yoo-Jin will be helpful to us all in getting NIMAN off the ground. She is a great person to work with who understands where we are at this moment. We had several meetings to explore our needs and we've gone through a planning process with Liz, Ahmad and Patty to get Yoo-Jin up to speed. She always had thoughtful questions. Yoo-Jin has over 15 years' experience in non-profit management, mostly in orchestras, i.e. the League of American Orchestras, Chicago Symphony Orchestra, Chicago Youth Symphony Orchestra. She is committed to supporting young people of color and to building an equitable environment in the field. We've signed an agreement with Yoo-Jin and we're grateful for her thoughtful process in considering this opportunity. Yoo-Jin's background and qualifications:
 - i. More than 15 years of experience in non-profit management, majority in orchestra field. Positions held:
 1. Vice President for Guest Experience at the Adler Planetarium, leading and developing exhibitions, public programs, and audience engagement strategies in astronomy and space science
 2. Director of Learning and Leadership, League of American Orchestras
 3. Director of Civic Orchestra and Training Programs, Chicago Symphony Orchestra
 4. Early career years at the Chicago Youth Symphony Orchestras
 - ii. Brings a strong commitment to supporting creative young people of color and to building a more equitable environment in the field for them to thrive
- b. Yoo-Jin: It is an honor and a pleasure to join you on this work. COVID and present events have caused me to reflect on what's important to me and reevaluate how I spend my time professionally and personally, examining what I can bring to create a truly equitable future. The vision of NIMAN resonates with me and I look forward to working with you all.

3. Today's Meeting Objectives

- a. Review cumulative decisions to date.
 - i. We have consensus on the name of the organization.
 - ii. Adjusted: 1st strategic priority point. Asking CSO to be confirmed as a host. We will now draft a joint venture agreement to outline what CSO is responsible for.
 - iii. Adjusted: Moving our start-up fundraising goal of \$250K minimum to be raised by January 2021. This is more realistic. This total includes dues and all new dollars raised from today forward. The \$61K raised so far is not included in the total start-up funds needed.
 - iv. Adjusted: Names of membership levels were slightly adjusted. "Active Organization" Members and "Supporting Organizations & Individuals" Members. Descriptions have not changed. "Active" members must have a DEI program/initiative that is adding value to classical musicians of

color. “Supporting” aren’t running direct DEI initiatives for musicians of color but can add value to the organization.

- v. Adjusted: Membership dues structure was not confirmed in March, but Stan did present what the National Guild is doing around dues after their overhaul to be a more equitable structure. The National Guild gave us permission to adopt their model. Ahmad: I like the formula. Would we want to put together a small team to figure out what range of revenue we could expect? As a startup, what considerations do we need to take? Ahmad is willing to help. Rebecca: The guild altered their requirements this year to a “pay what you can” structure. Abra: Are we having no individual fees just organizational? Stan: Stan likes the idea of a recommended amount but also pay as you wish. The Angell Foundation has also invited us to apply for renewed funding. Could they help us supplement dues as well for our first year? Rebecca: It feels reasonable to do this now given the climate. Certainly, higher educational institutions are cutting all kinds of budgets.

ACTION: Stan: We will include individual membership levels and parameters, as well as, “pay what you can.”

- vi. Adjusted: Benefits of Membership – Benefits were clarified and put into three groups.
1. Founding members: We are recommending that in the first month of open registration there is an opportunity to come in as a Founding Member with associated benefits. Founding Members will vote on bylaws and nominate and vote on board members. Registration will stay open beyond 30 days, but those organizations/individuals will not be founding members.
 2. Active Organization Members:
 - a. Board nomination and voting privileges;
 - b. Participate in national program evaluation, outcomes measurement, or other research projects;
 - c. Access to group financial benefits such as discounted tuition to national programs or instrument purchases;
 - d. Access sponsored program funding opportunities; ¹
 - e. Access to the NIMAN musician database;
 - f. Receive newsletter and general communications;
 - g. Receive invitations and discounts to conferences, performances, and other events;
 - h. Access libraries of recommended readings, documents, and/or other curated information;
 - i. Access recommended tools, policies, procedures, and best practices;
 - j. Access to data and/or outcomes;
 - k. Use the name “Member of the National Instrumentalist Mentoring and Advancement Network”;

¹ Such as grants obtained by NIMAN.

- I. Access to free/discounted consulting, technical assistance, and training opportunities.
3. Supporting Organizations and Individuals:
 - a. Receive newsletter and general communications;
 - b. Receive invitations and discounts to conferences, performances, and other events;
 - c. Access libraries of recommended readings, documents, and/or other curated information;
 - d. Access recommended tools, policies, procedures, and best practices.
 - e. Access to data and/or outcomes;
 - f. Use the name "Member of the National Instrumentalist Mentoring and Advancement Network";
 - g. Access to free/discounted consulting, technical assistance, and training opportunities;
4. This can be a working list of member benefits. Rich: Should we ask Founding Members to commit to a multi-year gift for financial stability and expectation of continued revenue? Stan: Stan likes this idea. Jonathan and Ahmad: Agreed.

ACTION: Stan to incorporate into our thinking asking Founding Members to commit to a multi-year commitment.

- vii. Adjusted: Under Proposed Initial Task Forces / Committees: Adjusted the formally proposed artist council name and clarified its purpose as Artist Mentors. In the Advisory Council we clarified the need for diversity.
- viii. Adjusted: Board Structure, Composition: Originally 17-22. It might be challenging to get to the minimum number. 11-17 seems more realistic and manageable.
 1. Edgar: Regarding the Board Structure, a \$1,500 minimum Board Member contribution would be a more appropriate leadership contribution. This is a better number to begin with. Rebecca agreed that \$1,000 is not high enough. It's a national organization. \$1,500 would be incredibly reasonable.
ACTION: Stan to adjust Board contribution to \$1,500.
 2. Rebecca: The expectation would be committing to three years of contribution, yes? Stan: Yes. That would be attached to their term. But the initial term for Board members will need to be staggered in order to have 1/3 of the members seek a second term at the end of the first year, 1/3 at the end of the second year and 1/3 at the end of the third year.
 3. Patty, Yoo-Jin and Stan to make recommended adjustments to the Cumulative Decision Document.
 4. **Stan called for a motion to approve these cumulative decisions with suggested changes. Edgar moved to approve. Rebecca seconded the motion. The motion passed unanimously.**

5. Abra: Great job to all who have worked on this.
6. Ahmad: Ahmad suggested an element of balance. He has found that large giving requirements at large organizations have been a restriction at times. Board dues should always be approached with an open mind in order to attract the appropriate board make-up. Rebecca: Is there language that could reflect contributing beyond the financial, i.e. legal services pro bono. Edgar: We could also add give/get language.

ACTION: Yoo-Jin to address in cumulative decision document the manner in which Board dues can be contributed, i.e. pro bono work, give/get.

b. Review and discuss forward plans: Yoo-Jin

i. Work Plan – Outline of tasks and priorities that needs to be done:

1. Extended to January 2021
2. We will keep a close eye on COVID related realities and balance with the urgency to push forward.
3. Short term goal: To formalize NIMAN with active membership and commence the programmatic initiatives by January 2021.
4. Finalize bylaws – Stan has secured pro bono legal assistance in with Eckert Seamans in Philadelphia to review our bylaws.
5. Create a joint venture agreement with CSO. This is not a legally binding agreement, but a tool to clarify responsibilities and collaboration.
6. Incorporating NIMAN in Ohio and registering as a 501c3.
7. Develop staffing plans, including hiring a Managing Director, creating an operating budget, member engagement strategy and programmatic initiatives. We will be sure to balance the impact of COVID on our organizations.
8. Sharpen our messaging around purpose of NIMAN, goals, and deliverables to serve the community.
9. Developing and executing a fundraising plan.
10. These tasks lead up to establishing the organizational infrastructure with a national charter, members, board of directors, and strategic initiatives.

ii. Essential Tasks:

1. July 31: Finalize Organizational By-laws, key elements including board structure, voting process, terms, board responsibilities, membership policies, etc.
2. August 14: Develop a detailed fundraising strategy to raise \$250K goal (startup costs)
3. August 21: Execute a Joint Venture Agreement with the Cincinnati Symphony Orchestra as host organization that clearly defines relationship between the CSO and NIMAN.

4. August 21: Draft NIMAN's initial operating plan, key elements including Managing Director job description and staffing plan, operating budget, member engagement strategy, and programmatic initiatives
 5. August 21: Develop a list of potential board members for cultivation
 6. August 30: Incorporate NIMAN in Ohio
 7. September 4: Develop materials for launch (e.g. member registration form, website, communications, press release, distribution list, etc.)
 8. September 9: Publicly announce launch of NIMAN and begin member recruitment
 9. Sep 9 - Oct 9: Cultivate, recruit, confirm, and register "founding members"
 10. Ongoing: Member communication and engagement
 11. Oct 12 – 30: Founding members approve by-laws and nominate board members
 12. October 30: File for 501(c)3 nonprofit status
 13. Nov 2 – 13: Board and officer election process
 14. Nov 16 – 20: Confirm board members
 15. December 4: Finalize initial operating plan (i.e. budget, staffing, priority initiatives, etc.)
 16. December 18: Conduct first board meeting: confirm officers, establish key board committees, approval of initial operating plan, priorities and activities
 17. January 2021: Commence priority initiatives and activities
- iii. Once the launch is public, we hope to create media buzz to cultivate membership. We're thinking about member communication and engagement, but more details are needed here.
- iv. There are still strategies that need to be developed. This is a framework.
- vii. Jonathan: Plan looks great.
- viii. Rebecca: Thank you to Yoo-Jin. It might be worth it to assign a goal for membership by month to track progress. As we think about a launch event, do we want to consider some of these as mini celebrations i.e. celebrate the joint venture with CSO, incorporation? It might keep PR going around NIMAN.
- ACTION: Yoo-Jin: Yes, to both. We will target membership/revenue goals by month. Communicating milestones and celebrating them will be good for both communication and membership drive purposes.** Ahmad: In recruiting initial membership, it will be good to include some founding members in our membership drive narrative. Ahmad will volunteer students from their program. We need to be clear about messaging but there is a rich pool to choose from. NIMAN

definitively supports the efforts of Ahmad's program. Yoo-Jin: Yes, adding their voice and experiences would definitely add to the narrative.

- ix. Ahmad: Membership dues and revenue: Has there been thought given to what the goal should be to achieve our early objectives for NIMAN? This could help guide our strategies for recruiting membership. Yoo-Jin: Great question. Yoo-Jin hasn't yet had exposure to that in-depth thinking but we need to consider. There's a little more work to do around expenses related to the \$250K budget and financial planning. This will be one of Yoo-Jin's focuses for coming weeks.
- x. Ahmad: Are there ways that we envision activating this group in terms of these deliverables? Even if it's a list of ten names to consider for Board nominations.

ACTION: Yoo-Jin: Yes, we'll be sure to follow up with the leadership team regarding suggestions for potential board members. Yoo-Jin is struck by the sheer amount of energy that everyone has volunteered over the past two years and generous willingness. This will continue to be an important part of making NIMNA successful.

4. Updates

- a. Status of Fall Convening:
 - i. Stan: We recommend rethinking another Convening given COVID and focus instead on implementing a new launch timeline and work plan.
 - ii. This most likely won't be possible at all. We may have several virtual meetings with prospective members. We might be able to recapture some of the momentum from last November.
 - iii. We are reallocating Convening funds to pay Yoo-Jin.
- b. Recap of Cumulative Decisions of guiding principles and foundational organizational policies
 - i. Adjusted first strategic priority to reflect CSO being confirmed as host, but we still need to finalize a joint venture agreement
 - ii. Moved fundraising goal to confirm \$250k in startup funds by January 2021.
 - iii. The names of the membership levels were slightly adjusted for clarity
 - iv. Membership dues structure was not confirmed at our March meeting, but Stan is recommending that we adopt the same standards and mechanisms set by the National Guild.
 - v. Benefits of membership were clarified and separated into three groups of benefits. The benefits to Founding Members will only apply to our startup phase; however, they will be listed as Founding Members. The first five benefits for "Active Organizations" are unique.
 - vi. Adjusted the formerly proposed "Artist Council" to "Artist Mentors" and adjusted the language to clarify their role in helping the musicians of NIMAN and giving advice to NIMAN staff and Board.

- vii. Adjusted the language in the “Advisory Council” to reflect our desire for greater diversity in that group.
- viii. The size of the Board is being recommended to shrink from a range of 17 to 22 members to 11 to 17 members
- c. Work Plan through January 2021 (see above 3.b.ii.)
- d. Financial Report
 - i. Angell Foundation Update:
 1. Liz: We have not spent any money since March. Remaining funding amount is \$30,650. We are applying for an Angell Foundation renewal grant. This application is due by August 10th, but it will go out before that date. We may be asking for \$125K. If we get the award, we would be informed mid-November.
 2. Will continue to investigate other revenue streams as well.
 3. Stan: We are also exploring opportunities with other foundations to see if there’s any synergy, i.e. Mellon, Knight, Field. Rebecca: Are we considering Ford? Stan: Yes, we will add the Ford Foundation.
 4. In terms of Board Members: We will encourage our members to look within their own Boards and friends to nominate a diverse group of people. We encourage everyone to think of people we can begin to cultivate in order to encourage them to be nominated.

5. Group Discussion

- a. Feedback and Q&A
 - i. Rebecca: Board Members and their gifts: Have we thought about NIMAN’s fiscal year and would we be asking Board Members to make their first gift before January 1st. Stan: Excellent question. Jonathan: For a couple of reasons, September 1st would work as start of the fiscal. As CSO will be running NIMAN’s payroll it would align with our fiscal year. We’re going to get incorporated by end of August and starting shortly after that would make sense. Rebecca: Rebecca asks for a vote of confidence for that idea. Liz: POP also aligns with that timeframe.
 - ii. Jonathan: Update on legal. We have an attorney identified specializing in incorporating nonprofits in Ohio. Jonathan forwarded some forms to Stan to complete. We need to come up with three Board members as place holders, but they can easily be changed. The identified lawyer works out of the largest firm in Cincinnati. She’s also personally invested in our mission. Pricing: Can run upwards of \$10K. We are hoping to get this done for under \$4K. The firm may even improve that number. Let’s get on a call next week to go through the forms. The firm thinks we can make the September deadline.

6. Thank You and Next Steps

- a. Stan thanked the group. He appreciates your work and support over this time. We've worked hard to create as much transparency as possible and are glad for the intentional time we've taken up front.
- b. Liz, Patty, Stan, Ahmad and Yoo-Jin will manage the bulk of administrative work. We will keep everyone updated as we move along. We wanted to give you this snapshot of work through the fall.
- c. At some point this group will disband but we hope to celebrate this work and this group. Thank you for putting in the extra time.

Action Items:

1. See 4.b. to be sure that all additional changes are made to the Cumulative Decisions document.
2. Regarding dues, we will include individual membership levels and parameters, as well as, "pay what you can."
3. Stan to incorporate into our thinking the possibility of asking Founding Members to commit to a multi-year commitment.
4. Stan to adjust Board contribution to \$1500.
5. Yoo-Jin to incorporate targeting a membership goal by month and creating milestone celebrations to promote PR.
6. Yoo-Jin to follow-up with the group on ways the group can be helpful in terms of deliverables, i.e. providing a list of ten names to consider for Board nominations.
7. Stan to add The Ford Foundation to our list of funders to approach.
7. Yoo-Jin to address in the cumulative decision document the manner in which Board dues can be contributed, i.e. pro bono work, give/get.