

*Board of Trustees of U.U. Rowe Camp & Conference Center
22 Kings Highway Road
Rowe, MA 01367
(413) 339-4954*



www.rowecenter.org

Saturday, February 18, 2017 3:15 p.m.

Facilitator & timekeeper: Albert Mussad, *President*

Minutes taker: Liam McRae, *Clerk*

Parliamentarian: Heather Day

Please refer to [Conduct of Meetings](#). **Please bring your calendar.**

Called to order at 3:28pm

In attendance:

Albert Mussad
Felicity Pickett
Betsey Miller
Selena Migeot
Liam McRae

1. 3:15-3:35pm Check-in (*Albert Mussad*)

Outcome: Connection and community

2. 3:35-3:45pm Approval of minutes: Dec. 4, 2016 (*Liam McRae, Clerk*)

Outcome: Corrections as needed

Liam moves to approve minutes from Dec. 4 meeting. Albert seconds.

No discussion. Passed unanimous.

3. 3:45-4:10pm Executive Director's report (*Felicity Pickett, Executive Director*)

Outcomes: a. Shared understanding of news and work in progress of which Board should be informed

b. Clarification as needed

Executive Directors Report - February 18, 2017

As you can imagine, Paulette and her crew have been busy for the last week or so shoveling. We have had one snowstorm after another and it has been nonstop work to keep the paths clear. They have done an amazing job but are also feeling the wear and tear on their bodies. We have a lot of snow out there.

Before the onslaught of snow, the facilities team used the winter lull to make some great improvements to

the campus. We were blessed to have three of our summer staff return to volunteer during their break from college. While they were here they painted the gathering room as well as the hallway that runs between the office and the dining room. They also tore down the drop ceilings in the lower splits that had become warped and began painting the ceilings. Janelle was instrumental in coordinating their work efforts and did a phenomenal job in fully utilizing their time here. In addition, construction has begun on the two private bathrooms in The New Guest House. That work should be complete by the end of February. Upon completion we will have an additional 3 guest rooms with private bathrooms.

We have begun a two-phase project to replace the Rug Room floor with a new Pergo floor. We hope this will minimize the effect of mold and dust in the rug room which affects our guests with sensitivities. The first phase is to take up the old plywood floor which was too thin to effectively use as a base for the Pergo and replace it with a ¾" plywood subfloor. For the time being we will poly-urethane the plywood, then put down the Pergo floor during our next slow season.

Last but not least, we just had an automatic door opener installed for easier accessibility. The funds for the door came from the money raised for my 25th anniversary. It has pained me to watch people struggle to get through the door. I want the entry way to be accessible and friendly. I am grateful to all who donated.

The new catalog went out on schedule and it is beautiful. This is always a big undertaking and Arthur and Kanji did a wonderful job on it. New registrations for March through October are now coming in. There are 6 new programs in the catalog: Paul Kinsnorth, Rodger Kamenetz, Linda Kohanov, Colin Beavan, Daniel Foor, and Katina Makris and Jodie Dashore.

We had a strong fall season and saw a slowing down in registrations this winter. It is hard to know exactly what the cause of this is. It has been a rough winter but that is more recent. The slow down began after the election and it may be that people are caught up in what is going on in our country right now. With the new catalog just reaching people's mailboxes, it is too early to project how we will end the conference season. You can check out the attendance statistics for a closer look.

In 2016 we reduced our programming to one workshop a weekend to consolidate everything in the Farmhouse. 2015 had been a severe winter; 2016 much milder and we did better with half as many programs. This winter is turning out to be severe which is reflected in the downturn from both years. Another big change we are anticipating is that Joanna Macy has retired from travelling. Her place is being filled by her designated successor Anne Symons-Bucher and we hope to attract at least a portion of the audience who would have come for Joanna, and build a base for Anne to come back annually but bringing in someone new is always a risk.

Skill Set is a strong draw, bringing in people under 30 to Rowe: 45 this year, 44 the previous year, and 38 in 2015. The program also is exposing a high number of young people to Rowe for the first time: 20 in 2015, 19 in 2016 and 19 in 2017.

The Spiritual Guidance Training Program helped diversify our streams of income. However, offering a single program that produces a large source of income can also leave us in a vulnerable place. We had projected the second cohort to come in at 20, ended up with 18, and have lost two people, reducing it to 16. The first cohort is going strong, lost 4 people in the initial phase and has stabilized since then. Our original plan was to use some of the revenue from the combined programs for scholarships, which we did.

Given the prior history, we held back waiting to see how things would come together, which was prudent. With the drop in numbers we will hold off on giving any further scholarships this year in order to balance the SG budget. We are planning on stepping up our recruitment for the third cohort by reaching beyond our own mailing lists. We will be sending the SG brochure to every UU congregation in the country.

We launched the new website on January 1 and are making gradual improvements and adjustments. It has not been an entirely smooth transition but most importantly, our capacity to process registrations was not affected.

Cara, the Youth Programming Director, has been paying close attention to camp enrollment numbers and community outreach. The current registration numbers for the camps are as follows: 49 registered for Jr. High Camp; 7 registered for YPC 1; 18 registered for YPC 2; 13 for Transitions Camp; and 46 for Sr. High Camp. We are now at 133 campers with a full enrollment of 238. Early enrollment for last year's campers ended January 31st and we have just opened enrollment for everyone. At the end of February last year, we were 43% enrolled. We are now at 56% and still have a couple weeks left to the month. Registrations are coming in every day and it promises to be a good year. Cara is currently focusing her attention on increasing enrollment for Transitions Camp in particular.

For community outreach and camp marketing, Cara has met with the Director of Religious Education (DRE) for the Amherst UU congregation. The meeting was productive and may lead to Cara attending the New England Region DRE Cluster Meeting. This month Cara has a meeting planned with the DRE of the Hartford UU congregation and is working to connect with more DREs in the upcoming months. Aside from the congregation visits, she has been engaged in outreach at the local schools, libraries, and youth community centers. In thinking long term marketing, Cara recently created a Rowe Youth Camps Facebook page and has been attending seminars on effective use of social media, specifically for summer camps.

Paulette and I attended the meeting of the UUACCC which was held at UbarU in Texas this year. It was a great meeting. We talked a lot about wages and compensation, met with the district representative from the UUA to learn more about ways we can work with our districts, and planned out our marketing strategy for the booth at GA. Next year's meeting will be held at Murray Grove in NJ.

We have kept very busy all winter and are looking forward to the spring.

Discussion:

GA is Wednesday June 21st -- we often don't go because it is the setup week for JHC

Asked for Cara to send numbers of gender-neutral registrants as well

4. 4:10-4:50pm Bylaws Committee Report (*Betsey Miller for Cynthia Bolling, Chair*)

- a. Committee report

February 17, 2017

**UU Rowe Center
Bylaws Committee Report
February 18, 2017, Board Meeting**

The Bylaws Committee consists of Cynthia Bolling (Chair), Betsey Miller and Doug Wilson.

Hi, everyone. This report was placed in the file late because we had a meeting in the middle of this week and discussions were still ongoing. The three of us have been meeting regularly over the past two months, including two meetings with our attorney. We have made a great deal of progress on many of the open issues on both the Articles of Organization and on the Bylaws. In addition to this report, we have uploaded a new version of the proposed Bylaws to the February meetings folder. While it's not materially different from the January revisions, we thought it important to highlight all of the language relating to the role of Members in boldface type.

We've highlighted these areas because the role of Members in the governance of Rowe has been a major, ongoing topic of conversation within the committee. Our concern about this topic originated with two statements in the current Bylaws regarding Members' role in governing Rowe:

- Article III, Section 1. "Regular Members are voting Members of the Corporation who collaborate in policy making and administration of the Corporation."
- Article IV, Section 1. "The governing body of the Corporation, subject to the direction of the Corporation, shall be the Board." In this section the "Corporation" is interpreted to be the Members.

A major function of the new Bylaws is to bring them up to date and make them consistent with what is necessary in the new legal environment in which nonprofits are operating. Our attorney has explained that she works with many well-intentioned nonprofits, and if they have to deal with the Attorney General's office, the fact that their Bylaws are not up to date significantly complicates their cases. She has indicated that there's no language in the current Bylaws that would give Members a specific way to "collaborate in policy making and administration," other than by electing Trustees.

But at the Annual Meeting, we heard Members say that they do want a way to have their voices heard in such matters. In response, the committee has worked to not only clearly define the role of Members in the governance of Rowe in these restated Bylaws, but also to add some Members' rights that were implied but never stated in the current ones. In writing these revisions, our goal has been to achieve a balance between the desire of Members to have a voice in decisions that affect the corporation, and to ensure that the Board has the power to carry out its policymaking and fiduciary responsibilities. Early on, the committee agreed that, in order to be workable, such Member-involved decisions needed to be specifically identified, and that's what we've done.

The following Member rights, which are in the current Bylaws, have also been preserved in the proposed Bylaws:

- Article III, Membership, Section 4, Rights and Powers of Membership:
 - (a) Right to attend the meetings of the Membership.
 - (b) Right to Vote: to elect Officers and Trustees; to amend the Bylaws; and to dissolve the corporation.

The proposed Bylaws add some rights that we believe preserve the intent of the current Bylaws to give Members a voice in significant decisions of the corporation:

- Article III, Membership, Section 4
 - (a) Right to attend any regular, open meetings of the Board.
 - (b) (c) Right to Vote: on mergers; on any other matters required by law; on any other matters referred to the Members by the Board of Trustees; on proposed amendments to the Articles of Organization.
 - (d) Members may recommend an individual for nomination to the Board if they submit a petition that is signed by at least 5 percent of the Members.
 - (d) Members may recommend an item for the agenda at the Annual Meeting by submitting a petition with 5 percent of the Members.

Note that the 5% rule is to be sure there is a broader consensus than a single individual.

- Article III, Section 5
 - Members shall be entitled to notice of all meetings of the Board of Trustees, including regular, open teleconference meetings.

Finally, in a conversation the committee had with Liz this week, she suggested additional language (in bold) that is designed to clearly define the role of the Board and the Members in the governance of Rowe.

Under Article IV (Board of Trustees) Section 1, Powers: “The general management of the business, property and affairs of the Corporation shall be vested in a Board of Trustees, **subject to those powers invested in the Members.**”

Note that the “powers invested in the Members” is a specific reference to the rights of the members to participate in those decisions that are detailed in Article III, Section 4.

Two Members of the committee are good with this addition; one Member is still reviewing it.

Current Status of the Process

In February, the committee announced two things in the March Rowe E News. First, we’re letting Members know that we recommend restating Rowe’s Articles of Organization. With our attorney’s

approval, we've tweaked the language in the Articles, but no substantive changes were made to the draft that we introduced to the Board in December. The revised Articles and a summary/analysis page were posted to Rowe's website, and they'll also be available in the February meeting folder.

In consultation with Albert and Felicity, in the same Rowe E News message, we also announced a Bylaws Teleconference, to be held on April 5, 2017, from 7:00 p.m. to 8:00 p.m. Our attorney has offered to host it. To make it worth her time, however, we'll only do it if more than five Members (not including the Board) register for the meeting. We encourage all Board Members to attend.

Board Approval Needed

Because so few people read the information on the Board's website (seven people read the Bylaws revision in January, and two went to the discussion page!), we think it's mandatory to send the draft Bylaws and Articles to all of our Members no later than early March, along with summary sheets and explanations. We'll also announce the April Bylaws Teleconference in this mailing. Based on the teleconference and any other Member feedback, the committee will bring a final draft of the Bylaws to the Board meeting on May 7 for final sign-off. We plan to send out the final drafts of the Bylaws and Articles in June, along with proxy ballots. This timeline will also be included in the March mailing.

The committee asks the Board to approve the Bylaws timeline below.

Bylaws Timeline

Jan. 2017	January 2017 Bylaws draft announced in January Rowe E News, posted
Feb. 5, 2017	Announce revised Articles, April teleconference, in March Rowe E News
Feb. 5, 2017	Posted revised Articles, explanation, on website
No later than	Mail voting memo (no proxy ballot), Bylaws and Articles draft to March 10 entire Membership
March 10, 2017	Submit article to Center Post about Bylaws committee progress, April teleconference
April 5, 2017	Bylaws Teleconference
April 8, 2017	Post teleconference minutes on website
April 15, 2017	Bylaws committee makes final changes to Bylaws, Articles
May 7, 2017	Board approves final drafts of Bylaws and Articles
June 1, 2017	Mail final version of Voting Memo, Bylaws, Articles, proxy ballots, current Bylaws to all Members

Post proxy voting instructions on Board page

Proxy voting opens

Sept. 8, 2017 Proxy voting closes

Sept. 16, 2017 Members vote to approve Bylaws, Articles

Respectfully submitted,
Betsey Miller for Cynthia Bolling, Chair

Discussion:

Clarification of balances struck to preserve and more importantly clarify members' rights
Discussion on proposed rule on 5% suggesting agenda item for annual meeting. Would not want this to make us more vulnerable to a small cohort ramming through an agenda.
What can the members by vote compel the trustees to do? What is appropriate there?
Attorney has approved the suggested changes. She does not support the more vague present language; same concerns about decisions made by people who don't understand the financials/etc.

How can we frame the authority of the members to support the best interests of the corporation?

Including:

- financials
- mission
- current priorities and work in progress
- policies

Discussion of the option of members having a certain number of votes in board meetings, and how unrealistic that can be logistically

Question from the committee:

- Are you in support generally with changes as-proposed: yes
- Are you in support of proposed laws on agenda recommendations and nominations by members: more discussion required
- Defining the board's checks and balances in terms of considering a membership nominee.
Language to clarify members' and boards' powers

Question of defining membership, as board is approved not by members but by those present at annual meeting.

Question on defining approval of trustees. Board is in support of members nominating people to the slate, but want to make sure they will do the work, can participate in meetings, etc. How exactly would the board turn someone down, if needed?

Members attending two board meetings allows both nominee and board to evaluate one another, and allows nominee to get a sense of commitment required.

Discussion of scenario in which board has gone off track, members power to not approve troublesome trustees.

Without any language that gives board some checks against membership nomination, will be problems when members nominate someone and board declines.

Discussion on mechanisms for member participation in member-recommended agenda items. Those proposing be a part of a committee, for example.

General preference for members' powers to "recommend for discussion" (and no other specified steps, as it gets more complicated for both members' and board's anticipated interests).

Discussion of how far in advance for agenda items to be suggested. General approval of 60 days' advance of annual meeting.

Discussion of feasibility of doing this communication by email rather than paper post.

Question for the board: willing to do a meeting by phone before May to talk about bylaws? Board says yes. March 8th discussed for a date. Committee returns with final language to be sent out to the members (current bylaws require this release be by post)

Discussion on powers to change dues:

Voting can be difficult, if it requires approval of a significant amount of the members.

Question on whether members would vote on changes in dues.

Discussion of option for threshold of increase/consecutive yearly increases beyond which the change much be voted on by members. Increases might not be small enough for this to be relevant.

Concerns about the precedent and the suggested lack of trust. Generally this is not something people vote on.

General agreement with not making changes.

Scheduled a teleconference March 8, 2017.

- b. Proposal for FreeConferenceCall.com teleconference
 - 1. Participation: Cynthia Bolling, Attorney Liz Reinhardt, trustees as available, Felicity
 - 2. Proposed for **Wed., Apr. 5, 2017 7-8 pm**
- c. Timeline for June 1 distribution to members **(Please see folder doc.)**
- d. Next steps

Outcomes: a. Shared understanding
b. Clarification as needed

4:50-5:00pm Break

5. 5-5:20pm Governance Committee Report (*Salena Migeot & Liam McRae*)

- a. Approval of [Conflict of Interest Policy \(Draft\)](#)
- b. Submission of [Conflict of Interest Certification and Disclosure Statement](#) to Liam by Mar. 1, 2017
- c. Status of policies to be developed:
 - i. Depreciation Policy (Finance)
 - ii. Risk Management Policy (Finance)
 - iii. Policy on Review of 990 (Finance)
 - iv. Conflict of Interest Policy (Governance)
 - v. Whistleblower Policy (Governance)
 - vi. Document Retention and Destruction Policy (Governance)

- vii. Compensation Review Policy (Finance)
- viii. Joint Venture Policy (Governance)

Outcomes: a. Clarification as needed

b. Agreement to have drafts for May 7, 2017 meeting and approval at August teleconference

Through a fault in communication, no developments to report before May.

6. 5:20-5:35pm Treasurer's Report (*Betsey Miller, Treasurer*)

- Outcomes: a. Shared understanding of Rowe's financial wellbeing
b. Clarification as needed

Treasurer's Report for February 18, 2017

Based on Financials through December 2016.

Net Income: was \$97,764. While this is \$17,615 below last year, it is still a strong performance because expenses were low at the beginning of last year due to vacant items.

Net gain from Operations: At the end of four months the net gain from operations was \$31,682. This was \$25,226 lower than this point last year. But last year's numbers were artificially high due to vacant staff positions. The one area of concern we need to keep an eye on is the lack of growth in conference fees.

Operations - Revenue

Total income from operations grew by 6.33% to \$427,121 compared to last year. This growth is due primarily to spiritual guidance.

- Conference Center Fees are fairly flat in comparison to last year. This is significantly below the projected 9% growth in the budget. Our enrollments started off strong in the fall, but have fallen off into the winter. Since it is the beginning of the new catalog we do not have a clear picture on where enrollments are headed for the rest of the conference year,
- Labor Day Retreat at \$35,260 was \$3,031 below last year's level and \$5,000 below budget.
- Spiritual Guidance fees generated \$74,282, which is over 50% higher than last year at this time. This is consistent with the budget projection and reflects adding a second spiritual guidance class.
- Skill Set retreat generated \$3,135 slightly below last year's level. We had reduced the budget for this item to reflect lower actuals in the prior year.
- Rentals are running \$6,090 behind last year. These had been projected to be level from year to year, except for the additional funds from staff rental. We have some rentals come up that may grow this number.

Operations Expenses

Total operations expenses were 27% higher than last year.

- Conference center expenses are 10% below last year. This is in part due to lower enrollment.
- Program promotion expenses are 9.6% lower than last year. This is primarily due to one item Catalogue

expenses other. This is payment for the layout work for the catalogue. Once the payment is made for this item, these expenses will be closer to the projected budget.

- Website costs also dropped by several thousand dollars this is consistent with the budget, because last year there were major expenses due to the web redesign.
- Although spiritual guidance expenses doubled, they were still lower than the growth projected in the budget.
- Growth in staff salaries was higher than budgeted; they grew by 50% from year to year. We had budgeted for a 40% growth. The large growth is due to the change in housing allowances. There were also some additional hired chefs for this period. Finally staff salaries were artificially low in the beginning of last year due to several vacancies.
- Growth in payroll expenses was consistent with growth in salaries.
- Maintenance expenses are running about \$1,878 ahead of last year. This is due in large part to one additional LP gas bill being paid in this period.

Development

Development income was \$86,500 or \$15,000 higher than last year. Unrestricted development totaled \$26,158 or 85% higher than last year at this time. These revenues were due to memorial gifts and higher membership renewals. Membership renewals are up by 37% Molly has been keeping on top of renewal notices. Major Donors unrestricted is also running substantially higher than last year at \$12,492, this exceeds our full year budgeted amount of \$7,500.

Development expenses were \$26,192. Net income from Development was \$60,308, which is \$9,355 higher than last year.

Discussion:

The fact that conference fees are flat is a concern. Likely cause is turmoil created by the election.

7. 5:35-5:50pm Development Report (*Lisbet Taylor, Chair*)

- a. Committee report
- b. Update: Funds raised for Orchard Guest House (Fall 2015 campaign)
- c. Update: Funds raised for Joffe House by the Brook (Fall 2016 campaign)

Outcome: Shared understanding of funds raised as compared to goals

ROWE CAMP & CONFERENCE CENTER BOARD MEETING

FEBRUARY 18, 2017

(Drafted by Molly for LT)

DEVELOPMENT COMMITTEE REPORT

The Board Development Committee now consists of Lisbet Taylor, Chair; Salena Migeot, Molly Guest and Felicity Pickett. Felicity has suggested we add other non-board members who would have the time to work on Development campaigns with the Board.

From the Profit & Loss Statement, September through November 2016, Development income

more than doubled over last year, going from \$30,604 in 2015 to \$64,825 for the same time period in 2016. Development expenses increased by \$4,000 (or 29%).

Due to a later start in the end-of-year campaign, Board participation, including personal donations, and solicitations for the Annual Fund Drive and Board Portfolio Donations were **down by 50%**.

As of the end of December 2016, the **Centennial donations** totaled \$9,111. The January donations added another \$12,278 for a **total of \$21,389**.

The **Woodside** Campership Campaign yielded \$11,389 to date, a **51% increase over last year**. Some of that was to complete the FY 16 campaign in order to cover all of the camperships given last summer.

New this year was **Spiritual Guidance Scholarships** of \$2,000 and another \$2,000 in Conference Center Scholarships bringing the **total for camperships to \$14,452**, a **48% increase over last year**.

UUA Program Grants, used for Kim Klein workshop scholarships, were **up by 51%**.

The **May Tree Residency** was gifted \$10,000 to add to the fund for an endowment. With auction items and other gifts, the **total raised** was **\$11,030**.

Felicity's 25th Anniversary Fund added **\$5,317** some of which showed up in the last fiscal year and some in this year's earnings.

Overall Program Development Expenses rose 29% to \$17,790, bringing the **net from Development to \$47,035**, a **180% increase over last year**.

CENTENNIAL CAMPAIGN

I had asked Board Members to report their amounts raised for the Centennial Campaign, and how they found the buddy system: Did it work? Can it be improved? Should it be dropped?

Here is a summary of those two questions:

Lisbet Taylor:

I did not actually use the buddy system, after my initial meeting with Cecilia at Rowe. I methodically kept an excel spreadsheet, called each of my new prospects and a few of my old. Called 2-3 times, after emailing or snail-mailing, for those who had no email. Most phone calls ended in my leaving messages, telling when I would be calling again.

I put in the time I had. The end-of-year is also the height of my duties as Chair of the Arlington Cultural Council, when we adjudicate grant proposals, deliberate to choose awardees, assign liaisons for each grantee, etc.

For the Centennial Campaign, I sent a final email and received an additional \$250. All in all, it was frustrating not to reach folks in person. The next time I contact them, I want to not be asking for \$ but reporting on the total amount raised for the Centennial Fund, and how the donations are being spent.

I did not work with my partner Cecilia, as my time was limited and I felt I needed to get through my list.

Liam McRae: Raised \$2,850

I had great success with the donors I did reach. All but two gave at or above the ask amount. The phone calls were wonderful. It was a chance to trade Rowe stories and people were very interested in the campaign. One of my donors has a son who it turns out founded my favorite brewery.

I was only able to reach 7 out of 15 donors, however. I sent a letter to the rest and have received at least one more donation, but I feel this means I need to be more tenacious with my calls. Not necessarily more persistent but perhaps time the calls better. I made most of mine midday on a weekend and did not try evenings as well.

Cecilia: Raised \$830

I feel like it will work better for me to be on-site to get fundraising notes and calls done... like a work party, even of one! Perhaps that's an intention I can set.

I know Sandra Fisher from other circles. I will work on inviting her to lunch in New York City to include Rowe in her Financial Plans, in a deeper way.

Albert Mussad: Raised \$3,000

I enjoyed partnering with Liam; the buddy system is a great idea! We traded questions and advice back and forth. Reaching out to 15 donors instead of 20 was a big help to me.

One suggestion moving forward: Interpreting Molly's tables of donor data took some work. I finally found the legend to explain several columns of numbers at the bottom of one of her emails.

I have the following total of funds raised: \$3,000 from 7 donors.

Salena: Raised \$?

Sorry, Salena, I don't see a report from you. Please give a verbal report!

* * * * *

Lisbet Taylor, Chair, Board Development Committee

Discussion:

Clarification that donations for centennial campaign go into the single centennial fund, not separate funds for each featured project.

Felicity will email the board with statement on when work will begin on OGH, how much we've raised based on the need and this would be a reminder to reach out to donors again to thank and update.

Statement may include point on how we raise for what we need and then try to do the rest during work weeks

On dispatches from Molly (some found them hard to understand). The columns sent to us weren't clear on what was represented.

Felicity will work with Molly on streamlining development feedback to the board

Board will make time at the end of the March 8th bylaws meeting to discuss Valley Gives

8. 5:50-6:00pm Youth Program Advisory Committee Report (Heather Day, Chair)**Youth Programs Advisory Committee - Notes from December 18, 2016 Meeting****Committee Members Present:**

Heather Day, Liam McRae, Josh Rose, Phoebe Westwood

Also Present: Cara Downey, Youth Programs Director

Meeting Time: 11:00-12:30pm

In this meeting, which was held by phone, the committee continued the practice of using a Google chat window and a series of abbreviations to mimic meeting protocols for an in person meeting. This included signals to note when someone wanted to speak, when there was a direct response or a clarification, agreement, and ways to signal votes for straw polls.

A new organizational tool was also introduced for this meeting - the "[Agenda Item Discussion Format](#)" which was developed by Phoebe to streamline conversation around each meeting's deep dive topic. The deep dive for the meeting, as decided in the previous phone meeting, was "Tragedies Outside of Camp."

Cara was point person for this topic and prepared to lead the discussion in advance of the meeting.

The meeting began with brief reports out from Heather on the most recent board meeting and from Cara on upcoming relevant topics - the planning of a multi-generational camper reunion and a youth camps Facebook page. After the meeting, committee members continued to share their ideas on these topics via a shared Google Doc.

Summary of Offline Discussion Topics

Reunion

- Members like the idea of engaging different camper generations to attend the Members and Friends Weekend as a first go at a reunion. This is a helpful pre-existing event at Rowe, which eases some of the logistical responsibilities and would enable committee members to focus solely on outreach, marketing, and programming
- Another benefit of having more members of the camp community at Members and Friends is that they would be able to participate in the board meeting and be more fully represented.
- Some members wanted to know what the weekend programming would look like and were interested in considering how to cater it to the interests of different age groups
- If a first year Members and Friends reunion is successful, we could consider organizing a bigger, stand alone one that would be geared towards a younger age demographic and could bring in more revenue than Members and Friends
- For outreach, committee members could do phone banking and also encourage campers in other generations to serve as representatives to coordinate outreach to their prospective Rowe networks as well.

Camp Facebook Page

- The "Rowe Youth Camps" page went live in February 2017. As of February 18, 2017 there are 141 likes. The page is rated as being very responsive to messages (ie a quick reply time) and most posts are getting an average of 5-10 likes.
- Posts thus far have included promotion of camp registration, photos of current Rowe happenings and of archives, and relevant articles and website links
- In offline discussion, committee members suggested possible content including testimony quotes from current and former campers, bios and photos of camp directors, photos of camp sessions, promotion of Rowe mission and values, and job and event postings.
- Committee members noted that a page for camps is a new element and it is hard to predict how current and former campers will respond. This could mean a greater need for moderation if people are posting about concerns or issues they have with camp, or the need for a clear way to refer people to the most appropriate channels for this feedback, such as listing emails and phone numbers in the About section rather than relying on the Facebook message function.

Summary of Committee Discussion and Work Regarding Tragedies Outside of Camp

Prior to the phone meeting, Cara had shared background information on this topic. The original goal of the discussion was framed as trying to determine "whether or not a post-camp responsibility policy containing language around addressing tragedies and social media is necessary, or if instead, Rowe should make it more of a reminder that is added to pre-camp training."

Essentially, this topic had two pieces - the actual discussion of best practices and protocols for responding to crises, and the separate though related topic of the ways in which campers and staff handle social media usage and relationships outside of camp both in general and when a tragedy arises. Samples of tragedies that were shared in the meeting included suicides, drug overdoses, and sexual assault reports.

This meeting focused primarily on the latter topic of social media engagement and the committee agreed to continue discussing the first point at a future meeting. Discussion of social media related issues included the following ideas:

- What is the appropriate boundary for a camper/counselor social media relationships? Should they not even be friends? Should counselors or directors have a professional page for camp interactions that is separate from their personal page?
- There are often blurred lines when people are friends outside of camp but some are CITs, Spirits, or Counselors at camp. In cases like this, a 'camper' might share something on social media that a 'counselor' but also friend, then sees. What is the responsibility of the counselor then?
- Suggestion to clarify the protocol for communicating about concerning content, ie, if someone sees something, how do they share that concern efficiently and appropriately with Rowe? In some cases, directors or other staff have seen posts and not always reported it effectively.
- Question - What is the responsibility if, during off-season staff find out about something that happen during camp and how does this differ if staff find out about something that happen to a camper not at camp?
- Suggestion to clarify social media ramifications to campers - ie, what you post is seen, and staff may have a responsibility to communicate with Rowe about things that present a safety danger.
- Suggestion to inform campers that Cara is a person they can talk to year round, while other staff do not work year round.
- Suggestion to establish a pre-camp social media training for staff concerning boundaries, responsibilities, and what comes with making a conscious decision to friend campers outside of camp.
- Suggestion to help staff understand boundaries, ie they don't have to be everything for everyone, and camp is not 365, but there are others who these concerns and responsibilities can be shared with who do this work year round.
- Suggestion to clarify what the responsibilities are for directors during a crisis and establishment of discretionary funds for when this happens and requires significant additional work on their behalf.
- Suggestion to contract with some staff to be on-call year round as paid consultants for issues that may arise
- Question - should there be a written policy about staff responsibilities outside camp with regards to social media and communicating concerns to Rowe? Cara could draft if we want something in writing.
- Some committee members supported the idea of having a written policy to account for safety but had concerns around this leading to counselors thinking they need to be at work year round or discouraging meaningful relationships outside of camp / upholding strict power dynamics.
- Suggestion that guidelines could be differentiated for younger camps and older camps to account for developmental differences and age gaps between campers and staff (ie maybe some things are different for SHC).
- Question - What is the process for notifying camp communities of tragedy that would affect many, such as a suicide and responding in a supportive way?

Action Steps

- Draft document re: social media, tragedies, pre-camp
- Cara can take lead and contact committee for guidance

- Clarify what is standard for all camps and what would be is differentiated
- Continue dialogue about actually addressing tragedies and fully supporting directors in this process

Next Steps

The committee will use future meetings to discuss this topic more and to discuss additional topics on our list of feedback items. For each meeting we will have a moderator (process and chat window) and a facilitator (rotating). There will be a point person for the deep-dive discussion item and we will continue using the Discussion Format document to guide this part of meetings.

Discussion:

Decided that March 8th meeting will apply the model used by Youth Programs Committee for using a chat window during conference calls

9. 6:00-6:10pm Nominations Committee Report *(Albert Mussad)*

Please see [Current Trustee Candidate List](#).

Outcome: Shared understanding of commitment to ongoing recruitment and current candidacies

Nominations Committee Report Dec. 4, 2016 Regular Trustees' Meeting Submitted by Albert Mussad

In the absence of a Vice President, a role that typically chairs the Nominations Committee, Albert Mussad is serving as *ad hoc* chair of this committee.

Felicity Pickett, Executive Director, created the [Current Trustee Candidate List](#) in October 2016. It identifies potential trustee candidates by Rowe constituency (for example, Labor Day Retreat, Women's Circles), and records results of solicitation for Board service.

At the Dec. 4, 2016 trustees' meeting, we welcomed two trustee candidates, Paul Hurtig and Maria Cecilia Deferrari. In Executive Session, the trustees affirmed their continuing interest in both candidacies. Paul declined to pursue his candidacy until he relocates permanently to his home in Rowe. Cecilia is eager to continue her candidacy and will attend the Feb. 18, 2017 trustees' meeting.

Between the Dec. and Feb. trustees' meetings, Albert reached out to three more individuals. All three are folks he met at the October 2016 "Building a Vocal Community" workshop led by Ysaye Barnwell, which he attended as a participant. Two individuals declined, and the third individual, Maggie Shar, expressed uncertainty about her calling to Rowe trusteeship and agreed to attend the May 7, 2017 trustees' meeting.

At the Dec. trustees' meeting, Salena Migeot agreed to partner with Albert in the ongoing work of the Nominations Committee to solicit trustee candidates. Albert and Salena will continue to solicit trustee candidates.

Salena submitted the following notes regarding her most recent recruitment effort:

“I finally got to speak to my nominee yesterday after some phone tag. She said she is not interested and then I spoke to her more about it and asked her to consider it for the future if not now and to let me know if she knew anyone else who she thought might be interested and a good steward of Rowe. I talked to her more about what it entails and how Kim Klein provides a great training for fundraising to kick off the fall campaign and how it is a great personal development path.

She was open to considering it more, said I was a good salesperson, and said she would think about it more. Apparently, Felicity had approached her a few years ago and she said she wasn't interested. Thank you for sending me the e-mail with the detailed information to pass on ...

Unfortunately, I have not been able to think of one other person who would be a good candidate that hasn't been approached already. I am now living in Cape May county NJ and between there and the last 7 years on Eastern Long Island, Rowe is generally too far (5 1/2 -6 hours) for most people to consider, even attending a camp or conference, never mind a board position. Believe me, I have tried to recruit!”

Discussion:

Selena has spoken to one person for potential board membership; some discussion to the contrary.

10. 6:10-6:20pm Appointment of committee chairs

- a. Motion to appoint Salena Migeot and Liam McRae Co-Chairs of the Governance Committee**
- b. Motion to appoint Albert Mussad and Salena Migeot Co-Chairs of the Nominations Committee**

Albert moves to appoint Salena and Liam; Betsey seconds; passes unanimously.

Liam moves to appoint Salena and Albert; Betsey seconds; passes unanimously.

11. Adjournment to Executive Session

Adjourned at 6:15

Next meetings: Wed., Apr. 5, 2017 7pm Bylaws teleconference
Sun., May 7 9:15am Regular meeting
August teleconference TBD
Sat., Sept. 16, 2017 3:15pm Annual Meeting

