



The A Cappella Project – Philadelphia BOARD MEETING AGENDA

2019 Board Retreat

Time: Saturday March 23rd, 6:00pm
Morgan's House

747 S 11th Street
Philadelphia PA 19147

Invitees: Sage Bleakney, Sarah Botelho, Emily Eck, Stephen Hoffman, Colleen Keeler, Julie Reyes, Sharisse Sutherland, Morgan Williams

Morgan Williams - Executive Director
Sarah Botelho - Director of Music
Julie Reyes - Director of Membership
Sage Bleakney - Director of Finance
Colleen Keeler - Director of Social Activities
Sharisse Sutherland - Director of Business
Emily Eck - Reverb Session Delegate
Steven Hoffman - Reprise Session Delegate

Agenda

Quick Check-in Items

1. Spring Concert Prep
 - a. Have sound
 - i. Ken Kerr
 - b. Venue set
 - i. William Way Center
 - c. Emcee
 - i. Email Raafi and Caitlin together asking if either of them are interested
 1. Raafi has confirmed that he can
 - d. Staffing for bake sale and admissions table
 - i. Sarah can do bakesale intermission and later
 - e. Sharisse will send out reminder email for bake sale
 - i. SOs can bake, whoever can bake
 - ii. Potentially waive admission for non-members who staff the sale table
 - f. Morgan is bringing all the video stuff and will hand memory card directly to Colleen after concert
 - g. Dress code



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- i. Jeans and solid color pastel shirt
 - 1. Morgan will email with actual color examples - pink, yellow, green, light blue, lavender (actual pictures in email)
 - 2. Bring to dress rehearsal so that we can veto if necessary
 - h. Raffle set: Sharisse will email to thank for donations
 - i. Morgan will email Keisha to ask for LiveNation tickets
 - ii. Sharisse can start emailing museums and attractions (maybe things that are good for kids) for future
 - 1. Please Touch Museum
- 2. Budget: pending expenses
 - a. Received reminder email for getting equipment insured- check sent in, cashed, and we are insured for the year
 - b. Refund for the Ethical Society
 - c. Hit goal for Sage's birthday fundraiser: two checks received and deposited one for \$175 the other for \$93
 - d. Taxes have been submitted
- 3. Summer venue
 - a. Looking into Hope United Methodist Church in Havertown
 - i. \$400 for sanctuary - not air conditioned but very large and open
 - ii. Available for the days that we want
 - iii. Julie will call back to solidify pricing
 - b. Can keep shopping around
 - i. First Unitarian
 - ii. Steven will email Morgan with contact info for church in Flourtown
 - iii. Sharisse can look at possible venue spreadsheet again
 - c. Julie can send out summer interest survey with the dates - sent 3/24
- 4. Logo contest
 - a. Have consistent top 3 from the surveys
 - b. Want to have ready by the summer concert but it's not a dire problem if we don't
 - c. Colleen will reach out to designer of front runner with edits - couple of weeks for a deadline

Looking Back

- 1. Review of Previous Year's retreat minutes
 - a. What have we done well?
 - i. Yay Colleen! (having director of social activities has been really great for getting new members and website and stuff)
 - ii. Did remote auditions for colleges instead of actually going there
 - 1. Low turnout for online auditions
 - 2. Julie will send out info about the organization and a link to the



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website to local colleges and music groups to try to gain more members for the Summer semester

- iii. Ran 2 educational sessions and had improved attendance at both
- iv. Implemented arranging buddy system - Sarah will send email to evaluate how this is actually going
- v. Referral program - pretty steady uptick every semester, seems successful
- vi. Social things have been going well
- vii. Membership
 - 1. Has been steadily increasing (yay!)
 - 2. Splitting into 3 or more groups potentially
 - a. Unrealistic to not do that if we keep growing (not many could host)
 - b. If split into more
 - i. worry about people feeling like they are being left out, separated from friends, etc.
 - ii. How to combat cliquey feeling
 - 1. More group rehearsals
 - 2. More social events
 - 3. Take into account people's preferences and/or play around with different group arrangements
 - c. 45 people would warrant 3 groups (15 people each)
 - i. Currently at 40, so not quite enough
 - d. More people means more arrangements and more people who need to volunteer as coordinators (and session delegates?)
 - e. Will cross that bridge once we have the commitment survey if we have to
 - b. What did we forget about? (look at minutes from last year's retreat)

Looking Ahead

- 1. Insurance for the board (directors'/officers' insurance)
 - a. As we are now, board is liable for organization
 - b. Board insurance would be useful if we were to get sued
 - c. Could be cost prohibitive, but good to look into
 - d. Morgan/Sage will look into this
- 2. Nonprofit policies - still good practice even if we don't see them being a problem in the future
 - a. Conflict of Interest
 - i. Basically means that people couldn't use position on board to further own pursuits (mostly for business things)



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- ii. Morgan would write one based on basic template online/from one of her graduate classes that board members would sign
 - b. Whistleblower
 - i. Basically says that if someone in the group has something to say, there won't be any retaliation against them
 - ii. Morgan will draft a policy
- 3. Greenlings
 - a. Josh does the organizing for this, he will let us know if he's available when he confirms his schedule. If it doesn't happen this summer, not a huge concern.
 - b. Will try to have Josh direct the combined number if possible to help Greenlings have some familiarity at combined rehearsals
- 4. Mid Semester Survey Edits
 - a. Sarah and Julie will work on new draft to include more about board activities and
 - i. Ideas for social events
 - ii. What educational sessions people want to see
 - iii. Do you have idea for venue and contact information for that venue
 - iv. Ideas or connections for raffle items
 - v. Put note at top that says this will be shared with coordinators/board for constructive feedback
- 5. Coordinator appreciation ideas
 - a. Waive dues for the semester
 - b. Organize little gift for the coordinator - used to do this in previous years. whatever board members are in that group this semester can take point
- 6. Board term limits
 - a. Potentially a good idea to secure longevity of the organization
 - i. Concerned that if a few members in current board left, the organization would not do well
 - ii. Want to make sure that current members know that board won't be forever, so other involvement is necessary if we want to continue
 - b. Options
 - i. Shorter (1 year) term limits with people hopping in and out consistently
 - ii. 3-4 year term limits, staggered so that 2 new people join each year
 - c. Term limits wouldn't prevent people from serving again - would take a break and then could re-apply for another position or the same position
 - d. Could potentially add other middle ground positions (level of coordinators, song directors/arrangers, etc)
 - i. Starting a social committee would be great for actually planning the smaller social events that people suggest and also get people more involved
 - 1. Try it out this summer
 - 2. 4-5 people (more is hard for accountability, less defeats the



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- purpose of getting people more involved)
 - 3. Colleen can send an email saying we're doing this and looking for 2-3 people from each group and to contact if interested
 - a. Don't need to do until after results of commitment survey
 - 4. Mix of free and paid events
 - ii. Some sort of leadership opportunities or information about what board does are probably necessary to get people interested in board positions
 - 1. How to convey that in a way that people actually care or without being annoying?
 - a. Having open board meetings more frequently (don't want to force people to go, but making it also a social event was successful)
 - i. Barbeque for summer open board meeting (can be at Julie's house)
 - b. At mid-semester combined rehearsal, each board members gives about a minute/ a few bullet points about what they are working on
7. Strategic plan
- a. Morgan could write an actual strategic plan (3-4 page thing talking about long term goals)
 - i. Potentially at some point get people involved in a strategic planning processes (similar middle level thing that we were talking about) but first we have to make sure that people are actually familiar with what the board does and how it works
 - b. Education
 - i. Hesitant to add back the director of education position at this stage because it always seemed like it was very disconnected from the rest of the goings-on of the board and things
 - 1. Sarah (Director of Music) has taken on the internal part of this role (planning/running educational sessions for our members)
 - ii. Tacking on to other things like open board meeting has not worked in the past (for the board meeting part)
 - iii. Can use mid-semester survey to gauge what specific workshops people are interested in.
 - 1. Have done practical musical theory and arranging ones recently, with request to run arranging workshop again
 - 2. Sarah currently planning:
 - a. another arranging workshop
 - b. perc workshop
 - c. sound/tech workshop



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Setting SMART Goals: Specific, Measurable, Achievable, Relevant, and Time-Bound
(come up with 3-4 for the next year)

Plan for SMART goals is to be able to check back in on them a few times a year to make sure we are following-up with our plans for the year.

1. Form a social committee made of 4-5 members. The committee will meet monthly with Colleen (probably through Google hangouts) and will plan 3-4 events per semester that will be diverse enough to appeal to everyone in the organization (most can and should be smaller than the karaoke - a mix of “in” nights and “out” nights)
2. Come up with board term limit/rotation system that can be implemented by next year
3. Find a better email system where all of the stuff is in one place and not confusing - Colleen (and others if needed) will start by looking into Google suite



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Minutes from Last Year's Board Retreat

Time: Saturday March 24th
Location: Sarah's House
1914 Larchmont Place
Mount Laurel, NJ 08054

Meeting Facilitator: Morgan Williams, CEO

Invitees:

Sarah Botelho, Emily Eck, Keisha Mulugeta, Julie Reyes,
Sharisse Sutherland, Morgan Williams

Morgan Williams - Chief Executive Officer
Sarah Botelho - Director of Music
Keisha Mulugeta - Chief Financial Officer
Julie Reyes - Chief Membership Officer
Sharisse Sutherland - Chief Business Officer
Emily Eck - Session Delegate
VACANT - Director of Education

Agenda

1. Reflection on progress made since last year (see minutes from last year's retreat)
 - a. Positive and negative features of the last year
 - i. College Recruitment: Going to colleges was a lot of work for not a lot of results, so maybe do something similar this year but virtually.
 1. Temple, Penn, Haverford, Drexel, West Chester, Bryn Mawr, Swarthmore?, maybe others but need to get contacts
 - a. Morgan can make an excel sheet with colleges in the area and do some digging to find who to contact for each of those
 - b. Julie will reach out to colleges and create SignUp Genius for online auditions
 - c. Contact should go out mid-April to get everyone auditioned by early May
 2. Timeline for contact: before finals (probably somewhere around end of April/early May); if we start 5/20 then getting out the sign ups by the **third week of april** would be necessary
 - ii. Referral program: reward (raffle - \$25 wawa card) for people who refer



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others; add question on audition sheet for how they heard about us

1. Action to Julie

2. SWOT Analysis of current Project Philly operations

a. Strengths, weaknesses, opportunities, threats

i. Strengths

1. Good members who we can try to get more engaged
2. Current board is trying to be more intentional instead of just existing

ii. Weaknesses

1. Need more members who are willing to get engaged
2. Getting the word out about concerts
 - a. more members = more attendance at the concerts
 - b. Used to have a stronger attendance but flyers don't seem to be helping
 - c. We used to have more people who were already part of a community, so maybe trying to root more in the community will raise attendance
 - i. Action: map out where current membership lives (Sharisse)
 - d. Bigger social media presence/using other platforms could get the word out more widely
 - e. Make use of people's connections to gain contacts for venues, attendance, etc
 - i. Action: excel sheet of people and who they might be connected to (Morgan)

iii. Opportunities

1. Think strategically about what we're doing (how we're doing it, what it means)
2. Reevaluate mission to be more actively something that the current group agrees with
 - a. involve members using survey then use ideas to rewrite statement, open board meeting after first draft
 - b. Action: research about what questions to ask when reevaluating a mission (Morgan)
 - c. **Survey after concert, first draft by July, goal to be done by September**
3. Provide directions for members who want to be more involved
4. Discussed planning concert and combined rehearsal venues further in advance (up to a year).
 - a. **Action to Sharisse / What timetable are we setting for having venues picked for future semesters? (i.e.**



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“concert venue should be finalized at least ____ months before the start of the semester”)

- iv. Thoughts :(
 - 1. Membership is low and we need members to survive
 - a. Need something between just coming to rehearsal and being on the board
- 3. Mission Review: Mission, Vision, Values
 - a. Mission - what you will carry out and how you'll accomplish
 - b. Vision - if you were to completely succeed, what would that look like
 - c. Values - what principles will guide you in the process
- 4. Charitable Activities
 - a. Can be part of survey that we send out about the mission statement because we want people to care about the things we are giving our money to
 - i. Definitely want to give to something arts related and local to Philly
 - ii. Maybe something smaller with a more giving based funding model
 - iii. Eventually will have a vote to formally choose
- 5. Board Position Review
 - a. Coordinator: not many volunteers
 - i. Maybe waive membership fees to show that they are valued
 - ii. Change application process - maybe conversation instead of form. But want to keep a structured process.
 - iii. Clarify expectations and perceived workload.
 - iv. Emphasize organization aspect over musical aspect
 - 1. If we create a culture of collaboration and learning, that could take the weight off of the coordinator and make the music bit more communal
 - 2. Guidelines
 - a. Add part about asking guiding questions
 - b. Add general do's and don'ts section
 - c. Add notes about vision and values (once we revamp) to beginning
 - d. Sarah update by next coordinator selection cycle.**
 - b. Add person in charge of social media (Director of Social Activities)
 - i. Currently tacked onto CBO, but that should be focused on venues, bake sale, reaching out to other groups, etc
 - ii. Could be social media and social coordinator for fun events
 - iii. Post once a week on different platforms/consistent schedule
 - iv. 1 projectile event per term, working with coordinators to figure out group preferences
 - v. Work with music director to make first rehearsal less formal (board introductions/social things/food? For beginning part)



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- c. Don't need an education person at this stage - if we want a workshop could go through music director or other relevant positions
 - d. Rename positions to be Executive Director and then Director of _____
 - e. Session delegate
 - i. Hard to bridge the gap between both groups
 - ii. For summer, try having one from both (they can split note-taking duties)
- 6. Website Revamp
- 7. Membership Items
 - a. Summer Session
 - i. Reach out to Caitlyn about venues (Morgan)
 - ii. Dates: first rehearsal - 5/20, concert - weekend of 8/10
 - iii. Only one guest group
 - b. Recruitment for Summer