

Holland Chorale
Board Meeting
Monday, December 6, 2021
Via Zoom

Attending: Julie Anderson; Tom Busa; Patrick Coyle; Mark DeWitt; Jean Lemmenes; Betty McLarty; Maura Reynolds; Sarah VandenBrink; Carol Zeh

Absent: Keon Atkins; Terri Borgman; Mihai Craioveanu; Jenny DeGraves; Jay Gainforth (Jay has requested to resign effective immediately)

1. Jean called the meeting to order at 7:05.
2. There were no additions to the agenda.
3. Minutes of the November 8 board meeting were approved unanimously.
4. **Executive Committee and President's report** (posted separately)
 - a. New board roles
 - i. Sustained giving—Mark: Two weeks ago, we wrote letters to potential donors; one donor responded with a potential gift of securities. Mark has talked with Colleen Hill at Holland-Zeeland Community Foundation; they can help us and offer services (like cost-basis determination) for 1% (an amazingly low fee). While annual giving is important, assets are for the future and are an important part of planning for the future of the Chorale. Our endowment is relatively low, but we have not had to tap into it (this is good news). We want to ensure our future with a stronger endowment.
 - ii. Diversity, equity, and inclusion—Keon (Keon is ill, so he will report in January)
 - iii. Community engagement—Sarah: Sarah has met with Jean about her role. She has been using our mission statement and strategic plan to focus her work and has set a target of February to report more fully. She will meet with Sarah Malone and Pam Pierson to work on criteria for the Cal Langejans Music Educator award.
 - b. Board member development and current work load of board directors. The board became a working board three or four years ago. How is this system working: are there areas where we need help? Some we no longer need? Jean encouraged the board to look at the questions she raised in her report (posted separately). She suggests we consider thinking about the issues as big rocks: management (executive committee); task oriented (legal, publicity, GNfS, etc.); committees (artistic and operations); long range issues (strategic planning, philanthropy services, DEI, community engagement). Jean suggests we may not need positions on the board for a librarian or for tickets (people are using online or Betty handles immediately). Julie reminds us that some changes may have budget implications. Sarah stresses the importance of social media, especially Instagram which many younger people use. Mark suggests that this social media focus might not be a board position, but it needs to be the high-level focus of whoever has this responsibility. Currently, we don't have an operations committee. Should we add paid positions as we had in the past: executive director, book-keeping, development, and graphics? Again, these have budget implications. Carol reports that it is discouraging to ask singers for help with operations and be refused. She and Jean

- feel that we should develop stronger singer involvement. The operations committee should be six people. Tom suggests that the singers are not aware of what's involved in running the Chorale. Should there be an expectation that singers will also serve in some way? Patrick suggests that we talk with Kristen Armstrong, the executive director of the Saugatuck Center for the Arts. She has background and ideas in arts administration that could help us. Patrick also suggests connecting with administrators of other community choral groups; we don't need to reinvent the wheel. Other groups have faced the situations we have: we need their wisdom and guidance. We need clarity in terms of governance and staffing. Jean reminds us that several presidents have served for two (rather than one) year and that it has been difficult to find people willing to serve as vice-president.
- c. Financial development report. Betty has found a \$5,000 sponsor Lighthouse Title; they will be a general sponsor for the rest of the season. Congratulations, Betty, and thanks.
 - d. Current projects/events in planning stages
 - i. Holiday concerts
 - ii. Winter/spring season start
 - iii. Reconsideration of current Covid policy (at January meeting)
 - iv. Development/sponsorship revisions—subcommittee meeting over winter
5. **Treasurer's report** (posted separately) Our financial position is above the last two years: good news! Year-end giving at the end of November was \$2,200; Betty made another deposit today of \$900. Last year's giving was \$7,640; Julie is hopeful that we can meet that amount. Jean reported that we have not received a donation from Jack Miller: we are hopeful of receiving \$5,000 in support of the holiday concert. With the stock donation (mentioned above), we need to develop an investment policy and post it on the website. Mark has some suggestions about the policy (posted separately), and Julie wants to share the document with Jenny for legal advice. Julie suggests we use the third page of the document (investment strategy) to help us develop our budget. We need to develop funds for rainy days (see Mark's comments above). Mark suggests that the final page be posted on the website (but not the entire document which could be overwhelming). We need a donor drop-down page; right now, our donor page goes only to PayPal. After the holiday concert, Carol will work on revising the website. At the suggestion of Mark, Julie will remove the EIN from page 4. Julie moved that we approve the investment policy. The board approved the policy unanimously.
6. **Artistic director's report** (posted separately) Betty raised concern about the grant (MACC) she has written for AiH; she doesn't want to jeopardize the grant with any changes in AiH. She will share information about the grant with Patrick. Jean suggests that Sarah V. and Patrick consult and talk with Pam Pierson about AiH (the issue of the Chorale's involvement in the evening showcase is raised in Patrick's report, posted separately). Patrick believes it is importance to increase the involvement of the Chorale in the showcase. Jean suggests that the issue also be brought to the artistic committee. The calendar Patrick shared is being developed. The board has no questions about its overall plan.
7. **Operation manager's report** (posted separately)
8. **Working board updates:**
- a. Operations committee chair: Carol Zeh Printed program is at the printer; the digital information for the holiday concert is on the website. Due to concerns about Covid, some singers have asked to drop out of Chorale. Ticket sales are doing well.
 - b. Communications/Marketing: Carol Zeh
 - c. Philanthropy service: Mark DeWitt (see above)

