



BOND STREET THEATRE

peacebuilding, empowerment & healing through theatre

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BOARD MEETING MINUTES

March 16, 2017, 6:00-8:30 pm

Location:

Scott Kamen's office at 333 East 79th Street, Suite 1W

Members Present:

Scott Kamen
Joanna Sherman
Ethan Frisch
Frank Juliano (via phone)

Mary Dino
Alice Leopold
Nadia Gomes
Ethel Barber (via phone)

Members not present:

Heather Balke

Staff Present:

Michael McGuigan
Emma Dolhai

Handouts: (Handouts available on the Ambassador's Portal on BST website. Login: trustee)

- Meeting Agenda
- List of Grants applied for and upcoming
- Financials: Budgets for 2015, 2016 and 2017 to date, and FY 2016 Balance Sheet
- Board Initiatives 2016
- Samples of Strategic Plans

CALL TO ORDER

6:47 pm

- Minutes of previous meeting approved
- Welcome new Board member, Nadia Gomes

UPDATE FROM ARTISTIC DIRECTOR

6:52 pm

- BST presented *Volpone* in post-dictator Myanmar in January. [Read more about the project.](#)
- Upcoming grants (submitted & proposed): State Department and Foundations (list provided).
- Upcoming project: working with refugees in Malaysia, sponsored by Rational Games.
- Guest at a SEALA (Southeast Asian Leadership Academy) event in Bangkok, and will be teaching at the global Leadership Academy event in Vienna in the fall.
- Current project in Afghanistan: focus on justice and rule of law funded by USIP. Questions about BST Afghan staff (Mariam Kosha, Sita Osmany, Sayed Karim Zhwandoon): staff funded since Oct. 2014; NYC-Afghanistan communication maintained daily via email.

UPDATE FROM MANAGING DIRECTOR

7:05 pm

- Balance sheet: In a slightly better position than last year, with unrestricted funds available in addition to funds restricted for upcoming programs.
- BST will not be getting full audit because budget is under \$750,000 federal audit minimum.
- Discussion re: percentages for Program vs Administration. Consensus that anything over 70% toward programs is fine, and raising administrative costs suggests stability and sustainability.
- Discussion re: building donor base. Longtime donors can be asked to help close a percentage gap in overhead (ie, moving from 13% to 15%). Alice suggests that post-retirement women and widows (60+) looking for renewed purpose in their lives can get involved with BST through donations and/or travel with BST, and she works with many in this position.

MAIN TOPIC: STRATEGIC PLANNING – Discussion of Initial Steps **7:28 pm**

- Develop a picture of the organization. Highlight the universal values that make BST so popular abroad in BST's domestic marketing approach.
- Value of an Outside Facilitator. Consensus to bring in an expert with knowledge of field but not with BST directly. Facilitator should understand the target market, and diverse enough experience to help the organization break out of its silo. Also best to find a facilitator familiar with organizations of a similar size.
- Value of a Board Retreat – one day or longer. A retreat will help to clarify BST's mission and programming among all Board members, leverage Board engagement, and create a viable mission-based plan to move the company forward.
- Stressed need for clear Objectives, Targets and Dates, to measure progress toward goals and objectives. Include contingency planning.
- Alice offers to underwrite cost of space for a Board retreat in NYC.
- Dates: Weekday preferable. Primary: **Tuesday, June 13th**. Alternate: **Tuesday, July 11th**

DISCUSSION OF PREVIOUS STRATEGIC PLANNING EFFORTS **7:40 pm**

- Previous efforts resulted in extra work for staff.
- Suggestion that Board members write their own view of BST *vision* and *mission* in advance of retreat. For additional info, BST website has complete organizational picture.
- The Strategic Plan replaces the annual Board Initiatives, which were goals without a strategy to achieve them. Goals will be organizational in scope and prioritized based on the mission.

OTHER TOPICS **7:56 pm**

- The future of State Department and USIP funding, the mainstay of BST funding.
- Need to find new foundation support. Nadia emphasizes need for a strong fit between goals of foundations and BST. If it's not there, not worth an application.

REVIEW OF PRIOR ACTIONABLE ITEMS **8:18 pm**

- Private Schools for *Amelia* – Alice lives across the street from Manhattan Charter school (Dream school). Michael says hone in on schools that already have money allocated to afterschool programs or arts programs.

ACTIONABLE ITEMS:

1. Board members to schedule **Tuesday, June 13th** for Board Retreat (or July 11th alternate).
2. Frank and Michael, and Nadia and Michael, to discuss administration/program expenses.
3. Joanna to write a brief on upcoming Malaysia trip for potential funders. Joanna and Alice to discuss further strategies for bringing on donors.
4. Alice to find space for Board retreat, and underwrite cost of space for a retreat in NYC.
5. Frank and Nadia to look into facilitator contacts and costs for Board retreat, and the strategic planning process. Mary to call ART NY to discuss facilitators for the retreat.
6. Emma to find Jess's list of afterschool Program Directors and send *Amelia* marketing email.
7. Emma to discuss contacting Federal Congress people with Ethan.
8. Heather to look for info for Nicholas Kristof. Joanna to hone in on specific pitch.

ADJOURN: **8:35 pm**