

Minutes from Weekend Board Meeting

4 – 6 November 2005

Gamma Phi Circus • Illinois State University • Normal, Illinois

Attendees: Al Light (AL) of ISU; Carlo Gentile (CG); David Hunt (DH); John Whitfield (JW); Jackie Davis (JD); Kevin George (KG); Orlene Gentile (OG); Peggy Ford (PF); Rick Davis (RD); briefly Tim Carlson (TC).

Absent: Warren Bacon (WB)

Summary of Action Items

- research IJA membership model [John]
- research USA-Gymnastics model [Rick]
- research model self-evaluations by JAN. [Peggy]
- Research other organizations for removal of board procedure and report back to board by JAN meeting. [Rick]
- add “correspondence limited as much as possible to information/facts for the most part” to Guiding Principles (formerly Ground Rules)
- Add Resignation/Removal procedure to Board Standards / Board Packet.
- standardize format for reports by next conference call (JD, DH)
- OG: I will be Warren’s buddy for follow-up to this weekend’s meeting.
- research IJA Excellence Award in Education.
- give personal check to Rick Davis today or mail to AYCO office by 20 NOV 05
- Email AYCOcore site criteria. (OG)

Summary of Passed motions

OG: I motion that board members are expected to participate in group coordinated fundraising efforts without compromising their personal fundraising resources; and, that this proposal be added to the AYCO board standards if ratified.

JD: Propose that [membership structure/levels] be resolved by festival 2007 maybe by educators conference.

PF: Motion that we remand paired dialogues. AGREED.

JD: Propose that this be resolved by festival 2007 maybe by educators’ conference.

DH: I motion we settle [Legal & Financial relationship between AYCO and AYCOstore.com] before we get into the van. AGREED.

DH: I would like to propose 10% discount to members, annual audit, and to review the arrangement at the end of a year (basically “Proposal for AYCO – AYCOstore.com relationship” plus audit, plus annual review.)

KG: I motion that term limit for President, VP, Treasurer is 3 years and term for secretary is 2 years.

KG: RE: “[Task Forces/Committees provide monthly or 3-month updates to Executive Committee \(or President?\)](#)” from “Board Structures, Process & Agreements” document

Report should be monthly to board liaison.

Motion that change to monthly and that they report to board liaison.

JD: Motion to review of [festival site] criteria.

CG: motion that we do peer review annually. Review to be carried out by VP.

OG: Motion that we elect VP now.

RD: Would like to acknowledge 01 NOV 05 to 01 NOV 06 as second year of term.

OG: Motion that 1) AYCO buys LightScribe DVD burner to reside at AYCOstore.com; and, 2) JW duplicates/distributes orders.

OG: I motion that AYCO board participate in project of fundraising for Social Circus Conference.

Summary of Elections

KG: I nominate David Hunt for VP. [Unanimous approval.]

RD: I motion we officially elect Kevin George as Treasurer.

Summary of Parking Lot Items

PF: Need to make sure host sites are compensated b/c impact is huge.

PARKING LOT: 1) Festival Site Burnout Prevention – guaranteed compensation; 2) Review Host Site Criteria 3) Relationship of committee to board – Standards of Practice.

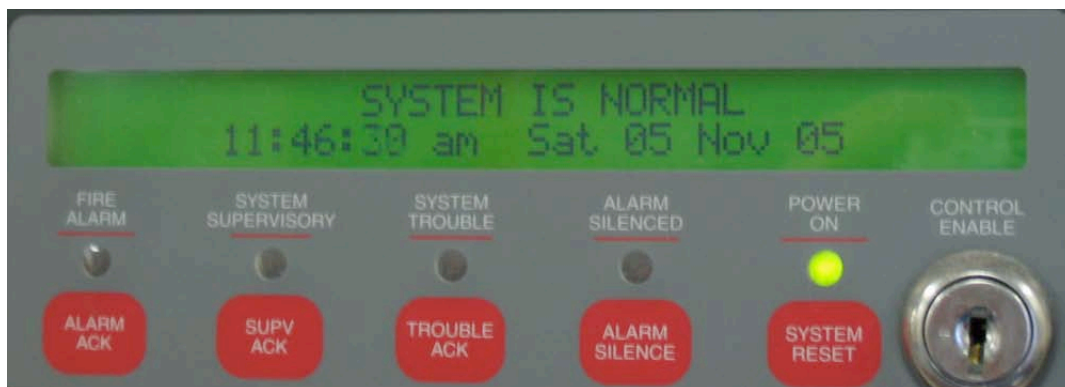
PARKING LOT: Are non-board committee members subject to board/peer review?

PARKING LOT: Open elections.

PARKING LOT the following proposal (from “Board Structures, Process & Agreements” document)

Newsletter Proposal

- Jackie & Carlo work together to put it out as newsletter committee, co-editors
- Send submissions to Jackie for editing
- Carlo does layout and distribution
- Need Open invitation on web and in email to solicit articles.



Drive to Normal
Opening Board Meeting (in transit)
4 November 2005, 9:00 – 11:00 PM
aka Monster Truck Meeting

Discussion Topics

1. Fundraising conflict of interest Discussion
2. Printed newsletter
3. Organizational membership

4. ~~AYCO Excellence in Circus Award criteria/eligibility~~ [remanded]

5. Smirkus update

1. Fundraising conflict of interest Discussion

OG: history...Originally brought up by Jessica Hentoff RE: her issue with fundraising for ACYO while fundraising for her own organization. Let's go around the Monster Truck and give 1 sentence or 2.

PF: anybody that works for org that solicits funding is going to have trouble soliciting funds for AYCO if they are doing so for their own organization. I spoke to someone recently about being on committee; she had an issue w/this. Paul Miller voiced same concern. Solution was to fundraise for specific projects. Second, when Orlene & I spoke on plane, there are other ways we can be involved in fundraising. Raising money w/o competing against other org for funds.

JD: I don't face this conflict. My school raises money for the school.

CG: Ditto. I don't have conflict of interest per se. Mostly b/c I don't fund raise for my own organization. Am interested in Orlene & Peggy solution.

RD: Think conflict is conflict of time not money. Local Orgs will fund local organizations. AYCO is national. National orgs will fund national program. Time conflict b/c people have limited time to fundraise in general. Can see how it may be conflict in Paul's case. As he said, he's looking to the same people to fund his projects as he'll ask for funding for Social Circus conference.

JW: Beginning to understand roots of conflict—folks working locally, then have some nationally.

OG: KOK suggested all AYCO board members raise money for AYCO. Jessica H said, if corp gave money to her she would want to use it for her own org, not AYCO.

I agree w/Kevin, Rick, etc. that there is no conflict. Like PF says, all board members should do fundraising, but can take other forms besides letter writing. We can go to our own constituents and ask for donations and people we [board members] know and ask. OR, could take other route. Have a fundraiser. From <http://www.fundraising.com>: Netflix promo wherein AYCO gets \$10 for each person who signs up w/Netflix using the AYCO promo code.

DH: Funding sources for nat'l orgs differs from those of local direct service programs. AYCO not competing for funds. Conflict lies in time issue. Boards exist to raise money and see to it that mission is met. AYCO still trying to understand own finances. One tenant of board membership is fundraising. OK if board member gives time (at festival) instead of money. Set dollar amount of funds raised or x hours toward generating revenue for the organization.

KG: I agree. We all know how to raise money on local level. Learning curve on national level...need to be realistic. My priority will be with local organization that I serve. Need to be realistic with expectations.

OG: don't know if there will be resolution esp if people don't see conflict of interest. At least, we can say that there are other fund raising options.

PF: do we expect board members from other parts of the country to contribute to AYCO financially?

DH: YES.

- PF: maybe that's why Jessica resigned. She has so much to do locally that she couldn't make the financial/time commitment.
- RD: Should not be individual effort. Any fundraising effort should be coordinated. That will relieve burden on individual.
- PF: Agree to say: there is more than one way to fulfill financial responsibility for AYCO board. Also, concerted effort—not individual. Then, we'll have more people on our board as long as there is no conflict of interest.
- OG: What brings these ideas together: we need fundraising committee, plan. We'll get to this later in this meeting. Conclude by saying we need a plan. Once we have a plan, say that all AYCO board members contribute hours or finances.
- OG: I propose that board members are expected to participate in group coordinated fundraising efforts without compromising their personal fundraising resources; and, that this proposal be added to the AYCO board standards if ratified.**
- PF: I second.
- OG: All in favor?
- PASSED.** Unanimously.

2. Printed Newsletter

- OG: background. Has been cumbersome logistical task. Had agreed to have printed newsletter go out at time of announcing upcoming conference.
- PF: we try to tie in with capital campaign. Can send in with ...say a lot that you can't say when writing a grant. Tied to \$. Lots of things to support. Newsletter gives people ideas as to what they can give money to.
- JD: based on what we were just saying about board obligation to have concerted fundraising effort. Board members can write about their organization, role on board. Do we have way for people to earmark money to our various segments? Before it was gratuitous and about us. Can get news out electronically. Use this for something bigger.
- CG: I may be biased towards electronic communications, but I think we can accomplish our same goals digitally whether they are fundraising, or simply informative, or educational, through online newsletters. I don't think we need a printed piece. I recently attended the Craigslist Foundation boot camp for non profits and I hung out on the technology track. There are quite a few tools to facilitate fundraising through email, for as low as \$20 per month. There are software and businesses that deal with nonprofits and help them do exactly what we're talking about. Create email campaigns. Go to your list, see who reads their email, who forwards it to their friends, and have that ability in their email message, and a button to Donate Now. This is just one class of donor. There are lots who prefer to give in more traditional ways, as this is an argument for a paper newsletter. Don't expect CFA members to donate online; but, yuppies who have grown up with this technology, whip out their credit card, give and e-check. Theses are inexpensive solutions. We need to know what our goals are for our printed newsletter before we can decide.
- RD: Don't see it as either or. Need electronics. Can do both. Need to do both. Printed newsletter should not be called newsletter. Intent is not to convey bits of info.

Question of time, money, effort. Can deal with 2x/year financially. Need both b/c we can't cover base with either alone. Some communications go to parents some to kids. Printed page asking for money should do so, not stick ask in corner. Maybe 3 printed pieces/year. Big story about conference or festival plus fundraising request.

KG: can we repurpose AYCO-Gram content for printed piece? Resolves time issue. Maybe we can work with youth ambassadors with this. Could be way to build network.

JW: Digital communication for members. Printed for members who request it. Printed for non-members. Annual paper of some sort to schools for conferences. Direct mail to get word out. Use in library as reference piece. Attract membership.

OG: I would like to see annual report that could be used as fundraising tool. Don't know if we have resources to do that. Annual report + festival report not possible. Can grow from fundraising tool.

DH: Nobody has said anything about community. That's what these things are for. It's about informing, being resource, making community smaller. I love getting magazines. Not many people do this. I feel on top of it. Didn't know how to do so online before. I want an AYCO magazine. Kids could write music review. Major youth section. Youth development. Skill based stuff, equipment. 4x/year=goal. Why not 3x/year. Would be unique. Put survey question on website. Question of month. Would you like to see AYCO put out magazine? Then, would you like to contribute.

PF: is this online?

DH: No, printed youth circus magazine. JUGGLE appeals to 15 year old and 50 year old. Priority for AYCO to produce yearly publication.

JW: can be part of other magazine.

OG: Rick, put feeler out there. Can put on <http://www.craigslist.org>.

3. Organizational membership

RD: currently have multiple levels of's not a money issue; individual is \$60. Compare benefits and conflicts. The benefit is an org. can send 2 people to the festival, and different people to the conference. The only other benefit of being an org. member is to say they are a member of AYCO. The first is a minimal benefit; we have to offer more than that. Obstacles: it's very confusing for orgs. To understand. This is a huge headache for the registration director. Individual members, we have some that are one of the two organizational members, or who used to be before the switch, and if you're feeling confused, now you know what I've been dealing with and what everyone who registers is dealing with. Each registration form I had to explain this, and people would put their info in the wrong spaces. And then if an org switches members, it's a double entry to join one person and delete another... This is the main point: if they're joining as an org, we should give them more. ... So for one person, for \$60 there are some many benefits; and for two, as an org for \$120, there are the same benefits.

OG: History: Erin and I came up with this to increase our member base. Wanted to keep org ... An org would sign up, and anyone would be covered and they

- wouldn't have to pay more and we would lose revenue. So that's the background. Let's go around for comments.
- KG : Clarification: they get AYCO gram, access to all festivals & conferences... You only get to come if y
- PF: Two fees – for Circus Center, it's great to say we're a member, we put it in the budget and pay that amount. But social service orgs who can't afford it get a half rate.
- JD: I'm sure there are many organizations that deal with these same questions and have come up with solutions. We don't have to reinvent the wheel.
- CG: Ditto.
- RD: IJA has individual memberships. Affiliate members (no fee, don't get magazine). AYCO Gram should go out to as many people as will give us permission. AYCO gram is not benefit.
- OG: Background. Never had conference between festivals. So, it was like paying for nothing in between years.
- KG: clarification: percentage of Org members vs. individual members.
- RD: There are many more individual members (by force) than org members, but there are more org members by choice.
- JW: Life memberships to AYCO. Can consult w/IJA about +/- of managing that. Don't want same thing to happen to us that happened to IJA. Discounted AYCO membership for individuals belonging to AYCO organization. Add more benefits to being AYCO member. Rick & I have proposal for that.
- OG: Keep AYCO org members, but need to fix it. Have struggled from beginning. Coming to point where we have something to offer. Concrete benefits. Need to have discussion about this.
- KG: Clarification: difference between membership and non-member price for festival?
- PF: do we link Orgs to our website?
- RD: yes, they get expanded info. But, most don't take advantage.
- DH: Look at IJA as model. Do away w/Org member. Should be individual and affiliate membership. Affiliate is fundraising. Have direct association. \$500 for lifetime membership. Org membership is confusing. Idea: offer group discount rates for individual members. For example. Circus center is an Affiliate. CC sends out mailing telling its constituents that they can become a member of AYCO at a discounted rate. Kill Organization membership idea. Offer other discounts for teens, bulk individual memberships through organizations.
- RD: group discount would also be problematic. Would have to come from organization. Thanks for comments. Propose that we close this discussion.
- JD: Propose that this be resolved by festival 2007 maybe by educators conference.
- ACTION ITEM: research IJA membership model [John]**
- RD: Also look at USA-Gymnastics.
- ACTION ITEM: research USA-Gymnastics model [Rick]**

11/4/05 10:53 PM

Adjourn for Krispy Kreme break.

4. AYCO Excellence in Circus Award criteria/eligibility

moved to Drive to Airport [Monster Truck Talk 2]

5. Smirkus update

- JD: Don't want to change decision. AYCO might want to be in position to fund.
PF: Can AYCO match our board participation?
JD: raising funds at school, want everyone to give. Don't care how much.
PF: worried about precedent.
DH: can't fight judgement. How did Smirkus get so messed up? I'll gladly give \$20 to someone in that situation for how to run business better.
PF: we've had at least 5 emergency situations in my tenure at CC.
JD: We can't do nothing.
RD: Invite board to contribute. Invite members to give money (through AYCO-Gram).
JW: All individually donate to Smirkus and tell no one. I'd give \$75.
RD: Have cause of the month. Paypal.

Conclusion: we'll all give individually as was the agreement on our last phone conference.

11/4/05 11:22 PM

Saturday

- 7:00 AM** Breakfast @ Hunt's • 2 London Court, Bloomington, IL 61704
8:00 – 8:15 AM Welcome & Introductions **[facilitated by Orlene]**
8:15 – 8:25 Counting game
8:25 – 8:35 Ground Rules
8:35 – 8:40 Feedback
8:40 – 9:30 Paired Dialogues
9:30 – 9:45 Reflection
9:45 – 10:00 AM Break
10:00 AM – 12:00 PM Strategic Planning / AYCO's message / Board development including Discussion of Term Limits **[facilitated by Orlene & Peggy]**

11/5/05 8:35 AM (A little behind schedule)

Welcome & Introductions **[facilitated by Orlene]**

Jackie Davis, Rick Davis, Kevin George, John Whitfield, Orlene Gentile, David Hunt, Al Light, Carlo Gentile

Counting Game

Ground Rules (11/5/05 8:55 AM)

Reflection

- DH: Let's rewrite negatives as positives.
AL: Do these ground rules apply to conferences and Festivals or simply to this meeting?
OG: we do need to set some ground rules for festivals in the future.
OG: Paired Dialogues. Intro.

PF: Motion that we remand paired dialogues.
AGREED.

11/5/05 9:09 AM (A little ahead of schedule)

OG: Strategic Planning: How did we start, what's our history? Where are we now? Where are we going? Let's start with how we started. Here's some history, that Kevin O'Keefe had started. Spring 98: first meeting called. Berkshires, Carrie Heller, Hilltop, Smirkus, etc. First years: flushing out what AYCO could be.

JD: I was ad hoc secretary. We had intention and not a lot of tools. Like a child this 7 years has been about learning how to walk, learning how to talk. Finding out who to talk to.

OG: In 2000, when Gil Favrea helped us get AYCO office. How did a festival happen?

JD: Must have been KOK's idea that festival was how we could come together.

Second Rick said that there should be web presence. In 2000 KOK & I went to Berlin for Int'l youth circus symposium.

See AYCO_History.pdf

OG: KOK still defining role as founder. How and what his mission is still unclear.

Various people jump in to say not so. "Having worked in youth circus for 13 years and feeling a need to connect to others in youth circus, Kevin O'Keefe puts out the call to what is known to him of the national youth circus community." From AYCO_History.pdf

OG: so, that's a pretty clear picture of where we've been. We're coming together as a board. We've hosted 3 successful festivals and one conference.

AL: What is AYCO's position on "social circus"?

DH: it's the developmental aspect of circus.

OG: [AYCO] takes a larger view of "social circus" than working with the stereotype "at risk" kid.

AL: in my mind circus is always "social" always community between different cultures.

OG: [AYCO] takes broad definition of "social" circus, but partnership/conference with Cirque du soleil may have

PF: Circus is vehicle for childhood development = umbrella. People in all different types of development.

JD: Distinguish cooperative vs. competitive. I think we're suggesting bringing people together as opposed to breaking apart.

11/5/05 9:31 AM

Strategic Planning / AYCO's message / Board development including Discussion of Term Limits **[facilitated by Orlene & Peggy]**

- OG: What are some big visions dreams you think AYCO can move in next 1, 3, 5 years.
- PF: generate income.
- KG: be seen as respected on global youth circus stage. Youth circus is organized on global level
- RD: 1) regional festival idea. 2) Generate income & become funding source for local programs. 3) promotion. Reaching out to those not involved in circus and bringing them into the family.
- CG: become a consulting organization
- AL: need to tap into resource for coaches, participants. Need to educate people within group as to history of circus. Circus is history, art form, but it's dying. Need to focus on roots...what got us where we are. Understand that we are building on foundation of people like Tony Steele. Encounter this with Gamma Phi. Proudful bunch. They think circus was invented here. Want his people to realize that the world of circus is much larger than small perceived world. Historical Resource. ALSO, standards of instruction. Have someone like legendary Wallenda family as guest speakers.
- OG: you see AYCO as reference in circus history, roots.
- AL: Yes. Second, quality resources for coaches. Third, forum for circus coaches. Support network.
- KG: I like words educating, mentoring. Easier to get funding when you're doing those kinds of activities.
- RD: How we can be a resource. People. Print. Digital.
- AL: To inspire people to join. Let them know they may be a resource for someone else. For example, I tap Juventas. People don't realize they can be resource when they join an organization
- DH: We focus. And define the scope of our activities. Strong successful festivals. Growth of teacher conferences (scope). Financial and informational resource.
- OG: That AYCO is financially sound with paid staff with staffed office. Not solely reliant on volunteer time.
- DH: That action committees are member driven, not board driven. And that AYCO board focuses on other things.
- JW: get into Education market. Have presence at educators conferences that have nothing to do w/circus (PTA, APERD, etc.).
- JD: circus brought into school curriculum. Put circus into circus PE in college. Then, get great numbers of children. AYCO can develop and infiltrate curriculum for gym teachers. Built into curriculum is character not just skills. Combat Circus snobbery. AYCO to promote peer mentoring b/c of developmental advantages. Publishing.
- PF: make international partners.
- 11/5/05 9:54 AM
- OG: David is going to help lead next section. How this fits in with our mission. Need something more concrete, comprehensible to average person.

Brainstorming session on WHERE / WHO / WHAT (scope of activities) we [AYCO as organization] are.

WHERE: Everywhere in US, Canada, Australia. School, camp, after school, park & rec, private sector.

WHERE WANT TO: Mexico, South America, International. Central America. Resorts. Hospitals.

WHERE NOT:

WHO: Youth circus organizations, youth circus educators, mainstream school teachers, circus industry professional, circus youths aged 3-21, boys, girls, parents, pre-professional/young adult, vendors, all national ethnicities. Audiences, general populations. "at risk" youth, special needs, lower income, under served.

WHO WANT TO: Youth in juvenile justice system, ESL, other circus organizations (CFA)

WHO NOT: non-circus, non-youth, babies

WHAT: Festivals (biennial), conferences, online presence, network youth circus community, provide resources + info (office/web), cultural bridge building, foster preservation of circus arts, foster appreciation for all forms of circus. Safety standards. Sell equipment & merchandise. Individual scholarships. Database or Archive of scholarly work. Growing body of statistical and scholarly articles. Youth development.

WHAT WANT TO: Support regional festivals. Provide group insurance coverage. Provide funding source for programs. Continuing Education Units (CEU) recognized at educational institutions. Lead studies. Documentary. Publish. Annual Report. Touring youth circus. Magazine. International participation.

WHAT NOT: Non-youth oriented activities. Exploitive programs. Endorse political, religious, cultural, social agendas.

AL: what about animals?

ANIMALS: tabled for later discussion.

DH: next step. Ask what is competitive edge, but we don't have competition really. We're so unique. End up with a strategy statement. "We will succeed by..." who they are, what they do, economic logic.

Prescott's Statement of Organizational Strategy:

We will succeed by providing after school circus arts instruction augmented by tutoring and support to a growing number of Oakland schools. Our year round coed, intensive and culturally conscious program builds creative, smart and self-confident kids through relationships with caring adults. We will strengthen our organization before growing to the next stage: develop an advisory committee to raise funds and profile, and create a system for measuring our outcomes. These steps will enhance our ability to attract new, sustainable sources of funding.

VISION (synopsis of first segment of Strategic Plan)

***Global Recognition / International Collaboration [OG, DH, KG]

Funding Resource for Youth Circus

***Outreach beyond Youth Circus [JW, RD, CG]

Consultancy: guidelines & recommendations ; safety standards ; insurance

*Historical resource: circus in general ; youth circus

*Ensure continuation of circus arts practice in America

*****Support Network & Forum

*Education & Membership: circus as a vehicle for youth development (Part of Support Network & Forum) [AL, PF, JD]

* = vote for work on now

Choose some of these to write statements of organizational strategy. Include: Realm of Activities; Who is served; Where; Economic logic.

Expand horizon of youth circus beyond. Expand awareness. Ad/articles in magazines. Goal = expand circus community by reaching out to people not involved. Awareness of and participation in circus arts.

We will expand, through targeted promotional activities, the awareness of and participation in youth circus arts to populations not yet aware of youth circus activities. [including: education markets, articles, ads in trade journals, attending conferences, festivals, web linking,

12:00 – 1:00 PM	Lunch @ Illinois State
1:30 – 3:00 PM	Presentation from Al Light, Gamma Phi Circus & Site Visit Demo by Gamma Phi Circus performers? [facilitated by Carlo]
3:00 – 3:15 PM	Break
3:15 – 4:45 PM	Presentation by Al continued... AYCO store presentation & discussion? [facilitated by Orlene] Board packet report/review Committee member responsibilities report & discussion TABLED

Break: 11/5/05 12:42 PM

Resume: 11/5/05 1:27 PM

Reading of statements.

- 1) We will expand, through targeted promotional activities, the awareness of and participation in youth circus arts to populations not yet aware of youth circus activities. [including: education markets, articles, ads in trade journals, attending conferences, festivals, web linking]
- 2) Outreach [insert later]
- 3) We will succeed in becoming globally recognized youth circus community building organization by providing informational resources to support all aspects of youth circus education, by supporting an international network for collaborative forums among youth circus participants and by sponsoring annual international gatherings. In doing so, we will facilitate the active participation of you youth in circus arts in continuing the legacy of circus as a performing art. We will augment

our current membership fee driven source of funding by creating and implementing a fundraising plan, which will ultimately support a paid staff.

OG: let's move on to AL presentation.

Presentation from Al Light, Gamma Phi Circus & Site Visit

11/5/05 1:33 PM

AL: Let's start with show, tour and then recap with presentation.

Demo by Gamma Phi Circus performers

11/5/05 3:26 PM

Presentation by AL on history of Gamma Phi, and Normal.

~~Board packet report/review-TABLED~~

~~Committee member responsibilities report & discussion-TABLED~~

Videographer: \$1600

Latest date: 12 AUG

Permanent outdoor flying rig.

End of presentation: 11/5/05 4:48 PM

AYCO store presentation & discussion? [facilitated by Orlene]

11/5/05 4:55 PM

Legal & Financial relationship between AYCO and AYCOstore.com

Insert document here.

Membership benefit: discount to members

KG: what is AYCO giving up?

DH: I motion we settle [Legal & Financial relationship between AYCO and AYCOstore.com] before we get into the van.

JD: I second.

OG: All in favor?

ALL: agreement

Adjourn: 11/5/05 5:16 PM

5:00 – 6:30 PM Dinner

7:00 – 8:30 PM Festival evaluation [facilitated by Peggy]
Including Review of Budget

~~**8:30 – 8:45 PM** Snack break~~

8:45 – 9:45 PM Board development including Discussion of Term Limits [facilitated by Orlene & Peggy]

Reunite after a filling, delicious dinner

11/5/05 8:51 PM

Read Warren Bacon's letter to the board in absentia.

Dear all:

I'm thinking of all of you as you enter a most challenging time in the development

of AYCO and its board into a truly functional and organization that can prosper and truly promote the amazing things that come from youth circus.

I've just come back to my hotel room (having realized that I have spent only 4 nights in my own bed since July 18) from an 18 hour day at work and found myself thinking about the many issues and items you have to confront this weekend. I wish you all the best in resolving at least some of them. I wish I could be there with you so that I could hear first hand all of the opinions and input on so many of the items still to be discussed and resolved.

I'm still confused and wondering why it is taking so long to resolve the financial issues of the Festival. Who do we owe money to, how much, and why they have not been paid? Did we break even? I'm not a finance person and have trouble keeping track of my own financial issues but I wonder if we made some mistake in not having one person who did nothing but deal directly with the Festival finances. I'm now cautious about this as we seem to be jumping into the next teacher's conference in partnership with a mega corporation with a plethora of financial staff. Make your decision but I advise proceeding with caution with Cirque. I am not convinced they are what their marketing and public relations staff presents on the outside.

I urge you to be cautious in evaluating the selection of sites for the next Festival. I know that Gamma Phi offers great facilities, support, and enthusiasm but we must look carefully at the schedules of our members and the potential conflicts of the University's schedule before deciding what to do. Move with caution. The window of opportunity for an August Festival is very narrow for many of us personally, and with the continued shrinking of summer vacation in schools we must be very careful in our selection.

We should make every effort to gain support for Smirkus. However, I'll cast my NO vote now for any financial contribution to a single cause. Years from now, when AYCO is capable of offering grant and financial support to all of our member programs and we have a sound policy for offering the grants, I will support direct financial contributions to individual programs based on need and qualifications. The current financial situation with Smirkus, based upon the limited information available to me, does not represent a need to grow but the result of poor financial management at some point in time. I wish for nothing but success as this remarkable program struggles to regain its operational status and I would urge each AYCO member to offer support but cannot support a corporate financial donation at this time.

Have a great and productive weekend.

Take care of all of you and our organization.

Warren

AYCOstore.com Discussion [facilitated by David Hunt]

- OG: Let's give this 15 min max, then move to Festival Eval which we will only spend one hour.
- KG: Appreciate that are 3 scenarios. Want to do cost benefit analysis on each. [AYCOstore.com pays AYCO Flat fee; AYCOstore.com pays AYCO commission on all sales; AYCOstore.com gives AYCO members 10% discount; therefore, AYCO does not receive \$ per se.] Second, agreement to do audit at end of year. Standard practice. Finally, right of first refusal. Want to do analysis at year end to ensure that we have best scenario for AYCO.
- JW: What cost to AYCO?
- KG: let's say we're going to earn 10K. That would be \$1000 to members. Look at big big picture to make sure we're making prudent business decisions.
- RD: you're right to look at all 3 scenarios to see what's best. Last one is difficult. We don't have benefits besides Spectacle Magazine discount.
- JW: Too heavy lean if asking for percentage of net not counting other benefits. Each festival different scenario.
- DH: ...I am in favor of audit. Had system of checks and balances on Bindlestiff bookmobile. In favor of 10% discount to members b/c need to offer tangible benefit. Not just about money, it's about community. Review arrangement b/c
- I would like to propose 10% discount to members, annual audit, and to review the arrangement at the end of a year (basically "Proposal for AYCO – AYCOstore.com relationship" plus audit, plus annual review.)
- PF: What John is doing is incredibly generous. Fabulous thing. Agree w/David with audit. Grants require you to audit yourself. John decides how much to couple points. AYCOstore.com is one of three parts of personal enterprise. One acct for merchant account. One for waldorf market. Other is my local (20 yrs) clientele. AYCOstore.com is set up to benefit AYCO.
- RD: AYCOstore.com 10% benefit is best. We'll benefit more in community. Discount creates impression that AYCO is doing something for members.
- OG: I second David's motion.
- KG: great that JW is taking this on w/audit.
- ALL: Agree.

Festival Evaluation [facilitated by Peggy Ford]

- PF: I think we need to separate, categorize that info. Part of process of doing self-evaluation. Funders will want to know how we document. Tonight we should brainstorm. 1) What could we improve? 2) what could we eliminate? 3) What new things to we need to do? 4) What do we keep?

No elaboration, no discussion. Then, evaluate. Then, how to.

- 1) What could we improve?
- PF: Paid staff. Specifically: Festival Director, Program Manager, Data manager, Financials manager.

OG: Food.
DH: Workshop attendance coordination. Master classes by admission (fee).
Communications: amongst festival participants.
PF: Size of workshops (too many people in workshops). First Aid
JD: communication among festival coordinators
KG: Fiscal prudence. Better estimations.
PF: more accommodating facility.
OG: time/space to relax/network.
RD: registration process [AYCO side]
JD: streamline for participants. Inclusive program.
PF: Rigging planning & execution
RD: pre-festival marketing
JW: better store space
PF: more benefits to Host
DH: more youth participation in planning process
OG: communications w/performers & troupes; consequences for not meeting
deadlines.
CG: more involvement, better communication with local host community.
JD: scholarships (tuition aid); scheduling: conflicts for gala performing kids and
workshops.
RD: everything.
JD: promote evaluations
JW: sales coordination/merchandise [AYCO—AYCOstore.com]
OG: volunteer orientation

2) What could we eliminate?

OG: a site that does not have ready facility
PF: VIP party
JD: 4 day meal pass for 1 day volunteer
DH: some free memberships
RD: Clarification: did we give presenters free membership? YES.
JD: Rigger hell
PF: paid publicist
CG: committee time spent on

3) What new things did we try that we want to keep?

RD: intensives
PF: kids in performance workshops
RD: online registration. Staggered registration on site.
OG: pre-reg
PF: video submissions.
OG: Applications for scholarships.
RD: Co-festival directors—one of whom was part of host organization.
PF: Parade idea. Jackpot room.
RD: calliope.

PF: circus lingo signs.
KG: circus arrows
PF: ice cream social!
PF: AYCO daily
OG: giving out evals at breakfast
CG: giving out evlas night before
DH: comprehensive workshop planning
JD: color program
PF: donated t-shirts. AYCO water bottles.

4) What new things to we need to do?

DH: morning meetings.
RD: workshop track for new people
DH: troupe involvement in festival logistics (e.g., clean up)
JD: local host ambassadors
RD: festival workshop photography / documentation
JD: workshop facilitator/host (introduce presenter & collect evals)
PF: pin exchange
Jd: officer elections at festival
O: participation of youth ambassadors in planning
DH: Opening fun activity at beginning
OG: movie night or video screening room.
OG: multimedia presentation during open registration or facilitated open ring.
JD: Gala DVD sales on SUN after festival.
PF: more in kind donations and services
JD: color coded t-shirts for staff/organizers.

DH: proposal: spend next 15 minutes allocating which departments we're interested in developing or doing post mortem
PF: proposal: resume discussion about paid staff positions. Set precedent in past by paying people. Goal is to continue paying people. I think we need to pay those who we bled and treated badly. I suggest we compensate festival director, programming/workshop chair, finance/registration/data person.
RD: addendum. I propose we extend fiscal year pending approval payments of staff.
KG: not necessary.
OG: I second. All in favor.
KG: Warren said, this I am opposed to paying stage manager.
DH: We all had problem with payment of Directors. I went into this knowing I was volunteer. Would like money allocated to my position given to social circus.
PF: directors donated time. No one will want to do it. Burn out will happen.
DH: we've learned. No need to back up.
PF: 2003 festival director was paid \$5000.
DH: had we come out in black, I would feel differently.
KG: going forward we pay.
OG: Aerial Teachers conference made \$11K, other festivals made money too.

- PF: pressure on us to get sponsor. Don't have more money b/c we made mistakes. If we have money in bank, and, perhaps there is a commitment for fundraising, if we change fiscal year we can get income...
- JD: distinct conflict of interest. People involved are close to people who get paid. Doesn't matter how much.
- PF: we'll be righting a wrong if we don't do this.
- DH: have to include Warren.
- OG: wanted this as line item in budget. Only reason didn't put it in budget is b/c Jessica said board members could not get paid.
- KG: you agreed to volunteer. Reality is we have money, but there are lots of expenses.
- JW: I'd like to have us look at projecting success for future festivals. Done it once, put on hold until receipts are paid. Have non-pressured discussion.
- RD: feel uncomfortable b/c I am one of people involved. Feel uncomfortable getting paid. Everyone gave their all. Sense great unity of intensity in effort. At same time, would feel comfortable being paid. It was a lot of effort. AYCO has never been something we've done for money. If I was paid anything now, it would not be anything that would put in jeopardy any programs. I would consider it payment not for past, but for future.
- OG: Understand Kevin's point. After all expenses paid, in Juventas still earned \$6K.
- OG: because we didn't budget
- JW: let's pause on this issue.
- DH: we can agree that we want to see budget for future conferences, festivals. Need to have job descriptions. Future we hire people.
- JD: maybe van on way back.
- OG: table this until in Monster Truck. Still need to discuss Übervision/statement. Board packet review and board development planning.
- GK: I propose we table this discussion until next board meeting when Warren is present and budget is complete.
- DH: I second.
- OG: All in favor?
- ALL: AYE.
- OG: Against.
- NONE.
- OG: Board development is important. Do we still want to discuss it this weekend.
- JD: What else is on table?
- OG: Breakout sessions. Fundraising discussion. Communications, outreach discussion. Closing wrap up. Next steps. What might need to happen while C+O are in China. Elections (part of board development).
- DH: PROPOSAL: Start with Board Development tomorrow, then go to breakout sessions, see where we are, thereby prioritizing Board work as number one. Additionally, if we do not get to fundraising, continue that discussion in van.
- Clarification: what is Board Development about?
- OG: There is a 5 page document we need to read.
- OG: While reviewing board development and thinking about this process, we keep in mind 3 strategy statements created earlier today.

JD: I second.
OG: All in favor?
ALL: AYE.
OG: Against.
NONE.
11/5/05 10:47 PM
Adjourn.

Watched "May all your days..." by Bruce Johnson referred by CFA member Jim Cole.
Watched "Sawdust" the Zoppé documentary.

Sunday

7:00 AM Breakfast @ Hunt's
8:00 – 8:30 AM Check in / Chapati

8:30 – 10:00 AM Board development including Discussion of Term Limits [facilitated by Orlene & Peggy]

Break out sessions [facilitated by Rick]
Rick & Kevin work out transfer of accounts & discuss Treasurer duties
Social Circus conference break out
Education Committee break out
Regional Festivals committee break out?

End with Reports from individual break out sessions

10:00 – 10:15 AM Break
10:15 – 11:45 AM Fundraising Discussion & Communications/Outreach [facilitated by David]

11/6/05 8:52 AM
Board development including Discussion of Term Limits [facilitated by Orlene & Peggy]
Review of "Board Structures, Process & Agreements" document
Discussion
RD:
DH: advantageous for festival director to serve 2 festivals.
OG: it's possible that one board member is festival co-director with host.
JD: board hires executive director.
OG: to summarize: 3 year terms for President, VP, Treasurer; 2 years for secretary.
[Plus 6 month overlap]
DH: One person sees 2 festivals, next person sees 2 conferences.
KG: I motion that term limit for President, VP, Treasurer is 3 years and term for secretary is 2 years.
OG: I second.
OG: All in favor?
ALL: AYE.
OG: Against.
NONE.

RD: Make sure there is optional year for flexibility.

DH: Eligible for annual review.
RD: Move that any officer is eligible for reelection.
KG: I second.
OG: All in favor?
ALL: AYE.
OG: Against.
NONE.

OG: Festival organizer sits on board. Thought that host site person would be required to come on board.

Insert of "Board Structures, Process & Agreements" document
Copied/Original text in BLUE text; updates/revisions in BLACK.

Board Standards

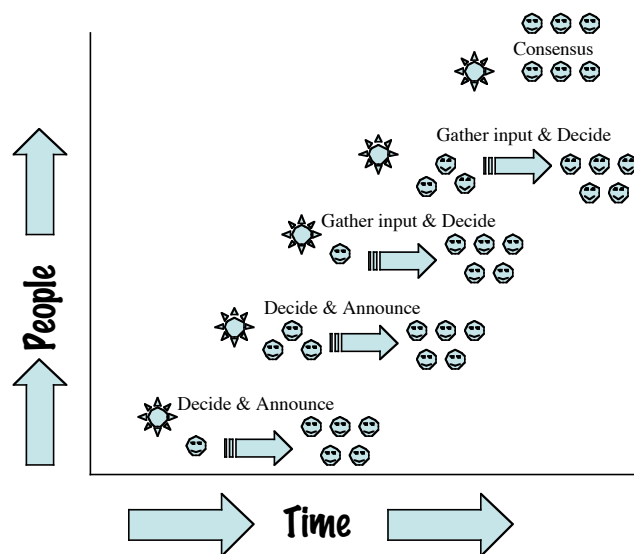
- Give significant personal annual contribution from board member to organization
- Attend at least one board meeting [of the two] per year, (November 1 – October 31, fiscal year)
- Participate in 70% of monthly conference calls (7 out of 10)
- Participate on at least two (2) committees
- Present a Positive public image of AYCO
- Actively participate in the enhancement of awareness of AYCO
- Participate in and plan for conference or festival each year
- In conflict resolution agree to take First Step of direct personal communication by phone
- Engage in respectful communication
- Actively Participate in board process as host, facilitator, presenter or timekeeper (rotating)
- Read By-Laws & board packet (AYCO history, articles of communications paradigm)
- Be willing to use social, physical and human capital to benefit AYCO
- Actively Seek & Develop resources for AYCO
- Use Results • Process • Relationships Model (Dimensions of Success triangle)

- Uphold fiscal and intellectual integrity of AYCO

Stages of Building Agreement

1. Present a Proposal
2. Check for Understanding
3. Check for Agreement

Decision Making Processes



Different Processes in Decision making require varying numbers of people and varying amount of time to arrive at a decision.

- Decision processes should be determined to guide decision-making
- Not all decisions need to be made by Consensus
- Determine process necessary according to particular decision

Structure/Policy for Group Board

- Decision-making
 - Policy determined by Board
 - Board empowers task forces to act
 - Task forces/Committees/Individuals take action
- Executive Committee
 - President

- Vice President
- Treasurer
- Secretary? Assistant Secretary?

Need Consensus on Terms of Office

- Festival organizer (from host site) sits on AYCO Board; make sure there's a slot for him/her

OG: above is not necessary.

KG: Report should be monthly to board liaison.

Motion that change to monthly and that they report to board liaison.

JD: In practice, we've been having phone conferences. I second that.

[Motion Carried.]

DH: we may want to delineate

KG: should be process/criteria for choosing site.

OG: I recommend one of our board members co-chairs with host.

PF: Need that person for expenditures. Need to review festival site criteria.

JD: Motion to review of [festival site] criteria.

DH: at some point I recommend we develop the relationship between board and festival committee. Code of conduct.

KG: need to define how board will interact with all committees.

DH: standard practices.

PF: Job description and hiring process.

PF: Need to make sure host sites are compensated b/c impact is huge.

PARKING LOT: 1) Festival Site Burnout Prevention – guaranteed compensation; 2) Review Host Site Criteria 3) Relationship of committee to board – Standards of Practice.

- Task Forces/Committees provide monthly ~~or 3-month~~ updates to Executive Committee (or President?)
- Monthly Updates provided by Chair and sent out one week before conference calls and biannual board meetings

JD: Expectation is that reports are read, meeting protocol is that additions, questions not reiterate report.

- Committee Chairs should be Board members for follow committees:
 - Membership
 - Festivals
 - Conferences
 - Fundraising
 - **Other?**

Question: What are the ramifications of inaction/lack of follow through of a Board Member?

DH: 3 strikes.

RD: initial reminder from president.

OG: constant problem, taken off committee.

PF: Public humiliation at phone calls, taken off committee.

JD: Part of board packet. Need to define
OG: Biannual review of progress. Percentage?
JD: Is there internal peer review?
OG: Have evaluation with numbers.
JD: President would keep track?
RD: would be good practice. Valuable exercise.
PF: wheel exists.
JD: good job for VP (who doesn't exist.) could be anyone. Probably officer.
CG: motion that we do peer review annually. Review carried out by Vice President.
RD: I second.
Motion Carried.

PF: Volunteer to research

ACTION ITEM: research model self-evaluations by JAN. [Peggy]

DH: there are situations where we can't wait one year to review.

JD: need to expand question. There are 2 things, inaction vs. inappropriate action.
Work w/someone (mentor) if there is inaction. But,

KG: be prudent about what we're asking people to do.

RD: RE: removal. There will be black & white and grey. 2 cases need 2 tools. Clear cut (embezzles, illegal, damages image of AYCO) need quick axe upon vote. Grey areas need slower process.

PF: MakeACircus: board met w/board member and asked the person to resign.

JD: Is unanimous decision necessary.

RD: If not unanimous, then gray.

ACTION ITEM: Research other organizations for removal of board procedure and report back to board by JAN meeting. [Rick]

Question: Which Committees fall into which of three categories: 1) Board Member as Chair; 2) Board Member on Committee; 3) no Board Member necessary on Committee?

Board Member as Chair [the following committees]:

Membership, Conferences, Festival, Fundraising, Nominating

Board Member on Committee [the following committees]:

Education, Festival, Finance, Membership, Safety, Social Circus, Nominating Insurance,

No Board Member necessary on Committee [the following committees]:

None

Future: Insurance, Marketing

- Email correspondence limited as much as possible to information/facts for the most part
 - **Action: Watch for red flags; enforce "Pick up the Phone" when necessary**

DH: cannot emphasize this enough. Make statement about this at every meeting. Add to ground rules. Risky to put too much emotion in emails.

ACTION ITEM: add “correspondence limited as much as possible to information/facts for the most part” to Guiding Principles (formerly Ground Rules)

KG: I love unicorns.

Structure Agreements

- AYCO Board empowers task forces/committees to implement AYCO activities (Festival, Conference)
- Conference calls
 - Must participate in 7 out of 10 per year
 - No more than one two hours in length 11/6/05 10:05 AM
 - Scheduled for 2nd Sunday of each month (when not meeting in person)
 - 8:00 PM EST • 7:00 PM Central • 5:00 PM PST [times updated]
- Email primarily facts, ideas, information
 - Use red flags: “Pick up the phone”
- At each Board Meeting we do something addressing Dimensions of Success (Results • Process • Relationships triangle)
- At the beginning of each meeting (conference calls and in person) recite/review Mission Statement and ~~Ground Rules~~ Guiding Principles [need to implement.]

Board Facilitation – Leadership Roles

- Facilitator
- Time keeper
- Secretary
- Presenters
- Host (conference calls & in person meetings)

Board Facilitation – Keys to Effective Process

- Same Conversation • Same Time • Same Process

Need to stick to this better.

Nomination/Election/Resignation/Removal of Board Member and Officer Process

Nominating Committee

Chair: Jessica Peggy

Members: KevinOK, Orlene

JD: need to ask about KOK involvement.

OG: agreed. We don't know what he's doing. May be doing incongruous.

JD: if he is consultant (as Jessica H) what are role, obligation, responsibility.

CG: issue is communications.

OG: advisors must be on committees related to what they are doing. If KOK is fundraising, KOK should be on Fundraising committee.

PARKING LOT: Are non-board committee members subject to board/peer review?

Nomination Process for New Board Members

1. Board submits names at conference calls & in person meetings (regular agenda item)

2. Committee discusses people submitted and presents candidates to board
3. If Board agrees, Committee asks candidate to Chair a committee
4. Board "interviews" candidate by observing and evaluating performance as Chair
5. If results are positive, Board elects the above as a new Board member at Festival or Conference time

Officer Nominating and Election Process & Election

Nomination Process for Officers

1. Current Board Member steps up and/or name is submitted by other Board member
2. Vote is taken

Election Process/Logistics

- Every ~~one~~, two or three years

JD: have never opened this to public. Festival voting. Open elections. Are we ready?

PARKING LOT: Open elections.

- 6-months in & 6-months out to assist training process for transition

RD: elections should happen after festival.

OG: Motion that we elect VP now.

PF: second.

OG: All in favor.

Motion carried.

KG: I nominate David Hunt for VP.

PF: excellent recommendation. DH was excellently essential at festival. Has connections with all of our constituents. Involved in upcoming conference. Has facilitation experience.

DH: I was thinking of Jackie.

JD: wanted to be VP six years ago.

DH: I accept. I feel comfortable looking at how young board is, how flexible things are. Fluidity. Having seen Orlene's involvement. If she can be President and go to China for 6 months, I can go to be VP.

JD: we are in pioneer phase. DH can help shape role.

OG: Vote will now be taken. All in favor of David Hunt as VP.

Unanimous approval.

RD: Would like to acknowledge 01 NOV 05 to 01 NOV 06 as second year of term.

OG: let's transfer power of treasury.

RD: I motion we officially elect Kevin George as Treasurer.

OG: I second.

OG: Vote will now be taken. All in favor of Kevin George as Treasurer.

[Unanimous approval.]

[Transfer of books to KG]

Election Results

David Hunt is Vice President

Kevin George is new Treasurer

11/6/05 10:31 AM

Election Results*

- Rick is new Interim Treasurer
- Orlene is new Interim VP, acting President in Kevin's absence
- Carlo is new Interim Secretary
- Jackie is new Interim Assistant Secretary

* Positions are committed to from now through 2005 Festival until OCT 2005 Board meeting.

Resignations/Removals of Board Members

Model for Resignations

- Call/email each Board Member: resign to the group
- Honor Relationships and working together
- Send a letter of explanation and/or call.
- Executive Committee needs registered letter of resignation for legal purposes.
- Value the process
- Need a period of transition
 - 6 month in/out proposal (include as part of Board Expectations)
 - need a "hand off" of the baton

Action Item: Add Resignation/Removal procedure to Board Standards / Board Packet.

OG: need to add all of these things to Board Packet.

Process for Update/Reports to Board before conference calls & meetings

- Updates go to Carlo 2 weeks before meeting; Carlo emails compiled reports to Board one week before meeting to get all up to speed.

CG: I motion that all reports go to AYCOcore by WED before meeting.

JD: would it help to have a format for reports.

ACTION ITEM: standardize format for reports by next conference call (JD, DH)

Newsletter Proposal

- Jackie & Carlo work together to put it out as newsletter committee, co-editors
- Send submissions to Jackie for editing
- Carlo does layout and distribution
- Need Open invitation on web and in email to solicit articles.

[above to PARKING LOT]

Finance Committee / Expenses

- Suggestion: If spending \$ money over a certain amount % could not be allocated without consensus of board.
- Finance committee to receive needs of other committees to determine how to spend \$.
- Finance committee submits quarterly report to the board
- Need Fiscal budget

- ~~Rick~~ [Treasurer] is point person for \$ money OUT
- Once budgets are approved – Go For IT!!!
- Other unexpected \$ expenses (over \$500) need approval (Discuss in monthly meetings)

KG: Anything outside budget should be approved.

JD: could be resolved during break out session.

RD: I should be on finance committee.

OG: Peggy & I came up with the following. Do we need to add anything else?

Insert Board Packet.doc

Copied/Original text in BLUE text; updates/revisions in BLACK.

Board Packet

~~Ground Rules~~ Guiding Principles

Standards

“On Board” (Peggy)

*Mission statement + Organizational Strategy

By-Laws

Press (articles)

*History

Promo CD

501c3 letter

~~AYCO~~ Youth Circus facts

*Organizational list Board members, officers and committees

List of members (Rick)

Annual budget (~~Rick~~) Treasurer

Name of Board Buddy (Mentor)

*also give to Youth Ambassadors

JD: you brought up the book. Do people pay to be board members?

PF: typically, people buy their way onto the board.

JD: don't know what protocol is.

PF: culture. Saying these are our values. We agree with this philosophy.

OG: We're skipping Board Development Strategy/ Planning. We'll move to Breakout session now. 11/6/05 10:51 AM

We will have until approximately 11:20

DH: we are making shift from strategic planning to task work. Simply want to acknowledge that.

Breakout Sessions

Financial: KG, RD

Social Circus: PF, OG, DH

Education: JD, JW

12:00 – 1:00 PM Lunch [with AL @ Flat Top Grill]
1:00 – 2:00 PM Closing/Wrap up

2:00 – 4:30 PM Drive to Midway Airport / Return van
Next steps: Next 6 months
/ Elections
/ Fun closing

Drive to Normal
Closing Board Meeting (in transit)
6 November 2005, 2:00 – 4:30 PM
aka Monster Truck Meeting 2

11/6/05 2:36 PM

Pass by Best Western, Holiday Inn with Al Light. AL has friend at Holiday Inn works with University Best Western.

Bus is nearby; as are restaurants Arby's, Steak 'n Shake, Pizza Hut, Denny's, Uncle Tom's Restaurant.

Discussion about video duplication/distribution. JW offered to distribute it through AYCOstore.com.

OG: Motion that 1) AYCO buys LightScribe DVD burner to reside at AYCOstore.com; and, 2) JW duplicates/distributes orders.

JD: I second.

Motion carried.

OG: Need to discuss financial agreement.

JW: it would be good for membership, everyone to go to one place to get products.

RD: if it is going to be on

JW: props and AYCO merchandise (t-shirts, water bottles, programs) are 2 different things b/c John has purchased props, AYCO has purchased merchandise.

PF: I get the DVD from Ashley, then I send it to John?

OG: Yes.

Discussion of AYCO merchandise transfer. Decided that Circus Center needs to drive to Redlands, CA to pick up Korean plank. It's possible to meet JW there and make the exchange.

Outcome of Breakout Sessions

OG: Let's put outcome of Breakout Sessions in the minutes

Social Circus Conference: Talked about strategies for next steps in conference planning. Fundraising: we want the AYCO board to have as its first fundraising project the Social Circus Conference. Therefore, all board members will be helping raise funds if they agree.

OG: I motion that AYCO board participate in project of fundraising for Social Circus Conference.
RD: social circus is...grant writing...b/c you need defined need, population. Tell foundation we're trying to build on success...cirque du soleil
PF: go back to funders. You helped us last year/last project, can you help us this year?
RD: stepping stone for going from completely supported organization to one that gives funds.
PF: I second.
Motion carried.

Education Committee: We took multilayered view of education committee impulse—past, present, and future—and decided to move away from present committee focus of creating mission statement with creating a vision statement followed by creating a mission statement followed by task assignment.

Treasury Breakout: RD went over procedures of accounting and transferred user names, passwords, documents to KG. Updated KG on what he might expect to receive in the mail. Identified actions that need to be taken. Identified an “extra” \$2000 pending Kezar bills and other. Lapse in getting KG on signature card, OG will have to sign checks. \$2000 was an erroneous entry in quicken—not lost money found.

OG: need to revisit Strategy Statements at a later date.
PARKING LOT: Strategy Statements.

Discussion about next conference call.

Next conference call: 20 NOV SUN, 5pm PST / 8pm EST

OG: I will be Warren's buddy for follow-up to this weekend's meeting.

Discussion about AL + PF conversations at lunch including Normal Children's Discovery Museum.

Fundraising do's and don't discussion.

4. AYCO Excellence in Circus Award criteria/eligibility

PF: Length of service: 10+ years of service

JD: length does not have to be criteria. Could say person needs to meet 7 out of 10 (majority).

JW: Decade of service seems reasonable to me. I will research IJA excellence award in Education.

ACTION ITEM: research IJA Excellence Award in Education.

RD: evaluate impact on community. Influences beyond own walls.

JW: emphasize breadth

PF: mentorship. Look at Aileen Moffitt.

JD: Illuminating positive aspects of circus for youth development.
PF: Innovative.
JD: can we solicit nominations from our constituents?
PF: voting could be member perk.
OG: worth doing nominations. Possible to accept nominations. Vote on top 3.
JD: significant contribution to field. Recognition from peers. Perseverance in face of adversity.
RD: nominee does not need to fulfill all of these.
JW: establishes significant circus presence in a community.
PF: Someone who is a role model to other people in the industry.
OG: reaching out to many different communities.
PF: Role model/inspiration
KG: inspires, energizes, & develops youth circus

OG: We need to write checks to Smirkus.
ACTION ITEM: give personal check to Rick Davis today or mail to AYCO office by 20 NOV 05.

JD: somebody who sparks others who sparks others. Inspires another generation of circus teachers.

RD: RE: Smirkus. No matter what you send in, I will keep it confidential.
DH ZZZZZzzzzzzzz...

What should we give them?

PF: Trophy.
RD: certificate they can hang on the wall. We should think of something else that can help them continue program.
JD: cash award?
PF: give something to that person for them personally.
JW: iJA gave me nice certificate w/calligraphy. Circus art work? Magnificent piece of art.
PF: leather AYCO jacket.
JD: \$1000 bill.
JD: take into account who they are.
PF: Certificate, trophy, artwork
OG: certificate, artwork, individualized gift.
OG: What's the name of this award
JW: Excellence in service (one award) and Lifetime Achievement (another award)

YOUTH Award

DH: Youth award too (for service) Commitment to promoting circus arts in their community
JD: Not for talent
DH: for the kids we have an application that they submit and then we watch them
PF: criteria for youth award: overcoming many obstacles to be involved in circus
JD: Mentorship

KG: Most improved

JD: again you don't want to make it skill-based

PF: these nominations come from organizations. Their organizations nominate them.
They are a good team player

JD: might be an innovator and out on their own too

PF: If there was an award educators could set for kids that there is a bar that they can
work towards and aspire to

ACTION ITEM: Email AYCOcore site criteria. (Orlene)

6:00 – 6:35 PM Depart Midway to fly home