# Ski for Light, Inc.

# Board of Directors Mid-year Teleconference Meeting

# Monday, October 20, 2014

# Minutes

President, Scott McCall, welcomed everyone and called the meeting to order at 9:02 P.M. Eastern Daylight Time.

Secretary, Judy Dixon called the roll. Executive Committee members present: Scott McCall, Julie Coppens, Judy Dixon, Brenda Seeger, Cara Barnes, Robert Civiak, and Marion Elmquist. Directors present: Heather Berg, Wendy David, Krista Erickson, David Fisk, Nicole Haley, Robert Hartt, Eivind Heiberg, Ken Leghorn, Leslie Maclin, Tim mcCorcle, Bonnie O'Day, Laura Oftedahl, Lawrence Povinelli, Holly Schmaling, Larry Showalter, and David Sweeny. Not present: Renee Abernathy and Peter Slatin.

Approval of Annual Meeting Minutes. Marion moved and Eivind seconded a motion that the minutes of the annual Board meeting held in February 2014 be approved as distributed. The motion passed unanimously.

President’s Report. Scott distributed a President’s report prior to this meeting. The report and the referenced attachment on new Board member orientation are attached. There were no questions.

Treasurer’s Report. Brenda Seeger distributed a first-quarter summary of our financial picture which is attached. During the meeting, she discussed errors in this document but attached is the corrected version. We have received a preliminary draft of the compilation from the accountantss. After review, it will be printed and ready. The 990 is nearly ready. Please send Brenda any requests for reimbursement that you have.

Budget and Finance Committee Report. Larry Showalter reported that since the annual meeting, Board members have received three types of financial reports: year-end reports, the approved budget for 2015, and the first quarter narrative report. The compilation report for 2014 will be posted to the Board web site in the next week or so. This report will show total net assets of $478,000, endowment fund assets of $392,000, and total current assets of $86,000. Our financial position at the end of 2014 is at an all-time high. Operating reserves are about where we want them.

2015 Event. Cara Barnes distributed a report which is attached. We have unique and interesting challenges this year. Our final event size may be slightly smaller than we had anticipated.

Feedback from 2014 VIP first timers. Bob Hartt and Bonnie O’Day conducted telephone interviews with a number of vips attending for the first time last year. There was a good age spread with most being female. Ratings of guide matching and ski instruction were very positive. Recommendations for improvement focussed on strategies to help new and second-year people feel more comfortable early on.

2015 Ridderrenn Team. Scott McCall reported that the Executive Committee discussed the Ridderren team at its most recent meeting and recommends to the Board that SFL send a team of four persons to the Ridderren. Marion moved and Larry Povinelli seconded a motion to accept this recommendation. The motion passed.

Gibney Family Foundation grant. Bob Civiak reported that SFL received a grant of $4,800 from the Gibney Family Foundation for the purpose of providing funding to attract new skiers and guides from the regional programs. So far, we have had 1 recipient. Bob is hoping for more.

2016 Site Selection. Scott McCall reported that negotiations with Shanty Creek in Michigan are nearly complete. They have assured us that they will work on trail issues. The Executive Committee recommends to the Board that the 2016 SFL event be held at the Shanty Creek Resort in Bellaire, Michigan. A motion was made by Dave Fisk and seconded by Holly Schmaling that the Board accept this recommendation. The motion passed.

Improper Conduct Policy. Scott McCall reviewed the progress on seeking additional insurance for sexual misconduct coverage. Scott is chairing a committee that is developing a policy for the Board to vote on. They hope to have this ready prior to the annual meeting.

Guide Recruitment. Eivind Heiberg has made contact with the Executive Director of the City of Lakes Loppet, a popular ski race in the Twin Cities. Eivind will be discussing guide recruitment with him.

The meeting was adjourned at 10:10 P.M.

Ski for Light INC

PRESIDENT’S REPORT

Oct. 19, 2014

We have a full agenda for tomorrow’s meeting, so I thought it would save some time to send out a President’s update prior to the meeting. There will be time for questions as needed.

EXECUTIVBE COMMITTEE

In addition to our in person meeting in May, the Executive Committee has had three conference calls. Minutes of all meetings have been posted to the board page on our web site [www.sfl.org/board](http://www.sfl.org/board). More frequent meetings are proving to be helpful in our overall communication and we will continue to meet by teleconference approximately every other month.

FUNDRAISING

Last week approximately 350 letters were mailed to Sons of Norway lodges as a part of our fall financial appeal. Due to a problem that our printer experienced in shipping our materials, the letter to the general community will not go out until later this week. We will send that letter to approximately 700 friends and supporters.

Recently Laura, Marion, and David Sweeny joined me on a conference call to review our annual financial appeals to individuals. Over the next few months, we will make efforts to make more individual contacts with our major donors.

NEW BOARD MEMBER ORIENTATION

In the May Executive Committee meeting we discussed some ways to provide a more thorough orientation to new, as well as experienced board members. Julie has taken the lead in this effort and a summary of a recent teleconference is attached.

BUDGETING PROCESS

New Treasurer Brenda is off to a fast start in managing and recording the many details related to our income and expense statements, endowment fund, and 990 preparation.

Bob Civiak managed the preparation of this year’s budget and is assisting me in monitoring income and expense activities.

SFL.ORG

Larry has continued to manage and update our web site. This includes the public site and the board page. Julie updated and Larry posted the guide handbook. An audio version of this resource will be coming soon. Our new video has also been posted.

I hope everyone has read the recently posted and distributed fall bulletin. Thanks Peter, Bjorg, and Larry.

Sons of Norway Convention

In August, Marion and I attended the Sons of Norway International Convention in Jacksonville, Florida. We were warmly received and Eivind arranged for me to publically thank the delegates for our longstanding support from Sons of Norway individuals and lodges.

2015 Event

You will hear directly from Cara in the meeting, but I want to recognize the extraordinary work of Cara and the planning committee. This year’s event is presenting some unusual and difficult challenges and we are fortunate to have Cara to manage the event and work closely with committee members.

With the involvement of many individuals and a great deal of dedication, a lot has been accomplished. However, I feel quite behind on several important issues and will be running to get evey thing caught up by the time we all gather in Granby.

Thanks to all!!!

Scott

Hi, friends! Thanks for making time on the 9th to touch base before tomorrow's all-board meeting -- I hope it was helpful for you, and Scott and I certainly appreciated hearing Tim, Ken, Krista, and Heather's comments about some of their past board experiences and goals for their SFL service.

Heather and David, I wanted to share some of what we talked about, and open the door to you as well: If you ever have questions or concerns to bring up, but perhaps feel hesitant doing so in the context of an all-board meeting or phone conference, know that Scott and I are always ready to listen. Keep in mind that the "dumb question" you might be wrestling with is, in all likelihood, on the minds of others -- so speak up! You're all on this board for very good reasons. We need each and every one of you, and the fact that you are coming in now with a fresh perspective makes your input all the more valuable. If something looks or feels wrong to you, you see a missed opportunity, have a crazy idea to toss around, anything, *we want to hear about it*.

Here are a few resources we've been sharing with new and existing board members to get everybody on the same page.

First, most of the **organizational documents** board members need to stay informed -- minutes from our meetings, budgets, constitution and bylaws, committee reports and so on -- are available on the board page of the sfl website: <http://sfl.org/board/>. Larry Showalter, Judy Dixon and others work very hard keeping these resources up-to-date and easy to find. Look for continued improvements to the Planning Manual, the Committee Roster, and other important documents over the coming year. And if you ever have trouble finding what you need, please ask.

Beyond SFL itself, the **National Council of Nonprofits** website is a great place to learn about our rights and responsibilities as board members, what we should know and look out for, etc.:

<http://www.councilofnonprofits.org/resources/resources-topic/boards-governance/roles-and-responsibilities-nonprofit-boards>

I spent part of our new-board-member phone conference summing up the contents of two good, very succinct books that I hope everyone will be able to spend some time with this fall, if they haven't already.

The first is **"Board Member Orientation"** by Michael E. Batts. As with many such books, Batts gears his advice toward organizations that have paid staff as well as governing boards, which is different from how we're set up--so not all of the content is strictly relevant to us, and if you've already had some board experience a lot of this will be old-hat, but still, most of what he says is very helpful. Here's a link to the book on Amazon/Kindle:

<http://www.amazon.com/Board-Member-Orientation-Complete-Nonprofit-ebook/dp/B004VF67V6/ref=sr_1_1?s=digital-text&ie=UTF8&qid=1412277571&sr=1-1&keywords=board+orientation>

The other book is **"Boards on Fire,"** written by nonprofit consultant Susan Howlett, who also has some engaging videos and other resources on her website, [www.susanhowlett.com](http://www.susanhowlett.com). Its focus is fundraising -- something most board members say they hate doing, but Howlett offers a smart, holistic approach that just might turn you around. "Boards on Fire" is available in paperback but not electronically, so I created an audio version for our visually impaired members to access; we don't have the author's permission for more general distribution. I'm sending those board members an email link to a Dropbox folder where they'll find my "Boards on Fire" recording in four segments of about 20 minutes each.

I'm attaching here a very brief excerpt from one of Howlett's articles, which sums up what boards and board members are typically supposed to do. As I said, most of us know this stuff, but I like reviewing lists like these before meetings, just to get into the right frame of mind.

We spent a fair amount of time on our call talking about how **being a board member is different from being a staff member** -- unpaid staff, in the case of SFL, but the distinction remains, so that all of us on the board who hold event-related jobs or perform other important programming functions often find ourselves wearing two organizational hats at the same time. (Krista and I also work on the staffs of other large nonprofits, so in our "day jobs" we see this staff-board relationship from an entirely different perspective -- for better or worse!) Especially at times like now, as the event rapidly approaches, Scott pointed out, our board *is* the staff.

Under these circumstances, Ken and others observed, it's all too easy for important boundaries to blur. Our SFL board meetings can get bogged down in work that's not really board-level -- in a more typical nonprofit organization, those detailed programming discussions and decisions would be left to the staff, so that the board can stay focused on big-picture things like defining the mission and organizational strategy, setting priorities, financial oversight and fundraising, etc. (and not be accused of micromanaging). Other pitfalls include volunteer burnout, an unwieldy committee structure, and the concentration of actual leadership into too few hands.

Scott talked about ways we might address these structural concerns, while also gearing up for what we hope will be an outstanding 40th anniversary event in Granby. We look to all of you, with your wide range of experience with other nonprofits and events, for wisdom and, of course, great energy. You've already hit the ground running!

I look forward to hearing you all on the call tomorrow night, and again, don't hesitate to come to Scott and me with any questions before or after.

Many thanks,

Julie

513-846-9167

Jul - SepJul - Sep 13

Ordinary Income/Expense

Income

Investment Income, Gains/Losses

Interest Income-Operating Funds 0.68 0.87

Dividend Income-Operating Funds 1.33 1.87

ShortTerm Cap Gain Dist-Operat. 0.00 1.19

Total Investment Income, Gains/Losses 2.01 3.93

Annual SFL Event Income

Guide Event Fees 420.00 0.00

MIP Event Fees 0.00 1,325.00

Others' Event Fees 840.00 2,050.00

VIP Event Fees 0.00 7,275.00

Stipends

VIP Stipends 0.00 -425.00

Total Stipends 0.00 -425.00

Annual SFL Event Income - Other 0.00 0.00

Total Annual SFL Event Income 1,260.0010,225.00

Fundraising Income

Unrestricted&Temp Rst Donations

Individual Donations 950.00 750.00

Sons of Norway Donations 250.00 450.00

Foundation Donations 9,800.00 0.00

Goodfellow Fund Donations 750.00 350.00

Total Unrestricted&Temp Rst Donations 11,750.00 1,550.00

Total Fundraising Income 11,750.00 1,550.00

Total Income 13,012.0111,778.93

Gross Profit 13,012.0111,778.93

Expense

Other Expenses

Other Expenses-Reimburseable 0.00 0.00

Total Other Expenses 0.00 0.00

Board Expenses

Misc Board Expenses 250.00 0.00

Total Board Expenses 250.00 0.00

Misc Expenses

Financial/Bookkeeping Expenses

Travel-Financial/Bookkeeping 59.87 0.00

Total Financial/Bookkeeping Expenses 59.87 0.00

Misc Travel

Transportation 574.00 0.00

Total Misc Travel 574.00 0.00

Storage 210.00 0.00

Insurance 906.50 969.00

Legal Fees 450.00 450.00

Conference Calls-Meetings 17.26 0.00

Guide Recruitment Advertising 200.00 350.00

Office Expenses

Credit Card Processing Fees 192.00 458.01

Printing & Publications

Newsletter printing 335.00 0.00

Misc printing 130.00 222.18

Printing & Publications - Other 168.95 0.00

Total Printing & Publications 633.95 222.18

Postage & Shipping

Shipping 327.11 0.00

Postage

Newsletter/Bulletin postage 240.95 226.40

Guide Recruit/Apply Postage 29.80 0.00

Postage - Other 99.23 121.93

Total Postage 369.98 348.33

Total Postage & Shipping 697.09 348.33

Telephone 78.71 112.97

Office Supplies 480.00 0.00

Bank Charges 7.00 10.50

Office Expenses - Other 509.01 0.00

Total Office Expenses 2,597.76 1,151.99

Misc Expenses - Other 375.62 0.00

Total Misc Expenses 5,391.01 2,920.99

Fund Raising Expenses

Travel-Fundraising

Transportation 0.00 54.00

Housing and Meals 0.00 893.70

Total Travel-Fundraising 0.00 947.70

Fund Raising Expenses - Other 0.00 250.00

Total Fund Raising Expenses 0.00 1,197.70

Annual SFL Event Expenses

Planning Meeting

Transportation-Planning Meeting 1,346.01 4,968.65

Total Planning Meeting 1,346.01 4,968.65

Event Guide Training 0.00 250.00

Event Meals & Housing 2,000.00 0.00

Annual SFL Event Expenses - Other 2,500.00 0.00

Total Annual SFL Event Expenses 5,846.01 5,218.65

Site Selection Expenses

Site Selection Travel

Transportation 0.00 -210.44

Total Site Selection Travel 0.00 -210.44

Total Site Selection Expenses 0.00 -210.44

Total Expense 11,487.02 9,126.90

Net Ordinary Income 1,524.99 2,652.03

Net Income 1,524.99 2,652.03

# Planning Committee Report

Hello Fellow Board Members:

At Scottâ€™s request I am sending out a very brief update on the 2015 event.  As mentioned in the Bulletin, Jim Salestrom will be entertaining us on Tuesday evening and we will again have a Silent Auction.  We are still struggling to nail down the Inn with regard to â€œaccessibleâ€ rooms and Nicole has put a lot of time and energy into this since the Planning Meeting.  Judy is working on a podcast with event related information and Larry is creating a participant email list which will also be used to share information about the event.  Currently we have 172 applications and a few Travel and Special Interest forms have been received.

There are a million details that need to be attended to and my hat is off to a great planning team!