

The Annual Meeting of the Chautauqua Trail – Chautauqua, New York – August 9-12, 2015

Attending:

Bay View, Michigan	Melissa Thompson
Chautauqua, New York	David King, Myra Peterson, Julie Ponthow, Boots Schafer, Vanessa Weinert
(DeFuniak Springs) Florida	Mac Carpenter
Innsbrook, Missouri	Richard McFall
Lakeside, Ohio	Robert Brucken, Joe & Barb Caner, Bill & Nancy Carlson, Gretchen Curtis, P.A. & Christi Dunfee, Carolyn & Kate Fleisher, George & Pat McCormick, Kevin Sibbring
Monteagle, Tennessee	Jim & Judith Humphries, Everett McCain, Scott & Linda Parrish, Gordon Shannonhouse
Mt. Gretna, Pennsylvania	Cliff & Kathy Snavely
Muskoka, Ontario	Andrea Binkle, Gayle Dempsey
Ocean Park, Maine	Jerry & Judy Gosselin, Frank & Helen Gwaltney
Outer Banks, North Carolina	Rich & Lynn Hoffman
Plains, Georgia	Alma Chapman, Annette Wise
St. Augustine, Florida	Robert Silverman
Wawasee, Indiana	Andy Mathews, Anne Strong, Marlies West, Nathan Day Wilson
Waxahachie, Texas	Kirk Hunter & Maureen Moore
	Denise Fugo

August 10 Morning Session

President Frank Gwaltney opened the meeting, thanking Myra Peterson for her work in preparing for our meeting. He then read our mission statement:

The Chautauqua Network is a group of organizations and individuals committed to the communication and implementation of the Chautauqua concept of building community by supporting all persons in the development of their full potential intellectually, spiritually, emotionally and physically. The Chautauqua Network facilitates interaction and communication among its members to further their preservation, growth and development.

Housekeeping – Myra went over the registration list; we need to be at the Welcome Center at 5:30pm to be transported for dinner. Frank reviewed the agenda for the day. We're meeting until 10:45am, at which time we'll head to the lecture, with lunch following at Hurlburt Church and back to the welcome Center for a 1pm – 4pm meeting (with the same schedule tomorrow).

We started the go-round to do introductory sessions for each Chautauqua.

Waxahachie, TX – Kirk Hunter introduced his wife, Maureen Moore; they're located 35 miles south of Dallas. They started meeting in 1999, after attending a Trail gathering. Their Chautauqua began and met until 1939 in their own building (which is now in a city park), restarted in 1970, and again in 2000. Kirk and Maureen stepped away for five years and then back in last year. Kirk filled us in on their upcoming program in September, and thanked Chris Mitchell for his assistance in securing their keynote speaker. Their programs are free. Funding is from other sources. It's a work of passion & love to keep it going.

Ocean Park, ME – Executive Director Jerry Gosselin reported they were initiated in 1881 by FreeWill Baptists and currently have 570 members. It is a non-gated community connected to Old Orchard Beach. He made an interesting comparison with the movie, "Inside Out." Programs are going, thanks to program chair Frank Gwaltney, noting there are fewer people coming to Sunday services but increasing recreational usage. Jerry said

they're experiencing a generation shift, properties are not moving from generation-to-generation. More people are buying for investment properties and less for family programming: they're trying to ascertain the reasons for this. Their emphasis at the moment is getting youth involved, encouraging active membership, stabilizing their annual fund and gain more sponsorships. Advancement is their biggest issue. They're also going through the process of background checks.

Chautauqua Institution, NY – Vanessa Weinert stated they've been around since 1894 (they have a fifth pillar in addition to the original four, youth education); about 35 programs daily; they are also not getting the same youth involvement as Ocean Park expressed. She's begun to conduct 15 minute interviews with new families. So far, she's found kids arrive with many obligations already, so they're not coming for as long period of times. One week passes are the most popular. About 40% of folks that come never come back: how can they retain them? The retention rate is still pretty good for the travel industry. Other challenges: diversity of ages and culture/races, reaching out to Chautauqua County residents (utilizing an education programming appeal). Vanessa welcomed us once again.

Wawasee, IN – Nathan Wilson, the Executive Director as of last November, introduced staff Andy Matthews, Marlies West and board member Anne Strong (who helped relaunch Wawasee). Now year round, they have programming 10 months out of the year. They conducted a fundraiser and programming on human enhancement; he highlighted upcoming programming including a high school initiative on self-esteem. In November, "Finding a Spiritual Goal in the Second Half of Life" is scheduled, with an arts festival in September. They do not own the land or facilities, which is owned by the Oakwood Resort (which provides some special challenges for them). They, too, are working on finding a younger demographic. Marketing and promotion is still an evolving art, like it is for most other Chautauquas.

Plains, GA – Annette Wise introduced Alma Chapman, who accompanied her. Plains was started as an offshoot of the New York program. Julia Coleman was a school teacher for 50 years, and encouraged her students that they might be president someday – just like former President Jimmy Carter does. The National Park Service, in partnership with the Historic Trust, restarted the Chautauqua which offered occasional events. In 2008, they began moving towards a weekend program with the support of Rosalyn Carter. They had a first successful event last May and have another program scheduled in October (information is available on our info table) over Columbus Day weekend; Chip Taylor is keynoting, as a monarch butterfly expert. The University of Georgia is providing educational sessions as well as Emory University, Wildlife Service and plenty more. She invited us to visit Plains and thanked the folks who attended their first program offering, for which she thanked us for helping (as she attended Trail meetings in DeFuniak and Mt. Gretna prior to their event).

Muskoka, Ontario – Gayle Dempsey opened, as is her tradition, with a recitation of one of her poems. She noted their Chautauqua had 80 years of dormancy. They brought copies of the *Lakeside Magazine*, which profiled Muskoka. They restarted their Chautauqua with a music festival in 2007. 1914-1921 programming started with various resorts, and they bought their own resort in 1921 which ran until the depression. They brought copies of their area tourism magazine, which has a feature about them in it. They do not own property at this time, but offer year round programming via schools and resorts. They began with one week of programming in the summer, but now offer 10 weeks of summer programming. Last year, they were thinking about the Mother Chautauqua and how it's a nine-week program – so someone on their board suggested a nine day concentrated program. They focus on arts/culture/spirituality and the first Trail meeting they attended was at Ocean Park.

Lakeside, Ohio – Kevin Sibbring stated they were established in 1873 as a campmeeting ground and later adopted the Chautauqua model. They're "right between Toledo and Cleveland," in a lovely area. Still affiliated with the United Methodist church, they occupy about 1 square mile. Homes are on a 99 year lease. They offer a 9-12 week season, with 54 structures. They have 30+ fulltime and over 200 summer seasonal employees, using many interns

who receive housing and a stipend. Currently have a 25 member board, as well as a foundation with a board of seven. Technically, they operate as a small municipality with many departments serving to meet their goals. They have 450 unique events each summer, two new ones: a farm-to-table dinner (which served 80, benefitting the Fountain Hotel) and a Heritage event. Kevin brought reprints from the Wall Street Journal article two years ago. They added a memorial park a few years ago and a “Giving Tuesday,” which raised \$85,000 its’ first year and \$100,000 last year to restore the miniature golf course. Last year, they brought up permitting alcohol on the premises – that proved to be more controversial than anticipated and that discussion has been tabled. Looking at their long term plans, their big challenge is endowment growth. They’ve noted that they’re losing kids earlier in the summer due to increasing school days. Lake Erie is facing challenges, and they’re looking at possibly building a pool.

Mt. Gretna, PA - Kathy reported that the art school purchase of a Chautauqua property to house their school did not pass, so the Mt. Gretna School of Art is in the process of purchasing a building in the Campmeeting area next door. Mt. Gretna is at the intersection of four municipalities (the children go to three school districts), which makes things a little confusing for everyone. We have very few children in Mt. Gretna, with only 12 enrolled on an ongoing basis in the playground program. They offer over 150 programs between Memorial and Labor Days, with volunteer leadership and one summer intern. Their big project for the year is creating new covenants to update the current language in home owner deeds from the late 1890s. They would be grateful for all the Chautauquas forwarding information concerning their homeowner guidelines, etc. to Kathy. The Andersons send their regrets from Mongolia (where they are visiting their son and his family), but plan to attend Monteagle next year.

Monteagle, TN – Scott Parrish, General Manager of the Monteagle Sunday School Assembly – just finished their eight week season last week. They hosted a live webcast performance by *Music City Roots* from their auditorium this season. Things are going well, attendance is up (also utilize the four pillars). About 600 kids go through their programs in the summer. Attendance at lectures is growing, with the benefit of a four hour pass for a lecture and lunch at the dining hall. Their performance offerings have been enhanced. While they no longer educate Sunday School teachers, their audience age is from 3-99, and they are smaller than most Chautauquas. They just completed a strategic plan, adopted by the board of trustees; there are six major goals, the most important of which is likely relevancy. Kids summer camps are cutting into their programming. Next year, the highlight will be the Trail’s visit to Monteagle; the meeting is being chaired by Pam and Greg Maloof, which will be held July 10-13, 2016.

Frank remarked that sometimes it seems like religion is the pillar that gets the short shift and encouraged us to all incorporate worship into our trail meetings.

DeFuniak Springs, FL – Mac Carpenter shared Chris Mitchell’s greetings. They’re proud they began in 1885 as an outreach of Chautauqua, NY. Matt grew up two blocks from the circular lake which is the hallmark of DeFuniak Springs. Since 2008, they’ve been offering a four day event. They purchased a building a few years ago which was a former hospital. As Walton County’s Planning Manager, this is his first visit to Chautauqua, New York (what, he stated, already feels like is home). January 28-31, 2016 is their next meeting, “A Journey into America” with Jerry Mathers. Chautauqua started there in 1885, before DeFuniak was even incorporated, so they are the foundation on which the community is built. It looks very much like it did 100 years ago. There are 160 buildings on the National Historical Register. Mac would like to make the whole town a part of the Chautauqua. They’d love to rebuild their grand auditorium which was destroyed in a storm. The largest teacher’s union in Florida was founded in their Hall of Brotherhood. They receive support from the tourism council, strong participation of the city (who owns the lake and the Hall of Brotherhood building). He invited us to join them in January.

Bay View, MI – Melissa Thompson brought greetings from our dear friend, Betsy Harvey. It is their 140th season. Had over 176 attendees attend their high tea fundraiser. She highlighted some of the season’s programming, including RAGTIME, their big production this year. They’re in assembly week nine at this point. A new director,

Mike Spencer, from Michigan, was elected last weekend and will start Sept. 1. She is working hard on outreach to the local community and will be targeting regional and some long distance audiences, building on the “Pure Michigan” tourism program. They utilized two interns this year, both of whom were indispensable to their efforts. They also had a Cottage Walk this year, that was most successful.

Outer Banks, NC – Lynn Hoffman reported that their location is Corolla Lights; it is aligned with the four pillars, and she met many of us in Mt. Gretna in 2013. Aside from the beaches and obvious assets of the region, they have other resources to tap in providing programming. Lynn has been working hard for the last two years to wield a strong, integrated foundation in preparation for their September 19, 2016 three week event. Memorial Day to Labor Day is prime time there, so she’s targeting their “shoulder season.” Their next program will be in the spring. The only thing they’re missing is a pavilion so they have a place to house their programming. She’s here to collaborate with all of us and garner information to implement her program as prepared as she can be.

Afternoon Session:

President Frank Gwalthney opened the session, asking for approval of last year’s minutes. Joe Caner moved to accept, seconded by Jerry Gosselwin, with the one correction of reversing the order of Wawasee and Chautauqua. The motion carried.

Kevin Sibbring briefed people on the benefits of the Chautauqua Trail incorporating, giving a “Cliff Notes” version of our discussion last year. Kevin has had a discussion with Binnish Law to get the ball rolling since last year. They have advised us that we need a strong statement of purpose – and our mission statement should serve well for this; we would be wise to highlight the educational aspects. We need to describe its past, present and planned activities. We are seeing more use of the word Chautauqua in describing programming they were offered. We must have officers and by-laws and an established checking account, all of which we have. There is a \$125 online filing fee, and legal fees, it would cost less than \$300, Kevin estimates. Bob Bruckner he strongly endorses what Kevin said, other than it might cost closer to \$500, and said we should take advantage of this opportunity before it is no longer available (which Bob anticipates is coming down the pike). Joe Caner lent his support, and asked what state we need to pick to incorporate. Kevin stated that’s probably not a big issue, but the checking account might be. Judith Humphries asked if we had to be full-time, part-time, volunteers, etc. No, there are no guidelines regarding this issue. Jerry asked if we have guidelines for meeting, reporting – yes, we do, but there’s a new form 990N you can complete, Joe added, and it has two whole questions. Frank added that he’s done it and it’s very simple. Kevin said we only have two categories of membership at the present time, institutional and individual – and he hopes we’ll expand to include state cultural institutions. We’ve also talked about producing an annual publication for this group. Nancy Carlson asked if we need to have a physical location; no, we do not. Rick Falls asked if we would envision improving the branding and including more online work – perhaps seeking tourism dollars/grants. He noted that they got into some issues because of relying on grants more than public support, so that’s something we likely need to keep in mind for the future. Kevin said we’re at such a low threshold dollar wise, this isn’t a great concern at this point. He also encouraged everyone to supply information. Denise Fugo said they have a national and state model for her organization; there is lots of potential for our brand. She suggested we incorporate in DE because of the laws there. Vivian (Chautauqua, NY) mentioned we can get \$10G per month in Google cash to use once this happens. Frank asked if there was anyone opposed that would like to speak – no one spoke. Gayle asked if there would be officers insurance; we’ll need to investigate additional changes to the by-laws. Kevin/Gayle moved to make the Chautauqua Trail a 501c3; the motion carried.

\$1,220 was presented to Kevin/Lakeside from the Trail for maintenance/development of our website. Frank reminded everyone that it is an incumbent upon each Chautauqua to supply information to Kathy for the newsletter and Kevin for the website. Melissa noted a change that needs to take place on the website for Petoskey locations.

Judith asked if there's a document with contact information for the officers. Kirk asked where information should be sent to – marketing@lakesideohio.com

Kevin also asked if we want to utilize information we can get from having a Google Alert set up for Chautauqua. While most are educational in nature, are we open to having these other kinds of members? There are benefits and challenges of doing this, of course – does it dilute our brand? Andrea said Mary Lou is still working on identifying the Chautauquas across Canada. How do we deal with the mechanics of identifying each group on the map? Frank added that we could approach these folks once they're identified and ask them if they want to be involved with us. Rick said there still seems to be some confusion about the Chautauqua, should we consider a different classification scheme? We agreed that should be considered. Anne Strong asked if we want to have parameters? Do we want to have some written guidelines that might be available for “wanna-bes?” Frank is wary of classifications. Kathy suggested the Trail have a rack card. Gayle asked if there's a downloadable edition of the map from the website; Kevin said that would be easy to do. Kirk said we can put information in the newsletter, updating the group.

Joe Caner nominated the same slate of officers currently serving; Myra Peterson asked if we could modify the motion to make Vanessa Weinert the treasurer, as she is partially retiring and we need to have someone that can process the checks, etc. The crowd clapped in appreciation for Myra's service to the Trail for her many years of service.

Motion to elect:

Frank Gwalthney, President

Kevin Sibbring, First Vice President

Betsy Harvey, Second Vice President

Vanessa Weinert, Treasurer

Kathy Snavelly, Secretary

Pat McCormick moved/Andrea seconded to close the nominations. By acclamation, the officers were elected as presented.

Frank opened up the discussion to new/wanna-be Chautauquas to questions they may have. Andrea much prefers the circle formation for discussion. We took a short recess to reset the room.

Frank asked if Wawasee had any questions they'd like to ask, as one of the newer Chautauquas. They haven't set up a membership strategy yet – what are the levels, costs, benefits. Waxahachie - Kirk replied theirs is \$25 household basic, \$75, \$125; they had an extra program this year, the Dallas Cirque which was offered at a higher level. They have about 100 members now. Ocean Park is ungated; \$125 per person to attend programs and volunteer for programs. Flat \$5 for general programming, \$12 for musical programs. Moving towards a more structured membership structure. There may be a retail benefit to that, and they're working on a benefit (like a free ice cream cone, etc.). Lakeside is gated – you pay a gate fee, you're a member. You need an auto pass as well as a gate pass. An adult day pass is \$20. Mt. Greta – Kathy shared their story regarding the one season \$25 assessment; Stewart Society members are admitted for a \$35 fee, which lowers the pressure to put money in the basket passed at each program; she also noted how much more they collected passing basket vs. having basket at the door. DeFuniak – have generous friends and accepting donations, but no memberships, technically speaking. Muskoka – membership is still under development and they're a bit liberal.

Wawasee - Marlies is attempting to figure out their social media marketing strategy. Kevin said that the Trail website may not be the best place to list events. Vanessa suggested that they open up their social media pages to have their various departments post updates. Friends of the Chautauqua Trail page – anyone can post of that. Kathy suggested that perhaps we sent updates and they be added to a blog section of the website. Marlies uses Constant Contact – is that the best tool? Kevin said that’s what they use. Chautauqua Institution uses their own software; Vanessa suggested Vendini, which Bay View and Gretna Music uses. Gayle (Muskoka) just got funds to find a consultant to recommend a platform; it’s a cloud source called Patron Manager but they haven’t used it much yet. Black Box is being used by Bay View’s marketing department and it is expensive, but extremely flexible and popular.

Outer Banks – Lynn asked about everyone’s fundraising component. She’d like to hear everyone’s experiences about this topic. Gayle (Muskoka) said she learned how to write grants early on; they haven’t been nearly as successful with endowments. They also seek sponsorships. Andrea asked Kevin (Lakeside) about his fundraising dinner some more. Kirk (Waxahachie) said they have a cost for underwriting programs, and they seek sponsorships for that and it’s worked for them. Scott (Monteagle) said they established an endowment in 1959, which underwrites the bulk of their programming, supplemented by dues, etc. For a new organization, it’s tough to start an endowment. He suggested focusing on annual giving (which works best when it’s targeted to a particular project). Vanessa (Chautauqua Institution) stated they have many foundations they apply to, as well as tourism grants. Erie County does a marketing match, which is a great program. Ocean Park uses annual giving and sponsorships, and suggested perhaps starting an event like a 5K race. Kevin said they created at 501c3 which supports the mission work of Lakeside; it gave meaning to philanthropy at Lakeside, which realized significant growth as a result. They also have several donor related events: some of those gifts are unrestricted, but many are restricted because people seem more willing to support those things which they enjoy. It’s a hybrid model that seems to work for them. They have a planned giving campaign; Bay View helped inspire their Memorial Garden. In fact, they’re having a wedding in their Memorial Garden next month. Giving Tuesday is all about giving back to your community. They try to get creative with their dinners. This last one, they had a real celebration of the arts – including artwork, flowers, etc., surrounding people with life at Lakeside. He suggested checking through the state arts council, which may provide subsidies. They also had Lakeside Ambassadors, to target people to make “asks” of people they know. Mt. Gretna has a nationally recognized art show, sponsor/business letters, silent auction, and foundation (which is only starting to intentionally raise funds now). Judith (Monteagle) talked about additional features of their endowment funds – families can underwrite specific programs. Nancy (Lakeside) has noticed a big shift in gift giving, which she credits to a culture shift at Lakeside. Bob (Lakeside) said it's not necessary to give one type of funding, endowment gifts perpetuate other gifts, for example to the annual fund; you want people to promise to give not \$1,000 a year, but \$1,000 every year to their annual fund. You may want to present a package of things, so people have choices. Andrea (Muskoka) said they have a food-related event, sponsored by several wineries and a brewery – and also include a silent auction (which a local bank assists with), and it’s been most successful. Wawasee did a Wine, Cheese & Chocolate event that was very successful.

Denise asked if anyone is using GoFundMe and if they’re approaching any church-related groups. Mac said their campus is part of a city park. They have a large capital campaign and there’s a Chautauqua Trust. They have great support from the local business community; they’re going to start working more cooperatively with other community organizations. Since their campus is publicly owned, that takes a lot of pressure off the group; they also support the Chautauqua financially. Bay View is 501c3, affiliated with the United Methodist Church. They have received a good amount of support through the local community foundation. She told us about the Cottage Walk they recently conducted; this year, had 1,200 visitors with great sponsorship.

We’ll continue this discussion tomorrow morning, as our afternoon speaker had arrived. We recessed to have our group photo taken and reconvened to hear about the Chautauqua Literary and Scientific Circle (CLSC). Chautauqua Institute’s Sara Toth met some of us at DeFuniak Springs. The CLSC was an outreach effort from

Chautauqua, NY to the country; started in 1878, the CLSC was a way to teach people that were not able to go to college. It was a four year program leading to a certificate. There were over 10,000 people who enrolled the first year, and over 1,500 participated in the first graduation ceremony. This mission of the CLSC has changed over the years – no tests and papers – but there is still a certificate if you complete the program and participate in the graduation ceremony. Jon Schmitz would tell you there is a book club that has longer running program (by one month), but they're not sure they've been in continuous operation from the beginning. It's a mostly symbolic program, where people read 12 books on the list within four years. (Graduation was held last week.) You don't need to come to Chautauqua to the graduation ceremony, but several came from Zimbabwe to participate this year. That is the first international chapter of the CLSC. A requirement of being selected as a CLSC book is that the author must have been a speaker in Chautauqua, New York; they come and speak about their particular writing process. And they try to have them "fit" into a theme week. Kirk modeled his stole of seven seals. Gretchen mentioned that they've had a group at Lakeside for some time, and described its' history and evolution; they had seven graduates last year. The children's level is targeted to 10 year olds. Sara and our three CLSC graduate members from 2010 offered a drawing of a starter-set of books for a Chautauqua that would like to start a CLSC. Chautauqua Wawasee what the lucky finalist for the books.

Frank called a recess to the meeting until 9am Tuesday morning.

Tuesday morning, August 11:

Frank reconvened the meeting at 9:07am and reviewed today's agenda; he thinks we might wrap up this morning, unless some new agenda items come forward.

Rich asked if we could start again, what would each CHQ do the same or differently:

Gayle (Muskoka) – started with a non-profit organization with a small board of directors and a music festival; changed the name with the update of their "certificate of continuance" (what we would call the 501c3)

Joe (Lakeside) – nearly 150 years old; at the beginning, when the gate fee was about \$.10 – they didn't increase the gate fee incrementally over the years, which they should have done. Their board was about 42 people; currently it's 22 people. Carolyn Fleisher stated that when she was on the board, they didn't really cultivate a culture of giving back.

Jerry (OP) – not being gated has a different dynamic; giving back needs to be constantly on the table. Membership fees often let people feel they've done enough and allows them to feel like they're "off the hook." Need to create a culture of philanthropy.

Maureen (Waxahachie) – with just a day of activities, they just charge \$10 to start; they have grown to start nurturing the community that understands value. Kirk added that they started as an all working board of 12, no staff; they asked people to join strategically. Some board members might not be active, but the might be there for the value of their connections. Kirk added that they also created a strategic plan twice since their inception, which has been helpful.

Annette (Plains) – would have like to have started it earlier; they fall under the auspices of the historical trust, which is a good thing, but had to build the community commitment. Have 12 board members – better to be small and active rather than large and inactive.

Vanessa (NY) – Didn't start a comprehensive marketing plan until the 2011/12 season and probably relied on repeat visitors too much; haven't met more recent diversity goals.

Kathy (Mt. Gretna) – wishes they had the gates back to remind people they were part of a Chautauqua; only about 20% of the 207 households ever come to a summer program. The year they enacted the \$25 assessment may have

been the first time everyone knew they lived in a Chautauqua; less than 10% of the people complained about it, but the board rescinded the assessment the following year. Last year, someone remarked if they'd let it alone, it would have been a non-issue, which is likely true. 15 member board of directors is too wieldy; optimum size for communication and efficiency is 9-12 people. Get people on the board who GET Chautauqua. She relayed story of after the Annual Meeting in Mt. Gretna. Say THANK YOU all the time, nurture and appreciate your volunteers. NURTURE the attitude of a grateful heart – we are the stewards of something precious!!!

Bob (Lakeside) – your board will likely be your workers; some will be more valued for their connections. Board function is to set policy; with a smaller board at Lakeside, it really doesn't represent the constituency as well. But it's important to have people that know how to make coffee as well!!!

Andy (Wawasee) – important to have someone who can explain to people when they are arriving to give programs, that they have all the “green room” instructions for what they want/can expect when they arrive.

Marlies (Wawasee) – tried to get more people to understand early on what the Chautauqua means, and then reminding them (and Myra asked Anne to repeat her phrase, “Do you Chautauqua?”)

Scott (Monteagle) – founded as they should have been, membership driven and ecumenical from the beginning; trustees elected from different denominational caucuses. The important thing is continual strategic planning and looking toward the future to make sure the needs of the community are met (especially in a time of changing demographics). Recognize the value of the product and charge accordingly.

Nathan (Wawasee) – effective programming drives marketing and without marketing, the programming will not be successful. Once you have a vision of a program, then you move on what you need to support that.

Jim (Monteagle) – asked Vanessa to enhance their programming model: theme weeks, well-known speakers to attract an audience, doing what they can to retain that audience (lodging, making things less confusing, convenience, etc.) and then advocating for the Chautauqua. Supporting Chautauquans who are ambassadors for you – the cheapest marketing they have. And then moving folks from partaking in the experience to give towards the experience.

Judith (Monteagle) – enhancing a sense of ownership among the attendees; they knew since they arrived in the 80s that they were part of the community and volunteerism was expected. That's easier to do with a slightly larger board. Your by-laws should tell you what to do.

Bob (St. Augustine) – working on starting one there for a few years, in partnership with Flagler College; first thought he should buy some acreage to start. Has some properties in an area of St. Augustine, which he's now renting to students at Flagler – these will turn into Chautauqua residents. Allows the Chautauqua to have access to the Flagler College programs – buy the home, you have to pay the fee. The African Americans of Lincolnville (where he purchased the properties), unfortunately, have not wanted to be part of this so far, which disappoints him. The whole city will become part of the Chautauqua, he hopes.

Melissa (Bay View) – works to enhance the concept of stewardship among the board members; helping their constituency to be ambassadors for the Chautauqua wherever they go. Putting feet on your strategic plan for how to serve your Chautauqua the best.

Denise – replied to Bob Silverman – she knows several folks in Florida that are interested in the Chautauqua; discussed making intentional efforts to include people of all different cultures/races

Gayle (Muskoka) – when they brought the first president of the resort association and planner to the mothership, they should have brought more people along so they could experience it for themselves. The difference in a policy

and hands-on board – must be intentional about that. Gayle did a “wide reach” to secure supporters. They occasionally do a retreat with a facilitator, which really helps people get on the same page.

Frank added that Ocean Park has for 20 years has regularly conducted a strategic planning session: this is invaluable in setting directions and measuring your progress. When we were in Boulder, we had a presentation on the changing demographics of the United States – and addressed how to appeal to the different markets. They noted that many African Americans vacations are tied up to family reunions. He asked Monteagle if they might give an updated tourism analysis.

Bob (St. Augustine) – any other Chautauquas that are joint ventures with colleges? They will market Chautauqua as a year round opportunity.

Mac (DeFuniak) – thanked us for having him think about everything they’ve done. Unfortunately, they’re a small town and an ungated community – and there’s not a lot of affluence. They have their meeting in the winter time because of the heavy tourism during that time of the year. Do have a relationship with the county tourism agency. Don’t price in a bargain basement. Because they’re not gated, they ticket for the four day session plus some individual events. You need to do something for the local people that you really need to support the local Chautauqua, many of whom provide facilities for the Chautauqua use. And they teach Chautauqua in the school district.

Jerry Gosselin brought up the issue of background checks for volunteers working with children; let’s discuss that next. Jerry said their new insurance agency is very focused on these issues and attempted to impose these on staff and volunteers; they believed this would be very onerous. So, they developed a volunteer manual to address some of these issues. How are you handling this issue? Jerry offered a copy of their volunteer manual to anyone requesting it.

Kathy (Mt. Gretna) – they developed a new process this year, following the, as yet untested and perhaps not very clear, state guidelines; she’d be happy to forward their paperwork to anyone requesting it.

Bob (Lakeside) – not aware of background checks for volunteers; Carolyn stated all employees have to get one every year, but Lakeside pays for it. P.A. said they sent out a three page form to all volunteers. All teachers and playground monitors must have this in Ohio.

Melissa (Bay View) – yes, all staff and everyone handling money must have these. Silver Tsunami – everyone who has an elderly population in MI must be cleared if you’re administering services on the property. Whether it’s with youth or elderly evidence of insurance must be provided, as well as bonding and background check.

Gayle (Muskoka) – because they started their program in schools, they had to comply with background checks. There is a requirement for anyone working with a vulnerable population; each person pays a \$35 fee. If required for work, they pay a fee – if volunteer, no fee.

Marlies (Wawasee) – just this year county community foundation asked for background checks; asked for info from other folks on this issue.

Scott (Monteagle) – any staff working with youth receives training and a background check is required

Vanessa (New York) – knows any staff working with children must have this, but nothing beyond that

Andrea (Muskoka) said any teacher has a reporting requirement. Kathy mentioned that that training is part of the clearance requirement in PA; Frank added that it’s state specific in the US.

Frank had a request to discuss “the biggest misstep your Chautauqua has made in the last five years” (without being negative) and what did you learn from it.

P.A. said he thinks no other Chautauqua does as much for kids as Lakeside. Mr. Chip, a professional songster, has their children spellbound. It’s a tremendous draw. He asked Myra where they have the kids and she pointed in the direction of the children and youth areas. P.A. said they have five playgrounds and they are all supervised. Free swimming and tennis lessons and shuffleboard. He’s got a kid donating money to Lakeside. We didn’t spend enough time talking about it, but perhaps we should. Kathy asked P.A. to talk about “Les,” who helps Chip lead the parade (Les has down-syndrome and he is a leader in the children’s ministry).

Julie (New York) suggests involving kids in the schools by having art or scholarship contests, which also brings in parents.

Lynn (Outer Banks) – question regarding taxation; you don’t have to be incorporated to be tax exempt. Frank suggested Lynn speak with Bob Brucken directly.

Volunteers Spots (Austin, TX) has great volunteer software – allows you to put all your needs online and they can schedule at their convenience, according to Denise.

At 10:34am, the meeting was adjourned. See you in Montecagle!!

Respectfully submitted,

Kathy Snavely, Secretary