

**STAR ISLAND CORPORATION
Board of Directors**

MEETING MINUTES

Tuesday March 22, 2016
Go To Meeting and Conference Call

Members in Attendance:

John Bush, Treasurer
Dan Cassell (Pel representative)
Tom Coleman (President of ISAUU)
Erik Cordes
Josh Davis
Nick Dembsey
Debbie Duval (President of SIUCC)
Sharon Kennedy, President
Gary Kunz, Vice President
Suellen Peluso
Sally Russell
Mary Trudeau, Clerk (left meeting at 8 pm)

Absent: Lisa Braiterman

Other:

Joe Watts, CEO
Roger Kellman (incoming Board member)
Louise Williams (incoming Board member)

The Board observed the passing of Edith Pierson earlier this month. Noting that the Piersons did so much for the Island, and touched so many shoaler lives, Joe reminded us that the Piersons and their legacy remain a part of our community. Joe noted that he had attended the burial service, supporting the Pearson family, on behalf of the Star Island community.

Opening Words: Jordan Young read an excerpt from the blog of Alex Kapitan, the Congregational Advocacy and Witness Program Coordinator at the UUA. On his blog, RootsGrowTheTree.com, Alex posted a sermon he gave at the First Unitarian Society of Newton. Jordan postulated that his words are relevant to our work as we endeavor to see beyond the binary yes/no, possible/impossible, afford it/can't afford choices we make in our work together.

Alex recounts Kate Bornstein's retelling of the Adam and Eve story:

"The reason God had wanted Eve and Adam to not eat from that tree was because it was the tree of good and evil. As soon as they ate from it, they were aware of the binary of good and evil, and they were seduced by it."

Once they were stuck on the idea that good and evil is a binary, that good and evil are complete and utter opposites, all nuance was destroyed. All things had to be either good or evil, with no overlap, no other options, no complexity.” This, according to Kate Bornstein, was our fall from grace. Our fall was believing that good and evil is a binary, that good and evil are fundamental opposites.

Alex continues:

“I want all people to find freedom from binary ways of seeing ourselves and the world. That is what my faith, my transgender Unitarian Universalism, teaches me. It teaches me that the world is not a binary of black and white, it’s not even a spectrum of shades of gray. No, the world is a kaleidoscope of brilliant colors. My faith teaches me that it’s a spiritual practice to break down binary thinking in myself, and help others shake off their dependence on opposites as well. Because our original sin was getting stuck on good and evil, right and wrong, safe and unsafe. To truly know ourselves, to truly know each other, to truly experience the world in all its glory, we have to unlearn the idea that all things are one or the other.

After a brief sharing of life events between Board members, Sharon Kennedy, President, called the meeting to order at 7:18 pm. Upon a motion duly made and seconded, the Board

VOTED To enter Executive session for the purpose of discussing personnel issues; legal updates; the Appledore Appraisal; and a discussion of CEO goals for 2016.

Joe Watts, Louise Williams and Roger Kellman were invited to attend the executive session. Dan Cassell left the virtual meeting room.

The Board returned to open meeting at approximately 7:50 pm.

Upon a motion duly made and seconded, the Board

VOTED To approve the minutes of the February 28, 2016 meeting of the Board of Directors as written.

CEO Report (including Development; Facilities; and Registration Reports)

Development: Joe referenced Pam Smith’s report, noting that we are progressing towards our 2016 Annual Fund goal, and that there are many exciting events planned for the upcoming months, with an eye towards expanding stewardship and development. Pam continues to work on the Legacy Society participation levels, and the spring Annual Fund appeal will go out at the end of the month. Joe also reported on our long range marketing plan, referencing our Strategic Marketing and Communications Plan (May 2015) – the recent ten page feature in NH Magazine is part of our long range strategy to position Star Island as a historic and cultural resource, as well as a thought leader, as called for by our strategic marketing plan.

Facilities: Joe reported the good news that there was very little damage to the Island over the winter. He noted that in addition to planning for Open Up, staff is working on the Five (5) Year Capital Budget. The Capital Budget will be reviewed by the Facilities Committee, and eventually it will be a subset of the next iteration of the Long Range Integrated Financial Planning Tool (expected June-August).

Registrations: Referencing his report, Joe stated that as of March 15, we were at 10,957 bed nights, representing 56% percent of the 2016 goal of 19,650 bed nights. This is about a 300 bed night increase in the number of registrations at the same date in 2015, an over 1,000 bed night increase compared to this time in 2014, and about a 3,500 bed night increase in the registrations at this date in 2013. Joe noted that formal Registration reports will begin on April 15.

Staffing: Hiring letters to Pelicans went out earlier this month, with responses due on March 28, 2016. Joe noted that the Island had over 100 more applicants than positions, this year, and that there were difficult decisions made with respect to hiring. He praised Kate Brady for managing the process with integrity, and noted that we have received some challenging calls and emails.

Treasurer's Report: John Bush discussed the year to date financials, noting that there are a lot of "overs and unders" but that they are mostly timing differences and he does not feel there are significant discrepancies. John inquired about the \$11K of Other Current Restricted Gifts, and Joe explained that these included gifts to the Fund for the Oceanic. Joe will look into the remainder of these gifts.

John reported that the annual audit is going well, and that even with some changes to the final earnings, we should still be a little above budget.

John also suggested that the Finance Committee review the Appledore Appraisal, noting that there may be interesting insights from the Committee.

Pel Report: Dan Cassell reported that social media indicates that Pel spirits are high after the hiring decisions. He noted that it was great to have had so many applicants, and that the general response to hiring decisions was positive. Dan reported to the Board that he will not be a Pelican this year, due to the schedule of his academic program, and noted the Pel community will elect a new liaison at the first Pel Club meeting in June. Sharon noted that the Board will recognize Dan's very effective service at the April meeting.
Upon a motion duly made and seconded, the Board

VOTED To accept the CEO Report (including Development, Facilities and Registration)
Treasurer's Report and Pel Report.

Shorter Term Business:

Board Retreat Follow Up: Sharon reviewed the successes of the February Board meeting and retreat, noting that she felt the "big picture" discussions were fruitful conversation.

Governance Update: Sharon reminded the Board that the Committee Task Force report warranted further review, and that the Board will have to determine how to proceed with governance recommendations with regard to volunteer engagement, development, and committee functions. Sharon noted that the Strategic Plan should incorporate some of these items, and that the good work of the taskforce should not be forgotten or put aside. Gary noted that this will be included in the 2016 Board Goals.

Strategic Plan Update: Gary reported that he, Joe, Irene Bush and Mary will prepare a draft plan for use at the Annual Meeting. Noting that the report presented at the Annual Meeting should allow for meaningful input, Gary stated that it will be a balancing act to provide a thoughtful document that encourages Corporation input. He reminded the Board that having other members refine the effort will be helpful. The Board discussed the duration of the next Strategic Plan, with support for both four and five year plans. Consensus was that a “2020” plan was appropriate. This would create a four year plan, and options to extend the time frame for a subsequent plan could be considered in the future. Discussion also reviewed the number of goals within an effective strategic plan, and the potential for use of short phrases or sentences rather than single, word goals. The Board generally agreed that reducing the number of goals within a category did not limit the tasks (tactics) that could be developed by staff to achieve the goals.

2016 Board Goals: Gary presented his analysis of the past five years of Board goals, noting that the 2016 Goals include (5) five goals, rather than the 6, 10 or 12 goals found in past lists. The goals identified in the 2016 Plan include development of a 2020 Strategic Plan; continued development of an actionable waste water treatment plan; continued review of stewardship options for Appledore; continued work on Committees and Bylaws and development of additional benchmarks for measuring “sound fiscal oversight”. Longer term goals were outlined in the memorandum, with Joe Watts noting that we currently have Safe Community, child protection and anti discrimination and anti harassment policies in place. The draft goals were presented in a memorandum included in the Board Packet.

Upon a motion duly made and seconded, the Board:

VOTED to approve the 2016 Board Goals outlined in the memorandum, with a request that the policy goals be changed to reflect the work done to date on the Safe Community, child protection and anti discrimination and anti harassment policies.

Change of Bylaw Recommendations: Gary proposed several minor language changes, noting that these represented transitional language needed in the 2002 changes approved by the Corporation, and no longer needed in the Bylaws. Additionally, he noted that there are two changes that he would like to have reviewed by the Membership Committee. The first change considers self nomination, and the second would change the date of the Nominating Committee membership terms to the date of the Annual Meeting. The current membership date, December 15, is awkward as the Committee is engaged in its most critical work in December as it reviews applications for membership in the Corporation, and training new members could be more effectively done later in the year.

Upon a motion duly made and seconded, the Board

VOTED to support the bylaw change with respect to the date of Membership Committee appointments revised from December 15 to the date of the Annual Meeting; and to modify the language of the bylaws to remove references to “2002” staggered term descriptions. These changes are to be made as described in the draft document dated “April 30, 2016” and reviewed by the Board of Directors, withdrawing the proposed change in Article II section 2 of “ex officiis” to “ex officios”.

Annual Meeting Agenda: The Annual Meeting agenda has a role for each of the Board members who will be in attendance. The Board reviewed their policy on “transitions” noting that it is important to be consistent in our memorializing of shoaler life changes and events.

Tom Coleman outlined the plans for the Centennial Social, which will be celebratory and will include audience participation. The Board discussed the recognition of a volunteer group (something started at last year’s Annual Meeting), suggesting that staff should select the designee as they are most aware of significant contributions made to the Island.

Grant Approval: Joe requested approval for staff to pursue a grant of up to \$25K from the McIninch Foundation to support the Fund for the Oceanic.

Upon a motion duly made and seconded, the Board

VOTED to approve the application for a grant of up to \$25K to the McIninch Foundation to support the Fund for the Oceanic.

Committee on Appointments Report: Tom Coleman reported that the Committee had submitted the nomination of Will Emmons, Sr. to the Nominating Committee, to be forwarded by the Board, to the Corporation members at the Annual Meeting.

Upon a motion duly made and seconded, the Board

VOTED to propose the name of Will Emmons, Sr., as a candidate for the Nominating Committee to be voted on by the members of the Corporation at the Annual Meeting.

Longer Term Business:

As Board Liaison, Erik Cordes reported on the Outreach and Engagement Committee. The Committee is chaired by Ann Beattie, and, among other responsibilities, serves as a sounding board for the staff. The Committee has reviewed revisions to the Conference booklet, and the web site, with both products enhanced by the consideration of the Committee. The Committee has been studying how rates and discount programs are presented by other camps and conference centers, and is reviewing this information with the staff. The last meeting of the Committee

included an active discussion concerning the Centennial celebrations, and Erik noted that Ann Beattie has been active in assisting with the planning of the Centennial events. Erik also noted that he has discussed a proposal to rename the Rutledge Marine Lab with the Committee, and feels that a name change could allow us to improve marketing of the resource.

Other Business: There was no other business.

Reflections: Roger Kellman and Louise Williams noted that the meeting was instructive and helpful in coming up to speed on Board functions. Both will be in attendance at the Annual Meeting.

Upon a motion duly made and seconded, the Board

VOTED To adjourn the meeting at 9:14 pm.

Submitted by:

Mary Trudeau, Clerk