

## General Board Meeting Minutes:

10/23/19

In attendance: Damien Villareal, Rich Wortley, Mallory Webster, Susan Edlheit, Terri Hiroshima, Len Lewicki, Ralph Bufano, Fletch Waller, Richard Openshaw, Sarah Shaikh, Ayako Shapiro, Jennifer Einberg, Cynthia Hibbard, Francisco Guerrero

Staff: Eve Sanford, Angela Brown, Laura Hammarlund, Steve Galatro

Guests: Lorrie Cardoso

Meeting begins at 6pm:

- Meeting began with Terry H. introducing a potential new recruit for a board member who attended the meeting, and provided an informative introduction of herself and her background.
- Len Lewicki moved to approve the August 2019 meeting minutes. Richard Openshaw seconded. All approved.
- Damien, on behalf of the governance committee, followed up with a motion for second term renewals for Terri Hiroshima, Susan Edlheit and Len Lewicki. The motion was seconded by Ralph Bufano and agreed to by all in attendance.
- Damien, on behalf of the governance committee, informed the board that we are still actively recruiting and would like for everyone to keep in mind the recruitment goals/parameters that he had sent out in his previous email.
- Steve then began Director's report:
- Refract
  - Steve indicated that last weekend's Refract Event was overall a successful event that was well attended and that the final number were still being tallied
- Change Team Update
  - He continued with a discussion on the produced staff training regarding microaggressions and other areas of focus.
  - Furthermore, the Change Team is working towards a draft inclusive hiring policy, which will focus on the way Pratt hire's instructors as the biggest change.
  - Finally, Steve mentioned that Pratt was considering consultant to advise the team/get organized/develop work plan.
  - Discussion ensued of "Policy" and definition of work and Board approval: that discussion was suggested to be tabled to be addressed by Governance committee.
- Audit
  - Steve reported that the annual report FY19 complete

- He continued that auditors would be on-site next week. Then report will be subsequently presented to Finance Committee in December and the final draft to full Board in January 2020.
- Turnover
  - Steve mentioned that there would be a new hire in the Marketing team. Bianca and that the search for a new Youth & Teen manager would soon to begin, as Myra was moving on.

#### Finance

Jennifer Einberg

- FY19 Year End Financial Review
  - Discussion ensued of best approach to finances, and that an ongoing analysis was being made regarding the sustainability of Pratt's various finance and budgetary issues.
  - Discussion will be on-going

#### Development

Susan Edelheit, Laura Hammarlund

- Year End Campaign/smARTfund
- Board Giving Goal
- Auction Updates
  - Theme of auction was gently introduced with limited information, but light and sound approach would be utilized.

#### Campus & Facilities Update

Rich Wortley

- Rich began discussion of the new "clean slate" approach of the campus and Facilities team.
- Overall, the goal is to rethink everything and approach the issue from any viable angle.
- At this point Rich solicited all members to add their thoughts or comments of how to move forward in light of the absence of pending projects that have consumed the past several years.

#### Strategic Plan Presentation

Steve Galatro

Steve began the presentation relating to the strategic plan

- He began the presentation with an idea that Pratt needs to change the way it fundraises, as there is uneven growth, and the goal is to catch up and build capacity to reduced reliance on auction fundraised.
- Invest in and foster new methods to increase efficiency and revenue, such as new systems, smARTfund, and a general discussion ensued regarding other options (such as birthday parties, etc.)
- Reduce reliance on annual art auction, which will be part of the third year goal, slow transition.

- Formalize and promote a planned giving program, which can be termed “transformational funding” and discussion ensued regarding how to best achieve that goal

#### **Practice greater inclusion**

- Steve mentioned utilizing committee representation to ensure and engage more POC and neighborhood stakeholders in decision-making.
- A discussion regarding who we are not reaching as an organization.

#### **Diversify & compensate a competitive instructor corps**

- Conversation regarding instructor pay, and Steve Conveyed the fact that Pratt is the lowest paying among comparable arts organizations.
- Agreement that this is an issue that needs to be considered and addressed.

#### **Increase youth engagement**

- Steve stated that Pratt needs to focus on including youth engagement, and discussed some options to do so.

#### **Design a thriving campus**

- Here, discussion ensued regarding the overcapacity of some areas (i.e new equipment for hotshop) and best ways to utilize those resources.

#### **Restructure financial position**

- Steve presented an analysis of his financial plan, with an emphasis on paying down debt, which was costing Pratt over 100K a year just to service that debt.
- Conversation, led by Len, then focused on other perspectives and angles as to how best to utilized the current financial capital we have invested, and the pros and cons regarding paying debt vs. investing that capital.
- Long discussion continued
- Finally a motion was made by Len Lewicki, seconded by Susan Edelheit, to proceed with a plan to allow one payment of 249K towards debt, but that the second payment (as per Steve’s plan) would be reassessed in January 2020. All approved.