

**SNAG Board of Directors Meeting Minutes**  
**Phoenix, Arizona**  
**May 21 – 22, 2012**

**Monday, May 21, 2012**

Present: SNAG President Sue Amendolara, Past President Harlan Butt, Treasurer Anne Havel, Secretary Eliana Arenas, Bryan Park, Anne Mondro, Karen Lorene, Jamie Obermeier, Anika Smulovitz, Caroline Gore, Marlene True, John Rais, Nominations and Elections Committee Member Courtney Starrett. Executive Director Dana Singer and Program Manager Ellen Laing were also present.

SNAG President Sue Amendolara called the meeting to order at 9:10a.m.

The President reminded everyone that everyone is encouraged to speak their minds during these meetings, and that opinions and comments are to remain confidential.

The Board acknowledged for the record that they have previously approved and adopted the minutes from the October 2011 meeting in Phoenix.

Agenda changes to Consent Calendar:

-Add guild report

-Add Work Exchange (Student and New Professionals)

**Motion** (Harlan Butt): To accept changes to the Consent Calendar. **Second** (Bryan Park).  
**Unanimously voted in favor of – passed.**

**Website Report** presented by Bryan Park and Jamie Obermeier

How the new website implementation is going, some problems, and things that are going well. Overall Social is great and has done more than expected to date. At the same time we have been frustrated with them in a few areas. We need to have a conversation with Social because we need to see the site sooner in the development process and they must meet our timelines, especially with Tara Jecklin's pending maternity leave. Discussed the new Member Profile pages. Everyone on the Board and the OPC need to pay for their pages. Board decided to comp the Lifetime Achievement Award recipients' pages. Fee will start as a \$25 per year introductory rate until October, when it will go to \$30 per year. Artist members only. No gallery or business pages will be accepted in this phase.

**Nominations and Elections Committee Report** presented by Courtney Starrett

Discussed how the presidential candidate questions went this year. Agreed: we need more substantial questions but fewer of them and avoid questions where expected answers would be too similar.

A question has come up about campaigning. Equity among candidates is very important, so non-monetary campaigning is essential (no printed materials, etc), and no negative campaigning. SNAG should provide or arrange for more outlets for the candidates to have open conversations with sufficient advance planning, this may mitigate individual frustrations or maneuvers. Issue raised: some candidates would not run if they had to do interviews, etc.

Agreed: Any changes to the election process are tabled as Bryan Park is currently researching how other Boards handle campaigning.

**Board Structure and Goals** presented by Bryan Park

Recommends: filling all available appointed seats on the Board so that the work is evenly spread around; examining how our Board and officers are selected, consider revisions to

## **SNAG Board of Directors Meeting Minutes**

**Phoenix, Arizona**

**May 21 – 22, 2012**

Constitution/Bylaws; and creating an Advisory Board. From his research, Board members can provide four things to an organization: Work, Wisdom, Wealth, and Witness. SNAG is strong in Work and Witness, less so in Wisdom (meaning business/leadership experience), and we have none in Wealth. It's understood that filling all the appointed seats comes with additional expenses.

Strong non-profits have business representatives on their Boards. We would need a new structure/formula to recruit people like that for SNAG. First step: Advisory Board to bring in others to be our Wealth and Wisdom as our structure evolves.

Other organizations have their Board select the next president from the existing Board, not through open elections, so they will have had a few years experience already as a Board member.

What should be the President's role? Many presidents do more fundraising and outreach. What if split off the President from the Board Chair?

Discussed appointing someone with diversity, such as a supplier or collector, or someone from a major non-profit organization with companion missions. Ask corporations to provide a board member. Lots of brainstorming. Need a 'roadmap' for this 2-4 years out.

**Action:** Karen Lorene will head up a Task Force that will do further research on these topics, including recruitment and grooming, and they will present a report to the Board. Timeline for the Task Force's work is three months. Their charge is to create a three-year roadmap on how to change our goals and what we will do to achieve those changes. Names suggested for Karen to invite: Claire Sanford and Stewart Thomson. Also ask them for recommendations.

The board agreed to pursue filling the two empty appointed two-year seats with people who bring Wisdom and Wealth, with non-profit fundraising experience, and who offers a different perspective to the Board. Should be decided by Sue, Dana, and one other person.

### **Strategic Plan Report** presented by Dana Singer

The Strategic Plan needs some modifications in language and format. Need to implement a roadmap for the five years so know where headed and can measure where succeeded or fell short. Singer will begin writing a quarterly report detailing progress on the Plan. We should always celebrate the accomplishments along the way and actively promote them to the membership, in SNAG News, on our website, etc.

### **Executive Director Report** presented by Dana Singer

Members of the EAC are to be selected by the Editor and the Board in alternating years. Recommendation made that we adhere more closely to the Bylaws when making appointments to the EAC. In years when there is a Board appointment, the names will be generated by the Board (and the EAC can still make suggestions). The Board also wants there to be more open conversation and communication between the Board and the EAC.

**Action:** The new procedure for board picks will begin with the next board pick in two years. Instruction to board liaison: Create a game plan that will be in place for the transition. Anticipate which board meeting each year will be for suggesting names and which board meeting will be for making decisions.

### **Editorial Advisory Committee Report** presented by Anika Smulovitz

## **SNAG Board of Directors Meeting Minutes**

**Phoenix, Arizona**

**May 21 – 22, 2012**

Discussion of EAC's role. They are advisory only. Accountability for content lies with the editor. If the Board wants to establish new criteria or new expectations for Metalsmith's content, they should implement them now, with clearly stated goals. Discussed need to increase the readership and to make changes that are not too subtle to be noticed by the readers.

Discussed different reasons why people might not renew and the idea of having an exit survey. When people don't renew we should ask them why.

**Action:** Set targets and create a timeline of actions that need to be achieved.

Changes to Metalsmith the Board wants to see:

- 1) By issue 33:3, 50% of covers and features will be objects, blacksmithing, sculpture, furniture, etc. (non-jewelry)
- 2) New fresh artists
- 3) more traditional, classical work
- 4) Take chances on fresh writers
- 5) Change up page lengths of articles (Anika noted that Suzanne had already started with the change from three to four features)

Anika asked the Board to email her names of writers they would like to recommend or suggest. Making language more accessible does not mean dumbing down. Industry standard is that student writers are not accepted.

The Board also made a list of things to commend Suzanne for accomplishing:

- 1) Cover photography is fabulous
- 2) Historical articles
- 3) New editorial departments
- 4) She is a great advocate for SNAG and is great at networking for us
- 5) She is great to work with, both her way with people and she is very engaging
- 6) She has really transformed the look of the magazine
- 7) Forwards are always very good

**Move** (Anika): Accept Suzanne Pugh as Board's choice for next EAC member. Second (John Rais). Vote: unanimously passed.

**Exhibition in Print:** Susan Cohn is the next curator for 2013 EiP and she has been encouraged that EiP should not be restricted to jewelry. Discussed how EiP alternates from curated to juried. The next juried issue will be in 2014.

Should we rethink how/what is in the EiP? Is it still relevant? Do we scrap it? Refigure it? Other? What is going to be successful? The Garth Clark EiP was fantastic, garnered high praise, and sold. We need to pick EiP folks who have strong curatorial experience.

Board discussed and voted on EAC Guidelines for Jurors and Curators.

**Action:** Guidelines adopted with Board revisions. (See Appendix A).

It was suggested that everyone entering the Juried EiP has to be or become a SNAG member, and make this another member benefit.

**Action:** The Board Agreed.

EAC needs to hear all reader complaints so they can respond to them individually; listen to what is being said.

**SNAG Board of Directors Meeting Minutes**  
**Phoenix, Arizona**  
**May 21 – 22, 2012**

**Lifetime Achievement Award Report** presented by Karen Lorene. Need the next person to join the LAA Committee. The Board created a short list of people, and Sue Amendolara will invite Paul Smith to serve on the Committee.

Meeting adjourned for the day at approximately 5:30pm.

**Tuesday, May 22, 2012**

Present: SNAG President Sue Amendolara, Past President Harlan Butt, Treasurer Anne Havel, Secretary Eliana Arenas, Bryan Park, Anne Mondro, Karen Lorene, Jamie Obermeier, Anika Smulovitz, Caroline Gore, Marlene True, John Rais, Nominations and Elections Committee Member Courtney Starrett. Executive Director Dana Singer and Program Manager Ellen Laing were also present. Later in the day the Board also met with Suzanne Ramljak, and the members of Meetings A La Carte, Kate Lichter, Shefali Kubavat, and Sara Martinez.

SNAG President Sue Amendolara called the meeting to order at 9:10am

**Treasurer's Report** presented by Anne Havel.

There is a direct correlation between how well our conference does and how well SNAG does each year. If the conference is profitable, the year will not likely be profitable. If we lose money on the conference, the year will almost definitely end with a shortfall. We must get off this roller coaster. It is the responsibility of the Board to ensure that the conferences are financially successful. We must change our conference 'model' in order to be more stable. If we change our model we won't need as many people to attend in order to break even.

The Balance Sheet indicates SNAG is what's called "technically insolvent". Our current liabilities exceed our current assets. We need to get on more solid footing. Perfect segue to Anne Mondro's report on Conferences.

**Conference Overhaul** discussion with entire Board:

Our current model for producing conferences is not sustainable, and we have to do a full conference overhaul in order for them to be profitable. Change the speaker compensation packages. Bring in additional and diverse programming, to increase attendance. It's common practice to pay different types of speakers at different rates. Mix up the type of programs, not all General Session presentations. Our administrative and overhead costs for conferences are currently approximately \$55,000. We need to streamline, work more efficiently, and not keep reinventing the wheel with each new set of conference co-chairs and personnel.

Discussed Portfolio Review. Open it up to new professionals and mid-career folks. Have a wider variety of reviewers, such as curators, publishers, etc.

Dana needs answers to five specific questions to get started on a new conference structure and format.

1. Have the SNAG conference on the same weekend each year. **Action.** Selected the weekend before Memorial Day weekend.
2. Create a Conference Programming Committee (national in scope, including but not limited to local people) **Action,** starting 2014
3. Create a Conference Exhibitions Committee (national in scope, including but not limited to local people). **Action,** starting 2015.

## **SNAG Board of Directors Meeting Minutes**

**Phoenix, Arizona**

**May 21 – 22, 2012**

4. Change structure to flat fee for all speakers, and create different levels. **Action**, starting in 2015.
5. Need to decide where we want the 2015 conference to be. **In order of preference:** Boston, Washington DC, San Francisco (want first tier cities)

With so many changes, also need to address the new role/responsibilities of the co-chairs. If we have 3 co-chairs, 1 can be from out of state with the other 2 being local.

### **Next: 2013 speaker slate.**

Anne presented the current speaker slate (only a few items are still incomplete).

**Action:** The speakers are accepted as presented and move forward with contracts

Proposed changes to the Education Dialogue policies, structure and format. Interest in the Dialogue has fallen off and we need to jumpstart it. 2012 returns to the dialogue format; eliminates presenters and panels. Also, each year the committee chair does all the work with almost no input by the other members. This should be changed to two people working as a team. Last, because it's conference programming, the coordinator should report to the new Programming Committee.

**Action:** Adopt all of the Education Dialogue changes in Anne Mondro's draft policy document. Change Education Dialogue committee to a team of two people, change who they report to (from the Board liaison to the new Conference Programming Committee). This will start in 2014 (Minneapolis) with the start of the new programming committee. In 2013, Wing-Ki Chan will work on ED, possibly with Victoria Altepeter if she will mentor her, and will report to the Toronto co-chairs.

### **Membership Outreach Report** presented by Karen Lorene.

Discussed expanding the 'Getting to Know You' series but decided to keep it focused on the Board. Would like to gather more information about our members so we know more about them and can tailor some programming with that in mind.

### **Exhibition Planning Committee Report** presented by Caroline Gore.

Traveling Exhibition: Reported on latest conversations with ExhibitsUSA; their new parameters don't match our needs. Discussed SNAG's role in producing traveling exhibitions, what we are able to do and what is outside our capability. Decided to talk to a few people and re-group on this issue.

**Action:** Dana and Caroline will further this discussion.

Exhibition Partner Guidelines: Discussed first funder issues, what works and what doesn't, and how these issues affect the timeline. Discussed advertising and marketing issues as a partner. Board edited the Exhibition Partner Guidelines, and unanimously adopted the revised document.

Online Exhibitions: Discussed issues with the process and curators.

New Curatorial Professionals: Discussed the possibility of skipping the call this year, and decided to put this off until next year given the current workload of the committee.

It's time to change the structure of the EPC, so that the Board liaison isn't the committee Chair. Need to find new people to be on the Committee. Many names were suggested.

## **SNAG Board of Directors Meeting Minutes**

**Phoenix, Arizona**

**May 21 – 22, 2012**

**Action:** Send Caroline names and talk about it in the Board's summer conference call.

**Symposium Report** presented by Eli Arenas.

Reported on "Forging Entrepreneurs" being held all day Sunday August 26, the planning, presenters, and the coordinators' great job. Eli requested feedback from the board on the 2013 symposium location, partnerships, coordinators, resulting in the following choices for 2013: 1<sup>st</sup>) West Coast, possibly at Revere Academy in San Francisco, 2) West Coast, City College with Suzanne Pugh in San Francisco, and 3) Southwest, SW Center for Arts and Crafts in San Antonio.

Topic ideas (if in Bay Area): startups, business plans, entrepreneurship, invite speakers from outside metals. We need bloggers for online networking and chatter on the Symposium, big promotional push in June/July, names suggested: Loring Taoka, Sharon Massey, Michelle Pajak-Reynolds, and Brian Ferrell.

### **Board Meeting with Suzanne Ramljak:**

The Board relayed to Suzanne what had been discussed and decided yesterday. Suzanne welcomed having these items 'quantified' for directional purposes. She acknowledged that we need to increase readership, but said that that diversity is a challenge. Discussed reinstating some interview formats, and what departments are the most popular (e.g., Look), the production timeline, how being a quarterly publication impacts our ability to publish timely reviews, perhaps we could do a combination of coverage of exhibitions and reviews of them, possible new writers for Metalsmith and how to locate them.

Suzanne is quite eloquent and passionate about Metalsmith, and we need to leverage the myriad ways we can use social media and our new website to engage our readers more.

Discussed issues with the Exhibition in Print. The EAC went back to the original statement of intent: To show the diversity that exists in the field. Suzanne laid out her ideas, what to do about EiP and how we market it (she feels it is a very special issue).

Discussed types of exhibitions we are not seeing. Ask ourselves: "what is the field missing? What type of exhibitions are we not seeing happen?" Success is not gauged by the number of submissions, it's in the end product and how it's received. There is a correlation between the EiP's success and SNAG's success. When the issue is not successful, we lose readers.

**New Business** presented by Sue Amendolara:

The "Rogue Crawl" at the Phoenix conference was discussed, including the possible effect this may have on Trunk Show exhibitors and the Vendor Room.

With the new, successful approach to the Student Digital Presentation (submissions are made by the school programs to promote the work of their students), we need to establish new parameters.

**Action:** Clarify all parameters (make the presentation longer than 30 minutes, establish a maximum number of images per school regardless of how many students are in that program, calculate how many images can reasonably be seen within the presentation timeframe). Make everything clear to the volunteer coordinator and the schools from the beginning, including the consequences of submitting non-conforming images.

**Action:** The Board Handbook will now be completely digital.

**SNAG Board of Directors Meeting Minutes**  
**Phoenix, Arizona**  
**May 21 – 22, 2012**

Fall meeting reminder: Chicago, fly in October 11, meet October 12 to 14. Staying at the Hampton Inn & Suites.

Meeting adjourned at approximately 6:15 pm.

---

**Appendix B: *Exhibition in Print* Guidelines for Jurors/Curators**

*Metalsmith* and the *Exhibition in Print* are essential to SNAG's success. As jurors/curators of *Metalsmith's Exhibition in Print (EiP)*, you understand that *EiP* is a special annual issue of the internationally distributed art publication *Metalsmith* and is guided by the objectives set forth in *Metalsmith's* Vision Objectives from the SNAG Board of Directors. It is a unique curatorial venue, providing over 40 pages for the exploration of ideas related to the metals field.

The premise behind the *EiP* is to produce an exhibition-quality publication that illustrates the breadth of the metalsmithing field. Quality should be the primary criterion. Additionally, the *EiP* should have an ambassadorial nature, serving as an international interface between our field and the general public. It is expected that you will select images that have not been widely circulated or previously published in *Metalsmith* or other publications.

***Metalsmith* Vision Objectives from the Board of Directors, May 2011**

*Metalsmith* will provide a range of information and images reflective of the vigor, diversity, and quality of the field. *Metalsmith* is dedicated to all forms of art and design as they relate to jewelry and metalsmithing. The Board of Directors' Vision encompasses but is not limited to work made solely with metal.

*Metalsmith* serves as a platform documenting the art, design, jewelry and metalsmithing field. It is a vehicle through which those working in many different areas – galleries, museums, teaching at all levels, contemporary craft shows, retail venues, online venues, and non-traditional venues – share their ideas, insights and opinions. *Metalsmith's* content encompasses the field's past, present and future.