

Board of Directors Meeting
Philadelphia Minutes
May 18 & 19, 2009

The Meeting was called to order at 9:00 AM on Monday May 18th. All members of the board of directors, save Kristin Lora who was delayed and arrived later on Monday afternoon, were present. Announcements and revisions to the agenda were made.

Of the 14 reports listed on the Consent Calendar, the Audio Visual, Lifetime Achievement Award, Conference Student Scholarships and the Silent Auction/Raffle reports are moved to the agenda for discussion. The remaining reports listed on the Consent Calendar were voted on and approved by the board.

President's Report is presented. The president addresses the Executive Committee convening since the last board meeting. As quoted from the Presidents report: "the Executive Committee reviewed the budget and directed Dana to give staff members a 2% increase in pay and a 2% increase in salary to herself as agreed to by the board at the October meeting." {as documented in the Oct.'08 minutes}

Furthermore the Executive Committee reviewed Metalsmith's Newsstand visibility which applied to the redesign of the magazine. Dana approached the Executive Committee with the issue of how the new trim size might be affecting visibility on the newsstand. {which is documented in the Metalsmith Production Report section of these minutes.}

Finally, the Executive Committee conducted via email a Performance Review of the Executive Director. Votes from the board were unanimous for Dana's excellent performance with the treasurer requesting to be excused from the review process.

Strategic Plan goal #1 is being met with the new mission statement. Board discusses how often a mission statement should be reviewed. Others on the board thought that was too often and not good for continuity. It was suggested that it be "reaffirmed," not "reviewed annually."

ACTION: Board clarifies that it will re-affirm the mission statement periodically.

Treasurer's Report is presented. Positive numbers with cautious optimism is indicated as SNAG moves forward. Philadelphia conference attendance is estimated to be 710.

Subscriptions for Metalsmith magazine and overall membership is down, yet

advertising for Metalsmith is up and uncollected fees for advertising is down, which yields YTD stability. Future locations of conferences will greatly influence SNAG's bottom line.

Board discusses a plan to rebuild the Reserve Fund. Currently there is no policy in place regarding reserve funds. Board reviews the past years budgetary difficulties and recognizes the need to establish a policy on reserve funds. The board concurs to develop a policy, which would add a line item to the budget in order to meet a goal for a percentage of each year's funds to be placed in reserve.

ACTION: Stewart Thomson, SNAG Treasurer, will first show his draft to the Executive Committee, changes may be made and a new policy will be presented for board discussion and vote.

Executive Director's Report is presented. There is discussion regarding responsibilities and decision making between board members and the executive director. Dana's memo articulated "how responsibilities of oversight and decision-making work" by all board members and focused on enabling board members to feel more confident about exercising their authority.

As a working board we differ from some other organizational boards in that we are volunteers that actually make the programs happen. Exiting reports from past board members were established to help transmit to new board members information regarding their program assignments. As exiting reports are new to the board their effectiveness has yet to be fully realized.

Creating a board member mentoring system could be helpful to new board members. Having exiting board members co-coordinate programs with a new board member as the new board member takes over responsibility for committees is discussed. An over view of what a board member needs to know as a liaison is suggested.

ACTION: Harlan reinstate the mentoring system with this next influx of new board members.

Discussion of what constitutes a proper "Exiting Report." Exiting reports should contain a "procedural handbook" for any given program including all documents used or needed to run a given program. Making this better by: Establishing chain of command for communication with volunteers; board members create a "procedural handbook" for each committee they are a liaison for; establish transition mile post for turning over responsibility to a new board member.

ACTION: Kris is going to create a flow chart and a one-page information sheet for volunteers and board members, during her last year on the board.

Dana's report concludes with a summation of her work coordinating many aspects of marketing and graphic design, specific to the "consistent look and feel" project that Marlene Richey and Dana are working on through 2009.

ACTION: The board will see preliminary proofs for approval at the fall board meeting.

A report on **Conferences** is presented. The importance of good communication between SNAG Board members and the conference chairs, committees and local volunteers was discussed. A restructuring of communication protocols with agreed points of responsibilities between the board liaison and co-chairs is suggested. Houston 2010 conference is on schedule and moving forward.

ACTION: the board voted to make sure that every conference speaker receives a single room during the conference starting with the 2010 conference. Even though this increases the conference budget, the board believes it's the right thing to do.

The use of Gallery Space in the conference "proper" is discussed by the board. What policies are in place? What are the needs and expectations of galleries who may want to sell work at the conference? What should SNAG provide? What are the costs? What impact would it have on the vendor room? Certain policies in this area were determined last summer/fall by the board, while more definitely needs to be hammered out in this area. The first step for 2010 would be: "is there even space at the Houston conference hotel to accommodate a gallery area?"

Seattle 2011, and D.C. 2012 are discussed. The high cost of hotels in D.C. leads to the discussion of reducing the length of the conference and running concurrent programming. Modifying the length of the conference and introducing concurrent programming have been in the works for a year or two and are not prompted by the DC conference but will be implemented at DC. Ideas to make the cost of conferences more reasonable are brainstormed.

ACTION: Expand work-exchange from a students-only program to include early career individuals, and implement Guild rates. Improve the structure and programming by refocusing the efforts of the co-chairs. Shorten the list of expectations of the co-chairs. Improve Gallery Night by limiting the venues to top 5 high quality galleries within reasonable proximity to each other. Improve networking opportunities (various ideas were proposed)

Additional brainstorming discussions include: Sunday morning events, a buffet lunch, speed slide shows, and showing video or DVD demos. Establish a letter

of agreement that coordinators will be fiscally responsible for their conference budget.

Toronto, Canada 2013: We must be careful that the exchange rate not impact SNAG conference attendance, also consideration of passport costs for U.S. members. We want the Canadian conference to encourage more Canadian jewelers, metalsmiths, etc. to attend the conference.

ACTION: Compile data on conference attendees as to where they are coming from to help plan future locations for conferences. Add a new criterion to our existing criteria: “the economic/financial impact on both SNAG and the attendees.” The existing criteria includes: School with a metals program, local metals guild willing to host, local core group of volunteers, easy travel access

Educational Endowment Scholarship report is presented. Winners are to be announced during the first conference members meeting.

ACTION: Post cards announcing winners shall be moved up in the time line to Fall (Sept./Oct.'09) with an additional “call for entry” in SNAG News and a broadcast email in Nov.'09. Nanz will work with Angela Gleason to streamline and improve the Endowment Scholarship application process to make it less complicated for students to apply.

Editorial Advisory Committee report is presented.

ACTION: Entire mission statement of Metalsmith should be printed on the masthead, and reflect the new cover tagline, “art, design, jewelry, & metal.”

Discussion of the 5th issue or EiP and about whether the original goal and purpose of the EiP is being fulfilled in practice. And if not, then the board will have to decide how to proceed. Discussion of an inclusive EiP as a survey of membership is one idea. Theme of “Who We Are” could be used to highlight excellence in craftsmanship of SNAG members work. Garth Clark is the invited curator for the 2010 issue.

Re-design is well received by the membership. Placement on sales racks is still a problem. {see Metalsmith Production report further on in these minutes.}

On-line Presence Committee report is presented. Review of social networking sites which SNAG can connect to without having to emulate. Communication to the membership about how to access networking opportunities through their SNAG membership. SNAG has launched member groups on various social networking sites, such as Facebook, Flick'r and crafthaus, and will continue to do so.

ACTION: James will implement better communications to the membership about our social media so they can participate.

Website changes as defined in Strategic Goal #2 are a survey of membership, search engine optimization, and website revision.

ACTION: OPC will conduct a survey of the membership to solicit member feedback on what works and what doesn't on our website. Dana needs data in order to look for grant funding to underwrite next upgrades.

ACTION: OPC will work to help realize an online auction and online preview. James Thurman will work with Nanz Aalund and Marlene True to develop the online auction.

James Thurman gave his progress report on the creation of a digital Metalsmith Index. OPC member Emily Watson has submitted a proposal to JSTOR, and we are waiting to hear more after they review it. JSTOR is an organization that SNAG would apply to for digitization of Metalsmith for scholarly research. It has been suggested that we digitize all past SNAG News technical articles and upload them onto the website. Nothing more was decided.

New website pages specifically for Metalsmith have been implemented, including the Tables of Contents for each issue as it publishes. The Table of Contents for the two most recent issues are already on the website. The "table of contents" for all issues of Metalsmith and SNAG news technical articles are digitized for website content. The idea of digitizing the entire archive of all SNAG News technical articles is in the pipeline but has not yet been completed.

Exhibition Planning Committee report is presented. There is an exhibition from South Africa that features the work of South African metal/ornament artists will tour the states in April 2010. Organizer, Lauren Kalman (an American) is asking SNAG to fund part of the costs. Tina Rath recommends that SNAG dedicate funds to produce a catalogue. Many questions regarding SNAG's sponsorship are raised. Does SNAG want to sponsor the publication of catalogues? As a sponsorship should this be turned over to the marketing committee? The questions here revolved around whether SNAG's involvement would be limited to contributing \$2,500 for the catalogue or if it would something more. Also what public recognition SNAG would receive, what marketing benefits. The issue is tabled until answers for many questions can be presented.

Next EPC issue is another exhibit "Drawn on Paper/Made in Metal." Exhibits USA is interested in receiving an application from SNAG for consideration, and the Cooper-Hewitt design museum has expressed interest in the exhibit. There is a June 15th deadline for application to Exhibits USA. There was extensive

discussion about how working with an exhibition management company would factor into this proposal.

Motion: To support the proposed exhibit, “Drawn on Paper/Made in Metal” submitted by Raab and Ross so long as the exhibition is in partnership with an exhibition management company. If the exhibition is accepted, there will be a maximum of \$20,000 total over a three-year period (2010, 2011, 2012) from SNAG’s general operating budget, for expenses related to this exhibition. And if it turns out that “Drawn on Paper/Made in Metal” is not accepted by ExhibitsUSA, then the EPC will approach other such companies. Vote is unanimous.

Professional Development Seminar report is presented. PDS’s inclusion into the main body of the conference at the Houston 2011 conference is the main concern of the PDS committee chairs. Time schedule of a 3 hour presentation to run over the lunch hour on the first day of the conference is suggested. The board is updated with the outcomes from a conference call with the PDS coordinators, board liaison, and Dana Singer. The board then discussed possible logistics for PDS.

A request for key volunteers to receive some sort of registration or hotel discount was not adopted because it carries much broader ramifications—doing it for these volunteers would mean broadening it to all comparable volunteer coordinators which is not financially viable.

Motion is made: PDS shall be budgeted \$2,500 for its conference programs. Vote is unanimous for budgeted amount.

Educational Dialogue report is presented. ED sent out survey to create a history of metals programs at universities.

ACTION: A “wiki” site was established for EDP discussion forum several years ago and needs to be updated more frequently. Links on SNAG’s home page to ED “wiki” site would be established by 2010.

Motion is made: ED shall be budgeted \$2,500 for its conference programs. Vote is unanimous to approve the budgeted amount.

ACTION: For both PDS and ED, there needs to be clear language about what AV equipment SNAG will now be responsible for financially. And we are overdue in implementing formal policies about SNAG expectations of funding these programs. One example was that the people on the committees need to be SNAG members.

Final item on Monday’s agenda is the board discussion of a letter from former SNAG member Harry D. Mackie. Mr. Mackie was upset with the direction SNAG

is moving in and expressed his view that Metalsmith magazine (and by extension SNAG) does not represent contemporary jewelry designers and manufacturers like himself in its content. The board discussed the criticism of Metalsmith's content. As this sentiment is not new to some of the board members present, the board discussed that Metalsmith magazine does not present work by contemporary, commercial jewelry designers/manufacturers as often as some members feel it could, to be in balance with the more esoteric work.

The board also discussed how Mr. Mackie's letter highlighted a second underlying problem of SNAG members not learning about all the services available to them through SNAG. While the board seemed to agree that SNAG is not successfully communicating to our membership and others what SNAG does offer, there was not agreement about what core issue was raised by the letter. The board's primary focus of discussion shifted to address the issue of "what SNAG is" and who it serves and how to be inclusive without being so broad as to not really be focused.

ACTION: During her final year on the board Kris will implement the "Did You Know" campaign by citing specific services SNAG offers its members and work with Dana to integrate these features into Metalsmith magazine.

MAY 19th - Meeting was called to order at 9:00 AM, all board members are present.

Exhibition Planning Committee: Revisit the South African exhibit project. Lauren Kalman, the exhibits coordinator and primarily the curator, is looking for a full partnership from SNAG and to offer SNAG full name exposure at all exhibit venues. While the board liaison did describe it as a "full partnership," she also stated she wasn't exactly clear what SNAG would be doing and that the EPC would sort that out with Kalman. The focus was on: Oversee the final budget, assist the coordinator between the artists/schools and the two confirmed exhibition venues, draft the contract, and provide some degree of administrative help.

Board discusses a clarification of curators needs and what SNAG's requirements may be for endorsing the exhibit. Several board members questioned the possibility of a conflict of interest for SNAG with the exhibit being shown at commercial venues. The issue with the commercial venue is not a conflict of interest per se, but a perceived favoritism that we are promoting that one gallery. Tina responded that our partnership is with the curator, Kalman, not any individual venue. The possibility of the exhibit being at a venue in Houston during the Houston conference is also considered.

ACTION: Sandie will investigate in Houston but may not be possible due to the

exhibition opening in Memphis on April 1 (our conference is March 10-13).
ACTION: Exhibitions Planning Committee will firm up the details of the exhibition partnership with co-curator Kalman.

Motion is made: Board accepts partnership with the South African show in the amount of \$2,500. SNAG's financial support of the South African show is for a catalogue of the show. Vote: Yes, unanimous.

The **Nominations and Elections Committee** report is presented.
This was the first year of online voting. Overall the launch went well. We sent out hundreds of paper ballots; only 3 were returned. There remain some technical glitches to work out before the next election.
ACTION: Stewart will get an estimate of what is needed and plan for further implementation.

The board liaison would like there to be more communication with this committee and suggested an in-person meeting with committee members at the annual conference. Good communication between the board liaison and the NEC is considered important and how the voting structure supports this interaction needs to be reviewed.

This year's write-in candidacy highlighted some constitutional issues. A solution to clarify the Constitution regarding write-in candidates is proposed by the board liaison. Multiple issues regarding who can vote and when also need to be adjusted, re-worded, with implementation funds assigned for this solution to work effectively.

ACTION: Stewart and NEC will resolve this gap, place any necessary revision on the next ballot, keeping in mind that the next conference and election are early, in March 2010, and the fall board meeting will also be early.

Relationship between board and NEC feels too casual. Longstanding questions, not entirely clear, as between the NEC and the Board, which body is responsible for what duties. Clarification is needed.

ACTION: starting with the Philadelphia conference, the President and the board liaison will meet with the members of the NEC that area attending the conference. The purpose will be to clarify issues of structure, expectations and accountability.

One suggestion is that the chair of the NEC could also sit on the board, which would result in the NEC being more integrated and informed about what board service means in practice and what the board needs from future candidates. All board members were asked to review the Board Service FAQs and follow up

with Stewart with any revisions.

ACTION: Create a Recruitment Plan for board service; this is also one of the Strategic Plan's goals.

Marketing report is presented. Marketing is in concurrence with strategic goal #4. Marlene Richey, a jewelry industry marketing specialist, has been asking important questions to identify how SNAG can partner with other jewelry organizations. The American Gem Trade Association (AGTA) and the Contemporary Design Group (CDG) are interested in marketing partnerships with proposed website space reciprocity and advertising trades. Lively and active discussion follows.

ACTION: OPC needs to establish policy for website reciprocity.

ACTION: The board wants Marlene to pursue her ideas with two considerations: (1) to be sure that what is being proposed fits into SNAG's mission and programming rather than trying to re-align ourselves to fit into others' missions and programming; and (2) to look for the equal tradeoff between us.

ACTION: Marlene is to come up with guidelines or a packet that SNAG will offer to all potential marketing partners so that she's not creating individual ad hoc relationships. Incorporating established levels, just as we do with our conference sponsorship levels and benefits. The Online Presence Committee will be involved to the extent that SNAG needs a policy about reciprocal website links.

There was discussion about the interest Marlene has received in requests for SNAG logo plaques. SNAG members wish to hang the SNAG logo in their booths at shows, in their store windows, etc. Also discussed is the ability of members to download SNAG's logo onto their own websites.

ACTION: Dana will return to these ideas.

Fundraising report is presented. Corporate membership plan is included in the report. Kristin is exiting the board so her report includes the final documents and program coordination. The board liaison for fundraising need to be involved in all fund raising opportunities including the Silent Auction, Raffle, and other projects.

Four major points of fundraising as it applies to the strategic plan are: Identify new sources for revenue, Silent Auction on the website, coordinate current programs, and identify the next focus for fundraising.

Karen Christians' proposed 10% of all independent workshop teaching fees can be paid to SNAG as a fundraising concept, is not adopted by the board. The

proposal does not address administrative time constraints to implement and maintain such a program. These costs could be disproportionate to what the board sees as the potential return and to what our small staff can take on. The board's reasoning included the fact that SNAG never states a percentage in any fundraising requests, and the board is uncomfortable doing so here.

ACTION: Dana will follow up with Karen.

Metalsmith Production report is presented. Significant downturn in newsstand sales in 2008 is view as an industry wide phenomenon. 2008 sales predate the redesign of Metalsmith, so the decrease in sales is not related to that change which was with the January 2009 issue.

Newsstand visibility features, such as purchasing a promotional pocket at the newsstand, which is available from magazine distribution companies is costly. **ACTION:** Dana will develop timeline and implement an anecdotal survey, have members try to find Metalsmith at their local bookstore and report back to SNAG on visibility and display.

Another idea was to conduct a reader survey in early 2010. Both are fairly costly, but the board thought that the reader survey was a better investment in SNAG's future. Reader survey would help target advertising and identify what products and services the readers are looking for. Better investment, deeper ramifications.

Other questions discussed are: Should the survey focus solely on readership of Metalsmith or should it expand to the entire membership and ask questions about programming? Should the survey be focused on what the membership wants or only on the magazine content? Kris pointed out that we'd done a number of surveys leading up to the strategic planning retreat in January 2007, and before spending money on programming questions we should go back and look at those.

ACTION: Dana will implement a reader survey, for early 2010. The board voted to not survey the membership again, rather use data collected from members and non-members in late 2006 related to SNAG programming.

The discussion highlighted the disconnect between Metalsmith and SNAG. Members perceive that SNAG is Metalsmith and Metalsmith is SNAG. The issue of a disconnect between the content of Metalsmith and the organization of SNAG needs to be addressed. Although SNAG publishes Metalsmith and the SNAG board establishes Metalsmith's overarching vision and policies, it does not direct each issue's specific content, which causes confusion in many members' minds as the magazine is the most tangible benefit of membership.

What the board recognizes as the firewall between Metalsmith and SNAG is an internal, not an external separation. Many people (and members) don't know what other valuable resources SNAG provides beyond the magazine.

ACTION: Dana will integrate more member services information into places within Metalsmith, such as the current Society Page, or on the backside of the Reader Service Card. Research how other organizations handle the relationship between their organization and their magazines when members want to be featured in the magazine.

Silent Auction report. The committee has worked very hard on developing an on-line auction and these efforts will hopefully improve the Silent Auction for future conferences. A post-conference report with lists of donors, expenditures and timeline will be submitted at the fall board meeting.

ACTION: The board would like Nanz and the silent auction co-chairs to include more information in the spring board report about donors, expenditures to date and the timeline.

Conference Student Scholarships report is presented. CSS was started under Barbara Heinrich during her board tenure. In 2009, \$8,650.00 was raised and 27 scholarships were awarded under an application process where any school with a jewelry and metals program can sign up to receive a scholarship. The next step in the process is that once CSS knows how much money has been raised and how many scholarships exist, the department chairs of the participating jewelry and metals programs are notified and award the scholarships to the student they feel shows the most promise. This two-step process has student merit as a component. No school receives more than 2 scholarships in an effort to be more fair.

ACTION: John Rais and Eric Ryser will conduct an in-depth review of the current process, and create a revised plan to improve how scholarships are applied for, how the money raised will be divided, and what criteria will be used to award them.

Lifetime Achievement Award report was presented and a "call for committee members" was addressed—who to approach for next open seat on the committee was discussed.

ACTION: We need a fuller script for what constitutes a LAA award recipient's life to assist with award candidate selection.

A proposal for a **Student Jewelry Design Competition** by Hoover & Strong was discussed. The board held many concerns regarding the limited scope of the

competition. It's not being open to all schools with jewelry/metals programs nor being open to all students enrolled in programs were two concerns. Hoover & Strong was already undertaking the promotion of the event without SNAG feedback or participation.

ACTION: Dana will talk to the H&S representative. Further discussion is tabled until the fall board meeting.

An **Audio Visual** proposal is presented. Harlan received a communication from Brian Meek regarding a digital library of SNAG images. Using Adobe photo cataloging system called "Light room" a image database would be created that could quickly reference and supply images that are part of SNAG's archive. The Smithsonian is suggested as a repository for this archive, also the National Ornament Museum is a possible repository suggestion. While the board views this as a great idea it concedes there are many complex copyright issues associated with it. Also, there is the question of how this project may affect the digitization project of Metalsmith magazine. Proposal is tabled for further development.

At this time the board began the Conversation about SNAG's Future. The board was asked what kinds of people they believe SNAG best serves. The goal was to look at SNAG and our members in terms of the way they approach their work. The board eventually created a list of 10 such attributes or characteristics.

The board then examined SNAG's programming in direct relation to the components of the mission statement—to see where which are effective, and not so effective, at advancing our mission. All the various student services provided by SNAG and our various fundraising projects then entered the discussion. Highlighted was the need for CSS to be coordinated with other fundraising efforts.

Student Services are identified as mostly conference related, which means students must attend the conference to access the Student Services. Student services have been added piecemeal onto the structure over the years, which has resulted in them being too complicated. Now is a good time to consolidate in ways that will benefit everyone involved.

It was proposed to combine Student Scholarships and Student Assistantships (two different ways that help students come to the conference). The board liaison will take a look at these two programs procedurally and see if combining them is feasible.

Another board member had a fundraising idea people really liked for the

Conference Student Scholarships, namely, approaching the alumni from all the various schools to help underwrite scholarships for students from their alma mater.

ACTIONS: 1) John Rais will consolidate and coordinate the underwriting for Student Services in general to reduce redundancy in programs and multiple requests for funds from the same donors. Support Students is terminated as a separate fundraising effort, to be rolled it into the CSS program.

2) John Rais will rename “Connections Room” to more clearly convey what it actually offers.

3) John will create a better plan and timeline for Student Scholarship/Assistantship so they run better.

4) Move “Student Exhibition” at conference so that it is handled by EPC with an “in-conference” exhibit manager.

5) Think through the ramifications of having all recipients of Student Scholarships volunteer at the conference as part of the award.

6) James Thurman will clean-up the website and include an area for Student Services. Place all student-related benefits and services in one place on the website, and to add an obvious link to find them. James Thurman and the OPC will work on this “Student Section” on the website.

Discussion of areas overlapping between Marketing and Fundraising leads to the formation of a **Marketing and Fundraising committee** (M & F), which would be comprised of 2 board members who will be in touch with the board liaisons of programs that do fundraising.

ACTION: Harlan establishes the M&F committee. Two board members will create policies and procedures for how the M&F committee will function and for participants to establish a consistent look and feel to funding requests within the larger scope of SNAG. Coordinate the Annual Appeal, Silent Auction, Conference Student Scholarship, and Corporate Sponsorship under the umbrella of the M & F committee.

Work on the existing database of donors while providing list management. One suggestion made is to purchase fundraising software.

ACTIONS: 1) Conduct research of how much fundraising software costs—the range is quite wide.

2) Create a timeline for the integration of these separate programs and for approaching SNAG members to participate as member of the M&F committee.

Inter-board Calendar is requested to identify multiple timelines from different programs. (Having an organization-wide calendar that shows how all the various individual committees and timelines interface is a board structure issue, and is one part of the Strategic Plan.)

ACTION: James Thurman will figure out how such a calendar could be implemented on the website.

Exiting Reports are requested from Tina Rath and Kristin Lora.
Fall board meeting is set for October 1st - 4th The meeting runs Oct. 2-4; with all board members arriving on Oct. 1.

Old Business: Program Review Committee has a list of questions that is asked of every program. Harlan Butt is asking feedback on those questions.

Board responds that there are too many questions overall. And too many are structured as "yes/no"---they should be "rate this between 1 and 5" to elicit more useful information.

Meeting is adjourned at 7:00 PM