

SNAG Board of Directors Meeting
Philadelphia Minutes
October 3-5, 2008

The Meeting was called to order at 9:00 AM on Friday, October 3rd. All members of the board of directors are present. Announcements and revisions to the agenda were made.

Reports from the Program Review Committee, Lifetime Achievement Award, Editorial Advisory Committee, Conference Planning Committee, Treasurers Report, Educational Endowment, Friends of SNAG, with additional support documents are distributed and added to the board handbook or meeting notes where necessary.

The 13 reports listed on the Consent Calendar are agreed to by the board to accept the reports as presented. Clarification of what was being voted on by accepting the Consent Calendar was requested.

The vote to accept the Consent Calendar was to acknowledge that board members have read the reports, which do not contain any substantive issues requiring discussion by the board. As this meeting is a budget meeting, all budgetary requests contained within the reports would be reviewed and changed as necessary to balance the budget. The 13 reports listed on the Consent Calendar were voted on and approved by the board.

The Budget report is presented. Educational Endowment Trust has been hurt by the stock market instability but the fund remains viable. Discussion of membership renewals and subscriber retention remains important to budgetary commitments. Discussion of student conference attendance costs and student discount admission. Board agrees that pre-registration is the only available way to make discounted student admission to conferences fair to all. No walk-up day-of discounts will be available.

Small discrepancies between budget numbers on board reports and actual budget report are addressed. Board members are asked to contact the administration offices for exact budgetary information before they submit each board report, and in the future the term "as of date" will be included in board reports. Additional details of budgetary income and spending are discussed to clarify accounting procedures.

Silent Auction costs are \$1,000 with Philadelphia site. Display cases are hopefully being donated by the Philadelphia Art Museum, Calder Exhibit, which

may off-set some costs. SNAG has asked for the cases to be donated and we are hopeful that they will be, but there is no tentative agreement as of the board meeting

Friends Of SNAG financial report is presented by Kristin Lora for inclusion into the budget.

The SNAG Staff and Board are thanked for the cost cutting measures they have undertaken to save money for the organization. Discussion of staff recognition in financially difficult times is tabled until later in the meeting.

The proposed 2009 Budget will be revisited on Saturday after many other program reports are presented.

Name Change: Low response to Discussion Forum are disappointing but survey questions will be reworked with Tina's assistance for better effectiveness and re-presented to the membership. Name Change will be discussed by the board on the Board Forum at the SNAG website by February. After board discussion, an online survey to the membership will be sent out. The board hopes to have an interpretation of the data received at the May 09 meeting.

SOFA Lecture Series: The SOFA lecture series is comprised of one lecture spot at SOFA NY and three lecture spots at SOFA Chicago. Only one of the SOFA Chicago spots is devoted to 3 emerging artists each year. Created and coordinated by Don Friedlich the lecture series offers 3 emerging artist showing at SOFA the opportunity to each have a 15-min. talk. It was brought to the boards attention for us to consider having more control over how the emerging artists are selected and to inject other jurors into the process. Tina Rath, the board liaison overseeing the lecture series, will pursue these changes with Don to the program. SOFA is adding a Santa Fe venue to their exhibition schedule and has offered SNAG one or two lecture slots there as well would like SNAG involvement. The Board is hesitant to commit to an additional expense in the current financial climate.

40th Anniversary Celebration: President Elect, Harlan Butt, presented a report from Brian Meeks, the chair of the 40th anniversary committee, on possible souvenirs and presentations that could be made available at the conference in Philadelphia. Discussion by the board of all items with more details discussed in the report including the design and production of the aprons. Conclusion is that a timeline is urgently needed and more clarity on specific items such as the apron are needed before a budget expense could be approved. A sticker, using the basic SNAG logo, was approved.

SNAG Website: Board liaison for the website forums, James Thurman discussed new moderators for two Forums on the website. In particular—the studio has a new moderator, and the Buy/Sell/Trade needs a new one. Forums were requested by the membership and yet are not drawing participation and are underutilized. Discussion of combining forum topics, editorial input by monitors and email aggregators to prompt member involvement.

Digital Advertising discussion is tabled and moved on the agenda to Saturday Morning.

Online Presence Committee (OPC) needs to be a full-fledged committee connecting to the staff (but not obligating staff time) with a board liaison to advise the board of SNAG's presence online and to focus on coordinating all of SNAG's online presence (e.g., Face book, Flickr, and so forth) up to date with ever-evolving web-presence. Website Mission and Policies will guide the committee, but a structure must be created to guide how and when new content for the SNAG website is needed. Executive Committee will oversee the OPC and have authority to approve new content.

Action: James Thurman will revise the guidelines.

Break for Lunch

Metalsmith Design Committee: Sandie Zilker introduces Suzanne Ramljak. The editor of *Metalsmith*, Suzanne Ramljak, introduces the magazine redesign to the board. The redesign was initiated to increase market reach. Perfect bound format will be continued but in a smaller size with a vertical title graphic. These changes will prompt better placement therefore higher visibility on the news rack. The graphic design of the title is meant to redirect the focus away from “metal” and onto “smith” to indicate the diverse content of makers the magazine represents. Through the diligent work of the magazines staff, *Metalsmith* magazine has been re-categorized by bookstores into the “Arts and Culture” area and moved out of the “crafts and hobbies” section of the news rack.

Board questions Suzanne about distribution numbers, sustainability of paper stock, and printing processes. Suzanne shared with the board the choices made to work with the printing company of St. Croix Press for years. SCP is environmentally aware in ways that extend beyond just recycled paper that has made sustainability and recycled paper a core business practice. Discussion of possible additional editorial content. The Board thanked Suzanne for her hard work and presentation.

Editorial Advisory Committee (EAC) for the next Exhibition in Print (EiP) is discussed. “Call for Entries” flier is presented. Board Liaison Sandie Zilker

requests a reinstatement of the in-person EAC meeting. Questions regarding budgetary costs for travel are discussed.

Tina Rath makes a motion to reinstate the meeting. Kristin Lora seconds the motion. Unanimous yes vote.

Metalsmith EiP 2008 issue and Orchid event discussed. The Orchid event is acknowledged as speaking to core issues that challenge the SNAG board. Larger issues of disconnect in communication and the disenfranchisement of various factions of the membership is identified. The magazine is seen as the most tactile benefit of membership and yet some of the membership does not see themselves reflected in the pages of that publication. Nanz presents a report citing critique from important members who contacted her regarding the issues discussed on the Orchid forum.

Economic issues regarding the flat membership numbers is discussed. Niche organizations need to be cautious not to limit the niche to too small of a group. The majority of the Board agrees that we are not advocating unbridled growth, but do support growth to sustain a health and financially viable organization as necessary.

The board has been responsive to the membership by adding programming to conferences and on the website. These responses have not been effectively communicated to the membership and haven't offset some members feelings of disenfranchised by the magazine. The board discussed facilitating more content which would drive membership discussion back and forth between Metalsmith and the website.

Call to Action: The Board needs to tell our (who we are as SNAG) story and tell it better than others. Communications to define benefits of membership, in a "did you know" list of benefits. The Board is given homework to re-write vision statement for *Metalsmith* incorporating more inclusive communication. The board is going to work with Dana to create a new draft vision statement that will be discussed in person at the May meeting.

Suzanne Ramljak's contract is up for renewal. No formal job review document or job expectation document have been written by the board since Suzanne's hire. HR issues regarding job performance and timely job performance reviews are discussed. Dana assures the board that performance reviews have taken place and been informal, and she will reinstate this section of her fall board report. Call to Action: President Kris Patzlaff and Executive Director Dana Singer will work on creating a new document outlining both procedure and substance for future performance evaluations to reflect SNAG's vision for the job of Editor of *Metalsmith*.

Digitization of Metalsmith: James Thurman has been working on the publication index, which is the ability to search an online index for past articles and issues of Metalsmith. Board liaison James Thurman proposes the Digitization of Metalsmith magazine as a project in partnership with Penn State University. The proposal triggers multiple questions regarding copyright retention of underlying material. SNAG knows that it doesn't own the copyright in the underlying material but we do own the copyright to the published version of Metalsmith. The question that remains is what limits, if any, are there on creating a searchable index, including fair use for education issues, duplication of EBSCO project undertaken years earlier, and where will scanned issues of *Metalsmith* "live," on SNAG's website or on Penn State's?

SNAG needs to retain strategic control of our past publications.
Call to Action: Release digital files currently available to James Thurman for evaluation at Penn State.

Digital Advertising: Ad pricing and contracts are discussed. Multiple issues and purchasing benefits vs. how crowded ad banners will make the website look. Call for the next step: projections of costs, sales and appearance for website ads. Proposed sale of ads in SNAG News without any limitation to placement within the newsletter.

Action was approved to move ahead with selling ads in SNAG News.
Discussion of Ad sales on SNag website is tabled until further information can be provided.
Meeting is called to adjournment at 7:00 PM

Saturday Oct. 3rd, 2008 meeting called to order at 9:00 AM

Enter into the minutes Note: the revised Lifetime Achievement Award Guidelines were adopted by the board, in between meetings.

SNAG News Restructuring: Establish a board liaison for SNAG News and allow Dana to step away from that responsibility as part of a larger overhaul. Change SNAG News web format from PDF to another more interactive format while retaining the printable function. Keeping SNAG News in a newsletter styling and as a draw for membership.

Proposed use of technical articles for SNAG archive. Copyright issues are questioned for internet use.

Nancy Monkman is requesting to be more of just a production person and is

asking for someone else to be the editor for the newsletter. Board discusses multiple possible options to help Nancy and the need for a newsletter editor job description.

SNAG News is a major member benefit and we need to be more pro-active in promoting it and seeking out articles. SNAG News and OPC should be connected. SNAG News could drive members to web forums, school section, gallery visits, and new columns can be added now in its present iteration.

Tara will be asked if she wants to become the newsletter editor and increase her time, perhaps to ¾ time to take this on. Ad sales in SNAG News could off-set cost for an editor and additional staff time. Need clearer communication between print and web projects to make sure ad sales for each does not impact the other publications and to retain highest income generation.

Call to Action: Create a timeline and phase plan to move these changes forward. Dana, Kris, Nancy, and James Thurman will meet to work together to establish these plans.

SNAG News Name Change: Proposed new name for SNAG News. Board members are asked to brainstorm on a new name for SNAG News and use the board forum to discuss possible new names.

Website Survey: Jan. 2009 a user survey will be sent to all board members to gauge usability of the website and 100% of the board needs to participate.

Silent Auction: Nanz Aalund presents proposal from volunteer committee to have an online preview of auction items. Board discussion of costs, economic non-viability for other art organizations, extent of auction online, jurying the donations for online presence, and timelines.

Call to Action: Board needs to know more before it can decide--move forward to develop a budget, timeline, guideline, and scope of the web-presence for the Silent Auction preview, looking to 2010 for future board vote on a first phase implementation.

Educational Endowment Scholarship: Motion put forward to implement change format for submissions from 35-mm slides to a digital format. Kris P. presents motion, Marlene R. seconds, board vote to approve.

Nominations And Elections Committee: On-line voting was low as all voting has been low for years, but continued on-line voting is necessary and must be correlated with conference voting. New structure for voting needs to be established for the very next election since ballots and candidate information no

longer goes out to the membership in a newsletter.

Call to Action: Board liaison Stewart Thomson will facilitate creating a new structure for members to receive ballots and candidate information and a means of voting online and will present it to Dana and Kris.

Faced with a large number of items still to be resolved, the Board agrees to work through lunch.

Exhibition Planning Committee: Better long-term planning and budget is needed to secure curatorial commitments. Board discussion of EPC partnering with galleries and museums for exhibitions, curator payment before exhibits open, lack of interesting themes for exhibits, and contacting curators from outside metals field. The EPC is to actively move towards securing a curator in 2009, as soon as possible. The EPC has already researched remuneration, and paying the curator in two steps. At the same time board liaison Tina Rath will find out what is normal with respect to the timing of the second of the two payments (the first is due upon signing a contract) and long-term planning issues.

Budget: 12:30 Dana is asked to leave the meeting so the board can discuss SNAG Staff pay. Board discusses a pay raise for SNAG staff, who have gone without pay raises for 2 years and made sacrifices of time off without pay. Cutting expenses and increasing income must be made to make the budget work. Stewart proposes a 2% to 2 and 1/4% increase in staff pay. Board agrees with 2% raises for the three staff people.

Continue to work on budget during lunch. Open discussion of possible cuts. Only remaining income in the last quarter of 2008 is membership/ subscription and fall appeal. Membership and subscription updates are added into the budget. Conservative numbers for the Philadelphia conference attendance could be adjusted upwards to increase possible income to balance the budget. Small but attainable upward adjustments are made to the projections for the Philadelphia conference attendance to help balance budget. Other adjustments are made in a number of areas including the conference attendance.

Further reductions to board expenses and retention of the Silent Auction funds to help with the SNAG budget. 100% of the Raffle money will continue to be sent over to fund the Educational Endowment Scholarship. Friends of SNAG funds and purpose discussed.

Fundraising: Corporate membership levels and benefits discussed. Kristin requests help from the board with contact names at corporations to be passed on

to her. A new level of corporate membership will continue to be developed. Additional costs must be considered for budgeting.

Call to Action: Kristin Lora will continue to work with volunteer to develop contacts with corporations towards focusing on 25 or so corporations for an early January letter.

Conferences: Recap of 2009 conference report. The only remaining issue about the Helen Drutt panel was to approve the third proposed speaker, Marianne Aav. Approved: Marianne Aav.

2010 Houston Conference: List of keynote speaker candidates are approved.

2011 Seattle Conference: Memorial Day weekend as dates to get concessions from the Westin hotel.

2013 Conference in Canada? Questions raised about required passports and the unpredictability of the exchange rate and cost of travel.

College campus as site for SNAG conference? Must have metals program. Large enough to accommodate our normal size. Must have housing for conference attendees, combination of dorms and hotels (in summer). Exhibition component, also vendor room. Must have active city life. Executive Director, Dana Singer will create a short list of possible college candidates from the list of priorities discussed. Maybe Eugene, Oregon?

Minutes Correction: Professional Development Seminar, will become part of the conference as of 2010 and will run opposite another presentation. Addendum to minutes from 2008 Savannah conference board meeting to reflect this vote.

Conference Organizers are presented to the Board: Organization of the 2009 conference is reviewed. Report was presented on schedule and transportation. Conference Co-Chairs worked hard to get speakers with a strong Philadelphia connection. City Tour will be scheduled opposite Educational Dialogue. The offerings available at the Philadelphia conference will be very dense. The Board applauds the efforts of the co-chairs and thanks them for their hard work.

Board discusses and reiterates that only \$300 honorariums are paid to conference speakers.

Motion to convene meeting is made, and seconded. Meeting convened 6:00PM.

Sunday, Oct. 4, 9:00 AM Meeting is called to order.

Budget Revisited: After review we are over budget by approximately \$3,000. Motion is made to keep Silent Auction proceeds in the general SNAG budget,

seconded and approved.

Discussion: Bonus for Metalsmith editor Suzanne Ramljak to be timely with magazine re-design launch. Staff year end bonuses will be determined by any budget surplus as available. Budget Transparency is important to membership at conference meeting.

Motion is made to approve the budget as a tentative budget for 2009, seconded and approved, until we receive notification of pending grant applications.

Marketing: Marlene points out the importance of consistency throughout SNAG's media and mission statement. SNAG needs to increase the benefits of membership and increase the perception of benefits to membership. Make sure members know about benefits.

Proposed actions: Partnering with local guilds to support joint events. Combining possible new branded products with a member services table at conferences. Board needs proposed budget and timelines.

Board approves a NEW tag line for the organization, and a comparable one for the cover of Metalsmith. Artists. Designers. Jewelers. Metalsmiths. (ADJM) and Art, Design, Jewelry, Metal for *Metalsmith* magazine tag line.

Mission statement will be revisited on the Board forum.

Advisory Committee: Harlan Butt investigated the possibility of establishing an Advisory Committee for SNAG. The Advisory Committee would be a fundraising committee and not actually advise the board on the activities of SNAG. Discussion of power, make-up, structure, and description of advisory committee. Show of hands indicated that the majority of board members are interested in further investigation with the creation of a structural draft to be presented in 2010. No board members are able to take on the additional responsibility of this project at this time.

Call to Action: Kris will continue to look at this as a possibility.

Program Review: The report created by the Program Review Committee (PRC) is more of an inventory of what each program within SNAG does instead of the productivity or responsiveness of those programs as initially envisioned. Program Review Committee felt confused by ambiguous expectations and presented with a job that was a bigger project than was anticipated.

Call to action: Board liaison Harlan will redirect PRC to create and implement an assessment tool.

Fall Appeal: Tone of appeal will be more celebratory, incorporating SNAG's 40th anniversary together with a graphic illustration. Will also address how donations help the organization.

Call to Action: Kris and Dana will work on the appeal letter incorporating years of membership when receiving response to appeal letter which will be used in an illustration in Metalsmith.

Art Jewelry Forum: There was a discussion on the role of Friends of SNAG and AJF at the conferences and their creating programming for collectors. AJF has voiced a desire to take over the services Friends of SNAG provides. After discussion of pro's and con's the board requested that Dana talk with Susan to get clarity in the needs of AJF and communicate the needs of SNAG. Dana will follow up with the board post meeting

Meeting adjourned at 12:30 PM

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