

SNAG Board of Directors Meeting  
Houston, Texas Minutes  
October 2 – 4, 2009

The President Harlan Butt called the meeting to order at 9:00 AM on Friday, October 2<sup>nd</sup>. All Board members, President Harlan Butt, Past-President Kris Patzlaff, Treasurer Stewart Thomson, Secretary Anika Smulovitz, Nanz Aalund, Caroline Gore, Anne Mondro, John Rais, Marlene Richey, James Thurman, and Sandie Zilker, and the Executive Director Dana Singer were present. Announcements and revisions to the agenda were made.

The Board acknowledged the approval via email in June of the Minutes from the May Board of Directors Meeting in Philadelphia.

All 16 reports listed on the Consent Calendar were Moved (Caroline Gore), Seconded (Kris Patzlaff), and unanimously approved by the Board.

**President's Report** was presented by President Harlan Butt. The President acknowledged that the Board would return to the items in his report later in the agenda.

**Executive Director's Report** was presented by Executive Director Dana Singer. The Executive Director acknowledged that the agenda items listed in her report would be discussed later in the agenda including an update on the "Consistent Look and Feel" project.

**Treasurer's Report** was presented by Treasurer Stewart Thomson. SNAG is looking at a positive surplus at year's end partially created by the positive numbers coming from the Philadelphia Conference. The Board clarified that the positive numbers coming from the Philadelphia Conference is not "found" money but funds needed to help run all of the programs that SNAG supports, which includes programs that do not generate funds but are a vital part of our organization. The Board, lead by the Treasurer Stewart Thomson, continued to discuss the budget, utilizing figures collected as of September 28, 2009 for our YTD figures. In an effort to obtain the Board's goal of balancing the budget, the Board began discussing ways to grow revenues and decrease expenses.

The Executive Director Dana Singer mentioned that there are two grants that we have not included in the budget and are waiting to hear back on. Those grants will not be completely "found" money since they will include expenses, however, they will add to our income if granted.

The Executive Director Dana Singer announced that membership and subscriptions have dropped dramatically in the last 18 months. The Board discussion turned to ways to better convey the value of our member benefits to our membership, and

ways to recapture lost membership. Discounts for recaptured lost members, and bundle membership discounts for students and guilds were discussed. Looking down the road, promoting membership throughout Canada one to two years prior to the Toronto Conference was suggested.

The discussion turned to SNAG's Reserve Fund and the arguments for and against adding a line item in the budget for the Reserve Fund. The discussion was tabled by President Harlan Butt to be returned to on Saturday's agenda.

The Board returned to discussing ways to increase revenues (membership, subscriptions, conferences, and fundraisers) in order to balance the budget. The Board discussed what characteristics tie our membership together. The discussion turned to the SNAG website and how to increase membership benefits on the website, as well as, how to better promote/communicate existing membership benefits through the website. The pros and cons of creating an open (not juried) members' gallery as part of the SNAG website was discussed (example: 3 member images included in member website gallery for annual fee with possible hot link to member's website). This idea was met with a lot of enthusiasm and desire to move forward with the project.

Other membership benefits discussed at this time included the new specially discounted SNAG Members Showcase advertising pages starting with the next issue of *Metalsmith*, and more web-based social networking opportunities for SNAG members through Facebook, Flickr, Twitter.

The discussion on revenue generating activities continued. Discussion included ways to generate revenue through the website, such as a Paypal button on the website to purchase *Metalsmith* (current issue), the ability for non-members to purchase *SNAGnews* through the website.

The discussion continued, turning to the success of the special fundraising event at the Philadelphia Museum of Art at this year's conference. Board members discussed the possibility of mandating some form of a "fun" ticketed fundraising event at every conference. This event would be organized by the Conference Co-Chairs in partnership with the Board Liaison for Marketing and Fundraising.

**Motion** (Nanz Aalund): To mandate a required ticketed Fundraising Event to coincide with SNAG annual conferences starting with the 2012 conference.

**Seconded** (Anne Mondro). **Unanimous Vote.**

**Conferences Report** was presented by Anne Mondro.

Houston, TX Conference 2010:

**Action:** Support Houston Conference Media Lounge idea on a trial run basis, although must find sponsorship to cover costs as SNAG cannot set aside funding from its regular budget at this time.

Also discussed and support by the Board were changes to the Houston Conference Pin Swap, to foster more person to person connections even as conference attendance grows.

The Board also discussed the importance of making the exhibition night during the conference easily accessible, with fewer exhibitions of high quality in closer proximity. Conference Liaison Anne Mondro will continue to emphasize this to future Conference Co-Chairs.

Seattle, WA Conference 2011:

Discussed Speaker Slate and balancing in programming. Anne Mondro, the Board Conference Liaison, will convey the Board's feedback to the Seattle Co-Chairs.

2012 Conference:

New Location and Co-Chairs are being researched. The previous location of Washington D.C. was canceled due to complications in planning and securing decent accommodations at reasonable rates.

Toronto, Canada Conference 2013:

On track

Phoenix, AZ Conference 2014:

On track

**Educators Dialogue Committee Report** presented Anne Mondro. New policy now in place. No further action is needed. (See Appendix A: Educators Dialogue Committee Policy)

**Educational Endowment Scholarship Report** presented by Nanz Aalund.

**Action:** Board approved changes to EES Application with changes to wording for #3 Artist Statement.

**On-line Presence Committee Report** presented by James Thurman. The new student services page was presented. Also presented was Google Calendar as a possible option for the Board to use as an online master organizational calendar that can be easily updated. Google Calendar will allow the Board to have one general Board related calendar and separate calendars for specific projects and annual programs. This new tool will create continuity for annual projects and keep the Volunteer Coordinator apprised of volunteer needs and deadlines.

**Action:** The Board will use Google Calendar on a trial run basis to improve overall Board communication. Its use will be reviewed at the March board meeting. The On-line Presence Committee Liaison will be responsible for maintaining the Board Calendar (and getting it started). The Volunteer Coordinator will have access the

relevant calendars on the SNAG Board Google Calendars to allow the Volunteer Coordinator to enable her to better coordinate volunteers.

Google Analytics for SNAG website profile presented. On-line Presence Committee will begin tracking additional areas of the SNAG website to gain more statistics to analyze effectiveness of different areas of website, and to gain more statistics to be used in potential webvertising. The On-line Presence Committee is also finishing up a draft of a survey to be sent to members about the current website. The Board then discussed webvertising on the SNAG website in-depth including placement, quantity, circulating advertisements versus placement purchasing.

**Action:** The Board will rely on the On-line Presence Committee to work out layout and facilitate Advertising Associate Jean Savarese to create webvertising on the SNAG website and on *SNAGnews*. The Board stipulated the following: webvertising on the website would only be available as an add-on to printing advertising in *Metalsmith* (SNAG will not sell ads as stand alone on the website at this time). Allow Savarese to examine how advertising on *SNAGnews* might be best used. Timeline: 2-3 months, with new advertising packages available for the #2 issue of *Metalsmith* 2010.

The Board discussed creating a Members' Blog on the public portion of the SNAG website, posting members' announcements from *SNAGnews* to the blog earlier than they will appear in print. The goal of the Members' Blog will be to better promote members' work to the public.

**Action:** Create a Members' Blog on website to post all members' announcements, frequency dependent upon workload for main office staff. Allow hot links on blog to member's home pages, but not to exhibitions sites or gallery sites. All announcements will go through the main office and will be double checked against our membership list. Only members may submit announcements. Timeline: 4-7 months.

James Thurman volunteered to take over as technical editor of *SNAGnews* and to stay involved with the On-line Presence Committee when he steps down from the Board in March. The Board welcomed Thurman's continued volunteer commitment.

**Marketing and Fundraising Report** presented by Marlene Richey and Nanz Aalund. Roles were clarified between the Marketing and Fundraising Liaisons, to create more communication between all forms of organizational fundraising, and the Executive Director and Staff, membership drives and coordination. The Marketing and Fundraising Liaisons will continue to try to open connections with the American Jewelry Design Council, asking them to be Portfolio Reviewers at our conferences. Also discussed were ways for the Marketing and Fundraising Liaisons to better identify and market existing membership benefits.

Clarification was asked on the earlier proposal of setting up a members' gallery on the SNAG website. The On-line Presence Committee Liaison, James Thurman, will collect more information on costs, staff workload feasibility, and report back to the Board via email. While no final decision was made at this time, the entire Board supported this new member benefit.

**Action:** The Board decided to move the responsibility of the Annual Appeal away from the Executive Director and move it to the President and the Marketing and Fundraising Liaisons.

**SNAG Store Report** presented by Marlene Richey. The SNAG store items, placement and PR were discussed and guidance given.

**Action:** The Board supported the SNAG Store for the Houston conference, adding SNAG aprons to the items offered for sale.

The Continuation of the **Consistent Look and Feel Project** was presented by Executive Director Dana Singer. Background and Goals of the project were presented. Board feedback was given. Actions on overall project were tabled for further discussion on Saturday.

**Action:** The Board decided to update the presentation of the SNAG logo, removing the burgundy box, and making the logo the white lettering on any field of color (the color can change depending on the context), with the "Founded in 1969" centered below and the same width as the "SNAG" lettering.

**Conference Co-Chair Report** for Houston 2010 Conference presented by Sandie Zilker and Diane Falkenhagen. The co-chairs for the Houston Conference reported their progress on all conference programs.

Meeting adjourned for the day at 6 pm.

The President Harlan Butt called the meeting to order at 9:08 AM on Saturday, October 3<sup>rd</sup>. All Board members and the Executive Director were present.

**Metalsmith Vision – Draft** presented by Executive Director Dana Singer. The new draft of the Metalsmith Vision was discussed. This new Vision document will clarify issues of responsibility and help to guide annual reviews of the editor of *Metalsmith* magazine. A few minor issues came up regarding the following: need to include wording for SNAG to have its "Society" page in *Metalsmith* and additional pages as needed, such as in situation of the page for the Lifetime Achievement Award; clarification of the Editorial Advisory Committee's responsibilities and how the Editor utilizes this committee; clarification in the paragraph under "Internal Structure and Responsibility"; and use of active voice throughout the document.

**Motion** (Caroline Gore): Accept new *Metalsmith* Vision document contingent on minor revisions as discussed during Board meeting. **Second** (Anne Mondro). **Unanimous vote.**

**Fundraising Software Report** was presented by Nanz Aalund. Nanz Aalund presented her findings from her research into non-profit fundraising software. After reviewing the information presented and the high costs of such software, the Board decided the cost-benefit ratio was not sufficient enough to invest in this type of fundraising software.

**Action:** Nanz Aalund and Stewart Thomon will work together and discuss other options with outside consultant John Rose, and then get back to the Executive Committee in the next few weeks.

**Silent Auction and Raffle Report** presented by Nanz Aalund and Marlene Richey. In 2009, SNAG recorded a 50% drop in raffle ticket sales. The Board discussed ways to better promote the Raffle, such as having Board Members sell tickets, selling tickets in the main conference hall before, after, and even during some events, publicize the prizes via powerpoint in between speakers, supply visuals of the prizes for volunteers selling tickets to advertise, adding creativity – such as grab bags with only one having a winning ticket. A timeline needs to be established, a goal of how many tickets to sell needs to be set, and the liaisons need to clarify who contacts donors.

The Board discussed the pros and cons of guaranteeing cost bids, juried donations, and changing deadlines to create hype or creating a one-night auction event. No actions were taken at this time.

**Nominations and Elections Committee Report** was presented by the Stewart Thomson. The NEC has three potential candidates for the opening Board positions, and one potential candidate for the open NEC position. At this time, no candidates have declared themselves for the President-Elect position. The Board then discussed ways to better communicate the positive experience of Board members, and ways to better promote and create more visibility for the Board.

**Action:** Place Board member bios on website and at members service table at conference. Create an NEC page on the website that will be there all year round, not only before elections. Move the Board service FAQs to the new NEC page (as page content, not a pdf).

Several issues were brought to the Board's attention that would call for amending the By-Laws. Tim McCreight, a Past President of SNAG, suggested to the Board that holding two General Membership Meetings at the annual conference was a holdover from the initial inception of SNAG, and should be updated to reflect our larger membership, and the inability of all members to attend the conference. In the place of holding two General Membership Meetings, the Board discussed the pros and cons of holding only one General Membership Meeting at the annual conference. In addition, the Board came across issues with the Write-In Candidate process, and

issues involving voting on New Business that impacts the organizational budget at the General Membership Meeting.

**Action:** The Executive Committee will work on By-Law issues regarding Write-In Ballots and issues of New Business presented at the General Membership Meetings at the conferences, and the reduction of General Membership Meetings at each conference to one.

**Action:** The Executive Committee will also work out the wording and place the following motion on the ballot: to allow Co-Chairs the flexibility to decide, within budget, how many speakers and how much to pay each speaker at each conference, with either minimum number of speakers required or expectations to fill each conference day. Create upward limits for speaker travel to work within conference budget.

**Volunteer Coordinator Report** was presented by Anika Smulovitz. The Volunteer Coordinator requested a calendar for all Board deadlines to allow prior notice to find volunteers. James Thurman will work to create a Google Calendar for the Board to post their deadlines and invite the Volunteer Coordinator to view.

**Budget Report** was revisited by the Treasurer Stewart Thomson. The Board discussed the budget and changes were made to work towards balancing the budget.

The decrease in newsstand sales of *Metalsmith* was discussed.

**Action:** Executive Director Dana Singer will enlist volunteers to compile lists of museum gift shops, university bookstores and libraries, and small independent bookstores as potential new venues for selling *Metalsmith*.

**Action:** Contact professors and students twice a year (in September and January) to push student memberships.

**Program Review Committee Report** was presented by Anika Smulovitz. The Program Review Committee's Report was the final document created by the PRC to be used by the Board as a way to access all of SNAG's programs. The PRC compiled questions for each of the programs. The PRC noted that some of the goals articulated in the questions were based on assumptions about a program when documentation on that particular program did not exist. The Board noticed that two programs, the Silent Auction and Raffle, and the New Professional Work Exchange Program, needed to be added to this document.

**Action:** Use the questions created by the Program Review Committee on a trial run bases as an addendum to our spring Board Reports. Nanz Aalund will create similar questions for the Silent Auction and Raffle, and John Rais will create similar questions for the New Professional Work Exchange Program. The Program Reviews

are the responsibility of the Board Liaisons with input from the chair of each committee, if a committee exists. Anika Smulovitz will create a list identifying which current Board member is responsible for each Program Review (#1-21).

**Adding “Reserve” as an Expense Line Item on the Budget** was presented by Treasurer Stewart Thomson. The Board was in agreement that the Reserve Account needs to be rebuilt. The Board discussed the pros and cons to adding an expense line-item on the budget for the “Reserve,” in addition to placing a percentage of year-end surplus (when there is a surplus) in the Reserve.

**Motion** (Kris Patzlaff): Establish a line item in the expenses of our budget for the Reserve Account, in an amount to be determined annually by the Board. **Second** (John Rais). **Vote:** 10 in favor, 1 opposed **Motion Passes.** Amount to be included in this year’s budget tabled for further discussion.

**Guidelines for Board Members and Executive Director Roles and Responsibilities** presented by Past-President Kris Patzlaff. This new proposed document resulted from discussions during the May 2009 Board meeting and uses materials addressed there.

**Action:** Place these guidelines in the Board Handbooks behind Page 8 of Section 2. The President Harlan Butt will update the electronic version of the Board Handbook.

Upon request, the Board revisited conference book signing protocols. The Board discussed our current guidelines for book signings and decided that our current guidelines are clear, consistent, and fair.

**Creating New Structure for Board Assignments** presented by President Harlan Butt. The board discussed the pros and cons to this proposal and decided to take no action at this time.

**New Professional Work Exchange Program** was presented by John Rais.

**Motion** (Nanz Aalund): Motion to accept the New Professional Work Exchange Program proposal. **Second** (James Thurman). **Unanimous Vote.**

**Creating Student Representation on the Board** was presented by President Harlan Butt. The Board discussed the new proposal of creating student representation on the Board.

**Action:** President Harlan Butt will reopen this discussion on the Board Forum for more in-depth discussion.

**Voting at General Membership Meetings** was further discussed by the Board. Protocol and clarification of Robert’s Rules versus By-Laws was discussed.

**Action:** The Executive Committee will work to clarify the By-Laws (Article VII, Section 3 – 7) regarding the issue of voting at General Membership Meetings.

**Action:** The Executive Committee will also work to add to the ballot the By-Law change (Article VII, Section 3) of adding “all motions with financial implications must be voted by the full membership on-line.”

**Action:** The Executive Committee will also work to add to the ballot the By-Law change (Article VII, Section 2) of requiring only 1 annual General Membership Meeting starting with the 2011 conference. If passed, the conference guidelines will require one 90 minutes General Membership Meeting during each annual conference.

**The Audio/Visual Materials** currently in storage with Keith Lewis were revisited.

**Action:** Continue to keep all audio/visual materials in storage until funding allows for digitization of the collection. The Board set the priority to digitize past issues of *Metalsmith* prior to tackling the Audio/Visual Library, when funding allows.

**Consistent Look and Feel Project** revisited with Marlene Richey directing the conversation.

**Action:** A committee of Marlene Richey, Sandie Zilker, and Caroline Gore will work with Executive Director Dana Singer and the contracted graphic designer to address the concerns of the Board, specifically the following: The change to the SNAG logo (as voted on earlier in the meeting), change several of the images to create a greater variety of images that reflect the diversity of the field (and change out the image of a general session presentation for a more exciting image), streamline the font choices to 3 or less on all related material, change the color choice to allow more focus on the images and text. John Rais has better resolution images of conference party images that he will get to Dana Singer.

Executive Director Dana Singer clarified The SNAG Readers’ Survey. The primary purpose of this SNAG Readers’ Survey is to collect data in two specific areas: (1) demographic and purchasing information for advertising needs, and (2) reader attitudes about all the currently published editorial departments. This Readers’ Survey also helps fulfill one component of an NEA grant. Executive Director Dana Singer will work with Advertising Associate Jean Savarese to create the questions for the survey. The Board discussed the possibility of creating a separate survey for newsstand readers to separate information that pertains directly to newsstand sales. Executive Director Dana Singer will look into the possibility of distributing different “bound-in” surveys to paid circulation versus single-issue newsstand sales.

The Board reviewed the changes that the Executive Committee will work on regarding the By-Laws.

**New Business:**

The Marketing and Fundraising Liaisons, Marlene Richey and Nanz Aalund, will follow up on the Corporate Membership letters sent out earlier this year.

Executive Director Dana Singer presented outstanding grant applications SNAG is awaiting to hear from.

The Marketing and Fundraising Liaisons, Marlene Richey and Nanz Aalund, will research and work on creating the necessary documents allowing members to bequeath money to SNAG upon their death.

The Board returned to the discussion of potential candidates for the Board.

The Board discussed the suggestion for creating a Vision Committee, and related approaches to viewing the future of the organization.

The meeting adjourned for the day at 5 pm.

The President Harlan Butt called the meeting to order at 9:00 AM on Sunday, October 4<sup>th</sup>. All Board members and the Executive Director were present.

**Budget Report** was revisited by the Board, lead by the Treasurer Stewart Thomson. The Board discussed the budget and changes were made to balance the budget. The Board will vote via email at the end of the year to approve the budget once the final figures for the year 2009 are in.

**The Reserve Account** (which is separate from the Reserve line item on the budget) was discussed.

**Motion** (Caroline Gore): Transfer the 2008 Surplus to SNAG's Reserve Account.

**Second** (Kris Patzlaff). **Unanimous vote.**

The Board discussed the 2010 expense line-item for the Reserve Account. No Action was taken at this time. The Board will vote on adding an amount to the Reserve Account line-item at the end of the year when the 2009 figures have come in.

**New Business** is reopened.

The Board discussed additional options for the 2012 conference location/co-chairs.

The Board discussed the Strategic Plan. The Board missed its goal of having a Strategic Planning Retreat every three years due to lack of funding this year. The last Strategic Plan was for 2007-2009. The Board discussed ways to fund future Strategic Planning Retreats, with the hopes of holding another retreat no later than 2010.

President Harlan Butt made Closing Remarks to summarize the meeting and the tasks ahead of the Board.

**Motion** (Kris Patzlaff): Moved to adjourn the fall Board meeting. **Second** (Marlene Richey). **Unanimous vote.**

The Meeting was adjourned at 11:55 am on Sunday, October 4<sup>th</sup>.

## **Appendix A: Educators Dialogue Committee Policy**

**Society of North American Goldsmiths  
Education Dialogue Program Budget Policy**

**Final Document 10-4-09**

### The Allocated Budget

Starting with the 2010 conference, the Education Dialogue program has been awarded its own line item within SNAG's organizational budget. In the budget this line item has been allotted \$2,500. The \$2,500 is to be used to pay for the Education Dialogue programming. This amount does not include the cost of Audio Visual equipment or promotion.

The dollar amount allocated to the Education Dialogue in SNAG's organizational budget represents the entire programming budget for the Education Dialogue. Any money raised from sponsorships does not supplement or increase the program budget line item.

The cost of Audio Visual equipment during the session and advance promotion for that session will be paid by SNAG out of separate line items in the annual budget. The Education Dialogue session will use the same AV equipment provided for the rest of the conference.

SNAG already has in place certain established fundraising and sponsorship programs. Money raised through these channels is applied to alleviate financial commitments that already exist in the organizational budget. The Committee will not undertake to raise separate money outside of SNAG's existing framework for raising money.

Using the money allocated in the organizational budget, the Committee retains the discretion to decide how to apply those funds within the program budget. Depending on how you divide up the budgeted amount, this may include all or part of honoraria, airfare, and/or conference registration fee.

### Responsibilities of the Education Dialogue Committee

The Committee members will:

1. Uphold SNAG's mission statement, and is responsible at all times for knowing what that mission statement is.
2. Create a program whose content is relevant and meaningful to all educators in academia. Please keep in mind academia includes graduate, undergraduate, and non-traditional education.
3. Be current SNAG members.
4. Keep website information current, including everything on the ED Wiki site.
5. Once the program speakers are established, the committee chair will send a written report to the EDC board liaison with a brief explanation of how the EDC spent their programming budget including their decisions to pay certain speakers more than others, if applicable. This information is requested to assist future committees in making similar decisions.

## **Appendix B: Professional Development Seminar Policy**

### **Society of North American Goldsmiths Professional Development Seminar Budget Policy**

**Final Document 10-4-09**

#### The Allocated Budget

As of March 2010 the Professional Development Seminar will become part of the regular SNAG conference programming. To insure continuity of this program all PDS Committee members will:

Keep their SNAG membership current and up-to-date.

Uphold SNAG's mission statement, and seek to represent SNAG's mission statement with its programming.

Continue to work with the attitude of inclusivity, which has created the dynamic programming, that has made meaningful contact with members of the larger metalsmithing community.

Keep all on-line presence, publications, and information regarding the PDS current with links to SNAG's website.

The PDS Committee shall retain the discretion to allocate the funds in the organizational

budget of \$2,500, to include all or part of honoraria, airfare, and/or conference registration fees as long as they remain within the budgeted amount for their program.

Twice yearly the PDS committee will send a written report to the board liaison. One report is requested in the fall to report on the previous conference, to address any on-going issues, and to inform the board of which program speakers are established for the next conference.

A second report is requested in the spring by the PDS board liaison from the committee chair which will contain a brief explanation of how the PDS plans to allocate their programming budget including their decisions to pay certain speakers more than others, if applicable. This information is requested to assist future committees in making similar decisions.

The Audio Visual equipment costs incurred during the program and in advance promotion for that program will be paid by SNAG from a separate line item in the annual budget. The PDS program will utilize the same AV equipment provided by SNAG for the conference.

Since SNAG has established fundraising and sponsorship programs. The PDS Committee will not undertake to raise funding outside of SNAG's existing framework of fundraising. The additional funds raised by "at-the-door" ticket sales for PDS only attendance will be part of the SNAG general budget.