

SNAG Board of Directors Meeting Minutes

Chicago, IL

October 12 – 14, 2012

FRIDAY, OCTOBER 12, 2012

Present: SNAG President Sue Amendolara, President-Elect Renee Zettle-Sterling, Treasurer Anne Havel, Bryan Park, Karen Lorene, Jamie Obermeier, Caroline Gore, Marlene True, Marthe Le Van, Sharon Massey, Brigitte Martin, incoming Board Member for Conferences Pam Robinson, Nominations and Elections Committee Member Courtney Starrett. Executive Director Dana Singer and Program Manager Ellen Laing were also present. Eliana Arenas was not present due to late-term pregnancy.

SNAG President Sue Amendolara called the meeting to order at 9:03am.

The meeting began with introductions for the new members that have joined SNAG since the last meeting.

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

Due to Eliana Arenas' absence, the President announced that she had agreed to represent Eli.

The Board acknowledged for the record that they have previously approved and adopted the minutes from the May meeting in Phoenix. Recognition of minutes – **Approved**.

The President asked if there were any changes to the Consent Calendar, and some items were moved from the Consent Calendar to the agenda.

Motion (Bryan Park): To approve the revised Consent Calendar. **Second** (Sharon Massey). Unanimously voted in favor of – **Passed**.

Revisions to agenda were requested and made.

Brigitte – Saturday morning 1st thing

Anne sent wrong constitution and bylaws – please use the 3rd version, sent again

Need to put OPC on agenda – New Business

Dana has been the acting PDS + Ed liaison, will now fall under the conference co-chairs

Move Eli's agenda from Saturday to Sunday

Move New Business to Saturday

Spending Report presented by the Executive Director, Dana Singer

We are spending money we don't have (expenses have outpaced revenue). We have to ask ourselves on every item: "Is this a priority and where is the money coming from? Do we *need* to do this in 2013? What strategic goals does this achieve?" They will be hearing "no" more often in 2013.

Lifetime Achievement Award report presented by Karen Lorene

At the time of this report there have been no new nominations. Take a look at what it takes to nominate someone and be sure it's not burdensome.

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Regarding essays about our LAA recipients, Karen is having difficulty finding writers. Please send her names of people who can write about them for our website. There is no remuneration, each is about 1000-1500 words. Decision made: use the same ones that are written for Metalsmith, no longer duplicate efforts.

Member Outreach presented by Karen Lorene

The Board discussed the Mid-Career Award idea brought up in the last meeting. To implement this, SNAG would need to secure a donor with naming rights, and from a newer source. People would be nominated, not apply for it. Board discussed what tangible components would be most valuable to have as part of the award (e.g., money, exhibition, publication, connections to important people, mentors).

Action: Karen will form a task force to research and flesh out the pros and cons of different models. They will then provide a report and possible budgetary impacts.

SNAG's Future Directions with the Board presented by Bryan Park

Discussed SNAG's direction, and advancing the goals of our Strategic Plan. SNAG's board is a working board rather than as a governing board. This structure is not working well now, the organization has grown too much and everyone is straining under the workload.

Discussed at length a new Organizational Chart proposed by Bryan, that would change board service and our entire committee structure. Proposal is to create a different structure so that committees would do a lot of the work currently done by the Board, and then they report to the Board. The Board approves or deals with issues. Goal is to streamline and delegate effectively. Initially will need more board members then will reduce numbers again. To do this we need more flexibility than is written into our bylaws. Bryan will map out how to transition from where we are to where we would want to be. Discussed the budgetary impact of having more Board members (roughly \$2,000 per person). Must be cognizant of increasing workload on current staff already maxed out, address how to expand staff as needed.

Also discussed having a student representative on our Board, as some other arts organizations do. There are issues of confidentiality, commitment, and time. Define their role clearly. Perhaps form a student member council to give them a voice.

Decision to move forward

1. Bylaws: increase number of appointed slots on the board of directors so has flexibility, can use them when needed
2. Make Treasurer seat an appointment, not elected
3. General direction/next steps/timeline for change
4. Implement a required donation to SNAG by sitting/incoming Board members

CONSENSUS: YES. Bryan Park will draw up language in order to present a motion. Making this transition will take *3 years*.

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SNAG Conferences report presented by Dana Singer (until new conference board liaison)
After attending another arts organization's membership meeting, Dana shared her observations on how to improve SNAG's membership meetings. Also change the first timers welcome, give it a lot more substance. Make this an informational event on how to make the most of this conference.

Organization Partnering discussion started by Dana Singer

The Board discussed wide range of ideas on ways we could partner with other organizations and companies to offer opportunities to all our members. From webinars, symposiums, joint membership options, etc. Would a cooperative design challenge broaden our reach? Create platform for collaboration on our website, and bring international groups together. All agree: would be most interesting to look outside the metals field, and also think of these projects as ways to also reach new audiences.

Body Adorned Online Exhibition discussion started by Sue Amendolara

Great viewing experience, almost a tactile experience by swiping or scrolling.
Call for entry – needs to be disseminated more than 2.5 months out.

Discussed the online negative conversations when this exhibition went live. Board is listening but not engaging with them online – instead invite people to take the conversation offline and start a productive dialogue with through conference calls, with a commitment to keeping it civil

Meeting adjourned at 5:20pm

SATURDAY, OCTOBER 13, 2012

All present except Eliana Arenas. Toronto co-chairs Paul McClure and Melanie Egan joined us for the final hour of the meeting.

SNAG President Sue Amendolara called the meeting to order at 9:06am

Continuation of Body Adorned Online Exhibition discussion started by Sue Amendolara

The Body Adorned criticism was quite vicious. Board talked about the underlying issues once they set aside the tone of the posts.

Discussed the ongoing criticisms to SNAG's name, value in membership, who is our audience, transparency by Board, and respect wanted and needed by all members. Critics want more inclusion; want representation in the magazine.

Board members may be willing to talk/skype/engage with critics. We want to learn from them. We are concerned and want to listen in an open and honest collaborative format.

In addition to acknowledging criticism, Executive Director also sees that we need to publicize more our positive accomplishments and changes. Sometimes we have programming that addresses some of their criticisms but we're not getting the word out well enough. How do we

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reach people who outright refuse to come to SNAG's website, our FB page, even to take a free copy of the magazine?

Some people have expressed concern with how we've described our 2013 'traditional goldsmithing' exhibition, and are disappointed that we didn't make that exhibition our first virtual exhibition. Changes will be made to the preliminary description we have on the website. The board also wants the lead juror to provide a pre-juror statement to better define the exhibition and with that we will refine the Call for Entries.

Other ways to communicate more effectively: Disseminate a strong summary of the Strategic Plan, show samples of our initiatives and changes that are made rather than just talking about them, and keep people apprised of positive actions we've taken in response to comments that were made to SNAG.

Noted that the 2012 EIP was mentioned and that everyone seemed to be very pleased with it this year. Discussed why it was *so* successful this year. Technical mastery of skill, and crossing all lines.

Budget Report presented by Anne Havel, Treasurer

Discussed our year- to-date financials. She found an error in our balance sheets with respect to how grant funds were being recorded—changed from year the money is spent to the year the monies are actually received. Our accounting firm didn't give us corrected reports.

Addressed our projected losses. We have not hit our revenue projections in almost all areas. We can change this still by pushing for donations *this* year. Board discussed at length the ways they will appeal to the membership, raise money, increasing membership, and new membership options (digital subscription only, etc).

Proposed rate changes to membership dues, subscriptions, student options, and other possible levels. SNAG has not raised rates in over 5 years, when most everyone else has had to. We can't hold off anymore. We will now include the Maker Profile pages free to all members, and give people more options of how they want to receive Metalsmith.

Proposed:

- \$94 membership with print and digital Metalsmith
- \$85 membership with digital only Metalsmith
- \$25 digital only subscription
- \$40 print-only subscription
- \$55 print + digital subscription

New rates start January 1, 2013. People can renew at the current rate before January 1st.

CONSENSUS VOTE: All in favor.

Continued financial discussion in terms of the Conference. The 'break-even' numbers have changed. We need to increase registration rates as well as streamline expenses.

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Proposed: Registration increases

2013 – raise only the regular and late registration rates

2014 – raise all conference registration rates

CONSENSUS VOTE. All in favor.

People want more from the conferences, so a restructuring is in the works to offer more and give people more a la carte choices. Discussed other ways to make the conference more successful and improve the experience: Locations, affordability, limited numbers, the Symposium, etc.

Continued budget discussion. All areas overseen by board members and the committees they oversee must stay within budget. Getting through 2013 will be difficult. Our cash will be low at the end of 2012.

We are not going to exhibit the EiP at SOFA in 2013 for budgetary reasons. The Editorial Advisory Committee will need to travel by train vs. plane where reasonably appropriate.

Board Expenses discussion led by Dana Singer

Discussed ways to reduce the costs of the board's travel, meeting and office-related expenses.

Agreed to: Shorten time we meet together to 1.5 days for the Spring meeting, and keep 2.5 days in fall. The rest stays the same. Encourage board members to stay with more than one roommate to save money. If you can waive reimbursement of some travel expenses incurred, please let the Executive Director know and she will provide letter for IRS purposes.

From the NEC: We need to be sure that all potential Board members receive the Board packet and to be very clear with them on Board responsibility.

Board discusses Dana Singer's contract (in Executive Session). Voted to renew her contract when it expires June 1, 2013.

Anti-Fraud Policy report by Anne Havel

As employees grow with SNAG – we have the potential for fraud. Anne gave a brief explanation of what the document contains. Board reviewed draft policy.

MOTION to accept fraud policy: All in favor

Eli Arenas' report via Sue Amendolara

Report on our first Forging Entrepreneurs symposium in Pittsburgh in August. It went well with a few kinks. Discussed need for better promotion by both SNAG and the local organization. We must bring down AV costs. Be more involved in selecting presenters working closely with the coordinators. Board agrees we should charge a higher rate for non-members than for members.

First choice for 2013 is the Bay Area. We are in active conversations with sites there, should be able to announce early in 2013. Will be held in the fall, not in August.

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Eli's Volunteer Report presented by Sue Amendolara

Katie Poterala will be the new Volunteer Coordinator. Discussed efficient way to create a new volunteer database (adding fields to current member database), and other ways to improve our volunteers' experience.

NEC report presented by Courtney Starrett.

There are two open board seats in the 2013 election. Discussed recruiting techniques, continue to search for diversity on the board. Discussion of possible conflict of interests.

Toronto Conference report by co-chairs Paul McClure and Melanie Egan

Gave extensive report on the speakers, the theme, and the different 'theme sectors' that were taken into consideration when creating the programming: Creative and Skilled, Education and Community, Promotion and Sales, Services/Resources. Also embracing fine jewelry/art jewelry/fashion, schools/guilds, galleries/museums, and tools/mining/distributors.

Announced that the International Diamond Manufacturing Association intentionally scheduled their annual meeting in Toronto to be the Monday and Tuesday before our conference.

Briefly discussed other programming items and where they stand in the planning stages. Explained the Toronto International Jewellery Festival as month-long umbrella with SNAG conference as the anchor event.

Warned us to be sure to give all non-Canadians important travel tips to Canada.

Meeting adjourned for day at 5:46pm.

SUNDAY, OCTOBER 14, 2012

All present except Eliana Arenas

SNAG President Sue Amendolara called the meeting to order at 9:08am

Old Business items presented for discussion by various members:

Proposal to shorten the length of board term to three years from current four years was discussed.

CONSENSUS BY ALL - YES. Bryan will work on the details and build this into his proposal for restructuring.

Online Presence Committee, what are its next projects. OPC's next focus is going to be SNAG's entire presence: FB, Twitter, Pinterest, SNAG group on crafterhaus, etc. It's going to secure a SNAG Social Media Officer and "administrators," people who are already active to better engage with the community.

New Business:

Offer inexpensive trial membership to introduce ourselves to new people, low risk.

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Talk to Maker Profiler Page creators who have benefited from having their Page, and use their quotes for marketing.

Gave update on website Phase 4. Changes are coming in January to SNAGnews and SNAGnet, with real time opportunities on our website, not for members only, and best ways to manage.

From our Strategic Plan, address at next board meeting: How we can increase the connections between senior members and new/younger ones.

SNAG needs a board person whose responsibility is to track all history. We need to keep history into context (both SNAG history and tied in with the field).

Discussed advertising on our website, impact on Metalsmith.

Discussed having a SNAG app (Grand Valley – has an “app” with all their artwork). Social Design House does write apps. SNAG does not have a separate iPhone MPP mobile page but this is a good idea.

SNAG President adjourned the Chicago meeting at 10:41am.