BUILDING A STRONG FUTURE FOR SNAG

Strategy and Action
2013 was a difficult year…

Executive Director Retired
   Loss of Institutional Memory
   Continuity and Momentum
   Three Months Without an Executive Director

Financial Crisis and Insolvency
   SNAG Almost Closed its Doors

Turnover on the Board
   Loss of Institutional Memory
   Learning Curve for New Members

Crisis Mode
   Emergency Fundraising
   Stress
If you fail to plan, you plan to fail.
Key Steps to a Successful Plan

• Inclusive Approach

• Empowered Planning Committee and Board

• Learning from Non-Profit Best Practices

• Clear Priorities and Implementation Plan

• Commitment to Change

• Flexibility and Patience
Strategic Planning: Happening Now

- Member/Non-Member Survey
- Examine Old Plans, Surveys and Notes
- Examine Organizational Mandate
- Core Questions
- SWOT
- Planning Themes/Issues
- Prioritize
Strategic Planning

- Strengths
- Weaknesses
- Opportunities
- Threats

SWOT
Strengths

Largest Organization of its Kind in North America

Meaningful History

Metalsmith magazine

Committed Staff, Board and Volunteers

Beloved Conferences

Close-Knit Community
Weaknesses

Lack of fundraising experience

Loss of grants

Communication within the organization

Participation from members

Conference production model

Overworked Board and staff
Opportunities

Partnering with other organizations/More collaboration

More promotion/advocacy of the field

Assisting in career development

Cross-Pollination

Opportunity to work together to advance the field.
Threats

- Financial Instability
- Irregular/Unpredictable Conference Attendance
- Workload for Board Members
- Competing Events
- Understaffed
Where are we now?

Toto, I have a feeling we’re not in Kansas anymore.
Strategic Planning: Next Steps

• Create Strategies, Goals and Objectives

• Create Implementation Plan for 2015 - 2017 including work plans with evaluations and metrics for success

• Implement!

“A GOAL WITHOUT A PLAN IS JUST A WISH.”
Mission

The Society of North American Goldsmiths advances jewelry and metalsmithing by inspiring creativity, encouraging education, and fostering community.
SNAG envisions a diverse jewelry and metals community engaging in thoughtful conversation and critical discourse while preserving tradition and embracing innovation.
Values

- **Dedicated:** We are committed to the advancement of jewelry, metalsmithing, and community.

- **Informative:** We nourish and share knowledge about jewelry and metalsmithing both inside and outside of our organization.

- **Innovative:** We support, encourage and advance ideas that lead to creative approaches, unique solutions, and crossing boundaries.

- **Inclusive:** We celebrate the rich diversity and history of our field and value a variety of viewpoints through supportive, respectful, and ethical interaction.
Strategizing: The Big Picture

- Financial Stability
- Identity
- Focus
- Transition
Earned money is made through membership dues, Metalsmith magazine, advertising, and other programming.
Finances

• Fundraising Committee

• Better Balance of Grants and Contributions from Donors

• A Culture of Giving (like NPR and PBS)

• New Strategies and Initiatives

• Develop a Nest Egg

• Work Smarter

• Develop New Business Model
Finance: The last words… for now…

• We are not out of the woods yet

• SNAG will not be eligible for grants until we are both solvent and have a new strategic/business plan in place

• Austerity and cuts are necessary
Identity: Who are we and what’s important?

• Strategic Planning gives us answers and is our best tool for revitalization
Remain Focused

- Strengthen our Core
- Stay on Target
- Achieve Objectives
Transition

• New Executive Director, Board Members and Staff

• Gaining a Deeper Understanding of:
  • SNAG’s traditions
  • Conference production
  • Finances

• Change will Take Time

• We are Getting There
Thank you for your patience