



**Society of
North American
Goldsmiths**

SNAG
Boston Board Meeting
Sunday, May 17-19, 2015

GREETINGS:

The Board of Directors meeting of the Society of North American Goldsmiths was called to order at 12:00pm on May 17th, 2015 by Renee Zettle-Sterling, President. As her term is coming to an end, she took this time to thank everyone for her time as President and noted her enthusiasm to remain a dedicated member of SNAG while serving as Past-President and in other committee roles.

PRESENT:

Gwynne Rukenbrod –Executive Director
Renee Zettle-Sterling - President
Nicole Jacquard - President Elect
Anne Havel – Treasurer

Jim Bove (E) – Exhibition Planning Committee Liaison/Board Speaks Out
Angela Bubash (E) – Metalsmith Editorial Advisory Committee
Dianne Debeixedon (E) - Education, Tech Articles Liaison
Karen Lorene (E) – External Fundraising/Outreach
Brigitte Martin (E) - Community Liaison, Fundraising Chair, PDS Liaison
Sharon Massey (A) - Student Programs and Services Liaison
Becky McDonah (E) – Secretary, Lifetime Achievement Award Liaison
Tedd McDonah (A) - Conferences
Pam Robinson (A) – Conferences
Jen Townsend (A) - Online Presence Committee/PR and Marketing Committee

ABSENT:

Sydney Brown (E) - Volunteer Liaison, Symposiums Liaison - Maternity Leave
Lauren McAdams Selden (E) - Education, Archiving - Delayed due to weather

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Sunday 12:00 - 6:00pm

ANNOUNCEMENTS:

a. Confidentiality

The Board was reminded that everyone is encouraged to speak their minds during these meetings, that opinions and comments are to remain confidential and to use discretion and refrain from talking in the halls and between meetings.

b. Additional Board Report Added

It was noted that an additional board report from the Treasurer was added.

| DISCUSSION ITEM | ACTION / CONSIDERATION NEEDED | PERSON RESPONSIBLE & DATE |
|---|---|---------------------------|
| <p>Acceptance of the Consent Calendar</p> | <p>Motion: (Jen) To accept the Consent Calendar. Seconded: (Sharon) The President called for a vote. Unanimously Approved.</p> <ul style="list-style-type: none"> a. Communications and Marketing/Social Media b. Students Programming Committee c. Exhibitions Planning Committee d. Education Committee e. Fundraising Committee f. Professional Development Committee g. Editorial Advisory Committee | |
| <p>Personal Gifts Inventory Ice Breaker - Gwynne</p> | <p>The executive director circulated handouts to the Board Members to have them create an inventory of gifts that they bring to the organization by listing assets under the categories of <i>Head, Heart</i> and <i>Hand</i>. This initiated discussion as to the wealth of what individual members possess in the areas of what they know, where their passion lies and their practical skills and how we can use these things to strengthen our roles on the Board and the overall organization.</p> | |

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| DISCUSSION ITEM | ACTION / CONSIDERATION NEEDED | PERSON RESPONSIBLE & DATE |
|---|---|---------------------------|
| <p>Lifetime Achievement Award Committee - Becky</p> | <p>It was agreed to proceed with the call for submissions for the Lifetime Achievement Award to be presented at the 2016 SNAG Conference in Asheville, TN. This reversed the decision to skip the award in 2016 when the choice to not have conferences on even years was in place.</p> <p>Approval was given to proceed with contacting a new member for the LAA committee from the board approved list to fill the vacancy left by Paul Smith as the outgoing Chair. Lola Brooks will take over as Chair and Bruce Pepich will be a continuing member.</p> | <p>Becky</p> |
| <p>Strategic Planning Measures of Success Discussion - Gwynne</p> | <p>Gwynne distributed a worksheet to prompt board members to develop headlines and subtitles that they would like to see for SNAG.</p> <p>Feedback included key things in the vision for SNAG such as: financial stability and sustainability, expansion of membership and membership diversity, growth in advocacy for the field/membership and education. Other things highlighted were maintaining a strong vibrant organization with heart/passion, not losing sight of logistics, balancing service and reaching our goals, taking ownership of the organization and engaging volunteers.</p> | |
| <p>Carlo Cuesta - Creation in Common</p> <p>Governance and Leadership</p> | <p>Carlo recognized the change in the demeanor of the Board from last year. Noting the presence of a stronger leadership voice and a more proactive Board rather than reactive. Discussion turned to how to choose the primary things the Board would like to focus on that support and supply the value of SNAG.</p> <p>Making impact more impactful as we move forward was discussed as a goal of the Board in areas such as finances, sustainability and engaging members. Creating an action/work plan for a 12-month period was suggested to help prioritize what gets done as well as a strategy for evaluation and creation of a way to measure the results.</p> | |

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| <p>Carlo Cuesta - Creation in Common</p> <p>Governance and Leadership - cont.</p> | <p>Creating a stronger team around fundraising was discussed noting that fundraising as individual Board members has been effective, but need to maximize what we have done and examine how to move this forward in a team context.</p> <p>The Board discussed questions pertaining to communities that SNAG serves: <i>What is the expectation of SNAG?</i> Responses included topics such as offering programming that is educational, thought provoking and helps to further members' endeavors in the field. To enable enriching and inspirational opportunities and experiences. To connect members with others in the community, other resources and venues.</p> <p><i>What does the SNAG community need?</i> Understanding and acceptance of each other and our differences. Leaders who are willing to take on responsibilities to enhance the experiences. SNAG is an organization of its members and for its members. All are invited to become involved and through collaboration and participation individuals feed the organization. Relationships built through SNAG unlock opportunities and experiences. The desire for more exposure to the broader public was also discussed in order to become as well known as other art forms.</p> <p><i>Where does this Board want to lead?</i> Areas of interest that were discussed included providing exposure for individuals in the field and the field itself through publication and recognition that represents the organization's various facets. Providing valuation and opportunity for our members and educational opportunities as well as developing stronger relationships with galleries and gallery owners. The strength of the SNAG Board was noted as members are invested in the community and in the organization.</p> | |

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| <p>Carlo Cuesta - Creation in Common</p> <p>Governance and Leadership - cont.</p> | <p>The role of the Board while transitioning to a new Executive Director has included efforts in programming and maintaining the organization instead of solely a leadership/governance position. There was discussion over placing more emphasis on being leaders in the field for resources for artists, galleries and educational endeavors.</p> <p><i>What is the most valuable thing that SNAG can deliver?</i></p> <p>Items mentioned as highly valuable included community and the validity and credibility that a professional organization can offer, a professional magazine, educational opportunities to audiences of varying age and skill levels, advocacy and activism for the field and the community.</p> <p>It was discussed that the conference serves all of these things well by fostering community, inspiring creativity and encouraging education. New efforts in social media aid in enabling connections and the conference provides the face-to-face opportunities. New online exhibition initiatives and curatorial support grants will also create more visibility for the field and our members.</p> <p>The Board was then asked to examine how well they felt the organization’s financial and human resources were aligned towards these values and the limits of these resources. The need to spend time on the question of “What goals and direction shall we choose?” was noted. This careful consideration will help guide the positioning of human and financial resources.</p> | |

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| <p>Carlo Cuesta - Creation in Common</p> <p>Governance and Leadership - cont.</p> | <p>Three focus areas for Board development were chosen for discussion: Professionalization of Tasks, Board and Staff Sustainability, and Targeted Relationship Building.</p> <p>The roles of the Executive Director and the Board were discussed. Noting business models of the Board being in charge of developing and setting policy and strategy and the Staff being in charge of getting the day-to-day tasks done. Right now most of the Board's efforts go towards making activities happen and there is not as much time to put towards other efforts. Achieving a sustainable balance is needed for both Board and Staff.</p> <p>Three approaches to building relationships were discussed: broadening, deepening, diversifying current relationships. Carlo stated that if you effectively deepen relationships they can help you to ultimately broaden and diversify. This can maximize member engagement and attract members who want to move forward with us.</p> | |

Meeting was adjourned at 5:25pm

Board reconvened May 18 at 9:00am

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Monday 9:00 am - 6:00 pm

GREETINGS:

The Board of Directors meeting of the Society of North American Goldsmiths was called to order at 9:10am on May 18th, 2015 by Renee Zettle-Sterling, President. At this time she introduced Carlo Cuesta to initiate the agenda items.

PRESENT:

Gwynne Rukenbrod –Executive Director
Renee Zettle-Sterling - President
Nicole Jacquard - President Elect
Anne Havel – Treasurer

Jim Bove (E) – Exhibition Planning Committee Liaison/Board Speaks Out
Angela Bubash (E) – Metalsmith Editorial Advisory Committee
Dianne Debeixedon (E) - Education, Tech Articles Liaison
Karen Lorene (E) – External Fundraising/Outreach
Brigitte Martin (E) - Community Liaison, Fundraising Chair, PDS Liaison
Sharon Massey (A) - Student Programs and Services Liaison
Lauren McAdams Selden (E) - Education, Archiving
Becky McDonah (E) – Secretary, Lifetime Achievement Award Liaison
Tedd McDonah (A) - Conferences
Pam Robinson (A) – Conferences
Jen Townsend (A) - Online Presence Committee/PR and Marketing Committee

ABSENT: Sydney Brown (E) - Volunteer Liaison, Symposiums Liaison - Maternity Leave

ANNOUNCEMENTS:

a. Confidentiality

The Board was reminded that everyone is encouraged to speak their minds during these meetings, that opinions and comments are to remain confidential and to use discretion and refrain from talking in the halls and between meetings.

b. Board Membership

Brigitte Martin's term is coming to an end but she has agreed to continue her service to the Board as an appointed member.

| DISCUSSION ITEM | ACTION / CONSIDERATION NEEDED | PERSON RESPONSIBLE & DATE |
|---|---|---------------------------|
| <p>Carlo Cuesta - Creation in Common</p> <p>Strengths-Based Fundraising</p> | <p>Carlo challenged the board to stop thinking about fundraising as money and concentrate on relationships and reciprocity. Sharing value and asking for value in return. He discussed the need for recognition of the value that the organization creates/supplies, stating that when people see this they are happy to supply value in return.</p> <p>Four focal points were covered:</p> <p>Story. Knowing what the story is. What is the purpose and impact of SNAG and why should it be supported.</p> <p>Role. What are your individual strengths in a particular team fundraising role. Board members were asked to consider their strength as a connector, storyteller, visionary, closer or steward.</p> <p>System. Have a structure in which the team operates. Know how your role contributes to others roles on the team.</p> <p>Keeping Score. Not about the individual dollars raised. Engage around the leading indicator instead of the lagging indicator. Keep track of how many people got an individual phone call to say thank you.</p> <p>Carlo noted time, talent and treasure as the forms of reciprocity the organization needs to build. Donors bring more to the relationship than dollars alone. Board members were also reminded of the importance of stewardship and engaging donors and letting them know what their donations are doing. Communicate the larger vision and show the opportunity and power of reciprocity. Other things noted important when fundraising were authenticity and integrity and being willing to share what the organization has done for you.</p> | |

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| <p>Carlo Cuesta - Creation in Common</p> <p>Strengths-Based Fundraising - cont.</p> | <p>Board Fundraising Assessment documents derived from a previous survey were shared with the board. These outlined roles and descriptions of roles and assigned each member their strongest fundraising role based on the calculations.</p> <p>Carlo stated that many times people don't get involved because they aren't asked to get involved. This can allow them to be a part of the vision and impact and help them engage and consider the grander gift to the community or art form, not just to the organization. The Board was reminded to listen and find out what the individual is interested in, what is their story and how does it fit into the organization.</p> <p>The Board then broke into different role groups, connection, education, closing and stewardship to develop strategies within their role group and identify indicators.</p> | |
| <p>How to Tell Your Story Workshop - Gwynne</p> | <p>Gwynne shared a Powerpoint presentation emphasizing the power of the narrative. History, identity, memory; stories describe ourselves and people remember facts within a story. Gwynne encouraged the board to share their stories and asked them to write down what they liked, loved, needed and wanted from SNAG. Board members then organized their stories in three acts: first identifying the goal/desire/situation, next describing what needed to happen to overcome the challenge, and finally how the situation was resolved.</p> <p>After sharing stories with each other, the Board members were then asked to share their story with 5 people during the Boston conference.</p> | |

| DISCUSSION ITEM | ACTION / CONSIDERATION NEEDED | PERSON RESPONSIBLE & DATE |
|---|--|---------------------------|
| <p>Carlo Cuesta - Creation in Common</p> <p>Board Develop Action Plan</p> | <p>The Board revisited the three focus areas chosen for development: Professionalization of Tasks, Board and Staff Sustainability, and Targeted Relationship Building.</p> <p>The length of Board service was discussed as it is in the by-laws and how term limits apply to tenure and consistency. Voting helps to insure diversity on the Board, but the Board also needs a variety of skill sets within its members. The benefit of having a past Board member serve on the Nominations and Elections Committee could help with answering questions and concerns that potential Board candidates might have.</p> <p>Professionalization of Tasks: Differing points of view were discussed regarding the ends and means. The Board could be seen as the ends by providing strategy, resources, relationships, influences, evaluation of impact and empowerment of the staff to take action. The Staff could be seen as the means for operationalizing, building systems and collecting data.</p> <p>The structure was described as the Board having one vote, and as a collective is the Executive Director's boss and the ED oversees the staff. The ED reported some confusion as to the authority of the staff when dealing with the working Board Liaison positions. When Board members are serving in more of a volunteer role the need for clear guidelines as to who the volunteer committee reports to (staff or liaison) need to be established.</p> <p>Discussion over volunteers working with the staff but still reporting to the board liaison in order to help them evaluate the facilitation of the work ensued. Some liaison positions already operate in this fashion while others are more involved in the work of the committees. The Editorial Advisory Committee was noted as a well functioning committee with Board Liaison in place attending the meetings but not setting the agendas.</p> | |

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| DISCUSSION ITEM | ACTION / CONSIDERATION NEEDED | PERSON RESPONSIBLE & DATE |
|---|--|---------------------------|
| <p>Carlo Cuesta - Creation in Common</p> <p>Board Develop Action Plan - cont.</p> | <p>The Conference Liaison position is operating more like a staff position by taking on much of the workload right now. This position's duties changed during a time of need when the organization's event planner resigned. Revisiting the guidelines for this position was discussed.</p> <p>The ED voiced the need to empower the staff to deliver the conference by trusting more of the duties to them and the Board voiced concerns over the extra workload on the staff and the ability to find enough reliable/responsible volunteers for them to work with and noted this could also take away time from the grant writing and development initiatives.</p> | |

Meeting was adjourned at 4:46pm

Board reconvened May 19 at 9:00am

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Tuesday 9:00 am - 6:00 pm

GREETINGS:

The Board of Directors meeting of the Society of North American Goldsmiths was called to order at 9:00am on May 19th, 2015 by Renee Zettle-Sterling, President.

PRESENT:

Gwynne Rukenbrod –Executive Director
Renee Zettle-Sterling - President
Nicole Jacquard - President Elect
Anne Havel – Treasurer

Jim Bove (E) – Exhibition Planning Committee Liaison/Board Speaks Out
Angela Bubash (E) – Metalsmith Editorial Advisory Committee
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Pam Robinson (A) – Conferences
Jen Townsend (A) - Online Presence Committee/PR and Marketing Committee

ABSENT: Sydney Brown (E) - Volunteer Liaison, Symposiums Liaison - Maternity Leave

ANNOUNCEMENTS:

a. Confidentiality

The Board was reminded that everyone is encouraged to speak their minds during these meetings, that opinions and comments are to remain confidential and to use discretion and refrain from talking in the halls and between meetings.

b. Pop-up Exhibitions

Board members were reminded not to attend pop-up exhibitions within the conference hotel as it goes against our contract.

| DISCUSSION ITEM | ACTION / CONSIDERATION NEEDED | PERSON RESPONSIBLE & DATE |
|--|---|---------------------------|
| <p>Conference Co-Chairs Discussion - Pam</p> <p>Conference Volunteers</p> | <p>The past model of having co-chairs from the host city for was presented as not working well due to issues of misunderstanding of authority and responsibility. The need to revisit this approach was raised. The new Conference Coordination Committee could work with a local contact person to provide insight on the location and stop using co-chairs. Many of the volunteer positions needed for the conference are filled by non-local volunteers already.</p> <p>Pam stated that her position as Conference Board Liaison should not be an on Board position but rather a position that works directly with Monica. A possible solution to this could be to keep the Board Liaison and Conference Coordination Committee with a chair that takes over Pam’s duties.</p> <p>Noted was that the Boston conference recorded 224 new people attending and an enthusiastic thanks went to Jen Townsend for helping create the web pages.</p> | |
| <p>Membership Trends Discussion - Anne</p> | <p>Anne noted a decline in paid memberships and that a portion of Tara’s time has been focused on membership recruitment. There was discussion over what effect increasing membership fees had on membership numbers. There are efforts being put towards a membership drive with incentives and promotional initiatives.</p> | |
| <p>Vendor Room Discussion - Gwynne</p> | <p>Gwynne stated that some of the vendors have voiced complaints about the current vendor room structure. Kate works closely with the vendors and renewed repeat vendors while John and Gwynne targeted new vendors. It was stated that there are differing views on what the rules/guidelines of the space are. Some vendors stated there were promises made to them that are not written in any contractual agreement and there are differences in what the vendors say they want versus the space/location requirements they have given to SNAG.</p> | |

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| DISCUSSION ITEM | ACTION / CONSIDERATION NEEDED | PERSON RESPONSIBLE & DATE |
|--|---|---------------------------|
| <p>Vendor Room Discussion - Gwynne - cont.</p> | <p>The role of SNAG as quality control over the choice of vendors or being a first come first served policy organization was brought up. The current model for the vendor room does not make SNAG any money.</p> <p>The Board was invited to join the Vendor Room Meeting on Saturday morning to hear the vendor perspective. The creation of a task force of vendors to serve as a voice for the group was suggested. This group could provide vendor insight when revisiting and recording rules, policies and regulations for the vendor room.</p> | |
| <p>Nominations and Elections Committee Discussion - Renee</p> | <p>This discussion was postponed as a Representative of the Nominations and Elections Committee was unable to attend.</p> | |
| <p>Strategic Planning - Gwynne</p> | <p>The Board broke into groups to look at objectives and strategies in order to create an action plan. While keeping in mind the mission, vision and values of the organization, the Board focused on:</p> <p>Programming Centers: Advocacy and Activism, Education</p> <p>Organizational Resource Centers: Operations & Governance, Development/Fundraising</p> <p>Notes were taken that Gwynne will compile and share with the Board at a later date.</p> | |
| <p>Other Items: Passing of the Presidential Position</p> | <p>As the SNAG Presidential role will be taken over by Nicole Jacquard after the conference, the Executive Director and Board of Directors, took this time to thank Renee Zettle-Sterling for her service as SNAG President. Renee was then presented with a book compiled by Jen Townsend that symbolized the sentiment of the Board as she was individually thanked by all for her strong leadership through a challenging time.</p> | |

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| DISCUSSION ITEM | ACTION / CONSIDERATION NEEDED | PERSON RESPONSIBLE & DATE |
|---|--|---------------------------|
| <p>Other Items: Thank You's for Service on the Board</p> | <p>Thank yous and gifts were presented to the following Board Members with terms coming to an end. They too were recognized for their contributions during a challenging time.</p> <p>Pam Robinson Sharon Massey Karen Lorene Jen Townsend - who will be done in August</p> | |

Meeting was adjourned at 3:14 pm.