

SNAG Strategic Plan 2016 – 2018

I. Introduction

In 2013, SNAG experienced a major transition in staff, and a financial crisis. The first Executive Director for SNAG departed from her position after 14 years with the organization and the Program Manager also resigned during the same time period. Then, in July of 2013, there was the discovery that the organization's cash flow was a going concern and would be financially insolvent by the end of the year. The board had to decide whether to close the organization, or try to save it. Through the support of individual donations, and from a major foundation, SNAG was able to weather the transition and hire a new Executive Director in October of 2013.

Over the last 15 months, Gwynne has worked closely with the board and staff to understand the position SNAG was in and what current issues to tackle. It has been discovered through interviews, surveys, and conversations that SNAG faces multiple challenges at once: (1) the overall decline of the US economy, which has yet to rebound for artists; (2) Decline in grant funding from foundations and other sources; (3) An organization without a strong culture of individual and corporate giving; (4) A lack of internal stability and strategic direction; (5) Dissatisfaction in the community with the leadership transitions.

Currently the board and staff of SNAG are completing a new planning document, with the help of consultant Nello McDaniel, Arts Action Research, and Carlo Cuesta with Creation in Common. Through this process, a new mission, vision, and strategic program goals have developed. The new mission/vision is "SNAG will advance jewelry and metalsmithing by inspiring creativity, encouraging education, and fostering community. We envision a diverse international jewelry and metals community, engaging in thoughtful conversation and critical discourse while preserving tradition as well as embracing innovation." Going forward, SNAG's major programs will focus on three areas: education, advocacy, and partnerships.

In addition, the SNAG Board and staff have also taken on the following issues in 2014:

Financial - SNAG has been technically insolvent for the last 10 years, but from 2012 - 2013, SNAG was able to reduce its negative net assets from \$120,000 to just under \$10,000. Throughout 2014, the board and ED adjusted the budget, cutting expenses based on past quarter results and future quarter projections. It is anticipated that SNAG will be able to become solvent by 2017 and maintain an operating reserve.

Development - SNAG has taken steps to diversify its income stream and to increase fundraising, individual giving, and grants. In 2014, a total of over \$32,000 in individual donations was given to SNAG, three times the average amount from 2007-2012 of \$11,500. A fundraising committee (FRC) was formed in 2014 and a development plan was created for all fundraising activities for the year. Both the staff and FRC have taken classes and researched a variety of ways to create a culture of fundraising and giving at SNAG and those ideas were implemented in 2014. For the first time in the history of SNAG, the Board has made a commitment to collectively raise \$55,000 by the end of 2015.

Governance - The Board and ED are working together to move the board focus away from program administration to one of strategic, activism, fundraising and management. SNAG has begun working with the North Carolina Arts Council's consultant for their New Realities Program, Nello McDaniel, to lead the Board through this process of change. It is the goal of the Board and staff to create a closer partnership with each other to more effectively carry out the mission of the organization, creating greater impact.

Operations – The new Executive Director, Gwynne Rukenbrod Smith worked with the executive leadership of the Board to implement key new internal working systems that follow nonprofit best practices including adjusting the bookkeeping and budgetary systems, office management systems, Board and staff policies, and Board and staff roles and responsibilities.

Programs - The SNAG Board and staff are working together to create a new program plan based on the results of strategic planning, membership interviews/surveys, and conversations with people in the field. SNAG's goal is to achieve greater impact with our resources while being fiscally responsible, and cutting programs/initiatives that are redundant, not fiscally feasible or not utilized by the membership.

The SNAG Board and staff are hopeful to be able to continue on with the great work SNAG has done throughout its 45 years and to create a lasting organization. SNAG will be continuing the planning process throughout 2015. It is our priority not just to survive, but thrive and advance the field in a way that creates greater impact.

II. Strategic Centers:

Programming Centers:

Advocacy and Activism – Strengthen and promote the field of jewelry and metals.

Education – Cultivate and create programs, publications, services, and opportunities that deliver creative approaches and critical support to our members and reflect the changing international community.

Organizational Resource Centers:

Operations & Governance – Create clear and efficient guidelines and policies to define roles, responsibilities, terms, and hierarchy within the organization.

Development/Fundraising - Create and implement a development plan that allows for diverse income sources to contribute to the financial sustainability of SNAG.

III. The Planning Sequence

See chart

IV. Timeline for the Planning Process

Core Group develop a working draft of the Organization Profile November/December 2014

Planning Core Group finalizes strategies and goals and wording for May board meeting. May 2015

Full Board creates objectives for each strategy. May 2015

Create a mini essay on the cultural change SNAG is doing to create greater impact in the field. May 2015

Create a draft to present to full Board on new committee system. May 2015

The Organization Profile draft is shared with the full Board; Core Group clarifies and incorporates ideas and feedback from these meetings. May 2015

The Planning Document Introduction and description of Programming and Resource Centers is shared with the full Board.
May 2015

The Core Group begins fleshing out the Planning Sequence extending out over at least a three-year period. October 2015

Core Group integrates all elements into a draft of the Planning Document ready for vetting and feedback from the full Board.
October 2015

A final draft of the Organization Profile and Planning Document is presented to the staff and Board in a full working meeting. The Core Group leads the larger group through a full discussion of implementation of the plan. October 2015.

Core Group creates implementation plan to coincide with SP goals and objectives and incorporating the new program operations into this plan October-December 2015.

Core Group presents organizational profile, timeline, and planning document for final Board approval. January 2016.

Measures of Success

SNAG is developing two dashboards to measure our impact. One is a program impact dashboard, which will monitor our strategies, and an organizational impact dashboard that will monitor the health and finances of the organization.

We will measure what we aimed to accomplish by creating a set of measures based on our objectives. Did the strategies we use make this happen? What are our capabilities moving forward with this activity? Are we making progress and if so, how? What have we and haven't we accomplished so far? We will also gather data not only to evaluate our current programs, but also to inform the future content of our programs.

SNAG Objectives and Strategies for Programming and Organizational Centers

Mission:

The Society of North American Goldsmiths advances jewelry and metalsmithing by inspiring creativity, encouraging education, and fostering community.

Vision:

The Society of North American Goldsmiths envisions a diverse international 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.

Programming Centers and Goal Statements:

Advocacy and Activism – Strengthen and promote the field of jewelry and metals.

Objectives:	Strategies:	Action Steps/Timeline
Educate the public about the field of metalworking and jewelry.	Links on website, spread knowledge	Educate the public about how/where materials are produced – 2016, 2017, 2018
Record our field’s history	Archive lectures, documents	Apply for grants for archiving - 2018
	Archive demonstrations and lectures	
	Archive educational relationships	
	Archive past Metalsmith magazines	
Form strong partnerships with other organizations in the fields of craft, art, and design to create greater impact for our members and constituents.	Identify and create connections with related fields, organizations and businesses.	<ul style="list-style-type: none"> -Enameling Society, Polymer Clay, Blacksmiths -AJF Fact finding and identify like-minded or complementary organizations. - Print partnerships -Design “zippo”, USPS, UPS, Orchid (2) <p>2016, 2017, 2018</p>
	Foster and maintain existing relationships	- Co-sponsor conferences

		<ul style="list-style-type: none"> - Re-connect with universities: Find a way to aid symposiums. Offer reduced rate if you sign up for SNAG at the symposium.
Increase awareness of SNAG through increased visibility and communications.	Increase membership	<ul style="list-style-type: none"> -Membership drive, revisit membership fees/dues - Reduced rates for joint memberships <p>2016, 2017, 2018</p>
	Create a positive perception of SNAG	<p>Advocacy- mini-mission statements, video PSA, conference quotes, SNAG moments, first timers feedback, Board "Ask ME" badges</p>
Increase awareness of SNAG through rebranding.	Intentional re-branding	<ul style="list-style-type: none"> -#iamsnag, we are snag, show your hammer, show us your bench, interactive projects with the public, fun moments for SNAG, show us your studio, calendar- guys in brooches -T-shirts, aprons, pins <p>2018</p>
	Website needs to be re-organized and simplified	<ul style="list-style-type: none"> -Make tabs clearer and more intuitive, more links to other programs that already do well in programs that we don't need to repeat (ganoksin for technical articles or art jewelry forum). Ask them to link to us. (cross promotion) -Members need an easy/user-friendly way of showing accomplishments (especially international) with SNAG logo in the spotlight. -Edit programs that people don't use.

		<ul style="list-style-type: none">-Riveting News: bimonthly- too much information-List of international exhibitions, remind people that we are international-Better connection with riveting news and the website- Tabs to clarify who information is for: educators, makers, gallerists, students- Re-name Springboard-Gallery sponsors: list of galleries-link to gallery-Directories: hyperlinked
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Education – Cultivate and create programs, publications, services, and opportunities that deliver creative approaches and critical support to our members and reflect the changing international community.

Objectives:	Strategies:	Action Steps
Become the connector for educational materials and support within the field.	Create educational resource information on the website	<ul style="list-style-type: none"> -Webinars -Publications -Handouts from workshops -Professional practices: how to inventory, how to work with gallery, how to photograph, option for critical feedback for exhibitions. -Technical articles or demonstrations. - Connect with other existing platforms. <p>2016, 2017, 2018</p>
Nurture the future of the field	Outreach	<ul style="list-style-type: none"> -Engage high schools; business training -Travel abroad as craft ambassadors to educate -Technical programming -Workshops for high school teachers with low-tech curriculum <p>2016, 2017, 2018</p>
	Mentoring members	<ul style="list-style-type: none"> -Portfolio review, road to success -Skype mentoring between novice and connoisseur members
Identify and create	Partnerships with universities, craft centers,	<ul style="list-style-type: none"> - Symposium Sponsorships

partnerships to improve education	craft organizations, and technical schools	<ul style="list-style-type: none"> - Exhibition Sponsorships - General Sponsorship <p>2016, 2017, 2018</p>
	Ethical Metalsmiths, design community, regional craft centers, Klimt02, entrepreneurship organizations	<ul style="list-style-type: none"> - Webinars - Mentor Calls - One on One learning opportunities

Organizational Resource Centers and Goal Statements:

Operations & Governance – Create clear and efficient guidelines and policies to define roles, responsibilities, terms, and hierarchy within the organization.

Objectives:	Strategies:	Action Plans
Commitment to remain disciplined, accountable, and responsible for our internal operations and move forward with confidence in our systems.	More efficient charters and policies: Clearly defined roles and responsibilities.	<ul style="list-style-type: none"> - Create template based on the EAC, EPC, and NEC that clearly defines term limits, roles, responsibilities, and committees structure -Chair attends, plans, and runs all meetings <p>2016</p>

<p>Create closer partnerships between Board, volunteers, and staff to change the culture of the board to one that is strategic, proactive, and focuses on fundraising.</p>	<p>Communicate the needs of the Board</p>	<p>-Establish a new committee system where the board led committees focus on governance, fundraising, and financial management.</p> <p>2016, 2017</p>
		<p>Gmail, Google docs, Google drive</p>
		<p>-Policy creation to free staff to take action when their is a lapse with volunteer follow-through</p>
		<p>- More diversity and variety of backgrounds on the board (lawyers, event planners...)</p>

Development/Fundraising - Create and implement a development plan that allows for diverse income sources to contribute to the financial sustainability of SNAG.

Objectives:	Strategies:	Action Plans
Expanding SNAG's fundraising and development capabilities	Hire a part-time development staff member	<ul style="list-style-type: none"> -Research cost -Fundraise for initial salary <p>2016</p>
Develop the culture of giving	Education on fundraising	<ul style="list-style-type: none"> -Educate board members on finances and fundraising practices -Recruitment -Consistent messaging around fundraising efforts - Increase members participation on the annual appeal <p>2016, 2017, 2018</p>
Streamlining fundraising and development efforts	Create annual development plan	2016, 2017, 2018