



Society of
North American
Goldsmiths

SNAG
Fall Board Meeting
October 16-18, 2015
Arrowmont School of Arts and Crafts
Gatlinburg, TN

Agenda

Friday, October 16 – Committee Structure

2:30 pm	Meet & greet/introductions/opening words
2:45 pm	Discussion on governance leadership
3:00 pm	Review of Committee Recommendation
3:15 pm	Discussion
4:15 pm	Finalize recommendation
5 pm	Closing and adjourn
5:30 – 6:30	Dinner in Dining Hall
7 pm	Board Discussion about Administrative Support Position for Gwynne – Gwynne Rukenbrod Smith
7:15 pm	Financial Discussion – Anne Havel
8 pm	Board Vote in Final Draft of Intentional Change Plan and Begin to Define Measures of Success
9 – 12 pm	Social Time

Saturday October 17, 2014 (Morning Session) – Strengths Based Fundraising Part II

7:30 – 8:30am	Breakfast in Dining Hall
9:00 am	Review of assessment findings
9:30 am	Discuss fundraising approach
10:00 am	Team breakout session
11:00 am	Debrief
11:45 am	Next steps
12:00 noon	Closing and adjourn for Lunch
12 – 12:45 pm	Lunch
1 pm	Board Continue to Create Measures of Success and Timeline
2:30 – 3:00	Break

Saturday, October 17 (Afternoon Session) – Evaluation

3:00 pm	Purpose of evaluation
3:15 pm	Developing indicators for strategic plan
3:30 pm	Small group exercise
4:15 pm	Debrief and next steps
5:00 pm	Closing and adjourn for dinner
5:30 – 6:30	Dinner in Dining Hall
7 pm	Board Discussion and Vote on NeXt registration Levels
7:30 pm	Booking Hotel 4 years out Board Discussion – Anne Havel
8 pm	EAC Discussion – Board Vote on EAC Face to Face Budget and Website expansion.
8:30 pm	2016 EiP Budget Board Discuss and Vote
9 – 12 pm	Social Time

Sunday October 18, 2014

7:30 – 8:30am	Breakfast in Dining Hall
9 – 10 am	Membership Discussion and Vote on new Membership Level – Anne and Gwynne
10 – 10:15 am	Communications and Marketing Discussion – Brian Ferrell
10:15 – 10:30 am	Volunteer Recognition Award Board Discussion and Vote – Gwynne in lieu of Sydney Brown
10:30 – 11 am	Board discussion and vote to form NEC Nominating Committee and budget increase request–Laura/Nicole
11 – 12 pm	Board discussion and formation of new board led committees
12 pm	Adjourn
12 – 2 pm	Board Lunch in Gatlinburg TBD

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

SNAG Fall BOD Meeting Minutes October 16, 2015 page 3

GREETINGS:

The Board of Directors meeting of the Society of North American Goldsmiths was called to order at 2:25pm on October 16, 2015 by Gwynne Rukenbrod-Smith, Executive Director.

PRESENT: Gwynne Rukenbrod Smith –Executive Director
Nicole Jacquard - President
Anne Havel – Treasurer

Dominique Bereiter (A15) - Hospitality Committee
Angela Bubash (E) – Metalsmith Editorial Advisory Committee
Dianne Debeixedon (E14) - Education
Brian Ferrell (E15) - Communications and Marketing Committee Liaison
Brigitte Martin (A) - Community Liaison, Fundraising Chair, PDS Liaison
Lauren McAdams Selden (E14) - Archiving, Strategic Planning
Becky McDonah (E13) – Secretary, Lifetime Achievement Award Liaison
Tedd McDonah (A14) - Conferences

ABSENT: Renee Zettle-Sterling - Past President
Jim Bove (E13) – Exhibition Planning Committee Liaison/Board Speaks Out
Sydney Brown (E14) - Volunteer Liaison
Kat Cole (E15)
April Wood (E15)

OTHERS IN ATTENDANCE:

Nominations and Elections Committee (NEC) members: Laura Wood, Daniel DiCaprio, Tara Locklear
Chris Balch
Carlo Cuesta - Creation in Common

ANNOUNCEMENTS:

- a. Confidentiality - The Board was reminded that everyone is encouraged to speak their minds during these meetings, and that opinions and comments are to remain confidential.
- b. Gwynne introduced Christopher Balch a potential appointed board member that will be sitting in on Friday's meeting. Chris is a defense lawyer with experience serving on a variety of boards and a knowledge of how they function.

SNAG Fall BOD Meeting Minutes October 16, 2015 page 4

DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p>Carlo Cuesta - Creation in Common</p> <p>Governance and Leadership</p> <p>Review of Committee Recommendation</p>	<p>Carlo Cuesta led the Board in a discussion about the difference between the role of governors versus the role of volunteers with the goal of enhancing the Board’s ability to lead. Carlo introduced a new SNAG committee structure that was developed after discussions with the Executive Committee. (Handouts were circulated)</p> <p>Discussion commenced over multiple aspects of the plan including:</p> <ul style="list-style-type: none"> ● implementation of the transformation of the current committee structure with Board Liaison involvement reflecting a model with no support staff to a new model reflecting the current status which includes a staff of five to help manage the day to day workload. ● integrating a Professional Development Seminar (PDS) committee representative with the larger Conference Coordinating Committee (CCC) to help with cohesive conference planning. ● the need for clear and consistent committee guidelines and policies noting responsibilities and defining parameters for ease in coordination. ● a more frequent and consistent reporting process so that the Board could be updated more than twice a year about committee activity in order to effectively evaluate the progress and impact. ● clear lines in the communication flow noting Board-Led Committees report back to the Board/Executive Committee that informs the Executive Director in one voice, versus Volunteer Committees that report to the Executive Director, who informs the Board. <p>The individual committees under the new structure were discussed. This included the addition of a Finance Committee that would assist in analyzing and preparing the budget, monitoring the financial health of the organization, advising other committees regarding ability to finance specific projects, preparing reports and identifying the best allocation of resources, the Program Committee that would review feedback on programs and lead discussion on new initiatives and strategies with consultation with the strategic planning and financial committees, and the Impact Evaluation Committee that would gather information on SNAG ventures and present findings to the Board along with recommendations for improving alignment with goals and objectives in the strategic plan.</p>	

SNAG Fall BOD Meeting Minutes October 16, 2015 page 5

DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p>Carlo Cuesta - Creation in Common (cont.)</p> <p>Further Discussion over Committee Roles</p>	<p>The coordination of the Nomination and Elections Committee's knowledge of the specific talents and skill sets needed on the Board was discussed. This will assist greatly in Board development when focusing on creating a slate of qualified candidates for the voting process.</p> <p>Also discussed was developing SNAG's recruitment process including motivating members to volunteer and recognizing current volunteers that would work well taking on a larger role as Volunteer Committee members.</p> <p>Other questions or concerns discussed included: do we have enough staff to facilitate this transition of duties, can SNAG find enough reliable volunteers, does this put a separation back between the Board and the membership, etc.</p> <p>Carlo shared a Committee Structure Implementation schedule with the Board that included moving forward with a 90-day plan and the timely need to inform the membership if any adjustments to the by-laws are to be made. (The membership needs to be informed 60-days out before voting occurs.)</p>	
<p>Administrative Support Position for Gwynne - Gwynne Rukenbrod Smith</p>	<p>With Monica stepping down from her position and the change in job description for the new hire, SNAG will be saving \$13,000 which Gwynne would like to use to hire a local administrative assistant to help her with tasks.</p> <p>Gwynne discussed her workload and how adding staff could help with routine tasks and the President noted this assistance as crucial during the transition to the new committee structure. The Treasurer also expressed the opinion that this hire is critical and that this position could be evaluated in the future to determine if it is financially sustainable. The position would be advertised locally for 20 hours a week at \$12 - \$14 an hour.</p>	

SNAG Fall BOD Meeting Minutes October 16, 2015 page 6

DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p>Administrative Support Position for Gwynne - Gwynne Rukenbrod Smith (cont.)</p>	<p>Motion: (Anne) To allow Gwynne to create a part time 20 hours a week administrative assistant position at \$12-14 hour effective immediately. Seconded: Nicole All in Favor: Unanimously approved.</p>	
<p>Financial Discussion - Anne Havel</p>	<p>Anne showed an example of a draft budget and explained how the Board should approach reading it to gain information stating that the most important thing to ask is “Why?” and noting to watch for things that are out of line and greatly differ from prior numbers.</p> <p>The SNAG Comparative Financial Data document was shared with the Board. Anne stepped the Board through the document noting that you can read a story in the cash line. With comparative numbers you can track decreases and increases and look for answers to “why.” She explained deferred revenue and liabilities.</p> <p>The goal for a healthy financial status would be to have 3 months of payroll and overhead in the checking account in the bank as a safety net (approx. 235K).</p> <p>The Operational Data shows how SNAG is doing in each area. Evaluation of this has resulted in a continued effort to keep lowering the breakeven point on conferences, but it was noted that we cannot just keep cutting costs and that more efforts need to be placed in fundraising and development so that we are not dependent on the conference for financial stability. Also noted was that sponsorships in Boston were down from the Minneapolis conference.</p> <p>Projected for Asheville is 350 paying attendees would make a \$8,620 profit. The cut off for attendees in 525.</p>	

SNAG Fall BOD Meeting Minutes October 16, 2015 page 7

DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p>Financial Discussion - Anne Havel (cont.)</p>	<p>While looking at the numbers, it was noted that the decline in <i>Metalsmith</i> could be a problem if it continues. Advertising for <i>Metalsmith</i> has decreased as well, with the lowest being for the <i>Exhibition in Print</i> issue. This will be something for the Program Committee to address once the new committee structure is in place.</p> <p>The format to present financial information to the membership was discussed. This may be better delivered in a pie chart or other graff to help translate the information.</p> <p>The Board thanked Anne for her organization and interpretation of the numbers.</p>	

Meeting was adjourned at 8:55pm

Board reconvened October 17 at 10:00am

SNAG Fall BOD Meeting Minutes October 17, 2015 page 8

GREETINGS:

The Board of Directors meeting of the Society of North American Goldsmiths was called to order at 10:00am on October 17, 2015. At this time Carlo Cuesta initiated the agenda items for the day.

PRESENT: Gwynne Rukenbrod Smith –Executive Director
Nicole Jacquard - President
Anne Havel – Treasurer

Dominique Bereiter (A15) - Hospitality Committee
Angela Bubash (E) – Metalsmith Editorial Advisory Committee
Dianne Debeixedon (E14) - Education
Brian Ferrell (E15) - Communications and Marketing Committee Liaison
Brigitte Martin (A) - Community Liaison, Fundraising Chair, PDS Liaison
Lauren McAdams Selden (E14) - Archiving, Strategic Planning
Becky McDonah (E13) – Secretary, Lifetime Achievement Award Liaison
Tedd McDonah (A14) - Conferences

ABSENT: Renee Zettle-Sterling - Past President
Jim Bove (E13) – Exhibition Planning Committee Liaison/Board Speaks Out
Sydney Brown (E14) - Volunteer Liaison
Kat Cole (E15)
April Wood (E15)

OTHERS IN ATTENDANCE:

Nominations and Elections Committee (NEC) members: Laura Wood, Daniel DiCaprio, Tara Locklear
Carlo Cuesta - Creation in Common

ANNOUNCEMENTS:

- a. Confidentiality - The Board was reminded that everyone is encouraged to speak their minds during these meetings, and that opinions and comments are to remain confidential.

SNAG Fall BOD Meeting Minutes October 17, 2015 page 9

DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p>Carlo Cuesta - Creation in Common</p> <p>Review of Committee Structure Recommendation</p>	<p>Carlo opened the discussion to thoughts on the committee structure presented previously asking the Board if they felt comfortable moving forward on this to help create a stronger more efficient Board. Is this something that could be accomplished in 90 days or a case-by-case basis?</p> <p>Specific committees were discussed and how this transition would work in different cases as not all committees share the same level of operational needs and knowledge. Board members were asked to envision phasing themselves out of the liaison roles that could be taken over by staff or volunteer that could be hand-picked if specialized skills are necessary.</p> <p>This new system would call for the Executive Committee to meet regularly and could take some of the workload off of the President.</p> <p>The need for a clear chain of command/committee structure that can be shared with volunteers to know who they are to report to was reiterated.</p> <p>The new committee structure could change the way the Nominations and Elections Committee (NEC) recruits. The role of governance, fundraising and the skill sets in need could be clearly communicated as well as the goal to be responsive to the membership and the field.</p> <p>The NEC shared a potential candidates document on Google Docs for Board members to view and edit. This can include notes that would help to custom fit potential members to roles. It is not the duty of the NEC to recruit for the NEC slate. The Board President chooses the NEC member slate for the membership vote.</p>	<p>All Board Members</p>
<p>Carlo Cuesta - Creation in Common</p> <p>Discuss Fundraising Approach</p>	<p>Carlo distributed the Board Fundraising Assessment handouts and led a discussion over effective fundraising and relationship building. The idea that you have to be good at every aspect of fundraising was dismissed and working together as a team that utilizes the strengths of the individual members was explored. Board members reviewed individual survey results and discussed their interpretations of the roles and descriptions.</p>	

SNAG Fall BOD Meeting Minutes October 17, 2015 page 11

DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p>Discuss Fundraising Approach - Carlo (cont.)</p>	<p>Approaches included:</p> <ul style="list-style-type: none"> ● submit list to Brigitte of 20 potential donors (Nov 1st) ● send letter from President informing of upcoming appeal (Nov 15th) ● annual appeal letter from Boris Bally with perks listed (Nov 27th) ● follow up email (Dec. 30th) ● Thank you cards by (Jan. 30th) and follow up education along with IRS tax letter from staff ongoing. <p>Discussed was the importance of reaffirmation of the value donors are bringing to the organization and the greater community and keeping in contact with them to update on developments every six months.</p> <p>It was noted that part of the 100K Windgate ask includes 25K for donor software and 25K for a consultant to help with organizing development.</p> <p>Other initiatives discussed were the ambassador program to recruit members.</p>	<p>All Board Members</p>
<p>Changes to the agenda - Anne/Gwynne</p>	<p>Budget items under \$5000 that do not have to be presented to the Board for approval were removed from the agenda. Instead these items will get built into the budget that the Board will vote on when presented with the complete budget for 2016.</p> <p>These items will be removed from the agenda:</p> <ul style="list-style-type: none"> ● Board Discussion and vote on Next registration levels ● EAC Discussion - Board vote on EAC face to face budget and website expansion ● 2016 EiP budget - Board discuss and vote ● Board Discussion and vote on NEC budget increase request 	

DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p>Developing Indicators for Strategic plan - Carlo</p> <p>Intentional Change Plan 2015 - 2018</p>	<p>SNAG Intentional Change Plan 2015-2018 Handouts were circulated to the Board that included the Objectives, Strategies and Action Steps defined and chosen by the Board in May. After discussion of these items and the perceived time frames for implementation and completion, Carlo took the material to evaluate the measurability of the objectives and strategies.</p> <p>Discussion was held over how the evaluation of action and impact connected to the strategic plan (intentional change plan) and how to put measurement in context. The Board worked to identify 2-3 indicators for each goal with measurable data to show progress in the following strategic centers.</p> <p>I. Advocacy and Activism. Objectives</p> <ul style="list-style-type: none"> ● Educate the public about the field of metalworking and jewelry ● Record our field's history ● Form strong partnerships with other organizations in the fields of craft, art, and design to create greater impact for our members and constituents. ● Increase awareness of SNAG through brand identity, visibility, and communications. <p>Some of the goals discussed in this area included: to have a more complete record of the history of the field/documentation of the field; increasing the legitimacy of the field, growth in numbers of supporters (members/donors), to increase/diversify the base of donors, infusing Metal Arts into the K-12 program, educating and growing the consumer base and student base and building reciprocity.</p> <p>Measurable Data:</p> <ul style="list-style-type: none"> ● Number of increased memberships ● Number of partnerships. ● Number of supporters/Diversity of supporters ● Number of impressions (i.e. how many impressions on website "unique users"; can track social media hits, reaching out to potential members, etc.) 	

DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p>Developing Indicators for Strategic plan - Carlo (cont.)</p>	<p>II. Education. Objectives</p> <ul style="list-style-type: none"> ● Be a resource for educational materials and support within the field ● Nurture the future of the field ● Identify and create partnerships to improve education <p>Some of the goals discussed in this area included: Increasing accessibility of resources, creating and supporting platforms for sharing and exchange, helping facilitate more exhibitions focused on metalsmithing, assisting people finding their way/tribe, creating pathways into the field and making opportunities and resources available to those who have already found their tribe.</p> <p>Measurable Data:</p> <ul style="list-style-type: none"> ● Number of student members ● Number of exhibitions focused on metals (emerging curators grant focuses on this) ● Conference attendance (new conference attendees) ● Survey of accessibility of resources (conference survey, member survey, resource analytics) ● Member retention (lapse survey) <p>III. Operations & Governance. Objectives</p> <ul style="list-style-type: none"> ● Commitment to remain disciplined, accountable, and responsible for our internal operations and move forward with confidence in our systems ● 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. 	

DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p>Developing Indicators for Strategic plan - Carlo (cont.)</p>	<p>Some of the goals discussed in this area included: Board members will have clarity of board & staff roles, better transitions, better efficiency, better retention and easier recruitment with clear lines of accountability, and fiscal responsibility with financial policies and procedures in place.</p> <p>Measurable Data:</p> <ul style="list-style-type: none"> ● Net Assets (5 year comparison) ● Look at net profit/loss per program ● Board and volunteer renewal and retention (number of volunteers) ● Member recruitment for elections ● Increase staff salaries/retention <p>IV. Development fundraising. Objectives</p> <ul style="list-style-type: none"> ● Expanding SNAG’s fundraising and development capabilities ● Develop participation in annual giving ● Streamlining fundraising and development efforts <p>Some of the goals discussed in this area included: Becoming financially stable (in the black with a cash reserve of 300K), having a donor database, increase tracking capabilities of various kinds of donations, and clear communication to the membership on fundraising.</p> <p>Measurable Data:</p> <ul style="list-style-type: none"> ● Comparative tracking donor support numbers (\$amt and avg gift) growth in major donors (\$amt and avg gift) ● Increase in sponsorship support ● Increase in metalsmith advertising ● Increase in board fundraising efforts 	

Meeting was adjourned at 8:44pm

Board reconvened October 18 at 9:00am

SNAG Fall BOD Meeting Minutes October 18, 2015 page 16

GREETINGS:

The Board of Directors meeting of the Society of North American Goldsmiths was called to order at 9:00am on October 18, 2015 by Gwynne Rukenbrod-Smith, Executive Director.

PRESENT: Gwynne Rukenbrod Smith –Executive Director
Nicole Jacquard - President
Anne Havel – Treasurer

Dominique Bereiter (A15) - Hospitality Committee
Angela Bubash (E) – Metalsmith Editorial Advisory Committee
Dianne Debeixedon (E14) - Education
Brian Ferrell (E15) - Communications and Marketing Committee Liaison
Brigitte Martin (A) - Community Liaison, Fundraising Chair, PDS Liaison
Becky McDonah (E13) – Secretary, Lifetime Achievement Award Liaison
Tedd McDonah (A14) - Conferences

ABSENT: Renee Zettle-Sterling - Past President
Jim Bove (E13) – Exhibition Planning Committee Liaison/Board Speaks Out
Sydney Brown (E14) - Volunteer Liaison
Kat Cole (E15)
Lauren McAdams Selden (E14) - Archiving, Strategic Planning
April Wood (E15)

OTHERS IN ATTENDANCE:

Nominations and Elections Committee (NEC) members: Laura Wood, Daniel DiCaprio, Tara Locklear

ANNOUNCEMENTS:

- a. Confidentiality - The Board was reminded that everyone is encouraged to speak their minds during these meetings, and that opinions and comments are to remain confidential.

SNAG Fall BOD Meeting Minutes October 18, 2015 page 17

DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p>APPROVAL OF MINUTES: The minutes for the following Meetings were distributed via google docs and were presented to the Board for a vote of approval.</p> <p>May 22, 2015 Membership Meeting</p> <p>September 25, 2015</p>	<p>After a recap of the meeting minutes a motion was called for. Motion: (Tedd) To approve the minutes from the May 22, 2015 Membership Meeting. Seconded: Angela The President called for a vote. All in favor: 6; Opposed: 0; Abstain: 3 Minutes Approved.</p> <p>After discussion of the September meeting minutes a motion was called for. Motion: (Brigitte) To approve the minutes from the September 25, 2015 board meeting. Seconded: Dianne The President called for a vote. All in favor: 8; Opposed: 0; Abstain: 1 Minutes Approved.</p> <p>Send approved minutes to Tara to post on SNAG website.</p>	<p>Becky</p>
<p>Membership Discussion on new Membership Level - Anne/Gwynne</p>	<p>Due to concern over decreasing members, different membership levels were discussed and incentives for multi-year renewals and retention as well as if the target audience is new or renewing members.</p> <p>An Emerging Artist Membership level for members transitioning between a student and regular membership was discussed. This is intended for individuals to take advantage of immediately after their student status ends. This transitional period could last for two years after student membership.</p> <p>Anne and Gwynne will look into the possibilities of a transitional membership and bring findings to the board.</p>	<p>Anne/Gwynne</p>

DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p>Communications and Marketing Discussion - Brian Ferrell</p>	<p>Brian opened discussion around the needs for the Communications and Marketing Committee. Depending on vacancies, different experience and skills will be needed (graphic design, wordpress, etc.). Some of the committee work will be transitioning to an as needed basis since much of the groundwork has already been completed. Brian asked Board members to let him know if they have any suggestions for volunteers. Volunteer Coordinator Katie Poterala could help to find individuals who match the description needed.</p>	
<p>Volunteer Recognition Award Board Discussion and Vote - Gwynne for Sydney</p>	<p>After discussion it was agreed that there was not a need for the formation of a Volunteer Recognition Award committee as only the board recommends individuals for this award.</p> <p>At this time the floor was opened for nominations for 2016 or 2017. Boris Bally was recommended for his generous donations and fundraising efforts along with previous board service. The timeline of the award presentation will be decided by the end of the 2015.</p> <p>Motion: (Anne) to honor Boris Bally with the Volunteer Recognition Award at SNAGneXt 2016 or New Orleans 2017. Seconded: Nicole All in favor: unanimous</p>	
<p>Nominations and Elections Committee Discussion - Laura Wood</p>	<p>At this time there was discussion over procedures for creating the slate of candidates for the NEC found in Article VI section 1. d. in the by-laws.</p> <p>“The Nominations and Elections Committee shall consist of three members nominated by the Board of Directors and elected by a vote of the membership.”</p> <p>3 Board members will look at the NEC candidate master list and along with Board recommendations to come up with two names for the slate and the Board will contact the nominees.</p> <p>The benefit of past Board members serving on the NEC was discussed.</p>	

SNAG Fall BOD Meeting Minutes October 18, 2015 page 20

DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p>Conference Report - Anne/Gwynne</p>	<p>The Board discussed the pros and cons of different conference planning approaches with size of locations, number of locations, booking even further in advance, staying with one hotel chain and group negotiations being some of the considerations. All of these things affect different aspects of the conference from attendees to exhibitions to the vendor room, etc. The concern over current finances and the continued need for flexibility was addressed.</p> <p>We are still waiting to see the results from the new conference model for SNAGneXt in order to guide future decisions along this path.</p>	
<p>Other:</p>	<p>The Executive Director thanked everyone for an amazing 2 ½ days and reminded Board members who were donating room/board that the total cost was \$180 each.</p> <p>Concern was noted over the length of the Board working day which can be tough due to travel.</p> <p>The President thanked everyone for coming and reminded them of the confidentiality statement.</p>	

Meeting was adjourned at 12:20pm