



Society of  
North American  
Goldsmiths

**SNAG**  
**Spring Board Meeting**  
**May 15 - 17, 2016**  
Renaissance Hotel  
Asheville, NC

## Agenda

### Sunday May 15th

12 pm – 1 pm Lunch  
1:00 pm Board Nomination Process Discussion  
2:00 pm Dashboard Presentation and Discussion  
3:00 pm Break  
3:30 pm LAA Committee Member – VOTE  
4:30 pm EAC Committee Member x 2 – VOTE  
5:00 pm Adjourn and Dinner on Your Own

### Monday May 16th

8 am – 9 am Breakfast  
9 am EIP Discussion and EAC Funding – VOTE  
9:30 am Transitional Membership Proposal – Review and VOTE  
10:00 am Committees and Committee Next Steps  
12 pm - 1 pm Lunch  
1 pm Fundraising Discussion and Team Work  
3 pm Break  
3:30 pm Financial Update  
5:00 pm Adjourn and Dinner on Your Own

**Tuesday May 17th**

8 am – 9 am            Breakfast  
9 am                    Committees and Committee Next Steps – Cont.  
11 am                   Social and Website Presentation and Discussion  
12 pm – 1 pm    Lunch and Continued Website Discussion  
2 pm – 5 pm           Metalsmith Discussion with Luke Hayman  
5 pm                    Adjourn  
7 pm    Cookout at Gwynne's 22 Gardenwood Lane, Asheville 28803

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

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### GREETINGS:

The Board of Directors meeting of the Society of North American Goldsmiths was called to order at 1:00pm on May 15, 2016 by Nicole Jacquard, President.

### PRESENT:

Gwynne Rukenbrod –Executive Director

Nicole Jacquard - President, Chair - Executive Committee, Strategic Planning Committee, Impact & Evaluation Committee

Anne Havel – Treasurer, Chair - Finance Committee, Programming Committee, Executive Committee

Chris Balch - (A 2015-2018 Nov) Co-Chair - Strategic Planning Committee, Chair - Impact Evaluation Committee, Executive Committee

Dominique Bereiter (A 2015-2018 ) - Fundraising Committee, Programming Committee

Angela Bubash (E - 2016) – Metalsmith Editorial Advisory Committee

Kat Cole (E 2015-2018) - Finance Committee, Fundraising Committee, Programming Committee

Dianne Debeixedon (E 2014-2017) Chair - Program Committee, Finance Committee

Brigitte Martin (E 2012-2016) Chair - Fundraising Committee, Strategic Planning Committee, Impact & Evaluation Committee

Becky McDonah (E 2013-2017) – Secretary, Executive Committee

Tedd McDonah (A 2014-2017) - Conference Coordination Committee, Fundraising Committee

April Wood (E 2015-2018)

3:00 Arrival:

Jim Bove (E 2013-2016) – Programming Committee

Brian Ferrell (E 2015-2018) - Fundraising Committee, Programming Committee

### ABSENT:

Renee Zettle-Sterling - Past President

### 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. This also applies to future projects and programs that have not yet been announced to the membership.

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DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p><b>APPROVAL OF MINUTES:</b> The minutes for the meeting were distributed and presented to the Board for a vote of approval.</p> <p><b>April 19, 2016</b></p>	<p>After a recap/discussion of the meeting minutes a motion was called for. <b>Motion:</b> (Nicole) To approve the minutes as amended per discussion from the <b>April 19, 2016</b> Board Meeting. Seconded: April The President called for a vote. All in favor: 9 Opposed: 0 Abstained: 2 <b>Minutes Approved.</b> Send approved minutes to Tara to post on SNAG website.</p>	<p>Becky</p>
<p><b>Board Nomination Process Discussion</b></p> <p>Elected Board Members</p>	<p>There was discussion over the nomination/vetting process for Board members and if SNAG would benefit from having a formal best practice process in place.</p> <p>Importance was placed on the ongoing cultivation of candidates and the ability to convey to potential candidates what board service entails. The benefit of having a past board member serve on the Nominations and Elections Committee (NEC) was discussed and the importance of finding board members that are a good fit for the committee in order to accurately present the current needs of the board.</p> <p>The clarity of roles in the election process was discussed. The NEC presents the election slate of Board Candidates to the membership. The Board presents the NEC with a slate of candidates for the NEC so that the committee is not charged with approaching members for their own committee.</p>	

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DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p><b>Board Nomination Process Discussion - cont.</b></p> <p>Appointed Board Members</p>	<p>The SNAG President is allowed to appoint new board members with the approval of the Board. Currently the election process is the primary source of obtaining Board members. Appointments are reserved for filling board vacancies with individuals that have specific desired skill sets.</p> <p>Discussion was held over the need to attract Board Member Candidates who have the potential to expand the knowledge base and diversity of the Board or to be subject matter experts. Also discussed was how/when to approach these individuals. The Strategic Planning Committee will look into this process and the Executive Committee will bring the issue back to the Board.</p>	<p>Strategic Planning Committee - Executive Committee</p>
<p><b>Dashboard Presentation and Discussion</b></p> <p>Documents shared with the Board:</p> <p>SNAG Strategic Plan 2015-2018 Overview with Measures</p> <p>SNAG Strategic Plan 2016 - 2018 Dashboard</p>	<p>After discussion over the added indicators for clarity and feasibility a motion was called for.</p> <p><b>Motion:</b> (Chris) To accept SNAG Strategic Plan 2015-2018 overview with measures with additions. <b>Seconded:</b> Dianne</p> <p>The President called for a vote.</p> <p>All in favor: Unanimous</p> <p><b>Motion Approved.</b></p> <p>The executive director presented the Dashboard and explained the purpose of the document and how to read it. This document will help to indicate areas that need immediate attention and record goals achieved. The Impact Evaluation Committee will determine who and how this information is collected. It was noted that most of the "Target" information will be derived from consulting the budget.</p> <p>In the future the Board Reports will include the dashboard.</p>	<p>Impact Evaluation Committee</p>

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DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p><b>Lifetime Achievement Award (LAA) Committee Member - Vote</b></p>	<p>After discussion of potential committee members a motion was called for.  <b>Motion:</b> (Nicole) To approve the three member candidates for the Lifetime Achievement Award committee as nominated by the Board.  <b>Seconded:</b> Dianne All in favor: unanimous <b>Motion Approved.</b></p> <p>Approval was given to proceed with contacting a new member for the LAA committee from the board approved list of candidates, to fill the vacancy left by Lola Brooks as the outgoing Chair. Bruce Pepich will take over as Chair and Kim Cridler will be a continuing member.</p>	<p>Gwynne/Staff</p>
<p><b>Editorial Advisory Committee (EAC) Committee Member x 2 - Vote</b></p> <p>Member selection criteria</p>	<p>The Editorial Advisory Committee is comprised of six members and the Editor of <i>Metalsmith</i>.</p> <ul style="list-style-type: none"> <li>• Three members are appointed by the Board of Directors of SNAG and each must be a SNAG member.</li> <li>• Three members are invited by the Editor of <i>Metalsmith</i>. While these three members will sit on the EAC at the Editor's request, two would ideally be members of SNAG, the other would ideally be an outside professional.</li> </ul> <p>The Board discussed possible nominees. Two board nominated positions are open.</p> <p>One vacancy in the EAC nominated positions was created by outgoing member Biba Schutz. The current committee consists of: Suzanne Ramljak; Suzanne Pugh, Chair; Melissa Cameron; Cindi Strauss and Raissa Bump.</p>	

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DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p><b>EIP Discussion and EAC Funding – VOTE</b></p> <p>EAC Funding</p> <p>Exhibition in Print (EIP) Discussion</p>	<p>The Editorial Advisory Committee put forward a request for a one night hotel reimbursement and a comped conference registration per person on the committee for the 2017 New Orleans SNAG Conference in order to assist in facilitating their annual face-to-face committee meeting. The Treasurer stated that this item does not need to go before the Board for a vote and can be determined by the Executive Director.</p> <p>The Board reviewed and discussed the numbers of entries for the EIP, entry fees, expenses and guidelines over the past 5 call-for-entry publications. It was decided to keep the call for entries available for members only for the next issue.</p> <p>The Programming Committee will communicate with the EAC to determine the effectiveness of the call and record numbers of how many members applied, how many new members joined, etc.</p>	<p>Programming Committee</p>

**Meeting was adjourned at 5:00pm**

**Board reconvened May 16 at 9:00am**

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### GREETINGS:

The Board of Directors meeting of the Society of North American Goldsmiths was called to order at 9:00am on May 16, 2016 by Nicole Jacquard, President.

### PRESENT: Gwynne Rukenbrod –Executive Director

Nicole Jacquard - President, Chair - Executive Committee, Strategic Planning Committee, Impact & Evaluation Committee

Anne Havel – Treasurer, Chair - Finance Committee, Programming Committee, Executive Committee

Chris Balch - (A 2015-2018 Nov) Co-Chair - Strategic Planning Committee, Chair - Impact Evaluation Committee, Executive Committee

Dominique Bereiter (A 2015-2018 ) - Fundraising Committee, Programming Committee

Jim Bove (E 2013-2016) – Programming Committee

Angela Bubash (E -2016) – Metalsmith Editorial Advisory Committee

Kat Cole (E 2015-2018) - Finance Committee, Fundraising Committee, Programming Committee

Dianne Debeixedon (E 2014-2017) Chair - Program Committee, Finance Committee

Brian Ferrell (E 2015-2018) - Fundraising Committee, Programming Committee

Brigitte Martin (E 2012-2016) Chair - Fundraising Committee, Strategic Planning Committee, Impact & Evaluation Committee

Becky McDonah (E 2013-2017) – Secretary, Executive Committee

Tedd McDonah (A 2014-2017) - Conference Coordination Committee, Fundraising Committee

April Wood (E 2015-2018)

### ABSENT: Renee Zettle-Sterling - Past President

### Others in Attendance:

Brief visit from SNAG Accountant Dan Mullinix

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DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<b>Committees and Committee Next Steps</b>	The Board broke into two groups for discussion and committee work. Programming Committee and Strategic Planning Committee	
<p><b>Fundraising Discussion and Teamwork</b></p> <p>20 New Member Recruitment</p> <p>SNAG Brag</p> <p>Auction Fundraiser</p>	<p>The Fundraising Committee introduced four fundraising projects for feedback and suggestions with the goal of improvement in overall Board fundraising initiatives beyond individual efforts. With sensitivity to evenness of workload, collaboration and group work was discussed.</p> <p>The group approach to the 20 New Members recruitment plan was discussed. Having a team leader was suggested to help with tracking, deadlines and follow up. This will keep the project off of the Executive Directors plate and free her up to do other things. Other comments were that the format seemed more for fitting for larger donors, using personal connections could be more beneficial in this project and following up with the link to join in an email would make it easier for individuals to join. The Board agreed that they would be willing to approach this project again with results brought to the Fall Board meeting.</p> <p>The “SNAG Brag” project was introduced for discussion. How do we reach more people with news about SNAG's projects and successes, and how do we measure this. The Board was reminded to comment, like and share to support the cause. #SNAGmember</p> <p>A Board-led Auction Fundraiser was discussed with a goal to bring the Board and potential donors closer together and to cultivate camaraderie. Jim Bove has experience as a fundraising auctioneer and offered his services. It was questioned if this would compete with other fundraising efforts.</p>	<p>Fundraising Committee and All Board Members - by Fall Board Meeting</p> <p>All Board Members</p>

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DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p><b>Fundraising Discussion and Teamwork - cont.</b></p> <p>Auction Fundraiser (cont.)</p> <p>Major Donors</p>	<p>Other ideas of bringing the Board and potential donors together emerged from this conversation including giving the planning of the Soiree event to the Board and hosting a cocktail hour with a custom cup as a different approach to the Empty Bowls event in the ceramics world. This auction/event will be tabled for further discussion.</p> <p>Approaching major donors was discussed. A major donor for SNAG is an individual/organization that contributes \$500 or more annually. Board members who teach or take workshops were encouraged to share SNAG materials at these events and request support materials and magazines in advance from the SNAG office. Board members were reminded of the different reasons why people donate and to be ambassadors for SNAG wherever they go.</p>	<p>All Board Members</p>
<p><b>Financial Update</b></p> <p>The Comparative Financial Data document was shared with the Board</p>	<p>The Treasurer’s report was discussed in combination with the Comparative Financial Data document noting the line items that are included in the general membership presentation. The Treasurer noted that the numbers will show that the organization is climbing out of the negative and moving in a positive direction.</p> <p>The new conference model was discussed and its profitability according to expenses and revenue. The goal is to move from breaking even at 350 paid attendees to making a profit at this number in order to further strengthen the sustainability of this facet of the organization.</p> <p>Savings in the production of <i>Metalsmith</i> magazine from an already lean production cost were discussed as well as the decline in advertising dollars for the magazine.</p>	

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DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p><b>Financial Update- cont.</b></p>	<p>The cut in SNAG’s marketing budget in 2013 was noted and its effects questioned. The marketing budget used to be 20-30K, currently only 4-8K is being spent.</p> <p>In revenue it was noted that the trend in fundraising is going up every year, with the exception of the extremely large 70K + amount raised during the 2013 critical fundraising push. This line item has grown from \$18,627 in 2011 to \$60,175 in 2015 with an even larger amount projected for 2016. Fundraising is critical as one of the goals of diversifying the income of the organization and making it more sustainable.</p> <p>The Treasurer feels confident that the organization is now implementing policies and procedures/committees that should keep it from being in the same financial crisis situation that it was in 2013.</p>	

**Meeting was adjourned at 5:29pm**

**Board reconvened May 17 at 9:00am**

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### **GREETINGS:**

The Board of Directors meeting of the Society of North American Goldsmiths was called to order at 9:00am on May 17, 2016 by Nicole Jacquard, President.

### **PRESENT:**

Gwynne Rukenbrod –Executive Director

Nicole Jacquard - President, Chair - Executive Committee, Strategic Planning Committee, Impact & Evaluation Committee

Anne Havel – Treasurer, Chair - Finance Committee, Programming Committee, Executive Committee

Chris Balch - (A 2015-2018 Nov) Co-Chair - Strategic Planning Committee, Chair - Impact Evaluation Committee, Executive Committee

Dominique Bereiter (A 2015-2018 ) - Fundraising Committee, Programming Committee

Jim Bove (E 2013-2016) – Programming Committee

Angela Bubash (E -2016) – Metalsmith Editorial Advisory Committee

Kat Cole (E 2015-2018) - Finance Committee, Fundraising Committee, Programming Committee

Dianne Debeixedon (E 2014-2017) Chair - Program Committee, Finance Committee

Brian Ferrell (E 2015-2018) - Fundraising Committee, Programming Committee

Brigitte Martin (E 2012-2016) Chair - Fundraising Committee, Strategic Planning Committee, Impact & Evaluation Committee

Becky McDonah (E 2013-2017) – Secretary, Executive Committee

Tedd McDonah (A 2014-2017) - Conference Coordination Committee, Fundraising Committee

April Wood (E 2015-2018)

### **ABSENT:**

Renee Zettle-Sterling - Past President

### **Others in Attendance:**

SNAG Staff: John Garbett, Tara Jecklin,, Emma Zanetti

Social: Ben Visser, Zan Maddox, Tamara Lavalla, McKenna Brandon, Savannah Holder

EAC: Suzanne Ramljak, Suzanne Pugh, Cindi Strauss (via phone), Melissa Cameron, Raissa Bump.

Pentagram: Luke Hayman

NEC representative: Tara Locklear

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DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p><b>Committees and Committee Next steps</b></p>	<p>The Board broke into two groups for discussion and committee work. Executive Committee and Programming Committee/rest of the Board.</p>	
<p><b>Social and Website Presentation and Discussion</b></p>	<p>The Board was joined by Social Design House staff who presented their 2016 Goals and Objectives as they pertained to SNAG. Items covered included: CMS Upgrade &amp; Testing, Responsive Design, Enhanced Social Media Sharing, Updated <i>Metalsmith</i> Magazine Section, and Ongoing Maintenance.</p> <p>Discussion and feedback included changing the layout of the membership sign-up with Programming Committee’s suggestions, the possibility of different payment and renewal options, adding Pinterest to the list of options on maker profiles, expanding material searches and changing search by location from zipcode to state. Revisiting the “Donate Now” button to make it more prominent with suggestions from the Fundraising Committee. Make the thank you for donors processed a larger type font and add an “I just donated to SNAG” button.</p> <p>Other items brought up were introducing more images, color typography, etc and change the website from being text heavy to become more visual with the possible use of “click to read more” buttons.</p>	<p>Social and Programming Committee</p> <p>Social and Fundraising Committee</p>
<p><b>Code of Ethics - amendment to agenda</b></p> <p>SNAG Ethics Policy was shared with the Board.</p>	<p><b>Motion:</b> (Chris) To amend the agenda to include a discussion of a Code of Ethics for SNAG. <b>Seconded:</b> Anne All in favor: unanimous. <b>Motion Approved.</b></p> <p>After discussion a motion was made. <b>Motion:</b> (Nicole) to accept the SNAG Ethics Policy. <b>Seconded:</b> Tedd. All in favor: unanimous. <b>Motion Approved.</b></p>	



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DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p><b>Metalsmith Discussion - cont.</b></p> <p>S.W.O.T - Strengths, Weaknesses, Opportunities and Threats</p>	<p>After reading the vision objectives the group wrote out strengths, weaknesses, opportunities and threats on post-its and separated them into the appropriate categories. The categories were organized and individuals were asked to place stars on two items per category to recognize items to focus on. These are the top three results in each category from that exercise.</p> <p><b>Strengths:</b> Variety of content and unique subject; Ability to produce quality magazine with limited resources; Provides documentation of field</p> <p><b>Weaknesses:</b> Lack of significant budget; No strong web presence; “Visually vanilla”</p> <p><b>Opportunities:</b> Align with broader community; Magazine refresh; Create heritage/history/archive</p> <p><b>Threats:</b> Limited circulation; Decline in subscribers; Perception that metalsmith should be a source of revenue</p> <p>In the discussion of these results and one threat item the “perception that metalsmith should be a source of revenue” it was noted that revenue generation and sustainability is what the organization needs from every program. There is no target on one area, conferences, exhibitions, magazine, etc., all programming areas of SNAG need to be profitable at this stage.</p>	

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DISCUSSION ITEM	ACTION / CONSIDERATION NEEDED	PERSON RESPONSIBLE & DATE
<p><b>Metalsmith Discussion - cont.</b></p>	<p>Suzanne noted the focus of the EAC on web presence and their goals for the magazine and archiving. The Programming Committee is addressing what the membership wants from the magazine and is working to update the 2008 survey. The target audience was also questioned. Instead of chasing old members, SNAG needs to look for new members.</p> <p>It was supported to go forward with the January refresh and to have future organized conversations over the mission/vision noting the beneficial nature of the assembled group's continued communication and collaboration.</p> <p>The EAC, Suzanne, John, Emma and Luke were thanked for their time.</p>	
<p><b>Other Items: Thank Yous for Service on the Board</b></p>	<p>On behalf of the Board, Nicole recognized and thanked Jim Bove and Angela Bubash for their service on the Board.</p> <p>Brigitte Martin was also thanked for her Board service, although pending election results she may be staying on as SNAG President-Elect. Also thanked was Anne Havel for her service and renewal of her Treasurer position.</p>	

**Meeting was adjourned at 5:18 pm**