



Board of Directors: Chris Balch, Dominique Bereiter, Kat Cole, Dianne deBeixedon, Brian Ferrell, Jill Baker Gower, Anne Havel (Treasurer), Brigitte Martin (President), Becky McDonah (Secretary), Tedd McDonah, Ezra Satok-Wolman, Elisabeth Shypertt, Emily Stoehrer, April Wood. (Delayed due to traffic 9/29, arrival: Ezra Satok-Wolman 2:38pm, Jill Baker Gower 2:30pm)  
Staff: Gwynne Rukenbrod Smith (Executive Director) NEC Representative (non voting): Tara Locklear  
Excused: Anne Fiala, Nicole Jacquard (both BOD)

### Agenda

#### Friday, September 29, 2017

- 2:00 pm Greetings – Brigitte Martin  
Mission Moment – Dianne deBeixedon  
Announcements – Brigitte Martin  
    a. Confidentiality  
    b. Meeting Rules
- 2:15 pm Ice Breaker - Gwynne Rukenbrod Smith
- 2:45 pm Creating a Value Proposition Canvas - Gwynne Rukenbrod Smith
- 3:45pm Break
- 5:30 pm Dinner at Touchstone
- 7:00 pm Welcome Reception for Keystone Metals Symposium taking place at Touchstone. Board is encouraged to attend.
- 7:30 pm SNAG hosts a panel discussion during the Symposium, responding to questions about SNAG and why people ought to join.  
Facilitator: Gwynne RS, Panelists: Anne Havel, Tedd McDonah, Brigitte Martin Board is encouraged to attend.
- 9:00 pm Conclusion of Keystone Symposium event for the day.

#### Saturday, September 30, 2017

- 8:00 am Breakfast at Touchstone
- 9:00 am Review and **VOTE** in of Minutes - Becky McDonah  
    - BOD Meeting, May 21-23, 2017  
    - Membership Meeting, May 2017  
    - BOD Meeting, July 23, 2017
- 9:10 am New Fundraising Committee Chair - **VOTE**
- 9:15 am Workplan from Spring Board Meeting, Review - Gwynne

10:30 am Break  
10:45 am Impact Evaluation - dashboards, metrics - review and discuss - Impact and Evaluation Committee  
11:45am New Volunteer Committee Charter - Overview - Kat Cole and Jill Baker Gower  
11:55am 3 new Committee Chapters - **VOTE** - Brigitte Martin (Strategic Planning, Impact & Evaluation, Volunteers)  
12:00 pm Lunch at Touchstone  
1:00 pm Financial Presentation - Anne Havel  
2:00 pm Break  
2:15 pm How to Inspire our Members to follow (and donate to) SNAG through Storytelling - Brigitte  
4:00 Break  
4:15 pm Executive Session - Executive Director Evaluation (Tara and Gwynne to leave) - Brigitte  
5:30 pm Dinner at Touchstone (short)  
6:00 pm Board divvies up in private cars, drives to Society for Contemporary Craft, Pittsburgh to attend an evening event  
7:30 pm Arrival at SCC to view Exhibition in Print  
9:00 pm Return to Touchstone in private cars

Sunday, October 1, 2017

8:00 am Breakfast at Touchstone  
9:00 am Evaluate Strategic Plan and Overview with Measures - Gwynne RS  
10:30 am 2019 Strategic Plan - Gwynne RS  
11:30 am New Business

- Discussion: Board nominations for NEC Committee - Tara Locklear
- SNAG/ Metalsmith 50th Celebration Publication update - Gwynne RS
- JAMS / EiP publications comparison and pitfalls to avoid - Gwynne RS  
[https://drive.google.com/drive/folders/0B-YuVyrVdAi\\_LUF0VHRpdHN1dEE](https://drive.google.com/drive/folders/0B-YuVyrVdAi_LUF0VHRpdHN1dEE)
- R2S Program - Windgate Grant - Gwynne RS
- Additional topics as needed

1:00 pm Conclusion  
Lunch at Touchstone  
2:00 pm Departures

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

**GREETINGS: Friday, September 29**

The Board of Directors meeting of the Society of North American Goldsmiths was called to order at 2:10pm on September 29, 2017 by President Brigitte Martin and introductions took place.

**MISSION MOMENT: Dianne deBeixedon**

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

Dianne reflected upon fostering education and the advice that she has given over the years to students getting ready to go out on their own. By teaching students how to set up a shop on \$500 or less and letting them know how to find their community through membership in SNAG, she has enabled students to go out and continue to be metalsmiths. She emphasized SNAG as a valuable connector.

**ANNOUNCEMENTS: Brigitte Martin**

**a. Confidentiality** - The Board and others in attendance were advised 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.

**b. Meeting Rules** - at each meeting expectations include: commitment to placing SNAG’s best interests first, listening to and respecting diverse viewpoints, open debate, collaboration, and accepting and promoting decisions to move forward as a collective.

A call for new business to be added to the agenda was made at this time.

April Wood’s decision to run for another term on the Board was announced, along with Kat Cole, Brian Ferrell and Dominique Bereiter. SNAG President, Brigitte Martin, followed up by thanking all the Board Members who are considering running for re-election and noted the benefit of continuity by committed individuals who have insight into the organization.

DISCUSSION ITEM	LEAD	ACTION ITEM
<p><b>Ice Breaker -</b> Why you joined SNAG or the Board of Directors</p>	<p>Gwynne Rukenbrod Smith</p>	<p>The Executive Director led a session of short story telling in which each Board member shared why they first joined SNAG or the Board. The stories were accompanied by objects that they had brought in relation to the stories prepared. The conference experience was included in many of the stories, as was Metalsmith magazine. Other items of importance that symbolized a personal connection relative to SNAG included jewelry, tools, and correspondence, as well as an item representing what talent that specific individual could bring to SNAG to support the organization.</p>
<p><b>Creating a Value Proposition Canvas -</b></p>	<p>Gwynne Rukenbrod Smith</p>	<p>The Board focused on three member segments that the organization serves, Studio Artists, Educators, and Students (others noted were Gallery</p>

		<p>Owners/Curators/ Collectors/ and the Curious/Hobbyist) in order to evaluate if SNAG is meeting the needs of these segments.</p> <p>For each segment the Board described things that they believed these individuals were trying to accomplish in their work/life. This included tasks, solving problems and satisfying needs. Also discussed were things that could annoy the segment or prevent them from getting things done, or compromise the quality of what was completed. The outcomes and benefits desired from each segment were discussed, including things they desired, expected or were required to achieve. These could include functional utility, social gains, positive emotions, or cost savings.</p> <p>Charts for each member segment were created and recorded for board and staff assessment and contemplation. There was discussion over SNAG's value of inclusivity and the concern over spreading services too thin to do the job well. This exercise helped to show what SNAG is doing well and what the organization is not yet doing for each member segment. These notes will be revisited later in the Board meeting.</p>
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Meeting Adjourned: 5:45pm

The Board was encouraged to attend the evening events:

- 7:00 Welcome Reception for Keystone Metals Forum taking place at Touchstone Center for Crafts.
- 7:30 SNAG hosted a lively panel discussion that responded to questions about SNAG and why people ought to join.  
Facilitator: Gwynne Rukenbrod Smith Panelists: Anne Havel, Tedd McDonah, Brigitte Martin.

**GREETINGS: Saturday, September 30**

The Board of Directors meeting of the Society of North American Goldsmiths was called to order at 9:00am on September 30, 2017 by President Brigitte Martin.

DISCUSSION ITEM	LEAD	ACTION ITEM
<p><b>Minutes Review and Vote -</b></p> <ul style="list-style-type: none"> <li>• BOD Meeting May 21-23, 2017</li> <li>• Membership Meeting May 28, 2017</li> <li>• BOD Meeting July 23, 2017</li> </ul>	<p>Becky McDonah</p>	<p>After a recap/discussion of the Meeting minutes from May a motion was called for. <b>Motion:</b> (Chris) To approve the minutes from the <b>May 21-23, 2017</b> Board Meeting. <b>Seconded:</b> April The President called for a vote: All in favor: 13, Opposed: 0, Abstained: 1 <b>Minutes Approved.</b></p> <p>After a recap/discussion of the Membership Meeting minutes from May a motion was called for. <b>Motion:</b> (Chris) To approve the minutes from the <b>May 28, 2017</b> Membership Meeting. <b>Seconded:</b> Brigitte The President called for a vote: All in favor: 13, Opposed: 0, Abstained: 1 <b>Minutes Approved.</b></p> <p>After a recap/discussion of the Meeting minutes from July a motion was called for. <b>Motion:</b> (Anne) To approve the minutes from the <b>July 23, 2017</b> Board Meeting. <b>Seconded:</b> Elizabeth The President called for a vote: All in favor: 12, Opposed: 0, Abstained: 2 <b>Minutes Approved.</b></p>
<p><b>Workplan from Spring Board Meeting - Review</b></p> <p>Document shared with the Board: SNAG Board Retreat Action Items Developed May 23, 2017</p>	<p>Gwynne Rukenbrod Smith</p>	<p>The Executive Director updated the Board on progress regarding the action items developed at the May board meeting with Carlo Cuesta.</p> <p>Progress was noted in the 5 areas of: Enhancing Membership Value and Experience, Transforming Metalsmith, Building a 4th Leg of Programming, Strengthening the Conference Model, and Integrating Technology Systems (Website and Backend).</p> <p>The Executive Director requested the Board work on another list of action items for 2018. This is a helpful document for her to bring to the Staff in order to support and help facilitate targeted goals.</p>
<p><b>Impact Evaluation - dashboards, metrics - review and discuss</b></p>	<p>Impact and Evaluation</p>	<p>A Document of measures was circulated to the Board that were used in the May report. Carlo helped to determine “hard” things that could be measured in order</p>

	Committee	<p>to track impact and results. Three program areas were focused on that required more concrete items to track as well as some aspirational items to try to find ways to measure. Once the information that we want to know is determined, the Staff can help resolve what information we can collect or other possible sources.</p> <p>Items on the measures data will be collected by the staff with retroactive data when requested. The President suggested that they continue to track the information that was listed and as results are collected we can determine what other numbers could be helpful.</p>
<p><b>Creating a Value Proposition Canvas - Part II</b></p>	Gwynne Rukenbrod Smith	<p>The Board went over the pie charts created for each member segment (Educators, Students, Studio Artists) and discussed what was determined as being something that SNAG offered assistance with and where SNAG did not. Also discussed was if SNAG could help in these areas and if so, under what programming. Some topics discussed under each member segment were:</p> <p><b>Educators:</b>          Communication Skills          Liability/Insurance/etc.          Educators Resources          Documenting the History of the Field</p> <p><b>Studio Artists:</b>          Resources - photo, website, technical info, purchasing, etc.          Professional Development          Liability/Insurance/etc.</p> <p><b>Students:</b>          Mentor program          Professional Development</p>
<p><b>New Volunteer Committee Charter - Overview</b></p>	Kat Cole & Jill Baker Gower	<p>The intention of the charter presented is to make the volunteer process more transparent, equitable, and official. SNAG has numerous volunteers interacting with the organization and the new charter will help to put in place a system for logging and recording volunteer hours. A handbook, policies, survey, communication approach and reporting procedure will assist in accountability and future time management as well as aid in identifying and regularly recognizing volunteers.</p>

<p><b>3 new Committee Charters - Vote</b></p>	<p>Brigitte Martin</p>	<p>Three new committee charters were presented to the Board for a vote. After discussion of the documents a motion was made.  <b>Motion:</b> (Chris) To adopt the 3 charters as proposed. <b>Seconded:</b> Dianne                  The President called for a vote: All in favor: 13, Opposed: 1, Abstained: 0  <b>Motion Approved.</b></p>
<p><b>Financial Presentation-</b></p> <p>Document shared with the Board: Comparative Financial Data</p>	<p>Anne Havel</p>	<p>Anne announced that her term as Treasurer will be done in May and that she wants to make sure the Board understands the financial documents (Comparative Financial Data) to aid in a smooth transition to the new Treasurer who is also a CPA.</p> <p>The Treasurer stated that SNAG’s program areas have to be successful enough to power the organization, otherwise fundraising has to make up the gap. Projections for every endeavour must be made to look at the long term implications. The finance committee should be involved in the evaluation process.</p> <p>In going over the Comparative Financial Data document it was noted that breaking out numbers for the new program area, Jewelry and Metal Survey publication, and making a separate section for Fundraising would be helpful for tracking.</p> <p>Although the conference attendance was lower than expected in New Orleans, the projected loss for the year is looking better than expected (approx. 5K). A healthy organizational goal suggested for the line “# days of cash for operating expenses” was determined to be 4 to 6 months minimum (120-180 days).</p>
<p><b>How to Inspire our Members to follow (and donate to) SNAG through Storytelling -</b></p>	<p>Brigitte Martin</p>	<p>Brigitte shared an inspirational story about the community of Gatlinburg, Tennessee, and their support of Arrowmont School of Arts and Crafts.</p> <p>She noted the difference between giving someone a list of the top 10 things SNAG did in 2016 and an authentic story that exemplifies the value and mission of the organization on a more personal level. The Board contemplated inspirational stories others told them about SNAG as well as their own experiences. They also thought of what they would want to share with someone to help convey the importance of supporting the organization. Some stories were then shared with the group.</p>

Meeting Adjourned: 5:30pm

6:00 Board drives to Society for Contemporary Craft, Pittsburgh to view Exhibition in Print exhibition.

9:00 Return to Touchstone in private cars.

**GREETINGS: Sunday, October 1**

The Board of Directors meeting of the Society of North American Goldsmiths was called to order at 9:00am on October 1, 2017 by President Brigitte Martin.

DISCUSSION ITEM	LEAD	ACTION ITEM
<p><b>What do we currently offer our membership that they cannot find online - Programming Committee</b></p>	<p>Brian Ferrell &amp; Kat Cole</p>	<p>There was discussion over the value of face-to-face interaction that SNAG helps to facilitate, and what type of community the younger generation is looking for.</p> <p>Currently social media is not considered a strength of SNAG. Having a marketing person on staff could improve our online presence which is now run by volunteers and results can be sporadic. Having someone with marketing experience on the Board would be beneficial, but would not replace a marketing employee. SNAG communicates well with existing members, but not as well outside of that realm. Research into the resources it would take to hire a part-time marketing staff was suggested, and possible funding.</p> <p>Creating value through new programming like Road 2 Success was discussed, as well as the hiring of a new Editor in Chief of <i>Metalsmith</i> and <i>Metalsmith Tech</i>, and the new SNAG Connects program that will offer opportunities for SNAG members to meet regionally, in addition to the annual conference.</p>
<p><b>Evaluate Strategic Plan and Overview with Measures -</b></p>	<p>Gwynne Rukenbrod Smith</p>	<p>The Executive Director walked the Board through the Strategic Plan and discussed accomplishments and future goals in the areas of: Advocacy and Activism, Education, Operations &amp; Governance, Development/Fundraising. It was noted that this is a living document that is to be added to so that it is always looking at three years out.</p> <p>Objectives, strategies and action steps/timelines were discussed. Due to limited time, not all categories were discussed in detail. The Strategic Planning Committee was asked to review this document and update it in order for it to be presented at the Staff meeting at the end of October.</p> <p>Some topics discussed included exhibitions, technical resources, approaches to recording the history of the field, forming strong partnerships, maintaining existing relationships, increasing visibility, the possibility of a membership drive, transitional and dual memberships, the website, Riveting News, Springboard, engaging high school students, business training, and general sponsorships.</p>

<p><b>New Business - Discussion: Board nominations for NEC Committee -</b></p>	<p>Tara Locklear</p>	<p>The Chair of the Nominations and Elections Committee (NEC), Tara Locklear, was joined by fellow committee member Andrew Kuebeck for this discussion. There was discussion over updating the list of names that the NEC uses to guide them in reaching out to potential candidates.</p> <p>Creating a schedule of dates and deadlines for input on this document would help to keep it current and let the NEC know if there are any specific qualities desired in a member that would help to diversify and strengthen the Board. Other helpful documents include a checklist of skills and the expectations of service. Suggestions for committee service should be directed to Gwynne.</p> <p>The SNAG election process and bylaws were discussed. Typically the President of an organization would be chosen from the Board instead of an election that would allow for an individual with no prior committee or Board service to be elected. This can cause issues due to a lack of institutional knowledge. The idea of having a President and a Chairman of the Board was revisited. The NEC suggested doing a poll focusing on the election and the voting process to get feedback from the membership.</p> <p>The NEC requested that the Board provide information and an introduction to potential candidates that they would be approaching including a letter or list of reasons why a candidate would be important to the board.</p> <p>Board members were told to look for an email coming from Tara after the NEC and Programming have a discussion about how to proceed.</p>
<p><b>New Business: JAMS/EiP publications comparison and pitfalls to avoid -</b></p>	<p>Gwynne Rukenbrod Smith</p>	<p>The Executive Director reported that there were 528 applicants to the publication which exceeded the projected amount. It was noted that although many of the goals and objectives of the Exhibition in Print and the Jewelry and Metal Survey are the same, the new publication targets a broader sector of the field without thematic limitations.</p> <p>Some things that could be tracked are: who joined during the JAMS call for entry in order to get the member rate, and non-members who applied will be sent invitations to join SNAG with a discounted fee that would make up for the difference in the non-member application fee.</p> <p>There will be a limited printing of the publication (1000).</p>

<p><b>New Fundraising Committee Chair - Vote</b>                  Tabled from earlier in the Board Meeting Agenda</p>	<p>Brigitte Martin</p>	<p>After discussion and time for contemplation two Board members stepped up to serve as Co-Chairs of the Fundraising Committee.  <b>Motion:</b> (Brigitte) To install Elizabeth Shypertt and Dianne deBeixedon as Board led committee Co-Chairs of the Fundraising Committee. <b>Seconded:</b> Chris                  The President called for a vote: All in favor: Unanimous  <b>Motion Approved.</b></p>
<p><b>Conclusion -</b></p>	<p>Brigitte Martin</p>	<p>In closing the President asked the Board to keep in mind the Volunteer Recognition Award over the next two months and be prepared to put a name forward if they have one.</p> <p>The Executive Director encouraged Board members to spread the word about the Lifetime Achievement Award nomination process or nominate someone themselves. The deadline is December 1st.</p> <p>The procedure for in-kind donations was covered and where to find the new check reimbursement form. Board members who drove personal vehicles are able to claim up to \$500 for the trip using the standard rate for business use of a personal vehicle. The cost of room and board for the weekend from Touchstone is \$170 per person. Send completed forms to Gwynne and Brigitte (now Elizabeth/Dianne) in order to have donated amounts apply towards fundraising efforts.</p> <p>The Board was thanked for their time and efforts.</p>

Meeting Adjourned: 1:00pm