**Society for Photographic Education**

**Minutes of Annual Board of Directors Meeting**

**Orlando, FL**

**March 6–8, 2017**

**Note: Yellow highlights indicate motions, charges, or action items**

**MONDAY, MARCH 6, 2017**

**10:00 a.m.**

In attendance: Liz Allen, Claude Baillargeon (presiding board chair), Kelli Connell, Bill Gaskins, Andrew Hershberger, Deborah Jack, Tomiko Jones, Anne Massoni, Mark Malloy, Rebecca Nolan, Liz Wells, Jim Wyman

10:45 am: Aspen Hochhalter, late arrival due to flight

Absent: Jim Casper, Stephen Chalmers, Elizabeth Claffey, Ariel Shanberg

**Welcoming remarks, introductions, and consent agenda**

Mark—Moves to approve consent agenda, which includes the minutes from the Jan. 20, 2017, BOD meeting.

Liz W—Seconds motion.

All in favor

Claude—Asks all board members to sign Board of Director Code of Conduct form.

**Board Orientation**

* Session led by Jim Wyman.
* Referenced shared PowerPoint dated Feb 23, 2017.

**Strategic Planning Session I: Review of Strategic Planning Document**

* Session led by Jim Wyman.
* Review of the Strategic Plan 2016-2019 developed in Las Vegas.
* Practice to adopt: At every BoD meeting, following the consent agenda, we should be focused on where we are in our strategic planning. Who is accountable for what has been done and/or what needs to be done next.
* Identity: There is a perception that SPE is only for educators.
* We need an environmental scan to be conducted by experts who have professional experience in areas for which we lack skills.
* Do we have the right people on the board, where are we deficient? Finance specialists, marketing specialists, communication skills, long term financial planning: these are the competencies we need to bring to the table.
* Broad discussion on impact of selecting conference locations, such as Las Vegas and Orlando, without prior financial commitments.
* Jim—SPE’s primary income sources have been conference and membership. We do not have a track record for requesting support from state and national granting organizations. At this point, we have had grants for special projects only. Because we do not have a track record, we have to establish it over a period of three years.

**Lunch with Staff**

**Strategic Planning Session II: Future Focus Conference Model**

* Meeting reconvenes at 1 pm.
* Session led by Bill Gaskins.
* Puts forth a vision, rather than a specific set of proposals.
* Sustainability, relevance, and citizenship. How will we move forward without these pillars?
* Need to develop new revenue streams. Three-point income strategy: Annual, cyclical and continuous.
* How do we convert cultural capital into cash? If we do not have the literacies to figure this out, where do we find the people who do?
* Review, revise, and create new conference models: fiscally savvy, content driven, and civically driven. Breaking out of the academic silo. The community that we are in, wherever the conference is at, is where our advanced work must take place.
* Takes as model The Creative Time Summit- 2015 Leading Conference Devoted to Exploring the Intersection of Art and Social Change. Sessions were ten minutes, Keynotes were ½ hour, no panel longer than 1 hour.
* One stage, one microphone, one audience. Speakers are charged with facilitating conversation.
* “The Myths of Photography and the American Dream” is the theme foregrounded in the conference proposal submitted to the Cleveland Foundation. Its architecture would be built around participants that are members, curated guests and citizens of Cleveland.
* Q & A following Bill’s presentation touched upon financing new conference model, community engagement, and sustainability.

**Strategic Planning Session III: Breakout Sessions**

* Breakout sessions held 2–3 pm.
* Board members assigned to three groups to review the three main goals from the Strategic Plan 2016-2019 in order to propose new ones.

**Review of Strategic Planning Group Breakout Sessions**

* Review held 3:30–4 pm.

Goal 1. “Have ‘More Money Than Members.’ In FY2017 will have $1M annual operating budget from current $750,000.”

* Group comprised of Bill, Kelli, Liz W, Andrew and Jim W.
* 2018-2019 the $1M base-line budget is possible. Our grant profile and outside sponsorship for conferencing are strong. Proposal going into the state at the 3-year mark are in process and on track.
* Kelli—Our goal for our group: something happening in October, a small amount of art pieces as an online auction, or an event in Cleveland. One drawing at the end of the month for donations.
* Jim—Software for the auction is a little more complicated but we want to develop some traction with our shop online. The increments of bidding might take some specialized web architecture.
* Bill—Possible auction platforms include Paddle 8, Bid Pal, 501 Auction.
* Andrew—Bowling Green University has a faculty member (Joe Chao) who has a company that specializes in rapid development of software.

Goal 2. “To be recognized as the key advocate and platform for photo education and visual literacy at all levels; and to expand and diversify networks, including: disciplines in and outside academia related to photography, geographical locations, industries, and professions.”

* Group comprised of Anne, Liz A, Tomiko, and Mark
* Anne—Propose new objective (#6): Change our name to Society of Photographic Engagement to move toward visual literacy, thus expanding our community to include industry, histories and humanities, and curatorial management. Opening up our engagement to communities outside of the “ivory tower.” The ideas of “engagement” can be exciting where many times the word “education” shuts people down because they do not see themselves as involved in education. One word change could open up new communities.
* Andrew asks—What was the runner up “E” word? Anne—“Enquiry”

Later on, Andrew offers to help with a semi-exhaustive research of “E” words and recommends that we do a really thoughtful analysis involving members.
* Claude—Goal 2 has multiple goals and objectives built into it. Each element should be separated and fine-tuned.
* Anne—Charges the EC to fine-tune the wording of the goals and objectives, including adding the new objective #6.
* Anne—There were two things we were after with accrediting. Within the academy we have promotion, recognition... SPE could be the outside institution that our institutions turn to for recognition on our dossier.

Liz W—The model I had in mind was the Higher Education Academy that has been developed in the UK. A portfolio that is summited to the organization can be used to become a junior or senior fellow. Some parts of the world might become very keen on this type of recognition.

Anne—Charges the EC to explore further the proposed “accreditation” process.

Liz W—Validation for professional accomplishment or recognition.

* Anne—We only have 11% of our membership voting. To some of our members we are a service bureau. How do we change this?

Liz W—We have space on the Communication Committee for an external member. Marketing is an area we need help with. Maybe via a marketing avenue we could come up with a plan for survey and membership participation.

Goal 3. “Cultivate an attitude or perspective that SPE is more than just a conference by fostering a network of events for critical and social exchange beyond the conferences.”

* Group comprised of Claude, Deborah, Aspen, and Rebecca
* Claude—Wording of objective 1 needs revision. Add to EC revision charge.
* Deborah—Group proposes to webcast affiliated chapters events via Facebook Live to foster membership participation and engagement. Because of the way it is structured, Facebook Live would enable questions from the audience and participation from afar.

Jim—We are using Facebook Live for the raffle and folks participating from afar. The Facebook Live could work similarly to the Instagram takeover. We did Facebook Live for Kelli’s talk.

Anne—We need to review Facebook’s policy to see what impact it may have on intellectual property and use-right content.

Deb—Chances are someone is already recording, they can tag SPE and add us to the group that is watching, and this may absolve us from responsibility. We are asking people to document what is already in a public space: events where recording is allowed, but no private events.

Claude—There would be no oversight and quality could be an issue.

* Claude—A committee needs to be assigned to look at the pros and cons of goal number 3. We are not replacing the member engagement committee and we need ownership of this goal. Does it fall under communications or ACC?

Anne—If ACC takes ownership of this goal it allows for some testing ground. It could be nice to see the informality of a Facebook Live broadcasting.

Claude—Charges the ACC to explore the potential of webcasting chapter events via Facebook Live.

* Aspen—Uses her experience with the SE chapter to describe the potential benefits of fostering small sub-regional events co-sponsored with other organizations. We really like these small regional events for their potential to draw new members.

Jim—Loves the thinking. It is a new model for engagement. The affiliated chapters should be a pipeline of membership and annual conference attendance.

**2017 Business Meeting**

Claude—Calls meeting to order at 4:30 pm.

Anne—Provides brief overview of Robert’s Rules and their use to conduct SPE board meetings.

**Proposed Committee Memberships**

Claude—Summarizes the New York state legal requirements regarding committee memberships: committees of the board vs. committees of the corporation.

Anne—Moves to approve proposed committee memberships.

Liz W—Seconds motion.

Jim—Proposes friendly amendment: to add Ginenne and Jen to the communications committee and Jim W. to the ACC.

Liz A—The ACC is not inclusive of the caucuses. Do we as the liaisons create that communication?

Claude—Calls the question.

All in favor—motion passes.

**SPE Tagline and Elevator Speech**

Claude—Summarizes the charge given to the board at the Las Vegas conference to come up with a tagline and elevator speech that could be used to describe SPE and its activities to the public. Following board input, the EC wordsmithed the various submissions into compelling sound bites and it is the resulting document that is now before the board for approval as a preliminary step towards revising SPE’s mission and vision statements.

Liz W—Moves to approve the “tagline” and the “what is SPE” statement on the provided document.

Anne—Seconds motion.

Following a lively discussion and semantic parsing of the proposed wording, which resulted in Liz W’s friendly amendment of the “What we do” section to read “we foster thinking about photography,” it was agreed to park this item and revisit it at a later time in the course of this board meeting.

**Revised Membership Levels**

Session led by Anne Massoni, who drafted a revised model for membership levels. This model would add new membership levels for contingent faculty, seniors, and stewards, along with a bridge membership for recent graduates (no more than 5 years BFA, 3 years MFA) and a reduced-cost student membership that might exclude *Exposure.*

Following discussion of possible alternatives (including life membership), Claude charges the Communication Committee to finalize the document and bring its recommendations to the board.

**Strategic Planning**

Andrew—“I hereby move to accept the breakout sessions proposals for strategic goals 1, 2, 3—as modified by friendly amendments from the board, including the objective added to goal 2. I also/further task the EC with fine tuning the current language of these proposals and objectives, and task the ACC with the charge of managing goal 3’s objective.”

Liz W—Seconds motion.

Claude—Calls the question.

All in favor—motion passes.

Claude—We would like this to be brought to the next BoD for review in the spring.

**Contingent Faculty Caucus Proposal**

Claude—Before discussing the specifics of the proposal submitted by Erin Jennings and Matthew Clowney on behalf of the contingent faculty, Claude yields the floor to Bill who makes a case for placing a sunset clause on SPE caucuses in general. A multifaceted debate on the pros and cons of caucuses ensues.

Anne—Moves to approve the Contingent Faculty proposal.

Jim—Seconds motion.

Liz W—Proposes friendly amendment to replace the use of the word national with international throughout all references to the proposed contingent faculty caucus.

Claude—Calls the question.

All in favor—motion passes.

Board meeting adjourned for the day at 9:06 pm.

**TUESDAY, MARCH 7, 2017**

**9:00 am**

In attendance: Liz Allen, Claude Baillargeon (presiding board chair), Kelli Connell, Bill Gaskins, Andrew Hershberger, Aspen Hochhalter, Deborah Jack, Tomiko Jones, Anne Massoni, Mark Malloy, Rebecca Nolan, Liz Wells, Jim Wyman

Absent: Jim Casper, Stephen Chalmers, Elizabeth Claffey, Ariel Shanberg

**Continuing 2017 Business Meeting**

Claude—Calls meeting to order at 9:05 am.

**Reports from Committee Breakout Sessions**

Claude—Invites committees to report on their breakout sessions.

Mark—Reports on behalf of Awards and Recognition Committee.

* Expresses concerns about the need to better publicize the stipend for the writing award and to better promote the awards in general.

Liz W—Reports on behalf of the International Committee.

* Speaks about ongoing international initiatives, especially SPE/APHE relationship and the lost of our key link to the China initiative.

**SPE Tagline and Elevator Speech Revisited**

Claude—Returns to item “SPE Elevator Pitch” placed in parking lot yesterday. Clarifies that this elevator pitch is not intended for publication, but as a flexible point of entry to discuss SPE’s identity.

Liz W—Withdraws her friendly amendment from yesterday.

Following further friendly amendments, the final wording of the tagline and elevator speech is as originally proposed, save for the amended description of “What we do,” which now reads: “We expand vision, thought, and innovation through photography.”

Claude—Calls the question on the approval of SPE tagline and elevator speech as amended.

All in favor—motion passes.

**Vision and Mission Statements**

Claude—Brings the board’s attention to the need to revise our mission and vision statements. Rather than attempting to wordsmith revisions together, a mandate better suited to the EC, Claude calls for a brainstorming session aimed at identifying key issues deserving of consideration. Reads current mission and vision statements.

The ensuing discussion yields multiple perspectives to be duly considered during the revision process.

Claude—All board members are charged with contributing ideas towards this revision process. The EC will review and follow through with new proposals.

Liz W—Proposes a further action item: to update the SPE Power Point that is currently used by board members and chapter leaders to promote the organization at conferences, etc.

**Committee Charges**

Awards & Recognition

Claude—Charges ARC to come up with a new plan for the writing award.

Bill—Proposes to open writing award beyond the membership and calls for evaluative criteria to be implemented

Communications

Claude—Charges Communications to review membership levels.

Claude—Also calls for Communications to develop a marketing plan and assess what is needed to implement it.

Bill—Anyone in marketing is going to require that we figure out who we are, what we do, and who our audience is.

Governance

Anne—Governance and cultivation, recruitment and skills matrix. We pull that list annually for skill matrix, we need to keep the list and push it forward each year. The GC is charged with vetting the candidates nominated and the skill set they bring to the board.

Jim—We need philanthropic giving, the capacity to give, we need legal, marketing, and finance.

International

Claude—Reminds the IC that it is in its second year of a 3-year mandate to figure out how to transition to the ACC.

**Break— Lunch 12:15-1:21 pm**

**New conference model**

Claude—Invites Anne to share her thoughts about how next year’s Philly conference will innovate.

Anne—I am thinking about the communities and how to build into them. We have a high school accrediting agents in ACT 48 Penn and NJ. We can bring in high school educators who are not as aware of who we are. Content that serves their needs. We are offering ACT 48 workshops from UArts. We want to tap into that audience.

Philly is also using the sister city program. If nothing else we have a global system in place that is connecting our cities out of the US. We have opps for chapter affiliates based on our sister cities. UArts is helping to address streaming content with cities where visas may be an issue and to help places that cannot financially come to US.

UArts Exhibitions at two galleries, 3 spaces open on campus. Another space has opened up and each of our related communities will be having exhibitions related to the theme “Uncertain Times.” We have a long-standing course, “Community Engagement and Photography.” Bringing the high schoolers to the SPE conference. I hope this is a way to reach out into the communities where conferences take place.

Claude—Invites Bill to share his proposals for the 2019 Cleveland conference.

Bill—What is most important to understand about the proposal in Cleveland is stabilizing the organization financially and culturally. Our home is in Cleveland. We need to use this opportunity to establish relationships with its community and the stakeholders. This is going to require a fiscal, structural, and cultural shift in the conference.

Currently our content is mostly provided by members. For the Cleveland conference, this will expand beyond SPE members to include a curated group of participants and contributions by members of the Cleveland community.

One stage, 1 mic, 1 audience, with breakout sessions.

Theme “The Myths of Photography and the American Dream.”

Discussion

Far-ranging discussion follows about a number of issues related to the idea of limiting the number of conference locations, the need to expand audiences, the possibility of piggybacking on photography festivals, the need to engage and partner with local communities, etc.

Claude—Emphasizes that making a long-term decision about limiting future locations would be one of the most consequential decisions the board could make. Recommends that a task force involving professionals that can help us see the pros and cons of one model or another be appointed.

Anne—Agrees that this is not a decision for today and that we need a SWOT analysis to study the question. The board may not be the best group to weigh the consequences as we are bound to the hotel more than other attendees.

Bill—We need a commitment beyond sustaining ourselves.

Jim—We cannot rely on already existing structures and models to succeed with our goals. We are discussing new models through partnership building. Three to 5-year planning with partnerships developed within the community is the only fundable model.

**Board Committee Breakout Sessions and Dinner Break**

**Reports from Committee Breakout Sessions**

Governance

Anne—Action items:

* Establish timeline for the appointment of board members
* Proposing revisions to PPM regarding the appointment of board members
* Deadline for submission set to April 10
* On-going development of skill matrix

International

Liz W—Action items:

* Pursue integration of IC to ACC
* September deadline to update PowerPoint presentations for international presentations (needs better design)
* Pursue Canada and China initiatives

Awards and Recognition

Mark—Action items:

* Put forward proposal for the writing award
* Develop marketing plan for the writing award
* Redesign wording of awards to foreground financial value

Affiliated Chapters

Aspen— Action items:

* New funding policies
* Streamline budgeting process
* Revise Unified Charter and PPM in light of revised by-laws

**Planning Members’ Meeting**

Claude—Asks Jim to explain the proposed format, including interspersing ourselves with members, the use of index cards to write questions for the board, etc.

Board discusses strategies for effective meeting, including opening meeting by sharing our individual thoughts about positive SPE developments this past year. Meeting agenda agreed upon.

**Projected 2018 Budget**

Jim—Presents projected 2018 budget and answers questions.

Board meeting adjourned for the day at 8:52 pm.

**WEDNESDAY, MARCH 8, 2017**

**9:00 am**

In attendance: Liz Allen, Claude Baillargeon (presiding board chair), Kelli Connell, Bill Gaskins, Andrew Hershberger, Aspen Hochhalter, Deborah Jack, Tomiko Jones, Anne Massoni, Mark Malloy, Rebecca Nolan, Liz Wells, Jim Wyman

Absent- Jim Casper, Stephen Chalmers, Elizabeth Claffey, Ariel Shanberg

***Exposure* – Meeting with Stacy Platt, Editor**

Stacy Platt, new editor of *Exposure,* is given opportunity to introduce herself, her vision and aspiration for the journal, and to answer questions from the board.

* Summarizes the findings of the survey that she conducted with the membership, for which 69 individuals responded via social media (see <https://www.surveymonkey.com/results/SM-6WPDYWKP/>)
* Sees affinities with *Spot, FOAM,* and *Aperture*
* Issues discussed include need to define journal’s identity, online presence, and object quality of print edition

Anne—Charges the Communication Committee and the Conference Committee to meet and plan content in relation to the conference theme.

**Future Launch (part 1)**

Open session designed to brainstorm for the future.

Claude—Opens session by returning to yesterday’s discussion concerning the new conference model and future locations. Notes that it is not something that we can solve today. Charges the EC with forming a committee of the corporation to study the question. Asks board members to reflect on the expertise we need to assemble the appropriate committee and to make concrete recommendations as to possible committee members. This committee would be charged to conduct a SWOT analysis, to collect data, and to make recommendations to the board. Sets April 10 deadline to respond.

Claude—Asks what are we going to do about *Exposure*? Restates the need to figure out the journal’s identity.

Far-ranging discussion ensues touching upon multiple issues of relevance to SPE’s future, including our potential role in determining the future of photographic education, the need to become socially engaged, the necessity of developing a marketing plan, how best to generate global outreach, how to actualize the organization’s social conscience, how to respond to the financial challenges facing us, etc.

Bill—Proposes further revision to elevator pitch: *We expand vision, thought, innovation and understanding through photography, cinema [media arts], writing, teaching, and citizenship that is global, local and mobile.*

**Lunch 1:20 pm**

**Future Launch (part 2)**

Continuing open session designed to formulate action items for the immediate future.

Liz W—Calls for fundraising efforts to staff future development of website and *Exposure* to extend our reach.

Andrew—As a sitting board member of Ohio Humanities Council will look for ways to partner with that organization.

Claude— Charges CC to draft a statement about intended audience for *Exposure*.

Jim—ACC leaders have been encouraged to rethink their model for their conferences, whether it is pop-up, retreat... The primary issue is to not have chapter conferences operate on the Annual Conference model: the “mini-annual,” which directly competes with our primary stream of revenue, the annual conference.

Anne—Proposes that we create a service committee to promote service-based engagement through partnership (with a 3- to 5-year roll out).

Bill—Requests that we calculate and consider the cost savings associated with being in Cleveland.

Claude— Charges IC to inform, by April 1, our contacts in China, Canada, and other non-US based constituencies with current links to SPE about the new possibility to create chapters at the local community level.

Business meeting adjourned at 2:01 pm.

**Meeting with Contingent Faculty Representatives**

Claude—Informs Erin Jennings and Matthew Cloony, who drafted proposal to create a contingent faculty caucus, that the board has approved their request. Requests minor language revision regarding the use of the terms national and international.

Erin—Informs the board that a survey has been drafted to determine the needs of the group. Now that the proposal has been approved, group will assess what to do next.

Anne—Mark Malloy will serve as liaison to the board. Notes large exhibition space in Philly for combined caucus exhibition.

Erin—We are looking into union representation. We do not know if it is feasible through SPE so we are reaching out to other organizations.

Jim—Challenges the Contingent Faculty Caucus to put together an exhibition around issues of labor in photography. Would be willing to spend time, on a year cycle, to help raise support. Notes that SPE would not do an exhibition of “contingent faculty,” but that we could do an “issue-oriented” exhibition created by contingent faculty with the intent to raise awareness and activism within the broader community.

Bill—The Contingent Faculty Caucus needs to go from being marginalized to bringing awareness to all.

**Executive Committee Meeting with Affiliated Chapters Leadership**

In attendance: Claude, Bill, Anne, Jim, and Rebecca with

Tomiko Jones, W, board member, ACC chair

Aspen Hochhalter, SE, board member, ACC

Elizabeth Claffey, MW, board member, ACC (Skyped in)

Camilo Ramirez, Vice Chair NE

Jay Gould, Chair MidA

Scott Hilton, Treasurer SC

Amanda Dahlgren, Chair W

Megan Jacobs, Vice Chair SW

Larry Gawel, Chair MW

Christa Bowden, Chair SE

Emily Gomez, Treasurer SE

Kelley Wittkopp, SPE staff, Office and Accounts Manager, Affiliated Chapters Liaison

Meeting called to order at 3:11 pm.

Discussed issues include the shift in terminology from regions to affiliated chapters and from the national office to the SPE office, the need to streamline the allocation process, the necessity of providing receipts for audit purposes, the scheduling of quarterly ACC meetings, the introduction of a code of conduct for chapter leadership similar to that used for the board, and the on-going revision process of the Unified Charter Resource Guide.

It was agreed to replace the form used in recent years to determine the allocation process with a simple narrative describing how the affiliated chapters intend to use their allocations, together with an outline detailing income and expenses.

It was further agreed that the number of members in good standing as of 12 pm on October 1 of each year would be used to determine the allocations for the following year, which will be subsequently announced in late January or early February.

Meeting adjourned at 5 pm.

**Board Meeting with Affiliated Chapters Leadership**

In attendance: SPE board members with

Camilo Ramirez, Vice Chair NE

Jay Gould, Chair MidA

Scott Hilton, Treasurer SC

Amanda Dahlgren, Chair W

Megan Jacobs, Vice Chair SW

Larry Gawel, Chair MW

Christa Bowden, Chair SE

Emily Gomez, Treasurer SE

Meeting called to order at 5:10 pm.

Chapter leadership provided informal reports on both recent and forthcoming events.

Group joined at 6 pm by Jeff Curto (former board chair) and Robin Germany (former board secretary) to be recognized for their contributions (along with outgoing board members Michelle Bogre and Amy Holmes George, who could not be in attendance).

Meeting adjourned at 6:30 pm.

**Board meeting with caucus leadership**

In attendance: SPE board members with

Marivi Ortiz, Co-Chair of the Multicultural Caucus

Matthew Clooney, Co-Chair Contingent Faculty Caucus

Erin Jennings, Co-Chair Contingent Faculty Caucus

David Martin outgoing chair LGBTQ Caucus

Laine Wyatt SE Chair of the local committee and Co-Chair of the Women’s Caucus

Katherine Kreisher Co-Chair of the Women’s Caucus

Meeting called to order at 7:35 pm.

Discussed issues include how caucuses might serve as the conscience of SPE, how they might envision their service and citizenship roles within the organization, how to take advantage of the large exhibition space at next year’s conference in Philly, how the film festival is being retooled as a virtual media festival, and the need to reinvigorate the members’ morale in the wake of the poor attendance at the conference.

The caucus leadership also shared three requests with the board:

1. To be included in future discussions regarding conference locations and themes.
2. To add a list of feminist resources to the website that is being compiled by Katherine Kreisher and to eventually publish a history of the Women’s Caucus in *Exposure.*
3. To include in the conference program a multi-cultural session not vetted through the usual peer-review process.

In response, the board recommended to submit these proposals in writing in order to further this dialogue.

Meeting adjourned at 9:20 pm.

Rebecca Nolan

Board Secretary