



North
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Nature
Photography
Association

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MINUTES
NANPA Board of Directors Meeting
July 11-12, 2008
Denver, Colorado

Attending: Officers: Richard Halperin, President presiding; Sharon Cohen-Powers, President-elect; Kathy Adams Clark, Past President; Susan Day, Treasurer; Board members: Nancy Carrizales, Ralph Clevenger, Alison Jones, Susan McElhinney, Boyd Norton, Efraín Padró, Lynda Richardson and John Nuhn, President of the NANPA Foundation, ex-officio, and Francine Butler, Executive Director, ex-officio. Staff: David Stumph, Management Liaison, and Annette Rogers, Association Manager. Guests: Lina Dennison, Meetings Manager, and Bill Campbell, Summit Committee Chair.

The meeting was called to order at 8:00 am. A quorum was present.

• **Call to Order and Welcome – Richard Halperin**

President Richard Halperin called the meeting to order at 8:00 am and welcomed the Board.

• **Minutes of February 26, 2008 meeting**

The minutes had been approved for filing by an email vote.

• **President's Report – Richard Halperin**

Richard Halperin gave an overview of his priorities for NANPA. Issues include:

- Creating value – We need to give members a reason to be part of NANPA. We need to be mindful of cost and provide lower cost alternatives whenever possible.
- Advocacy – NANPA needs to take a broader and more purposeful approach to advocacy.
- Constituencies – We should broaden our perspective to include more groups. NANPA can't be all things to all people. We will dissipate resources and disappoint people.
- Alliances – NANPA needs to stop trying to do things that other people do better. We should create more relationships with sister organizations.
- Communications – There have been problems in communicating with members and with the volunteers. We need to develop better ways to communicate with the committees and refine the role of the Board liaisons. One possibility is to create some kind of member communication task force to use creative methods of tapping into the needs of our membership.
- He noted that a President-elect, Treasurer and Board member at large would be selected for 2009.

I. **Executive Director's Report – Francine Butler/Annette Rogers**

Francine Butler provided an overview of the internal changes taking place at the Resource Center, particularly her retirement as partner in the company, which will take place January 2010. She noted that Annette Rogers will be ready to assume the Executive Director role in a year. She discussed NANPA's staffing structure and reporting mechanisms. She also introduced the idea of contracting with a professional sales representative for advertising, sponsorship and exhibits.

Annette Rogers discussed ongoing and new projects, including the need to have a central repository of sponsorship data, updated financial reporting systems, and professional



development plans.

A. Membership

The Board reviewed current membership data and discussed the rates. It was decided that because the general membership dues rate was increased for the 2008-09 year, all other categories should be reviewed for appropriate increases for the 2009-10 year. The Treasurer was asked to work with the Membership Committee to prepare a proposal for the winter board meeting.

B. Meetings

This item was deferred until Saturday to be discussed as part of agenda item VII. Lina Dennison, NANPA meeting manager, and Bill Campbell, 2009 Summit Committee chair, will join the meeting at that time.

C. Updated Committee List

The current committee list was presented for reference.

• **Financial Report – Susan Day**

A. Current Status

Susan Day reported that NANPA is operating with a deficit due to the financial loss incurred at the 2008 Summit. Monitoring of programs and budget is ongoing. New reporting mechanisms have been put in place to give more specific data regarding Summit related income and expenses on an ongoing basis. Current financial reports were presented for review.

B. 2008-09 Budget

Individual budget requests were discussed as part of specific committee and/or project reports.

MSC that the NANPA Board approved their 2008-09 budget in the amount of \$815,772 income and \$827,796* expense including a management fee of \$312,490**.

* The Board opted to approve a deficit budget for the Annual Summit. The consensus was that the risk was worth taking in order to provide value to the attendees without raising registration fees. The goal is to attract enough attendees and sponsors, as well as cut costs where possible, to offset the deficit over the next year.

** The Board approved a proposal from the Resource Center for Association to defer a potential 3% increase in the management fee until the end of the 2008-09 budget year. To the extent that, at that time, NANPA has a positive financial outcome, RC will receive up to \$9,375.

• **Committee Reports**

A. Awards – Alison Jones

Alison Jones gave an overview of the committee's recommendations for upcoming award recipients and budget request. It was noted that because Joel Sartore, originally approved as the 2009 Outstanding Photographer of the Year, would be unable to attend the Summit in Albuquerque, the Board approved Tim Laman for 2009 via an email vote prior to the meeting.

MSC to approve Joel Sartore for Outstanding Photographer of the Year for 2010.

MSC to approve all other recipients proposed by the committee.



- 2010 Lifetime Achievement – Sebastiao Salgado
- 2009 Fellows – Tom Blagden, Rob Sheppard
- 2009 Mission Award – Michael Forsberg
- 2009 Outstanding Service – Tom Carlisle
- 2009 Community Recognition – Blue Earth Alliance
- 2009 Vision Award – Christian Ziegler

The award letters need to be updated.

The Board also discussed the committee's budget request. The consensus was that because none of the 2009 Lifetime Achievement recipients would be attending the Summit, the expenses for gift baskets and airport transportation could be reduced.

MSC to approve \$200 for the Awards Committee for 2008-09.

The Board referred any action regarding an Awards Meet and Greet to the Summit Committee.

MSC to approve Melissa Ryan as Co-Chair of the Awards Committee.

Lynda Richardson gave an update on the *Legacy* book project, which has been moved to 20th Anniversary year. No publishers have indicated interest at this point. The committee requested that the Board continue the task force.

MSC to approve continuation of the Legacy task force.

B. Communications – Susan Day

1. Print

The Board reviewed the budget requests from the Communications (Print) Committee, which includes \$65,660 for *Ripples* and *Currents*, and \$36,450 for *Expressions* with the recognition that the value of work that Sharon Cohen-Powers and Niki Barrie do on NANPA's publications far exceeds the amounts that NANPA pays them.

MSC to approve the print communications budget as proposed. The Board noted that Sharon Cohen-Powers, a Board member, receives fees for her work on *Ripples*, *Currents* and *Expressions*. Sharon Cohen-Powers recused herself from voting.

The Board discussed a proposal to contract with a professional sales firm to sell ad space, exhibit booths and solicit sponsorships. Annette Rogers will be the staff clearing house of all advertising/sponsorship logistics.

MSC to give staff the authority to pursue and negotiate a contract with MarketSense to take on advertising, sponsorship and exhibit sales.

Board members also discussed a suggestion from the committee to establish a blog on the NANPA website. The Board requested that a proposal be developed for presentation at the winter board meeting.

In other areas, John Lock will be added to the proofing teams in order to see what emails are in development. Also, staff was asked to create a system to send a "thank you for joining and you will hear from us soon" message to new members.

2. Website

The Board reviewed printed examples of the new website. The final phase of development



involves the eStore, which John Lock is working to integrate into the new system. He hopes to load a test site to the new server by the end of July. The goal is to go live by the end of October.

The Board reviewed the fair market price being paid for John Lock's services. It was noted that NANPA receives far greater value than it pays for.

MSC to approve the budget request of \$6,260 as presented.

C. Environment – Boyd Norton

Boyd Norton reviewed the Environment Committee report. Staff recommended, after conferring with Tom Carlisle and John Nuhn, that it would be more appropriate to include the Community Outreach budget in the Foundation budget rather than the NANPA budget. This would streamline the bookkeeping for the event.

MSC to move the Community Outreach budget over to the Foundation contingent on the Foundation Board approval.

MSC to commend Tom Carlisle for his commitment and work on the Community Outreach Event.

MSC to approve Environment Committee budget request for \$300 as presented.

The Board discussed the timeliness of the committee's follow through on issues brought forward by the membership. Other ideas were suggested for future initiatives, including possible mini-RAVEs (Rapid Assessment Visual Expeditions) in association with ILCP. The RAVE idea might be a way to engage the members.

Alison Jones suggested that the committee investigate environmental studies being conducted in the geographic area of future Summits. No action was taken.

D. Ethics – Efraín Padró

Efraín Padró has been working with the chair on reports and activities, including the successful breakout event in Destin. Efraín will try to find a co-chair to help with the administrative part of the committee functions. He will take on the role until he can find a replacement.

MSC to commend Joshua Baker with a letter of appreciation from the Board.

E. History – Lynda Richardson

Lynda Richardson updated the Board on its directive to create four transcriptions of oral history interviews a year. Two have been completed. Two are in progress.

MSC that transcriptions from the History Committee be placed on the web as soon as possible.

She also noted that Shirley Nuhn has resigned the position of chair.

MSC to approve John Nuhn as chair of the History Committee.

MSC to approve the budget request for \$500 as presented.

The Board recognized the success of the 2008 Nature Photography Day and the associated coverage in *Ripples*.

F. Marketing – Lynda Richardson

Lynda Richardson gave an update on marketing committee activities, including the



development of a new membership brochure, planned articles and posters, and other endeavors.

MSC to approve the marketing budget of \$4,000.

G. Membership – Alison Jones

The Board reviewed a proposal from the committee regarding an association program with local camera clubs. The proposal is being sent back to the committee for further information and clarification.

The Board discussed the need to find a co-chair to help address additional areas of the committee's charge. A search will take place for a volunteer.

H. Nominations and Elections -- Efraín Padró and Susan McElhinney

The Board reviewed the Nominations Committee's recommended slate of candidates for the Board election.

MSC to approve the slate of candidates as proposed.

- Bill Campbell
- Elizabeth Kimes
- Bill Plunkett
- Lynda Richardson
- Budd Titlow

Lynda Richardson, who is one of the candidates, was not present for the discussion or the vote.

I. Pros Committee – Kathy Adams Clark

Kathy Adams Clark reported on the successful establishment of the committee. The first idea for consideration by the Board is for a Stock Photography Networking Day for Wednesday before the Summit. It would include lunch and room rental at cost.

MSC to approve offering a Stock Photography Networking Day.

The Board thanked Kathy Adams Clark for her proposal.

J. Publications and Products – Nancy Carrizales

Nancy Carrizales provided an overview of the committee activities. She noted that the committee has explored products suggested by the Board and is also considering how to sell old logo gear.

MSC to approve the requested budget minus the line item for recordings.

The Board further discussed the pros and cons of recording sessions at the Summit for sale. It was decided that the effort is worth the cost and that marketing will be increased to boost after Summit sales.

MSC to approve the budget of \$4,100 to continue recordings at the Summit.

There was discussion about the viability of the bookstore and product sales. Staff was asked to investigate the process and report back to the Board.

Boyd Norton will replace Nancy Carrizales as the Board liaison to the Publications and Products. The Board thanked Nancy for her efforts.

K. Resource Relations – Efraín Padró



The Board discussed the increasing frequency of requests for NANPA to get involved with or educate members about breaking issues within the industry. The number of issues being funneled to the committee has increased dramatically during the last year. It was decided that a co-chair would be sought to help handle the increasing workload. Also, to better reflect the purpose of the committee, the Board agreed that the name should be changed.

MSC to change the name to Advocacy Committee.

L. Youth Action – Ralph Clevenger

Ralph Clevenger reported on the status of the committee. No requested Board action.

VII. NANPA Meetings/Events

A. Summit

1. Committee Report

Bill Campbell, Summit Chair, and Lina Dennison, meeting planner, joined the meeting. *[Discussion of the Fine Arts Exhibit issue began prior to this agenda item. See Item VIII-A.]* Bill reported that Cheryl Opperman, chair of the proposed fine art exhibit, decided that after extensive discussion with the Board and Executive Committee, she does not want to pursue the event at this time. Jack Dykinga and Jeff Foote no longer want to participate as jurors. Bill discussed the three options: 1) renegotiate with the Albuquerque Museum of Natural History, which has said it would provide space, for NANPA to provide a new exhibit, 2) have an exhibit at the Summit, 3) no exhibit. There was discussion about whether the event should remain under the auspices of the Summit Committee. The Board consensus that it should not be part of the Summit Committee. NANPA will try to develop a print exhibition to use the museum space. Richard and Sharon will take the lead on the project.

The Board discussed a suggestion to have a member print show at the Summit. Lina was asked to give some cost estimates for the project. The project is being turned over the Summit Committee.

Bill gave an overview of the Summit program. The Board talked about ways to make new attendees feel welcome. It was decided to host a new member/ attendee orientation prior to the Welcome Reception (times to be finalized by the Summit Committee).

The Board explored ways to provide more sessions and opportunities for true amateurs, which compose 80% of NANPA's membership. This attention toward providing opportunities for all levels of photographers came out of the strategic planning session. The Board asked the Summit Committee to develop two more workshops that would be of interest to amateurs. Promotion will continue to include camera clubs and publication lists.

MSC to approve the Summit budget with the modifications outlined during the Board meeting, including:

- Keeping the cost of registration the same as 2008
- Including breakfasts in the fee
- Revise fine arts exhibit
- Modify Slide Show comps
- Make adjustments based on new workshops developed by the Summit Committee in response to new strategic initiatives from the Board.

2. Reno 2010

Lina Dennison reported on the site visit to the Reno area. Two properties meet the



NANPA criteria and rate range for a Summit location. Neither have food and beverage minimums or attrition fees. The Grand Sierra is a little newer, but the Nugget offered a room rate below \$100. Francine recommended that the Summit chair and/or a member of the Executive Committee visit. Lina will begin negotiations with The Nugget.

3. Summit Location Task Force Report

Sharon Cohen-Powers thanked all members of the task force for their work. She highlighted the top recommendations from the task force. One recommendation was to keep all location no farther east than Texas. Instead the task force recommends urging the Regional Event and the Road Show committees to hold more events in the east region. The Board discussed this recommendation. The consensus was to keep most Summits exclusively with the exception that locations in Florida may be considered.

The task force determined that NANPA does not have a consistent evaluation system for the Summit locations. The task force recommends that there be three surveys: 1) staff, 2) Summit committee, 3) Members. All completed within 30 days of the close of the Summit. A quantitative analysis of the surveys would then be conducted and sites that meet a certain numerical benchmark would be repeated on a rotating basis. Repeating locations is a recommendation but there is flexibility for potential new locations. During this discussion it was also noted that the open-ended evaluation of the Summit speakers and programs that was tested for Destin did not gather specific information needed about the speakers. Modifications will be made to future evaluations.

The task force also established green initiatives, including a questionnaire to potential sites. There would also be an effort to educate attendees about how to minimize their impact on the environment during Summit participation.

The Board consensus was to pursue all recommendations of the task force with the exception of remaining exclusively in the west.

B. Regional Events

1. Texas Event Proposal and Budget

Nancy Carrizales presented the proposal and budget from the Regional Events Committee for the Texas Hill Country Event.

MSC to approve the proposal and budget with the CVS meeting space rental fee deducted for the Texas Hill Country Event to be held April 16-19, 2009.

Nancy Carrizales also presented two ideas from the committee: 1) that early-bird registration discounts start to be applied to these events and that 2) NANPA send a request to the membership asking for potential locations for future events. The Board agreed with board suggestions. The Board also noted that the green initiatives introduced by the Summit Location Task Force should also apply to Regional Event and Road Show venues.

C. Road Shows

Kathy Adams Clark reported on the success of the 2008 locations. The programs are beginning to show a profit and are gaining in popularity. She provided an overview of plans for 2009.

MSC to approve the Road Show program, speakers, locations and budget for 2009.

VIII. NANPA Issues Discussion

IX. Fine Arts Exhibit

[The Board addressed this issue early to provide background on the issue prior to the Summit Committee report. See Item VII-A-1 for conclusion of the discussion.] Nancy Carrizales gave an overview of the proposed Fine Arts Exhibit. The chair of the committee had secured space at the Albuquerque Museum of Natural History for a 12-week run. Richard Halperin provided an update on the Executive Committee discussions and concerns about the project to date.

X. Whistleblower's Policy

Richard Halperin presented a proposed Whistleblower's Policy, which is advised under the new Internal Revenue Service Form 990.

MSC to adopt the whistleblower policy as presented.

XI. Podcasts

The Board reviewed a proposal to provide podcasts via the NANPA website. The consensus was not to do podcasts at this time. However, Ralph Clevenger will investigate the technology, costs, needs, etc., of expanding into this area and provide a report to the Board for future consideration.

A. RTPI Centennial

The Board reviewed recommendations from the RTPI Anniversary task force regarding the centennial celebration. Recommendations included allowing the RTPI to list NANPA as a co-sponsor for the celebration; include photos from the first Forum at RTPI in any retrospective done to celebrate NANPA's 15th Anniversary; promote RTPI activities through *Ripples*; and explore the inclusion of an article in *Currents*.

MSC to approve the recommendations put forth for NANPA's recognition of the RTPI Centennial.

B. Procedure to handle new ideas

The Board discussed a procedure to address new ideas and/or proposals that do not necessarily fall under the purview of an established committee. The Board decided that staff would act as clearing house for all proposals and would send them on to a one person, a task force or the Executive Committee, as the case may be, for review.

C. Education Task Force Report

Efraín Padró presented the report from the task force on the education efforts of NANPA. The task force determined that under the current leadership, the High School program functions well and does not need adjustment at this time. The College Program remains a strong offering within the education continuum. The Board discussed the development of other education options, including a Master Class but no decisions were made.

D. New Committee to Dialogue with members

The Board discussed the need for a way to quantitatively and qualitatively analyze what the members want and need. The issue was deferred to the strategic planning session.

E. Strategic Planning Action Items

[The Board conducted a strategic planning session on Saturday, July 12. Five strategic initiatives emerged from the session. The draft goals from the session are outlined in a separate document following the minutes. Specific goals and timelines are subject to change.]

MSC to adopt a new mission statement:

NANPA promotes the art and science of nature photography as a medium of communication, nature appreciation, and environmental protection.



NANPA provides information, education, inspiration and opportunity for all persons interested in nature photography

NANPA fosters excellence and ethical conduct in all aspects of our endeavors.

MSC to adopt five strategic initiatives outlined in the planning process.

- Enact a green initiative
- Expand strategic direction to include amateurs more prominently
- Embrace new technology for education and marketing
- Enhance leadership structure and effectiveness within and among the Board, committees and other volunteers.
- Engage the membership beyond Summit attendance

MSC to establish Technology Committee and ask Nancy Carrizales and John Nuhn develop a charge subject to Board approval.

XII. Joint Meeting with Foundation Board

The NANPA Board remained in session. The Foundation Board was called to order at 4:50 pm. A quorum was present. Attending were John Nuhn, President; Danita Delimont, Vice President; Alice Robertson, Treasurer; Board members Mary Jane Gibson and Larry Richardson; and Mark Lukes, guest.

A. College Scholarship Program

Mark Lukes provided an overview of the program including a name change to the NANPA Summit College Photography Scholarship Program. The committee also decided to include two international students each year; raise the minimum age from 18 to 19; keep the number of students at 12. Mark reported that a potential volunteer has expressed interest in become the Chair of the committee and will spend a year learning about the program.

The NANPA Board discussed offering complimentary registration to the college instructors and decided to include these funds in the proposed budget.

NANPA Board: MSC to approve \$12,020 for the 2009 NANPA Summit College Photography Scholarship Program, including \$200 each for seven instructors.

NANPA Board: MSC to ask the Foundation to raise funds in support of the 2009 NANPA Summit College Photography Scholarship Program.

A. High School Scholarship Program

The NANPA Board discussed the requested budget from the High School program committee. The Board expressed concern about the need for two field trips considering the rising cost of gas, the lack of photo opportunities during the time of the Summit and the carbon footprint involved in such trips.

NANPA Board: MSC to approve \$20,000 for the 2009 High School Student Scholarship Program.

NANPA Board: MSC to approve a student application fee of \$400 for the 2009 High School Student Scholarship Program. One dissenting vote.

NANPA: MSC to ask the Foundation to raise funds in support of the 2009 NANPA High School Student Scholarship Program.

B. Refuge Blinds Program

Annette Rogers provided an update on the status of the blinds program. There is currently no



leadership for the program. A potential volunteer has come forward to help reformulate for program.

B. Grant Communication

The NANPA Board reconfirmed that any program ideas related to grants should be funneled through staff for appropriate investigation.

XIII. Next Board Meeting – Feb. 17, 2009, Albuquerque, NM

XIV. Adjourn – The NANPA Board Adjourned at 5 pm.