



The candidates were invited to answer five questions related to issues facing the American Numismatic Association. Their responses are noted below in alphabetical order by office.

► **1) The ANA is led by nine elected volunteers who serve on the Board for a two-year term. Do you feel two years is sufficient time to fully understand the workings of the ANA and to effectively lead the organization?**

Col. Steven K. Ellsworth (Ret.): Two years is not sufficient time to develop and execute positive, meaningful programs for our membership. I think, in an ideal world, the president and vice president should be elected for a three-year term. It has been my experience that some very effective and hardworking Board members give their “time, talent and treasure” as soon as they are elected. Other Board members, not so much.

Dr. Donald H. Kagin: I do not feel that two-year terms are sufficient to fully understand the work and the importance Board members play in directing the organization's goals. I have therefore proposed four three-year terms which will allow new members to get properly oriented to all the issues we are confronted with.

Dr. Ralph W. Ross: The ANA Board is a constantly evolving group of passionate individuals who are committed to providing outstanding leadership and clear direction to membership and the community at large. Board members bring unique skills to a myriad of numismatic issues and collector concerns. With the burgeoning growth of numismatics, two years seems somewhat inadequate to fully understand the workings of the world's largest group of coin, paper money and token collectors.

Thomas J. Uram: I feel that the terms should be extended. If you are involved with the ANA before you come onto the Board, it's not so bad. You should be involved before you serve, then you would already understand the organization. Regardless, two years isn't much time. Extending terms one or two years would also be a monetary savings. It's expensive to continually have elections.

Michael L. Ellis: No. One two-year term is not long enough. It is a start, but not quite long enough. Two terms is long enough to think about being vice president.

Rick Ewing: I feel that the leadership as a whole would be served well if the terms of office were allowed to stay the same. On the other hand, I feel that, in the case of presidential terms, one term is just not sufficient to establish the goals and objectives of his vision. All other positions should continue as is, but the president should be able to be elected and serve a second term.

Muriel Eymery: Yes, a two-year term is sufficient time, taking into account that candidates are members, following the ANA for several years, with a strong existing foundation of knowledge to build upon. Having a renewal of the Board every two years also enriches the ANA with new Board members and their diverse expertise, skills, ideas and relationships, especially now in this very fast-changing environment.

What is, however, determinant is to establish a transition period with the past Board members, committees and the great support of all the ANA's employees. This ensures continuity, and a quicker understanding of key issues and operating challenges, especially for medium- and longer-term ongoing strategic programs.

What is determinant is to reach out, not only to my predecessors and peers, but also, more importantly, to the regional and local clubs to gather their views, needs and suggestions along this mandate, not only before or halfway within this term.

What is determinant is setting up “realistic” short-term and long-term goals with the president and the Board; offering my participation to committees, for which my experience and ideas can be best leveraged; and establishing a clear timeline to achieving these.

Both during and after my mandate, I commit to ensuring a smooth transition to the next Board and to offer support to my successors where needed, so no progression or momentum is lost in the transition.

Mary Lynn Garrett: I think a two-year term is sufficient for Board members to familiarize themselves with the fundamentals of the ANA. Most incumbent Board members win re-election and therefore have the opportunity to serve for a total of 10 years. Ten years should be long enough to make

a difference at the ANA. The idea of Board members being able to serve four three-year terms also has merits.

John W. Highfill: No. However, Board members can always re-run for multiples terms up to 10 additional years. Also, if terms are extended, some Board members may have to cut their terms short for many variable reasons.

Greg Lyon: Term length is a double-edged sword. There is a definite learning curve to leading an organization the size of the ANA, which would suggest longer term limits. However, we have had a number of recent elections where the number of candidates has barely exceeded the positions available. Would longer term limits further reduce the number of candidates for the Board? Further discussion, including input from membership, is needed as we consider changes to both term length and term limits.

Clifford Mishler: Yes, but I would not be resistant to acting to extend the length of terms to three years and the cumulative term of service to fifteen years, or something of that sort.

Paul Montgomery: For a first-term guy, it can be difficult to understand the inner workings of the Association to make informed decisions on the fly. Having served now for four years, it is indeed easier to embrace opportunity as it arises. Legacy knowledge is always good to have. I feel certain term lengths and limits will be an issue for the next Board. I will advocate for longer terms as well as longer term limits.

Robert E. Oberth: Two years may be sufficient enough to understand the mechanics of how the organization is run. Being able to complete your collective goals is a different story all together. There is a perception outside of the organization that there seems to be a lot of red tape. During any given election cycle, there seems to be not a diverse enough talent running to procure the right team that is needed to move forward. So long as there is a process in place to move along ideas that benefit the hobby at large, two years should be enough time to get things done.



Shanna Schmidt: Having served on a board before (the IAPN), I find that change occurs slowly in most organizations. Even with the best of intentions among board members, patience is important. Having said that, my goal is to influence the organization over a shorter time frame. I'd like to see my vision for the organization actually be realized so 3- to 4-year terms might be more suitable to accomplish such goals. Depending on how diligently the new Board works together and how often we meet, we could be quicker, but one must expect that change will be slower than everyone wants. Breaking the flow in leadership is a certain way that plans never come to fruition, therefore, I support longer terms.

► **2) How should the ANA measure its success? By the number of members it has? By the opportunities for engagement and learning it offers collectors? What does success look like to you?**

Ellsworth: Our hobby and our ANA is in the process of transformation. This is not good or bad, it's just fact. We need to reach out to all collectors who are prospective members.

Our marketing budget is an embarrassment in telling our terrific story. In addition, we are saddled with what is perhaps the worst corporate name you could think of to market beyond our current little community: "Numismatic." In over 60 years of collecting, I have only met a handful of strangers who could even pronounce "Numismatist" and even less who knew what it was.

Our current membership hovers around 25,000. At that number, it costs us over \$9 more per member to provide our member services than the cost of our membership. In other words, for every 1,000 new members that are added, our Association loses another \$9,000. We have not had a serious analysis of our cost/benefit ratio per member in years, if ever.

In addition we do not have an analysis of the many educational opportunities we offer that our members and the general public use. Just throwing money at an education idea without a solid, supportive business plan as to the cost/benefit analysis of a desired goal is ludicrous. Success should be measured on our renewal rate and retention of our members and not by how many instant "starburst" members joined and quickly disappeared.

When I started collecting at the age of 8,

I was armed with a "Red Book" and a blue folder with slots to place my coins. I would walk the roadways in search of glass soda bottles to return to the market and then take the money I received to the bank and get rolls of coins to sort and fill the holes. Today, children are bombarded with information in a technologically different world. The ANA must be more nimble to adapt to these changes. It sometimes seems that we are 127-year-old institution unhampered by progress.

Kagin: Success should be measured by how well we are fulfilling our mission statement of providing and expanding numismatic educational opportunities. This would include programs, projects, seminars, magazines, social media promotions, museum exhibits and other educational-outreach programs. A growing, satisfied membership comes from meeting the needs of our members and providing them adequate educational opportunities and assistance.

Ross: The ANA should measure its success quantitatively and substantively. Having a large membership of passionate and committed members is powerful. It is imperative that the ANA leads the way in the provision of educational/engagement opportunities and learning resources to its members.

Success, in my opinion, looks like a large cohesive group of hobbyists from all walks of life evolving and growing together numismatically. In fact, I use the acronym D-I-C-E to represent this paradigm as follows:

Dealer: Person selling coins; possibly a business venue with the responsibility of providing for oneself/family.

Investor: Person buying coins as a risk-taker interested in the commerce of coins, with a focus on issues such as maturity dates, current yields, percentages, metal composition and future benefits.

Collector: Person/hobbyist "bit by the bug," with a love and great passion for the accumulation of coins.

Exhibitor: Person with an exhilarating enthusiasm and passion to present coins for display to the public.

Uram: Membership is important; however, so is the quality of membership. We are the premier numismatic organization, and we need to redefine ourselves with new approaches for membership education and

outreach. Success is being better, not bigger.

Ellis: Success would normally be measured by membership numbers; voluntary income; the number of students attending classes on the road and at the Summer Seminar; visitors to the museum; excitement seen in visitors; and much more.

Ewing: If the ANA measures itself by the success or failure of its membership growth, it is not metering the quality of the programs it offers. If we offer a good product, then we should grow maybe not in terms of membership, but in the quality of the membership retained.

Eymery: The ANA is a diverse organization, gathering a wide base of members, collectors, professionals or institutions with different numismatic interests, and let's not forget the public at large. There is not one single definition of success, but various goals in terms of a wider representation, engagement, sustainability and educational outreach. As Board members, we must ensure that we support its mission, while enriching the organization with practical and accessible educational programs representing its actual and ever-evolving diversity! Our success is not only to carry our educational mission, but to keep adapting and widening our learning programs to our world of numismatics.

We must help attract new supporters, not only in the United States and not only interested in domestic numismatics. We must ensure its financial sustainability for the generations to come, grow its membership, prepare the organization for new online challenges, while every day not forgetting as well to give more back to our members, who support the ANA at the grass-roots level.

When measuring success in terms of membership, I think that it is essential to differentiate between the percentage of "active members," who are regularly engaging with the ANA, its services and educational content, from the "inactive members." The first group supports the ANA thanks to their charitable contributions and freeing up their time to serve their hobby. These members are our first "success" and the foundation of our organization. Let's focus on building—together with them—valuable benefits, and helping them revive and consolidate our base.

Success is also measured by re-engaging



our inactive members, making them want to participate again in local and regional programs, sponsorships and partnerships, raising their interests and desire to play a more active role in our organization. Many foreign members are not actively solicited to participate more, or have lost interest in doing so for lack of feeling represented and included. They are very valuable relays to build new learning programs on world numismatics and partnerships with foreign educational centers. For example, mint representatives and foreign museums, scholars and collectors are members of the ANA or could be, but hardly ever participate or even know that they can, aside from visiting the World's Fair of Money®. Very seldom are they contacted for doing so.

My measure of success is to re-engage and diversify geographically outside of the U.S. in terms of profiles of members interested in world, ancient, modern mint coins, medals and bank notes, and bring in the young boys and girls who I meet at international shows. This will broaden our outreach and enrich our educational mission!

Garrett: The ANA should measure its success in the progress made fulfilling the mission statement. The reputation and effectiveness of its staff, numismatic education and its development measures for the future are also important. Success can also be measured through the amazing Summer Seminar and the World's Fair of Money®. Both are important milestones in showing the progress of the ANA. Membership numbers are just one tangible way of proving growth of the organization.

Highfill: Multiple members help in many ways for the ANA's creditability, but in current times that has been increasingly difficult. Education is the number-one answer—you can never get enough (ANA website and journal, *Coin World*, *Numismatic News*, "Red Book," "Blue Book," newsletters, etc.). We are hoping that will change in the near future with regard to optimization. Metals markets have, in the past, been very rewarding for numismatics as a whole. However, we can only use that as a reward at the most once in a decade. Not very reliable and temporary at best.

Lyon: While membership is an important metric to gauge the success of the ANA, many people no longer feel they must belong to an organization to be involved in a hobby. Consequently, we must expand our

outreach to the public. While this includes our online presence, we must identify ways to reach the general public through existing initiatives, like the ANA Road Show, and new initiatives, like partnering with other museums to display parts of our Museum collection.

Mishler: There are so many intangibles involved in assessing ANA success that doing so will always be a moving target. ANA must evidence and pursue flexibility in all that it approaches to achieving. Success will be measured by assessment and achievement of many ingredients that will be ever changing.

Montgomery: Our mandate is to promote the hobby and to encourage others to study numismatics. The number of members we have is certainly a measurable, but the harder measurable, and perhaps the most important one, is how we serve the collector community...and what we do to increase that community. Are we teaching them what they need to know in today's hobby? Are we providing value propositions they can only get through the ANA? These are wonderful opportunities for the next board to embrace. I don't believe it's as easy as counting members. Membership is where most look first, to be sure, but that's really too easy. To really measure the success of the ANA is going to require a deep dive into all aspects of the Association. I'm delighted to explore all new opportunities available to us.

Oberth: Membership ranks are probably the number-one statistic that we need to look at to gauge our success. The membership levels of the ANA are a key indicator of the health of our hobby in general. We must also be sure to provide the best education available in our hobby. Continuing to adapt to today's technology and providing education should be our primary goal. Building a community of collectors that can engage on a personal level should be our secondary goal, but almost equally as important.

Schmidt: The number of members means nothing to me. The opportunities the ANA provides to its members are what makes the organization special. Having real passionate involvement from collectors will make the ANA something that people will gravitate toward. This can only be accomplished when programs are created that are meaningful and exciting for both old

and young collectors. I would rather have smaller membership numbers and charge higher dues than vice versa. That said, I would like to keep the cost down for membership, but provide fun programs for all ages and interests.

► **3) To provide the services and programs that members have come to expect, the Association has operated at a deficit for several years, drawing from the ANA's endowment as needed. What is your position on utilizing endowment funds for operating expenses and special projects?**

Ellsworth: Without our endowments, more specifically The Ben E. Keith Company, our ANA would be very different than it is. The stock was gifted to the ANA to help fulfill our mission. The Keith gift and others are to be used to promote the ANA's strategic plan. We are fortunate to have had an amazing return on that gift.

With that said, we may not be as blessed in the future as to the returns we have enjoyed. Each Board must seriously weigh its fiduciary responsibility using best management practices utilizing all our assets in order to best serve our members and fulfilling our mission.

Kagin: For close to eight years on the Board, I have advocated using our robust endowment, which now exceeds \$45 million in unrestricted cash and stocks to further our mission of expanding numismatic education. Recently, we used hundreds of thousands of dollars to create a state-of-the-art website and enhance our use of social media. We also funded a new warehouse and truck, underwrote long overdue building infrastructure upgrades, and installed brand new physical security equipment, as well as established a new cybersecurity program. We have also used our endowment to make substantial contributions to the Anti-Counterfeiting Task Force and have committed to fund a new online curriculum program that will transform the way numismatic education is delivered.

Ross: The ANA is obligated to provide state-of-the-art programs and services for its 25,000+ members. It is the responsibility of the Board to proactively create ideas and find donors and philanthropists to help fund services for the long-term growth and development of the ANA. On some occasions, it may be necessary for the Board to



use the endowment to provide necessary services and opportunities. The Board, in exercising this power, must comply with all fiduciary responsibilities.

Uram: I served on many boards that find themselves in similar situations. While we are financially stable, we must remember that as Board members we have a fiduciary responsibility. That being said, there is nothing wrong with using 3 to 4 percent of our endowment. Those who created legacies left funds for us to grow the organization. What we need to focus on is charitable giving today. We have these funds because individuals who believed in the ANA left a lasting legacy. We need this generation to recognize the importance of leaving a legacy to our organization. We need to be proactive in creating options for individuals to achieve their legacy goals.

Ellis: The fact that we have had to use much of our endowment funds in recent years has led to some hardships that should not have been necessary. Yet, they were there and had to be dealt with. I am happy to say it appears those funds have not been needed for several years of late. We even have excess funds that can be used for the purpose of education as our government directs, since the government gave up the money.

Ewing: I think there is another avenue that we have not explored—the realm of seeking grants from nonaligned sources. We need to seek a way to engage these avenues for projects of our purpose.

Eymery: It will be unrealistic for me to provide answers now without having first reviewed the ANA's accounts, its operating budget, and the grounds on which past withdrawals from endowments have been made and their outcome. However, my financial background and professional experience managing very sizable budgets and developing new business opportunities and partnerships will come handy in reviewing these and looking for short-term solutions to ensure that we balance our books, while not jeopardizing important programs that could otherwise not be funded, but are essential in the continuation of the ANA's mission and generating new operating revenues to cover operation costs. New fundraising opportunities should be our main focus to help gap-

ping. More importantly, I commit to ensuring that money is spent efficiently and with accountability.

Garrett: The financial endowment is established to provide funding for the services members have come to expect, such as *The Numismatist*, the Library, the Museum and numismatic education. I think the goal of the ANA should be to use only 5 percent each year going forward. The ANA must only use a sustainable portion of the endowment, otherwise the future of the endowment could be placed in jeopardy. Special projects should be funded by donations and capital campaigns.

Highfill: Not advisable. However, at times they may become necessary, but only with Board review and approval. Keep in mind the ANA's assets are complicated, with stock options, not to mention the ANA's collections that are in the millions and have seen, up to this date, beneficial to very good price increases over the past 30-40 years. That should continue into the future. There are constant donations from various individuals and organizations annually that help a lot! It is possible to raise membership dues, but not often or too high at the same time.

Lyon: The ANA's financial health is strong. Since 2008, the Association's net assets (excluding the Museum collection) have grown from \$20 million to \$46 million. Having these resources allows us to use a portion of these assets each year to support special projects and ongoing operations. The key is to use these assets sustainably. The track record from the past decade shows we are doing just that.

Mishler: The ANA's unrestricted and designated fund balances presently stand at approximately \$22.8 million. Invading these growing funds on an ongoing basis to meet operational needs is not advisable. Such funds as are appropriately and ideally appropriated should be focused on developing and implementing the launch of programs that are intended to be ongoing.

Montgomery: I do believe that the endowment should be used as needed. That said, I think we should all question the statement "services and programs that members have come to expect." I believe all programs and services should be seriously considered as we budget for future years.

Just because it was good before doesn't necessarily mean it's good for today. I have no issue with using endowment funds as long as we are being good stewards of what we have. I believe the "status quo" should be challenged. We should look at a business model that balances the budget so that we can repurpose endowment funds to further the hobby. As a fiduciary of the Association, I take this very seriously, and all prospective Board members should do the same.

Oberth: Well, firstly, I think it is important to appreciate the value of what we deliver. Of course, we want to have a large base, but we do not need to undervalue ourselves. It is fine to subsidize our members to some extent if we explore all of our options and cannot find another way. There are so many creative ways to engage the public, leveraging tools at our disposal. We should also look at data analyzation as a way to fund our programs—not selling our members' data, but identifying and targeting our members' interests (but doing this fully in-house to protect our members). Our financial endowment should be leveraged in a way that promotes our programs and helps to create new ones. We seem to focus now heavily on the ANA Summer Seminar in Colorado Springs. Our base is not in Colorado, our instructors are not in Colorado. We can certainly look into hosting online seminars, but that should only supplement onsite classes. We need to look into hosting seminars throughout the year in locations heavily populated by our base and our instructors. We should look into hosting daytime and evening courses in the northeast or in Florida. This can be done relatively economically, and our attendance and membership would increase dramatically.

Schmidt: This is a difficult question to answer without fully understanding why the ANA has operated at a deficit and how that can be rectified in the future. Perhaps there are some areas that could be cut in order to fund more appropriate programs. As I understand endowment funds, they are specifically utilized for the purposes of helping to support operating expenses so I'm not sure why that would be a problem in the first place. I think the bigger issue is why there has been a deficit. What has been primarily causing it? We need to work as a team to try to find ways to grow money versus operating at a deficit.



► **4) Are you an employee of a company or a member of an organization whose focus or purpose might be considered a conflict of interest if you are elected to the Board? Some ANA Board members are professional numismatists or otherwise actively involved in the numismatic industry. Is this an asset or a liability to the Association?**

Ellsworth: I am *not* a member of the Professional Numismatists Guild (PNG). However, the members of PNG are among some of our strongest supporters and donors to the ANA. The current ANA Board has some solid governors who bring some amazing business skills to the table.

I personally opened my first retail store when I was 15 years old in another field. As for numismatics, I am primarily a collector, having assembled one of only three current, complete Early Copper collections of the numbered Sheldon varieties and still work to improve it. I operate a coin business out of a small office and take my coin inventory on the road to shows in nearly every state. My wife has more than once said the reason I sell coins is to support my own collecting habit. She may be right.

There are some who have been elected to the Board who have used the ANA for their own personal benefit, milking the ANA to promote themselves or their business. Since being a member of the Board, I have been a strong advocate of removing the financial benefits that have been abused in the past by some Board members. I pay my own expenses and focus on “time, talent and treasure” as a basis of my own service to the ANA and have encouraged other members of the Board to do the same. *I have no business interests involving the ANA.*

Kagin: I believe my half century as a professional businessman in the coin industry has given the Association an important real-life perspective beyond my lifelong passion for numismatics. As a multi-year official auctioneer for the ANA, I have also been able to deal firsthand with many issues confronting the Association’s coins shows and auctions. These auctions have provided a much-needed revenue stream for the ANA from the auction rights, while not impacting my obligations and participation in leading the Board of Governors as its vice president or governor.

Ross: I personally have heard complaints in

the numismatic community about dealers sitting on the Board, raising concerns about potential conflicts of interest. I can see the pros and cons of such engagement; however, I believe there is a way to put up a Chinese wall to protect the integrity of the Board and guard against actual and perceived conflicts of interest.

Uram: I have no conflicts of interest. I’m a dedicated collector, committed to educational outreach. I have been a member for over 40 years, and I believe there are many dealers who also share the same empathy toward our organization.

Ellis: The recent Boards have been much more fiscally responsible, and I very much want to be a part of that responsible team.

Ewing: This does not affect me as I am retired and have no conflicts. But using my position or past position to the betterment of my spouse or myself I feel is wrong and not good for the Association.

Eymery: Being a professional numismatist is, I believe, an asset. This is also what drives me to humbly ask for your votes to represent you at large. I do not foresee any conflict of interest. For the last 16 years, I have held various positions, first at the French Mint, then at PCGS, and now within a leading international, diversified auction house, Spink.

Many of my peer candidates have experienced only one area of our numismatic world. I strongly feel that my broader experience is an asset for the ANA, as I got to understand and interact with not only the modern mint market’s collectors and players (primary market), but also with the bullion, secondary U.S. and vintage numismatic markets, and finally the different companies offering services to the collectors, such as grading services. These positions allowed me to learn about the different numismatic passions, and what is needed to support these markets, to stay on top of trends, developments and new initiatives in different areas of the world, especially in Europe, Japan and Asia/China.

I am in constant contact with collectors, associations, museums, scholars, dealers and other service providers, such as show organizers or auction houses, in the course of my work. I am thus thrilled to offer, with my candidature as governor, to the ANA my contacts and the outside

perspectives gained with them. These different experiences give me a strong understanding of a wide range of collectors and members to better serve their interests and to value their experiences with regard to numismatics and the ANA. My job allows me to leverage my professional traveling to interact with them closely; to attend foreign shows and meetings of other numismatic associations and societies around the world; to promote and increase the ANA’s outreach to global collectors; and to relay what is happening in other areas. This will better serve my mandate, should you decide to vote for me.

Garrett: I have been the operations manager of a rare coin company for 25 years, and there is no conflict of interest. I see an asset for professional numismatists because they are working in the numismatic trenches every day, and they have first-hand knowledge of the market and issues facing the hobby. A liability could be that some professional numismatists are focused on their own companies and may not see what’s best for the ANA regarding the development of the organization. Any dealer who takes on the responsibility of being an ANA Board member must be willing to spend the time required to focus on the needs of the organization.

Highfill: Neither. As a current Board member seeking re-election, I personally see no opportunities in order to benefit monetarily in any way by being on the ANA Board. My sole purpose is to help the numismatic industry through education through the ANA. If such an opportunity should arise, I would not take any advantage to myself or my companies.

Lyon: I have no conflicts of interest in serving on the ANA Board, and, if any developed, I would recuse myself from participating in any discussions or votes where they mattered. The numismatic hobby is made up of both collectors and dealers who need each other to be successful. Having a variety of perspectives is beneficial in running an organization like the ANA.

Mishler: I am not involved in any undertakings that could be considered conflicts of interest. I believe Board service qualifications should be restricted only to the business and management qualifications



possessed and evidenced by individual candidates.

Montgomery: I do not have any ties to organizations that could be considered a conflict, but I do want to speak on behalf of our dealer members. I am a retired professional numismatist and now serve as a pastor for a church in Oklahoma. As a former dealer, I considered it an honor to serve on the ANA Board, as well as other professional organizations. The ANA is supported by a community of hobbyists that consists of both collectors and professionals. The entire numismatic community should have an interest in the furtherance of collecting.

Oberth: Having a well-rounded Board is not only an asset to our organization and the hobby as a whole, but it also should be a necessity to help keep the ANA moving the needle forward. Numismatic scholars, collectors, promoters, publishers and dealers would help to make up a well-rounded Board. I founded an association called the RoundTable, which in its few short years has become one of the most respected organizations in the profession today. We have connected collectors and dealers on a personal level that has spilled over from the virtual world to the real world and in the coin-show circuit. Our club is comprised of over 6,000 coin collectors and dealers. I think we can bring some of the ideas that have made us successful to the ANA.

Schmidt: I am a professional numismatist, and I would never run for the Board if I thought it was a conflict of interest. The ANA functions as an educational group, a museum and a platform for dealers to converge with collectors (e.g., trade shows). As a professional numismatist, I am concerned with all areas of the ANA, particularly education and the support of dealers and collectors in terms of our trade shows. The most important thing to bring to the Board is a desire to increase the interest in numismatic material among collectors, and to nurture and support dealers in the trade. A professional numismatist, in my opinion, is a perfect person to do such a thing.

► **5) For more than a century, the ANA has been a pioneer in the numismatic community, from influencing coinage legislation and developing the first**

authentication service to designing an industry-wide grading system and providing innovative numismatic education. What is the next big idea that will help the ANA maintain its leadership position in the hobby?

Ellsworth: The first is keeping the work our last two Boards have done in tracking and to continue with our strategic plans for the future.

The second is to make our World's Fair of Money® just that. Each year it seems to turn into little more than just another large coin show. What makes it different from all the other shows that are offered throughout the country nearly every week? The World's Fair of Money needs to be the premier numismatic event of the year.

The third is keeping and expanding what the Boards have accomplished in our development programs. It takes money to operate our ANA and even more in the future as costs keep on rising. Without a strong development and legacy gifting program, the long-term sustainability of our ANA may be in jeopardy.

The fourth is to eliminate the taxation on precious metals, coins and currency in every state possible, as it is essential in helping our hobby grow and prosper. That is why I have been leading the charge in my home state of Tennessee as chairman in getting this accomplished. I have spent countless hours, including testifying before the legislatures; this is in addition to the time commitment to the ANA. Every ANA member should do all he or she can in support of these legislative initiatives in Tennessee and other states that are working toward this objective. After our Supreme Court's *South Dakota v. Wayfair* decision, it could literally snuff out future growth in our hobby.

Kagin: We must recognize that with the advent of the Internet, we are living in a different world of how information is communicated. If young people, especially, are using their smart phones and other electronic devices for obtaining information, communicating and entertainment, then that's where our industry in general and the ANA in particular needs to be. We must develop online numismatic educational opportunities and offer numismatic "gamification," as well as make general numismatic information available at one's fingertips.

Ross: The next big idea attracting large audiences in elementary schools, middle

schools, high schools, colleges and universities is the expanding of Numismatic Information Technology (NIT). A long-term project that involves the Adopt-A-School Program and Coins-in-the-Classroom enhancing our current education system. The idea is to plant seeds in fertile ground that will blossom into (young) numismatists and continue the legacy.

Uram: The next big idea might be many smaller ideas. There are many "right" answers to expanding our outreach and relevance. The key is to have a board willing to spend funds needed to achieve goals. I personally have brought to the Board outside sources to help us identify our future possibilities. Having a third-party evaluation will enable us to have a road map and guidelines for the Board to follow. Discussion about ideas is very important, but to succeed it needs to be followed by an effective action plan that is implemented in a timely manner.

Ellis: I find it true and encouraging that the endowment funds have been used very responsibly over the past few years. As long as this fiscal responsibility continues, I see an honest and encouraging Board that I would like to assist and support.

Ewing: The next big idea for the ANA does not usually come from one individual, but a collaborative effort of many individuals that is refined and then put into action.

Eymery: Reach out more to a new world of numismatics and numismatists, which puts you and the ANA at the center of it! I strongly believe that the next big idea is to gain from securing new memberships, sponsorships and partnerships from international numismatists, professionals, organizations and societies, and to enrich our educational programs, shows, museum exhibits and talks with their numismatic history, extending to a larger community of world and ancient coin and bank-note lovers. This will help us not only generate more revenues, but also ensure our leadership in the field. As the largest and most organized collectors' association in the world, we should play a bigger role in helping other markets develop, learning from our U.S. numismatic history and programs. Be a leader at home and overseas!

Today, one of the largest growths in our numismatic arena is in Asia in terms of new, young collectors and markets. Japan,

Europe and Latin America offer great potentials, too. We have a great website, but difficult to access by non-English speakers. Many world or ancient coin collectors feel left out in terms of representation. One priority should be to extend to a larger global online community. The ANA should reach out more through participation in international shows where we can register and engage new, passionate world collectors. Reciprocally, this will attract more visitors, foreign mint participation and sponsorship opportunities to our shows and to our educational programs.

Many world or ancient coin collectors feel left out in terms of representation, and we should encourage them to join our clubs and fairs. Most foreign numismatists, academics and museums are unaware that they can join the ANA and share their passions and knowledge with us. As a governor of the ANA, I will strive to include a larger portion of this population to represent the rich diversity of our hobby and the ANA's continuous leadership.

Garrett: I would like to see the ANA develop more involvement with social media. Young people and adults spend an enormous amount of time on social media. The ANA needs to find better ways to connect with collectors and those who may be interested in becoming collectors. Finally, the ANA could do a better job marketing the hobby through mass media. This would probably require working with other organizations, such as the U.S. Mint, because of the cost that may be involved.

Highfill: Education, education, education—as in Colorado Springs each year, *The Numismatist*, website, advertising, etc.

Lyon: The ANA is the leader in numismatic education with our Summer Seminar and traveling seminars. Unfortunately, not everyone is able to travel to these events. We must bring numismatic learning online to provide quality education to both the experienced hobbyists and

the general public.

Mishler: It will probably be something that is little evidenced on today's horizon.

Montgomery: We have a great heritage to be sure; but in the coming years I look forward to working with the next Board to chart a fresh course for the Association. The ANA is better positioned today than ever before to achieve the greatness our hobby deserves. We're certainly better equipped and better financed than any of the other hobby associations to do so.

That said, we will pursue opportunities to increase the hobby. This is what we face: How do we get from 25,000 members to 100,000 members? How do we increase our Museum's annual visitors from tens of thousands to hundreds of thousands? These seem like pie-in-the-sky ideas, but they're not. Other nonprofits and trade associations all over the world are increasing their reach. We can, too, but we have to think outside the box.

Here are the fun questions I would love to explore: Have we really looked at the relevance of our programs and services in recent years? Should the headquarters still be in Colorado Springs? Should the Museum be in New York, Washington, D.C. or Chicago, where millions could visit? Are people really using the Library and are we optimizing access to this incredible treasure of information?

I believe the opportunity is before us now. What's at risk? The relevance of the ANA.

Oberth: The next big innovation will almost certainly be building a true community feeling in our hobby. Using social media in ways that allow our members to get to know each other on a personal level will bring our organization from something that feels like a membership to something that feels like a family. Utilizing platforms that already exist, like Facebook, YouTube and Instagram, have proven to be very powerful tools. The ANA must take the

lead in bringing our community to the next level.

Schmidt: I think there are a few areas where the ANA can improve its support of the hobby and furthermore grow. The first is through a stronger web presence. Many of the newer collectors are online and might not even reside in the United States. While we are the *American Numismatic Association*, we still have to realize that people outside the U.S. are interested in becoming members. We should find ways to create a tighter community online, since not everyone can easily jump on a plane to visit a trade show or attend the Summer Seminar. We might be able to accomplish this through various speciality pages on the ANA site. For example, someone interested in ancient coins might not want to page through chats on U.S. or world coins. I think the wider you try to cast the net, the more likely you will lose people. We need to hone in on the various collector interests while still threading it back to the ANA. A difficult approach, but one that is absolutely possible through some innovative means.

Another way we could broaden our leadership position is through the strong educational approach that already exists. Creating partnerships with other organizations and getting into the school systems is a great way to accomplish this. When I helped create the foundation "History in Your Hands" (which I am no longer a part of), we went into primary and secondary schools, high schools and colleges and used objects to teach about history. This was highly successful, but as the organization was small, it was hard to conduct on a national level. The ANA could easily partner with a not-for-profit and try to teach history at a more local level. Teaching young people about history through numismatic material is a great way to spark interest in history and create future collectors. I can't think of a better way that the ANA could influence the collectors of tomorrow.