

CAMPAIGNING FOR OUR FUTURE by George Goolsby

Dear Fellow Members:

As we approach the 75th anniversary of our great Association, we have much to be thankful for and much to look forward to. Our community is the world's largest membership organization committed to preserving, encouraging, and stimulating interest in the art, heritage, and science of timekeeping.

What forms the foundation for the NAWCC? First and foremost, it is our people—people from all walks of life who are interested in time and timekeeping and who are willing to share their expertise with other members and the public. For decades, the NAWCC has provided the structure within which its members have built great local, regional, national, and now international relationships. It has provided the platform for many of our greatest researchers to do their work, publish their findings, and advance our understanding and appreciation of clocks, watches, and timekeeping. Working tirelessly and to very high standards, these thought leaders have made our Association the go-to place for anyone seeking information about timekeeping.

Second, we have the world's most comprehensive horological Library. We are stewards of a great legacy and continue today in our efforts to grow and expand this tremendous resource. Consistent with our mission to serve our members and the public, Internet access to our Library, coupled with the expert assistance of our staff and volunteers, means anyone interested in horology can learn and perform research from anywhere in the world.

Third, our Museum houses a large collection of horological artifacts. Although there are a number of world-class clock and watch museums around the world, no other institution has the breadth and depth of our collection, and many are unable to display their collections to the standard of our facility. Confirming the excellence of our Museum and its staff, the American Alliance of Museums granted accreditation to our Museum, making us part of an elite group of museums.

Fourth, our Publications give members a place to share their research with each other and the world. Every issue of our *Watch & Clock Bulletin*, our bimonthly, peer-reviewed journal that features member research, answers to questions about timekeeping, book and media reviews, news from the Museum and Library and Research Center, and more is available online to members. Since 1943 it is a very rich legacy that continues to grow.

Finally, our foundation includes education, both for our members and for the benefit of the public. Many of our members have shared their expertise in clock and watch maintenance and repair. This occurs through our Field Suitcase Workshops and classes in Columbia, PA. Al-



FOR ALL TIME
*75th Anniversary Endowment
and Capital Campaign*

though our School of Horology diploma programs have been discontinued, our dedication to horological education remains as steadfast as ever, and we continue to find innovative ways to provide educational programs.

Our foundation is strong, but it must be strengthened and expanded if we are to continue to be the flagship institution for horology. To achieve this we can:

- Expand our reach to true worldwide scope by recognizing that the NAWCC's mission appeals not only to American, Canadian, and Australian audiences but to those fascinated with timekeeping around the globe. At present we have more than 1,000 members who reside outside the United States—about 7.1 percent of our membership. We have a wonderful opportunity to encourage more international members and to partner with other horological societies worldwide.

- Enhance access to the Association's resources (most particularly the Library and Museum and our web-

sites) through the use of the Internet and by providing various forms of virtual tours and displays. Not everyone can come to Columbia, so it is incumbent on us to find ways to increase access. Over the last 12 months, we have had more than 2.8 million visitors to our websites. Many are members, but many people are learning about the NAWCC by surfing the Web. We must recognize that in the modern age this is how the public explores and learns. We must do everything we reasonably can to develop a world-class Web presence. And we must use the Internet to meet, teach, and develop relationships. Our staff and Education Committee are developing Internet-based programs to provide top-quality programming. Other initiatives involve cataloging and photographing our Museum collections so every artifact can be viewed and studied online. Traveling displays and speakers bureaus are another way to share our collection. Various forms of virtual displays provide an economical way to expand access to the Library and Museum.

- Strengthen our Library and Museum by continuing to seek documentation, research, and artifacts that must be preserved if we are to honor our obligation to maintain the best examples of horology. We do not have examples of some of the best American clocks. For example, we do not have a David Rittenhouse clock in our permanent collection. Other significant gaps in our collection also ought to be filled. While we can and do support our sister horological museums, if we are to be the preeminent museum in horology, there is much work to do. Similarly for the Library, it is an ongoing process to seek out and secure materials so our Library remains the go-to venue for horological research.

- Enhance our professional expertise, in the Library and the Museum, particularly in watches. Our Association was founded in 1943, and the predominant interest of the founding group was watches rather than clocks. Today we have a large, but clearly underappreciated, watch collection. We rely on volunteers for much of our operations, but there are times when we need trained professionals. We need to increase our expertise and better balance our focus by retaining a full-time curator for watches. Interest in watches continues to grow and many younger members are most interested in watches. We can and must respond to that need.

- Support all forms of education and training, a cornerstone of our Association. Whether we expand our workshops in Columbia, our online courses, or provide increased support for our Field Suitcase programs, we must share our expertise if we are to remain relevant. Much of what we do is through volunteer services. That must continue because it is in the highest tradition of our Association. Member-provided education requires additional support if we are to fill the need for trained personnel to maintain and repair our timepieces.

- Encourage continued horological scholarship. Two traditions come to mind. First, in the United States, we have been blessed with a cadre of men and women who have done a tremendous amount of research. We know what we know because they did the hard digging, organized their findings, and produced books, articles, and presentations for the benefit of our members and the public. While it is tempting to think the research greats are gone or going, I don't think that is true. One has only to look at the quality of recent articles in our own *Watch & Clock Bulletin* to see we continue to benefit from members' research. While we may never see the likes of a Snowden Taylor again, members such as Philip Morris and Paul Foley spend endless hours researching, photographing, and writing modern classics that are dazzling to the eye and challenging to the intellect. Second, for many years we have gathered annually for the Ward Francillon Time Symposium. It is at these symposia that some of our most interesting explorations in horology have occurred. It was at the Harvard symposium some 20 years ago that the writer Dava Sobel was inspired to expand a newspaper article into the book *Longitude*. Our recent symposium in Pasadena was a tour de force exploration of all aspects of time and timekeeping, complete with Nobel laureates. The Tompion exhibit in Pasadena made its way to our Museum in Columbia and was displayed—a once-in-a-lifetime event. These events challenge, uplift, and inspire us. They simply must be encouraged and supported in the years ahead.

- Expand our focus to include the topic of time itself. The Pasadena symposium suggests that if we are to continue to grow and evolve, we must admit that our fascination is as much about time as it is about timekeeping. As our civilization has grown and become more complex, our need to measure and manage time more accurately has become more acute. That progression is manifest in the quality and complexity of the devices we have created to measure time. These devices are beautiful and fascinating. They have been at the cutting edge of technology. Not only must we prepare ourselves to accept and em-

brace all of the more modern instruments of timekeeping as equally relevant and vital, we must expand our focus to include the topic of time itself.

While our vision for the NAWCC may differ from member to member, it is imperative we prepare for the future and plan for success. To be successful we need financial resources. That's where the "For All Time" Campaign comes in.

For decades our community relied almost exclusively on membership dues to fund our programs and activities. As our membership grew from 1960 through 1995, more than 85 percent of NAWCC revenue came from membership dues. As late as 2005, over 75 percent of our annual revenue came from dues. No organization remains static, and with total membership now at about 40 percent of what it had been in the peak years (and still in gradual decline), the dues-only model is not viable. As a result, our recent Boards have had to cut costs, and our staff has been required to work within very tight budgets. Using the current vernacular, "It's the spending, stupid." Despite these circumstances, we continue to provide good-quality member services while maintaining the premier horological Library and an outstanding Museum and collection and providing educational training essential to the appreciation and preservation of our horological treasures—a tribute to our recent Boards, executive directors, and the staff and volunteers in Columbia. Budget discipline and cost cutting are vitally important, but experience teaches that an organization cannot prosper solely by cutting costs. Using the current vernacular, "It's the revenue, stupid."

For some time now, our Association's leadership has been taking action to address our financial concerns. We have learned to live within our budgets and, where necessary, scale back or discontinue programs. A good example is the decision to discontinue the diploma programs at the School of Horology. We have trimmed staff and rely more on dedicated volunteers in Columbia. We also have been diversifying our income streams, including donations, investment income, and earned income (sales of goods, advertising, and the like). I suspect that many reading this column will be surprised to learn that for fiscal year 2013, only 51 percent of the NAWCC's total revenue came from dues. Revenue from donations include our Partners in Time Annual Fund, our John Harrison Society to recognize those who contribute to endowments, and our 1943 Heritage Society for planned gifts whereby members may make provisions for giving to the NAWCC through trusts and wills. Our community also has benefitted by specific project and capital project donations from members and chapters. When combined with annual revenue from dues, we now have the necessary resources to cover current operations.

The question now is not simply how to cover current operations, but how to develop the financial resources to carry us to the next level while achieving *sustainability* for our organization. This is where endowments come in. Simply put, an endowment is a pool of funds raised by a nonprofit organization, which is then invested and provides returns or ongoing income for use by the organization, either for a designated purpose or for general

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time watch repairman. Charlie is an expert on Illinois pocket watches. His father was a watchmaker before him, and he was born into the profession. Charlie was impressed, but when I told him my story, he said, 'Let me see that again.' He examined the watch more closely. 'This is a 26-jewel watch!' he said. I asked him to repeat that several times. 'Yes,' he said, 'if this pivot has a cap jewel, it is definitely a 26-jewel watch!' Meggers and Ehrhardt's reference to an 'internally jeweled barrel' would explain why I could count only 23 jewels on my watch. Charlie said that the 26th jewel was probably an additional roller jewel.

"I returned to the Meggers and Ehrhardt book and looked at the de-

scription of the 25-jewel Sangamos. It read, in part, 'The earliest example of the Model 5 movement has a plug in the plate which bears the numeral '5' suggesting that this was made from a 23-jewel movement which had already been marked.' So, my movement was likely a 23-jewel movement that had been upgraded to 26 jewels, but the plate numbers had not been changed.

"I plan to have Charlie disassemble my watch and count the jewels just to be sure, but whether my watch has 23 jewels or 26, I think it is surely a watch with some historical importance, because Meggers and Ehrhardt said they had never seen a movement from this run. I believe I've found the Holy Grail of Illinois watches!"

FJF: It is hard not to be carried away in Steve's enthusiasm and excitement for this truly "Fantastic Find." However, Steve has subsequently reported that when Charlie finally counted the number of jewels, the total, alas, came to 23 jewels, not 26.

I hope that everyone found these Fantastic Finds and Related Tales to be fun and interesting. To help ensure that this article continues to appear in the Bulletin, please start emailing your stories to fred@illinoiswatches.com immediately.

Thank you all in advance for your contributions and anticipated participation.

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operating support. Endowments look to the long term and seek to answer the question of how the organization can carry out its mission and continue to pursue its goals even in difficult times, or after the current membership has passed from the scene. In contrast to program-focused annual giving, which remains the best way for donors to help the Association cover current operating expenses, an endowment program seeks those members and friends who believe in NAWCC's mission and want to be part of an exciting vision for the future.

Based on these considerations our Board carefully evaluated and unanimously voted to launch the "For All Time" Campaign in July 2013. As a recently retired lawyer and newly appointed Board member, I have agreed to chair the campaign. Our stated goal is to raise \$7.5 million by the NAWCC's 75th anniversary in 2018—\$1.5 million is for capital projects and \$6 million is for endowments. The \$6 million endowment goal is consistent with expert advice that a startup endowment be about three times an organization's annual budget. More important than the precise dollar goal, however, is the long-term plan to fashion a total annual revenue stream from three primary sources: membership; endowment income and donations; and earned income. Achievement of such a balance will move us farther from dependence on dues, provide a more stable and predictable financial basis, and ease concerns about the future of our organization. By strengthening our financial base we can move forward with the long-term planning and implementation discussed above.

It is customary for endowment campaigns to begin quietly, so an initial amount of 25 to 50 percent can be raised or pledged before the full campaign is rolled out to the entire membership. By the time you read this column, I hope and expect that we will be at the 25 percent milestone.

Here's what you can do:

- Continue to encourage and support new members.

Ours is a membership organization built on a foundation of sharing and personal interaction. That cannot change.

- Participate in the annual campaign so that the "little extra" you donate in addition to your dues will help defray current operating costs.
- Continue to be responsive to opportunities to fund specific programs and projects. Much good has been accomplished based on such targeted giving.
- Give careful consideration when estate planning to include something for the NAWCC if you can.
- Anticipate and be ready to respond when the endowment campaign reaches out to you. If you feel strongly about NAWCC's mission and are able to make a more significant gift or pledge to the campaign, please do so. This will be a multiyear campaign and a gift or pledge spread out over up to five years is welcome.
- Continue to be the kind of giver—whether or not you can make an endowment donation—who built this Association by sharing your time, talents, and goodwill with fellow members.

For more than 35 years the NAWCC has played an important role in my life. I strongly believe in the mission and the changes it brings. Through my relationship with this organization, I have been privileged to meet, befriend, and be befriended by many wonderful people, all of whom have helped me in countless ways. In addition, through the Library, Museum, publications, educational programs, symposium, and worldwide networking, the NAWCC has provided me with a wealth of information, opportunities, and relationships I could never have otherwise experienced. That's as true today as it was 35 years ago. We have an exciting future if we plan and save for it. While the challenge is great, the rewards of a renewed and revitalized NAWCC are even greater. I have no doubt that the resources and dedication of our members and friends will carry us to that exciting new day.