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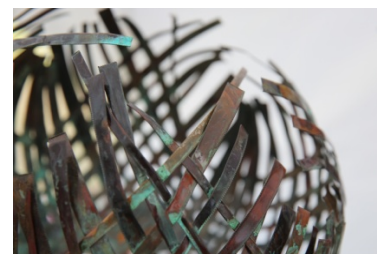
# TENNESSEE CRAFT

## CHAPTER LEADERSHIP MANUAL A RESOURCE FOR CHAPTER OFFICERS

### TENNESSEE CRAFT'S MISSION:

WE WORK TO CONTINUE AND CREATE TENNESSEE'S FINE CRAFT TRADITION  
BY CONNECTING EMERGING AND EXPERIENCED MAKERS AND THE PUBLIC  
WITH RESOURCES AND OPPORTUNITIES TO MAKE THEIR MARK  
ON OUR STATE'S HANDMADE LEGACY.

Last updated November 2018



# TENNESSEE CRAFT

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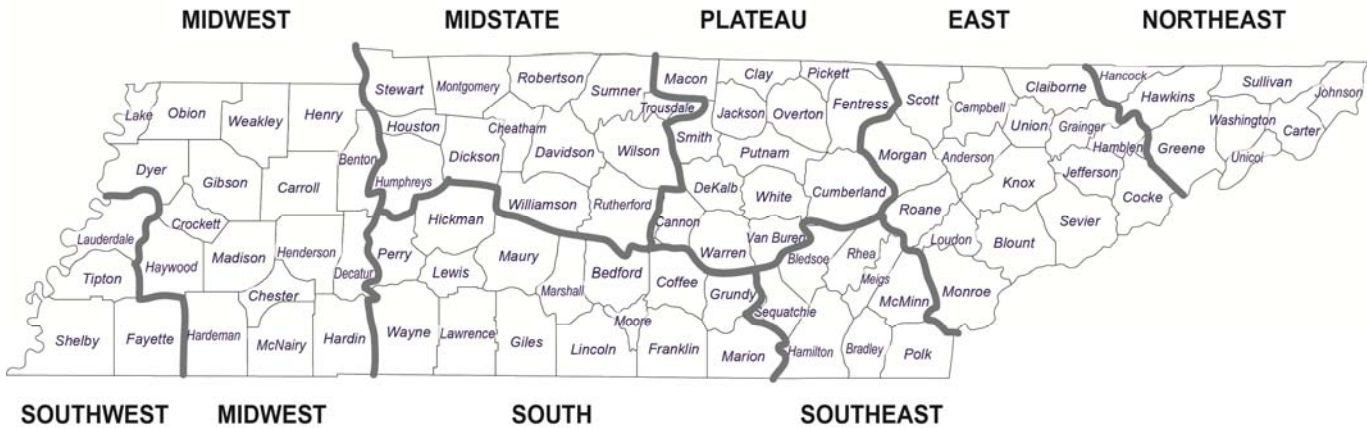


## 2018 YEAR-AT-A-GLANCE

<b>January</b>		
1	New Leadership Team Transition Complete	All
15	Monthly Financial Report Due	Treasurer
15	Quarterly Report (November, December, January) Due	Board Rep
26-28	Annual Board Retreat & Board Meeting	Board Rep
27	Annual Budget Due	Treasurer
<b>February</b>		
15	Monthly Financial Report Due	Treasurer
15	Emerging Maker Tent Mentor Application Deadline	Leadership
24	Chapter Leadership Retreat	All
<b>March</b>		
12	Emerging Maker Tent Artist Application Deadline	Leadership
15	Monthly Financial Report Due	Treasurer
<b>April</b>		
15	Monthly Financial Report Due	Treasurer
<b>May</b>		
4, 5 & 6	47th Annual Spring Tennessee Craft Fair	
15	Monthly Financial Report Due	Treasurer
28	Quarterly Report (February, March, April) Due	Board Rep
<b>June</b>		
9	Board Meeting	Board Rep
15	Monthly Financial Report Due	Treasurer
<b>July</b>		
15	Monthly Financial Report	Treasurer
27	Quarterly Report (May, June, July) Due	Board Rep
<b>August</b>		
4	Board Meeting, Clarksville, prior to Best of Tennessee Craft Opening Reception	Board Rep
15	Monthly Financial Report Due	Treasurer
<b>September</b>		
15	Monthly Financial Report Due	Treasurer
<b>October</b>		
12, 13 & 14	40th Annual Fall Tennessee Craft Fair	
15	Monthly Financial Report Due	Treasurer
22	Quarterly Report (August, September, October) Due	Board Rep
<b>November</b>		
3	Board Meeting	Board Rep
15	Monthly Financial Report Due	Treasurer
<b>December</b>		
15	Monthly Financial Report Due	Treasurer
30	Year-End Report Due with 2019 Leadership in Place	President

# TENNESSEE CRAFT

## Map of Tennessee Counties in Tennessee Craft Regions



East	Midstate	Midwest*	Northeast	Plateau	South	Southeast	Southwest
Anderson Blount Campbell Claiborne Cocke Grainger Hamblen Jefferson Knox Loudon Monroe Morgan Roane Union Scott Sevier	Cheatham Davidson Dickson Houston Crockett Humphreys Montgomery Robertson Rutherford Stewart Sumner Trousdale Wilson Williamson	Benton Carroll Chester Crockett Decatur Dyer Gibson Hardin Hardeman Haywood Henderson Henry Lake Madison McNairy Obion Weakley	Carter Greene Hancock Hawkins Johnson Sullivan Unicoi Washington	Cannon Clay Cumberland DeKalb Fentress Jackson Macon Pickett Putnam Overton Smith VanBuren Warren White	Bedford Coffee Franklin Giles Grundy Hickman Lawrence Lewis Lincoln Marion Marshall Maury Moore Perry Wayne	Bledsoe Bradley Hamilton McMinn Meigs Polk Rhea Sequatchie	Fayette Lauderdale Shelby Tipton
		<i>*Inactive</i>					

If you live in a region with an active chapter, your name has been forwarded there to receive announcements of local meetings and activities. If there is no active chapter in your region and you wish to be notified of meetings organized by a nearby chapter, call the Tennessee Craft state office at 615-736-7600 and ask that your name be added to their mailing list. If you have an interest in activating a chapter in your region, call the Tennessee Craft state office at 615-736-7600.

Updated November 2018

2018 Tennessee Craft Chapter Officers  
(Updated 10/24/2018)

**EAST**

President	Sarah Brobst
Vice President	Julie Boisseau-Craig
Secretary	Jessica Klaaren
Treasurer	Lecy Campbell
Board Rep	Doug Lawrence

**MIDSTATE**

President	Melody Erickson
Vice President	Audry Deal-McEver
Secretary	Laurie Davis
Treasurer	Greg Pine
Board Rep	Lindsay Walker
Exhibition Coordinator	Catherine McMurray
Exhibition Chair	Hannah Medina
Membership Participation Coordinator	Julia Whitney Brown

**NORTHEAST**

President	Karen Oxandale
Vice President	Kathryn Jenkins
Secretary	Jocelyn Mathewes
Treasurer & Board Rep	Reneau Dubberley
Membership Outreach	Sarah Dorr
VP of Governing Board	Richard Dwyer

**PLATEAU**

President & Board Rep	Jessica Hagar
Vice President	Rob Harvey
Secretary	Mirrah Johnson
Treasurer	Abraham Pardee

**SOUTH**

President	Sherry Nickell
Vice President	Glyn Melnyck
Secretary	Mary Lynch
Treasurer	Christi Teasley
Board Rep	Nancy Wallace

**SOUTHEAST**

President	Mindy Kelly
Vice President	Alexandra Nelson
Treasurer/Membership	Lolly (Olive) Durant
Board Rep	Colleen Williams

**SOUTHWEST**

President	Frédérique Zindy
Secretary	Debbie Lovett
Treasurer	Rose Conway
Communications	Mary Bartholomew
Website	Becky Ziemer
Board Rep	Pat Chaffee
Events Coordinator	Angela Schneider
Member At Large	Brandy Boyd

# TENNESSEE CRAFT

## GOVERNING BOARD | 2018 Calendar Year

### **PRESIDENT**

Pat Moody  
Retired small business owner  
& Artist: Metal sculptor  
Yrs. on Board:10; Term length:2  
Special notation(s): S

### **VICE-PRESIDENT**

Richard Dwyer  
Retired Business Administrator  
& Artist: Wood turner  
Yrs. On Board: 5; Term Length: 2  
Special notation(s): R, S

### **SECRETARY**

Natalie Cuicchi  
IT Manager, HCA Healthcare  
Yrs. on Board:5; Term length:2  
Special notation(s): None

### **TREASURER**

Amy Hutton  
CPA, Pinnacle Financial Partners  
Yrs. on Board:1;Term length:2  
Special notation(s): None

### **PAST BOARD PRESIDENT**

Tim Hintz  
Artist: Furniture maker  
Yrs. on Board:12; Term length:2  
Special notation(s): R

Sally Bebawy  
Photographer  
Yrs. on Board: 2; Term length: 2  
Special notation(s): C

Nick DeFord  
Program Director  
Arrowmont School of  
Arts and Crafts  
Yrs. on Board:2; Term Length:2  
Special notation(s): None

Maggie Fansher  
Director of Community Education  
Watkins College of Art  
Yrs. On Board: 1; Term length: 2  
Special notation(s): None

Ginna Foster Cannon, Ph.D.  
Fellow, MTSU Center for Historic  
Preservation  
Yrs. On Board: 1; Term length: 2  
Special notation(s): None

Eve Hutcherson  
Director of Business  
Development  
Frost, Brown, Todd, LLC  
Yrs. on Board:4; Term length:2  
Special notation(s): None

Michele Lambert  
Gallery Owner & Artist: Mixed  
Media  
Yrs. On Board: 3; Term length: 2  
Special notation(s): None

Danielle McDaniel  
Clay Co-op & Gallery Owner  
& Artist: Clay  
Yrs. On Board: 2; Term length: 2  
Special notation(s): None

Linda Nutt  
Retired Ph.D. Social Work  
& Special Education  
Yrs. on Board:4; Term length:2  
Special notation(s): R, S

David Stempel  
Attorney  
Bradley, LLC  
Yrs. on Board:4; Term Length:2  
Special notation(s): None

Kimberly Winkle  
Associate Professor of Art,  
Director, School of Art, Craft  
and Design,  
Tennessee Tech. University  
Artist: Furniture  
Yrs. on Board:11; Term length:2  
Special notation(s): C, R

Cara Young  
Artist: Mixed Media  
Yrs. On Board:2; Term length: 2  
Special notation(s): None

C = persons of color;  
D = persons with disabilities;  
R = rural; and  
S = persons over 65.



**GOVERNING BOARD | 2018 Calendar Year  
Regional Chapter Representatives**

**TENNESSEE CRAFT -  
SOUTHWEST**

**Chapter Rep.** Pat Chaffee  
Artist: Jeweler  
Yrs. on Board:3; Term length:2  
Special notation(s): S

**TENNESSEE CRAFT -  
NORTHEAST**

**Chapter Rep.** Reneau Dubberley  
Artist: Wood  
Yrs. on Board:10; Term length:2  
Special notation(s): S

**TENNESSEE CRAFT -  
SOUTHEAST**

**Chapter Rep.** Colleen Williams  
Artist: Potter  
Yrs. on Board:2; Term length:2  
Special notation(s): None

**TENNESSEE CRAFT -  
MIDSTATE**

**Chapter Rep.** Lindsay Walker  
Artist: Jeweler  
Yrs. on Board:1; Term length:2  
Special notation(s): None

**TENNESSEE CRAFT -  
EAST**

**Chapter Rep.** Doug Lawrence  
Artist: Wood  
Yrs. on Board:1; Term length:2  
Special notation(s): None

**TENNESSEE CRAFT -  
SOUTH**

**Chapter Rep.** Nancy Wallace  
Artist: Book Arts  
Yrs. on Board: 3; Term length:2  
Special notation(s): R, S

**TENNESSEE CRAFT -  
PLATEAU**

**Chapter Rep.** Jessica Hagar  
Artist: Fiber/Textiles  
Yrs. on Board:1; Term length:2  
Special notation(s): R

C = persons of color;  
D = persons with disabilities;  
R = rural; and  
S = persons over 65.



## BIOs & JOB DESCRIPTIONS

### EXECUTIVE DIRECTOR

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**Staff and Board** - Manage staff and human resource issues. Organize board meetings, provide reports and respond to board direction. Assist board on long-range planning.

**Advocacy and Representation** - Sustain relationships with appropriate agencies and encourage membership involvement. Develop partnerships that benefit artists and the art community. Cultivate relationships with legislators, media, and other important community officials. Act as spokesperson for the organization. Stay abreast of current trends in the arts, fundraising and in craft organizations.

**Funding and Financials** - Work with finance committee to develop budget. Manage budget and find ways to minimize costs. Oversee bookkeeper and auditor. Formalize annual giving program and support of scholarship fund. Cultivate potential donors and sponsors. Secure grant money and corporate sponsorships.

**Programs and Membership** - Develop and further programming and educational outreach, working closely with program director. Expand and revitalize membership, oversee marketing plan and ensure collateral materials have cohesive look, including website, working closely with member services and communications manager.

Bio: **TERI McELHANEY ALEA**

Hired in May 2011, Teri comes to Tennessee Craft with ten years experience at Metro Nashville Arts Commission (MNAC), more than seven years in book retail management with national chains, and three plus years in research analysis at Borders Group national returns center, plus abilities from various business positions in the creative fields, including gallery work, photography studio management, and production support at a small art agency.

At MNAC, Teri managed workshops, forums, and online content including MNAC's artist registry, directory of arts organizations and other web-based resources; conducted grants management (over \$2m annual budget); then public art project management (and managed over \$10m public art fund), plus oversight of the agency's procurement, finances and research projects throughout her tenure.

She graduated summa cum laude with a BA degree from Belmont University's Honors Program in Studio Art and Organizational Development, with MBA coursework during graduate assistantship at Belmont.

### PROGRAM MANAGER

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**Volunteer Management** - Work with executive director to establish formalized volunteer committee structure. Support efforts to recruit and motivate volunteers to further programs and services.

**Program Management** - Oversee all programming including the annual spring and fall Tennessee Craft Fairs, Biennial art exhibit, administering the Master Artist Apprentice Program on behalf of the Tennessee Arts Commission and collaborating with other non-profits on project partnerships as opportunities arise. Responsible for program-related budget management, as well as finding ways to increase revenue, reduce expenses, streamline operations and encourage innovation.

**Education and Outreach** - Plan and oversee educational outlets such as the Tennessee Craft Scholarship and workshop opportunities. Provide outreach and artist support for all programs.

**Administrative** - Help executive director with grant and board materials when needed.

Bio: **KIM MCCURDY WAAG**

Hired in January 2018, Kim has a Bachelors Degree in Business Management with a specialization in Information Technology from the University of South Florida. Her thirty-six year career brings corporate for-profit and non-profit experience and skills in customer and donor relations, events management, marketing, compliance, grants writing and management, advocacy, strategic planning, development and technology including database management, analytics, systems design and analysis to Tennessee Craft. In addition, she is a champion for persons with disabilities and has advocated on state and local levels for accessibility and diversity in the arts for persons of all abilities in all aspects of arts participation, advancement and engagement. Before relocating permanently to Nashville, Kim volunteered for several years at Tennessee Craft.



## **COMMUNICATIONS MANAGER (part-time)**

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**Communications** – Develop communication strategies to strengthen the Tennessee Craft network by increasing the number of members, artists and donors engaged in the organization’s mission. Create and plan campaigns to inform members and the public about programs, events and opportunities. Evaluate how different audiences communicate with Tennessee Craft and how that information flows through our organization effectively.

**Marketing** – Manage advertising purchases and budgets, graphic design, website development, press releases, social media networks, newsletters (online and print), promotional and membership materials, marketing surveys and production of all printed materials including signage for fairs. Maintain consistency of Tennessee Craft brand. Serve as staff liaison to marketing committee.

**Program Management** – Coordinate annual professional development workshop for artists with the workshop committee. Manage budgets, logistics, schedule and speakers. Part of planning team for Tennessee Craft Week.

**Administrative** – Help executive director with grant and board materials when needed.

Bio: **JULIA CANADA WILBURN**

Hired in March 2018, Julia leads communication and marketing initiatives for Tennessee Craft to increase the breadth and depth of resources available to artists and emerging artists. She holds a Bachelor of Arts in English from Lambuth University (Jackson, TN) and a Master of Arts in English from Belmont University (Nashville). A communications professional for more than 12 years and most recently a writing instructor for three local universities, Julia comes to Tennessee Craft with a broad range of experience in non-profit marketing, writing, and website and social media management.

## **MEMBERSHIP MANAGER**

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**Chapter Communication** – Develop goals and action plans with Communications Manager for membership development and retention. Identify and evaluate ways to clearly communicate value to members within the overall mission and branding objectives. Communicate with chapter officers across the state, calculate and distribute chapter rebates, gather and review quarterly board reports, organize annual leadership retreat, keep chapter leadership manual updated and serve as staff liaison to the seven chapter presidents.

**Membership Management** – Develop and implement membership drives/campaigns for new and returning members. Research and share opportunities with artists to help them connect, grow and showcase their craft. Create tools that support member needs. Develop member related content for printed newsletters, social media and ENEWS. Responsible for the members survey. Serve as staff liaison to membership committee.

**Program Management** – Oversees Kids’ Tent and Emerging Maker Tent at fairs.

**Administrative** – Oversee the updates and maintenance of the database. Maintains database of members, donors, volunteers and organizations through ongoing data input, updates and pulling reports that are used for marketing, outreach and fundraising. Manage deposits for membership dues and donations via check and Paypal. Field incoming calls and assist with general questions/needs from members, artists, and the public. As needed, assist with special projects, marketing and event planning.

Bio: **BONNIE BOGEN**

Hired in October 2018, Bonnie Bogen holds a Bachelor of Arts in Fine Arts and a Master of Arts in History from New York University, where she worked for a decade in resource planning administration for Tisch School of the Arts. Since returning to Tennessee to raise her children, she has actively volunteered for 10 years at the Frist Art Museum, with special emphasis on programs to sustain membership, integrate the arts, and increase the participation of underrepresented populations. She is also an advocate for families and children in East Nashville, founding the MOMS Club of East Nashville, doubling fundraising revenues at Lockland Elementary School through the creation of annual fund and corporate sponsorship campaigns, and coordinating literacy program administration and fundraising at East Nashville Hope Exchange. She is currently a founding member and the financial officer of a new Anglican church in East Nashville.

## **CONTRACT PROJECT MANAGER – Tennessee Craft Week**

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**Project Management** – Work with Executive Director to plan scope of Tennessee Craft Week project, part of American Craft Week, and administrate its development.

**Communications** – Develop communications to relay what Tennessee Craft Week is and how it can help the various stakeholder groups. Contact constituent groups, including Tennessee Craft chapters, Tourism and Arts industries contacts, artist-run groups, galleries and museums, schools with craft programs, art supply vendors, and press. Set up and contribute to meetings, persuading each to contribute to the project’s success.

Manage communication and events with chapter officers across the state. Create tools that support chapter and member needs.

**Funding Development** – Research and apply for funding from foundations and corporations, working with executive director.

**Administrative** – Maintain contacts and provide reports as needed. Assist with communication regarding marketing and event planning.

Bio: **MARY GRISSIM**

Mary is a consultant with more than 20 years of arts administration, education and program design and delivery experience, building and leading operations for organizations and businesses in Nashville.

Her background includes a successful career as an artist, 13 years at Cheekwood Botanical Garden and Museum of Art and 9 of those years as Director of Education and 4 years as VP of Education for the Sexual Assault Center. Mary is now owner of Grissim Group Consulting, a curatorial and arts administration service. She currently works for Tennessee Craft as a Project Manager for American Craft Week, The Nashville Jazz Workshop and as the Arts at the Airport Curator. Mary has a Bachelor of Science degree from Florida State University.



## Guidelines for Active Chapters

### All active chapters must abide by the following policies:

1. Active status for a chapter of the Tennessee Craft in any one of the Developmental Districts of the State of Tennessee (established by the General Assembly under the Tennessee Development District Act of 1965) may be sought by **petition** in writing to the Tennessee Craft Governing Board, signed by at least five (5) interested individuals. There shall be no more than one chapter in each of the nine Developmental Districts, except by special permission of the Governing Board.
2. On approval, the new chapter will adopt **bylaws** based on the chapter bylaws form provided by the organization, and **elect** a minimum of three (3) **officers** including at least one chapter president and one chapter representative to serve on Tennessee Craft's Governing Board. The remaining officer(s) are composed at the discretion of each chapter.
3. One chapter **representative** will be elected for a two-year term of office, providing representation to the Governing Board from the active chapter. Chapter representatives take office on January 1, and may be elected to that office for no more than two consecutive terms.
4. As the Governing Board develops statewide **committees**, chapters will be asked and expected to provide representation from their region.
5. To retain active status, chapters will provide at least **four programs a year** (including at least three meetings and at least one event/activity) **and communications to their members** (meeting notifications and/or newsletters) a minimum of four times a year.
6. As members living within the designated counties of an active chapter join or renew, the state office will notify the chapter treasurers, sending a **rebate** for the dues paid by those members. Current rebates have a value of \$6 for students, \$10 for individuals and \$15 for joint memberships.
7. Each chapter will develop an **annual budget** and send a copy and any later revisions to the Tennessee Craft state office to have on file for the Finance Committee. **Monthly financial reports** shall be made by chapter treasurers in a timely manner, using forms available from the state office. Copies of bank statements of all chapter checking and savings accounts shall be included.
8. Tennessee Craft's **tax ID number** shall be used on all chapter checking and savings bank accounts and the signature of Tennessee Craft's executive director must be included on all **bank signature cards** (forward to Tennessee Craft state office for signature). Active chapters may have the use of Tennessee Craft's sales-tax exempt number for appropriate purchases. (These numbers are available from the state office).
9. The active **chapter is fully responsible to Tennessee Craft**, its parent organization, financially and otherwise, and all activities must be in accordance with the stated goals and purposes of Tennessee Craft, and **in no way jeopardize Tennessee Craft's nonprofit status**.

*Failure to abide by the above policies will result in the disbandment of a chapter by the Tennessee Craft state office.*

## Responsibilities for Active Chapters

*Active chapters provide programming and communication at the local level to meet Tennessee Craft's mission to continue and create Tennessee's fine craft tradition!*

### Tennessee Craft provides its chapters:

1. **Rebates** (a portion of the dues paid by each member in that region) as seed money for programming on the local level
2. The services of a **central office** (Tennessee Craft state office) and executive director to maintain membership records and provide consultation and assistance
3. Use of Tennessee Craft's **tax identification number** and **sales tax exemption**
4. **Financial accounting** service and the filing of necessary reports (IRS and others)
5. A model for **leadership development**
6. **Promotion for chapter activities** and communications via Tennessee Craft's website, social media sites, e-newsletters, and printed newsletter
7. **Recognition, reputation, goodwill**, and other benefits accorded the state office as a statewide, nonprofit association

### Chapters receiving funding from the Tennessee Craft state office, are expected to:

1. Understand and accept Tennessee Craft's **mission and goals** and use them as the guiding principles in developing chapter activities
2. Recognize its role as **part of the larger, statewide parent organization** and provide knowledgeable public representation of crafts and craftspeople in Tennessee, as well as in its region
3. **Represent its members** on the Tennessee Craft Governing Board
4. Support the parent organization financially with the development of a minimum of **one fundraising event a year** (proceeds may be shared with chapter)
5. Provide all required **financial reports** in a timely manner
6. Address the needs of its diverse membership, **communicating directly with every member** within its jurisdiction by means of meeting notifications/chapter newsletters at least four times a year and providing programs (chapter meetings/activities) at least four times a year
7. **Schedule meetings and events by January** of each year and communicate all dates with chapter members and the Tennessee Craft state office (follow up with Tennessee Craft staff to share attendance/outreach information)
8. Compile and **send agendas** to current chapter members and the Tennessee Craft state office at least one week prior to scheduled meeting times
9. Provide a **professional network** for members in the region to use as a forum for encouraging mentorship/mutual support
10. Seek **marketing opportunities** for craft artists of the region
11. Send a list of **area contacts** (art organizations, schools, and media) to Tennessee Craft state office for record keeping and communication of statewide releases
12. **Encourage professionalism** among members and raise the standard of excellence in craftsmanship and design
13. Increase local **public understanding and appreciation** of crafts and craftspeople

*Failure to abide by the above policies will result in the disbandment of a chapter by the Tennessee Craft state office.*



## Chapter Bylaws Template

*Active chapters will adopt these bylaws, adding chapter name and district where needed, the indicated (\*) articles may be expanded beyond the minimum requirements at the discretion of the chapters.*

### ARTICLE I: NAME, PURPOSE

- Section 1. This organization shall be called \_\_\_\_\_, a chapter of TENNESSEE CRAFT.
- Section 2. The purpose of this organization is to encourage, support and promote the crafts and the craftspeople within the \_\_\_\_\_ Developmental District of Tennessee.
- Section 3. \_\_\_\_\_ (insert chapter name) is in all ways responsible to its parent organization, Tennessee Craft, financially and otherwise, and may in no way undertake activities which would jeopardize the nonprofit status of Tennessee Craft.

### ARTICLE II: MEMBERSHIP

- Section 1. Membership is open to any interested individual, group, or organization.
- Section 2. Any person shall be a member who has paid annual dues to Tennessee Craft and lives in the \_\_\_\_\_ Developmental District of Tennessee.

### ARTICLE III: OFFICERS

- Section 1. Members of the \_\_\_\_\_ (chapter name) shall elect annually whatever officers from its membership deemed necessary to the successful discharge of its duties; however, in no case shall there be less than three designated officers one of whom shall serve as President.
- Section 2. One representative to the Governing Board of Tennessee Craft shall be elected for a two-year term of office. No person shall be elected chapter representative to the Governing Board for more than two consecutive terms.
- Section 3. New officers and the chapter representative assume office as of January 1.

### \*ARTICLE IV: DUTIES OF OFFICERS

- Section 1. The president shall preside over all meetings, appoint any committees deemed necessary, and perform whatever additional duties the organization may prescribe.
- Section 2. The vice-president shall assist the president when required and shall discharge the duties of the president in his or her absence, or in case of disability, and serve as proxy to Tennessee Craft Board meetings in the absence of the chapter representative.
- Section 3. The secretary shall keep minutes of all meetings, keep a record of membership, and conduct any correspondence as may be requested.
- Section 4. The treasurer shall make all deposits and authorized payments of the organization, keep an itemized account on file, send requested financial reports to the state office in a timely manner, and perform whatever additional duties the organization may prescribe.
- Section 5. The chapter representative to the Governing Board of Tennessee Craft shall attend Governing Board meetings, serve as the liaison between the chapter and the state office, represent the concerns of chapter members to the Governing Board and report on state activities to chapter members.

### \*ARTICLE V: MEETINGS

- Section 1. At least four general membership meetings shall be held annually.
- Section 2. All members shall be notified in writing at least one week in advance of any meeting.
- Section 3. All members in good standing shall be eligible to vote.
- Section 4. At all meetings of this organization, those members present shall constitute a quorum.
- Section 5. All meetings shall be governed by Roberts' Rules of Order in all cases where they are not inconsistent with the laws of the organization.

**ARTICLE VIII: FISCAL YEAR**

Section 1. The fiscal year shall be from January 1 through December 31.

**\*ARTICLE IX: COMMITTEES**

Section 1. Committees shall be appointed by the president as the organization deems it necessary.

**ARTICLE X: RULES OF CONDUCT**

Section 1. The Board may adopt rules for conduct in its own meetings. All general meetings shall be governed by Roberts’ Rules of Order, Revised, in all cases where they are not inconsistent with the laws of this organization.

**ARTICLE XI: AMENDMENTS**

Section 1. The bylaws may be amended at any membership meeting and approved by a majority of those present, providing a 30-day notice of the proposed amendment(s) shall be given.

**SIGNATURES:**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date Adopted



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## Chapter Financial Reporting

*All chapter activities are expected to be in accord with Tennessee Craft's stated goals and purposes and in no way jeopardize Tennessee Craft's tax-exempt status as a 501(c)3 organization. Please consult the executive director regarding any questions you may have throughout the year and when setting up new accounts.*

### ANNUAL REPORT

At the start of each year, chapters shall develop an annual budget and send a copy and any later revisions to the Tennessee Craft state office to be on file for the Finance Committee.

### MONTHLY FINANCIAL REPORT

By the 15<sup>th</sup> of each month, chapter treasurers shall submit a monthly financial report—preferably as a single PDF—to the executive director for the preceding month (e.g. January report is due on February 15). It is recommended that treasurers keep a separate record of reports for any and all income and expenses related to a specific event. Although monthly reports charge all expenses to one account, it is helpful to see and understand all the costs associated with each event.

#### Monthly financial reports shall include:

1. Bank statement
2. Transaction register with receipts
  - a. List all transactions made during the month.
  - b. Assign class and account numbers to each transaction (see Chart of Accounts).
    - i. If a transaction applies to more than one category, list the amount and account number **on a separate line** for each category.
  - c. List all voided check numbers as VOID (account #999).
  - d. List checks in the month they were written, not the month they cleared the bank.

### FEDERAL COMPLIANCE

In order for Tennessee Craft to maintain its tax exempt status, we must comply with record-keeping practices that are in alignment with **federal law and GAAP** (Generally Accepted Accounting Principles). To claim tax exempt status, we have to be able to prove what we are paying for is related to our business and in compliance with federal tax law, and thus exempt from income tax and sales tax.

All revenue and expenses must be documented with a receipt that includes information clearly identifying the source of the income or the expense, creating an audit trail. All checks written should have an invoice or receipt for support and all should be filed and maintained. In the case of payments made to artists, chapters should receive documentation from vendor or artist so there is support of the payment being made. Bank statement will show a payment but **without documentation there is no way to substantiate the expense as a business expense**. For example, payments to artists participating in the chapter booth should have paperwork or a digital document that lists the sales amounts, a total, then any deductions for commissions paid, etc., and a paid amount that matches the check amount. The date, artist name, and mailing address should be recorded.



**If the amount paid is equal to or larger than \$600** you will also need to secure the individual's or non-corporate organization's federal tax identification number (social security or EIN#). You must also complete and submit a W-9 form to Tennessee Craft. W-9 forms are available to download online: <http://www.irs.gov/pub/irs-pdf/fw9.pdf>. You will also find a sample in the reference section of this packet. The Tennessee Craft state office will issue all 1099s at year end.

#### IMPORTANT TAX INFORMATION:

- Tax I.D. number to use on all checking and savings account: #23-7309306.  
NOTE: Tennessee Craft's executive director's signature must be included on all bank signature cards (please forward cards to state office for signature).
- Tennessee Craft's (TACA) sales tax exemption number: #100093347
- **For chapter-sponsored sales events**, research and contact your regional office of the Tennessee Department of Revenue to request a **Special Event Sales Tax Form** and request instructions on remitting the completed form and collected taxes.
- **For individual artists who have a sales tax account with the Tennessee Dept of Revenue who sell at Tennessee Craft Fairs**, Tennessee Craft's research has shown that sales of artwork, as tangible items, are taxable and that there is a threshold under which artwork sales are not due. It is the individual artist's responsibility to understand their sales tax duty and to claim sales revenue and pay sales tax accordingly.

Because Tennessee Craft regularly holds special events that generate sales, when we collect sales tax for those sales we become responsible for remitting those taxes. For Tennessee Craft sponsored-events, we provide Special Event Sales Tax Forms to artists juried into our bi-annual craft fairs, or instructions on how to obtain and complete one, with the assistance of the Nashville Tax Enforcement Division of the TN Dept of Revenue. Those instructions are included as an addendum in the financial resources section, on page 19.

For individual artists seeking information on their tax responsibility, refer to the IRS rules and other resources on their website [here](#). A board member recommends this exciting publication, the state's [Sales and Use Tax Guide](#) (available online), to answer most of your questions. For artists whose sales meet the threshold, sales tax payments are due periodically. As an organization, it's not our role to offer tax advice to individual artists, so if you believe you may be required to submit periodic tax payments, refer to these rules and perhaps confer with fellow artists about their experiences.



## Chapter Chart of Accounts

### INCOME

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- 4000 · Contributions, Support
  - 4040 · Individual/Chapter Donations
- 5100 · Earned Income
  - 5101 · Booth Fees
  - 5105 · Application/Admission Fees
  - 5120 · Commissions Received from Fairs
  - 5155 · Chapter Booth at Fairs Income
  - 5156 · Chapter Exhibit Sales
  - 5160 · Advertising Income
  - 5100 · Earned Income - Other (if nothing else fits)
  - 5180 · Corporate Sponsorships
- 5300 · Revenues from Dues
  - 5320 · Membership Rebates (for recording Chapter Income from rebates)
- 6100 · Other Source Income (Unsure of which # to use? Use this # & describe the income.)

## EXPENSES

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### 7000 · Expenses

- 7010 · Advertising and Promotion
- 7020 · Artistic Fees/Awards (juror fees, scholarships to artists, awards)
- 7025 · Artist's Demos (payments to artists for demonstrations)
- 7026 · Artists Sales Reimbursement (payments to artists for sales)
- 7030 · Bank Charges/Licenses [returned check fee as a (-)]
- 7035 · Catering
- 7038 · Commissions & Fees (20% to TN Craft at Fair or others)
- 7045 · Contributions (tax deductible or chapter's annual contribution to TN Craft)
- 7050 · Contract Labor (workshop leaders, speakers, etc)
- 7060 · Dues & Subscriptions
- 7080 · Insurance
- 7085 · Information Technology Service
- 7100 · Lease (e.g., copier, PO Box rental)
- 7105 · Licenses & Permits
- 7110 · Meals & Entertainment
- 7119 · Office Supplies (see also 7210 Supplies)
- 7125 · Misc
- 7140 · Postage
- 7145 · Mail handling service
- 7150 · Printing
- 7160 · Professional Fees (accounting, legal)
- 7190 · Rent
- 7200 · Security (for events)
- 7205 · Special Event Expense (misc., not artist payments or space rental)
- 7210 · Supplies (see also 7119-Office Supplies)
- 7220 · Training/Professional Development (tickets to workshop)
- 7230 · Travel (includes mileage)
- 7260 · Graphic Design



## Chapter Annual Budget Template

CHAPTER BUDGET for 20__			
	Acct #	Revenue Source	Amount Expected
<b>INCOME</b>			
	4040	Individual Donations	\$
	5105	Booth Fees	\$
	5155	Chapter Booth Income	\$
	5156	Chapter Exhibit Income	\$
	5160	Advertising Income	\$
	5100	Earned Income Other	\$
	5180	Corporate Sponsorships	\$
	5320	Membership Rebates	\$
	6100	Other Source Income	\$
<b>TOTAL REVENUE</b>			<b>\$</b>
<b>EXPENSES</b>			
	7010	Advertising and Promotion	\$
	7020	Artist Fees/ Awards	\$
	7025	Artist Demos	\$
	7026	Artist Sales Reimbursement	\$
	7030	Bank Charges	\$
	7035	Catering	\$
	7038	Commissions & Fees	\$
	7045	Contributions	\$
	7050	Contract Labor	\$
	7060	Dues & Subscriptions	\$
	7080	Insurance	\$
	7085	IT Service	\$
	7100	Lease	\$
	7105	Licenses & Permits	\$
	7110	Meals & Entertainment	\$
	7119	Office Supplies	\$
	7125	Misc.	\$
	7140	Postage	\$
	7145	Mail Handling	\$
	7150	Printing	\$
	7160	Professional Fees	\$
	7190	Rent	\$
	7200	Security for events	\$
	7205	Special Event Expense	\$
	7210	Supplies	\$
	7220	Training/Prof Development	\$
	7230	Travel (including mileage)	\$
	7260	Graphic Design	\$
<b>TOTAL EXPENSES</b>			<b>\$</b>



## Monthly Transaction Register Template

*Submit to Teri Alea (talea@tennesseecraft.org) by the 15<sup>th</sup> of each month.*

<b>CHAPTER NAME</b>
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<b>TRANSACTION REPORT FOR THE MONTH OF _____ <u>20</u>_____</b>
---

List all transactions made during the month and attach receipts.

- Assign class and account numbers to each transaction (see Chart of Accounts).
  - If a transaction applies to more than one category, list the amount and account number **on a separate line** for each category.
- List all voided check numbers as VOID (account #999).
- List checks in the month they were written, not the month they cleared the bank.

Date	Check #	Payee	Deposit (+) Amount	Debit (-) Amount	Acct #	Description
1/1/2018		TN Craft – Chapter	\$100.00		5320	Membership dues rebate
1/1/2018	EFT	Wix.com		\$149.00	7085	Website hosting
1/5/2018	1233	The Art Gallery		\$200.00	7193	Exhibit space rental
1/5/2018		TN Craft - Chapter	\$1,500.00		5105	Exhibit booth fees collected from artists. <i>Note: deposit should have supporting documentation that identifies the source, like an artist list. If this is a Square deposit, please download the Square report that includes all the transactions that make up the deposit.</i>
1/5/2018	EFT	Square		\$5.00	7030	Square processing fee
1/5/2018	1234	Jane Doe		\$150.00	7230	Travel reimbursement to chapter treasurer managing exhibit booth
1/5/2018	1234	Jane Doe		\$50.00	7110	Meeting snacks reimbursement



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## Quarterly Report Template (Board Meeting Report)

\_\_\_\_\_ CHAPTER

PRESENTS THE FOLLOWING INFORMATION FOR REVIEW BY THE GOVERNING BOARD

Submit to:

[membership@tennesseecraft.org](mailto:membership@tennesseecraft.org) and Teri Alea at [talea@tennesseecraft.org](mailto:talea@tennesseecraft.org)  
each quarter, 10 days prior to the Tennessee Craft Governing Board Meeting.

*Chapter board representatives: please read the prompts and  
replace them with information about your chapter.*

- ARTIST ANECDOTE:** Share a brief story about a recent success of one of your members and the role your chapter played in his/her accomplishment {attach pictures, if any}.
- EVENTS + MEETINGS:** Provide a brief description of all planned events and meetings that have transpired this quarter {attach pictures, if any}. How many members attended each event? Each meeting? How many members of the public participated in/attended your events?
- UPCOMING EVENTS:** What events and meetings do you have coming up? Share a brief description of each and we'll work to promote your efforts from the Tennessee Craft state office.
- PARTNERSHIPS:** Have you developed any formal or informal relationships with area art organization, schools or businesses? What do those look like?
- COMMUNITY:** How is your chapter connecting with the community? Examples?
- LEADERSHIP:** Please list all leaders in your chapter. See the examples below.
- | <i>(Name)</i>     | <i>(Position)</i>        | <i>(Email)</i>   |
|-------------------|--------------------------|--|
| <i>John Doe</i>   | <i>Chapter President</i> | <a href="mailto:john@johndoe.com">john@johndoe.com</a>     |
| <i>Jane Smith</i> | <i>Board Rep</i>         | <a href="mailto:jane@janesmith.com">jane@janesmith.com</a> |



**Year-End Chapter Report**  
***Due Each Year No Later than December 30***

Chapter Presidents, please complete and return this summary of your previous year's activities *at each year's end*. This statistical information is necessary for Tennessee Craft's annual reporting and grant requirements. You may need to work with your previous chapter officers to retrieve some of the information.

**1. MEMBER SERVICES:**

- a. Newsletters # \_\_\_\_\_ Printed/mailed # \_\_\_\_\_ Emailed
- b. Chapter Board meetings # \_\_\_\_\_
- c. Chapter Membership meetings # \_\_\_\_\_

Membership meeting topics:

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*Which topic had the best response from members?*

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**2. DONATED SERVICES:**

- a. **General Volunteers** # \_\_\_\_\_ of volunteers # \_\_\_\_\_ total hours
- b. Type of activity performed \_\_\_\_\_
- c. **Professional Volunteers** (bookkeeping, fundraising, graphic design, printing, photography and any other service you might ordinarily expect to have to pay for):  
Service performed & by whom \_\_\_\_\_
- d. Marketplace value (low estimate) \$ \_\_\_\_\_
- e. **In-kind donations**  
Gift/Service given \_\_\_\_\_
- f. Marketplace value \$ \_\_\_\_\_

**3. FUNDRAISING PROJECTS** (including those for chapter exhibits, awards):

- a. Project \_\_\_\_\_
- b. Sponsors \_\_\_\_\_
- c. Net to chapter \$ \_\_\_\_\_
- d. Net to Tennessee Craft \$ \_\_\_\_\_

**4. PARTICIPATION** *(For grant purposes, we are looking for numbers that reflect how our work increases the creation of craft, acquisition of knowledge or skills, experiences with craft, public knowledge and understanding about craft.)*

Please provide the NUMBER of:

- a. Artists participating *(can under-estimate)* \_\_\_\_\_
- b. Public exhibits, studio tours or pop-up events \_\_\_\_\_
- c. Please list the names of any events that are repeated each year  
\_\_\_\_\_



**5. COMMUNITY SERVICE PROJECTS** (education, outreach etc.)

Description of project(s)

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**6. FINANCIAL REPORTING**

- a. Previous year's Chapter budget \$\_\_\_\_\_ (Attach complete budget)
- b. Coming year's Chapter Budget \$\_\_\_\_\_ (Attach complete budget)

**7. CHAPTER OFFICERS AND GOALS**

- a. List all incoming officers for the next calendar year:

Position	Name	Phone Number	Email Address
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_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

- b. List current goals of the Chapter and their status (include any notes on a separate sheet)

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- c. What support, if any, will you need from the Tennessee Craft Office to achieve your goals?

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**Signature:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## Succession Planning

### What is succession planning?

Every organization needs to have a succession plan to prepare for when leadership positions become vacant. A succession plan is just a plan that outlines what happens if your president, vice president, or anyone in your leadership team were to leave their position. The plan should include who the replacement could be, what sort of information and resources needs to be handed off, and any other useful information from the outgoing officer. Having a plan ensures that your chapter remains stable and that key information is available even if an officer were to leave tomorrow. The benefits of having a succession plan include:

- Continuity during a time of transition,
- Security among members that when the time comes, the next generation of leaders will step up to the job, and
- Transfer of key information and best practices from an outgoing leader to an incoming leader.

### How do you create a plan?

#### I. Cultivate Potential Replacements

It's important to begin looking for your replacement early on. The earlier you identify the next group of leaders, the more time you have to build relationships and begin transferring knowledge of the role.

#### II. Communicate Processes

After you begin to build relationships, begin communicating the processes of your job. If you're the secretary, share how often you send out meeting notices and what other duties you're responsible for.

#### III. Delegate Tasks

Once you've communicated processes, begin to delegate some tasks to your prospective replacement. Ask him or her to send out the minutes for you one month or to take minutes at the next meeting.

#### IV. Thank and Credit

After your prospective replacement has completed a task that you've delegated, be sure to thank and credit him or her for a job well done. The more encouraged and supported a person feels about a job, the more likely he or she is to do it again.

## Best Practices of a Meeting

Last Revised February 2016

### Clarifying Aims and Purposes

Meetings aims or purposes should be at the top of every agenda. These are the key decisions that must be made or actions that must occur at the meeting. **If you aren't clear on aims and purposes, don't meet.** Everything else on the agenda-topics, times, presenters, are the activities that, taken together, will accomplish the aims.

One way to clarify aims is to ask oneself, "Imagine the meeting is over. What do I hope will have happened?" When the agenda activities and time allocations have been decided, ask "If we complete these agenda activities, will we have accomplished our overall aims? Additions or adjustments in the agenda may be required.

Useful resource:

<https://www.ohrd.wisc.edu/AcademicLeadershipSupport/HideATab/SampleMeetingAimsPurposes/tabid/105/Default.aspx>

### Creating an Agenda

The agenda is the framework that supports the meeting. Agendas have been compared to road maps, blueprints, flight plans, recipes and musical scores. These all suggest that the agenda helps a group achieve a desired outcome.

To help ensure that all important issues are addressed, the agenda should be created with input of chapter officers. If you cannot meet with your chapter officers in person before the meeting, work via email to collect and discuss items to include on the agenda.

It is generally not advisable for a chair to create agendas in isolation.

Some items on the agenda should begin with an **action word** (verb). These items should frame the expectations of attendees.

### Assigning Key Meeting Roles

Most meetings need people playing four roles. Make sure these roles are assigned prior to a meeting:

- **Leader** convenes the meeting
- **Facilitator** keeps discussion and decision-making process moving along
- **Recorder** takes notes on paper, laptop or on flip charts
- **Timekeeper** reminds leader when time almost up for a given item.

The **leader** convenes the meeting and takes responsibility for communication before and after. The leader may lead discussion on all items or may ask others, including a facilitator, to lead all or parts of the meeting. This enables the leader to be a full participant in discussions.

The **facilitator** keeps the discussion and decision-making process moving along. The facilitator takes responsibility for the process, but should not be involved in the content of the meeting. A facilitator is especially useful if the leader holds a very strong opinion on an agenda item. Having a facilitator enables the leader to be a full participant.

The **recorder** takes notes on paper, laptop or on flip charts. Meeting notes should be distributed as soon after the meeting as possible. The longer the lag, the less confidence the members have that their investment will result in action. For groups that meet regularly, the recorder is responsible for keeping previous meeting notes and agendas in one place where they can be referenced later, such as through a shared network drive or a notebook, etc.

The **timekeeper** reminds leader when time almost up for a given item. A stop watch or small clock is invaluable.

### Creating a Visual Record

A visual record is an outline of key discussion items or alternative solutions which are placed on a flip chart or projected from a laptop for all to see. This visual representation helps people remember what has been posed and enables the group's attention to focus on the items, rather than the person who suggested them. The visual record also discourages rehashing.

Here are some guidelines for using a **flipchart** to create visual records:

- Write big so that people can see it
- Use dark colors like black or deep purple
- Use markers that do not have a headache-producing odor
- If people want to add a thought or example to an item and there is no room on the paper, use a 3x5 self-stick note to capture the thought. Stick the note by the item.

Here are some guidelines for using a **laptop** and projector:

- Use a large font, preferably 18 points or higher
- Adjust the lights and shades in the room to be sure that people can see it
- Email copies of the records for people to have to review after the meeting

### Allotting Time for Topics

The meeting agenda should allot specific amounts of time for each item. If no times are specified, then everything on the agenda appears to be of equal importance. An unfortunate consequence is that too much time will be spent on the least important items.

Allot time for meeting topics based on their significance. Agenda items are like work in general—they will expand to fill whatever time is available.

To allot time most productively consider some of these strategies:

- Identify the number of people likely to attend. Then estimate the total amount of time required if everyone made one 30-second comment. This is the minimal amount of time you'll need
- For each agenda item identify activities that will be required (presentations, review of documents, voting, prioritizing, etc.) and factor these into the total time needed for each item
- Consider the likely level of agreement for each agenda item. Where there is wide disagreement over certain topics, allow more time for these times
- Continue referring to the agenda and the time you have to discuss each item. Instruct attendees that these structures are put in place to respect their time

**Tip:** Going around the table and inviting everyone to make an announcement is generally not a wise use of collective time. Participants may feel pressure to say something regardless of how important the item may be. Have a casual conversation before or after the meeting to keep things social, but timely.

## Getting Started on Time

Get into the practice of consistently starting each meeting on time. Leaders who wait to start meetings until more people arrive usually end up wasting a lot of professional time which adds up over the course of a year. It may require a change in the culture, but once people know that you start your meetings on time, they will learn to arrive on time.

Here are a few strategies that can help get your meeting started on time.

- Set a stop watch to go off at the time the meeting is to start. This reminds everyone of the time
- If the committee or group is not accustomed to starting on time, give fair warning ahead that you will start the meeting on time by either including it on the agenda or as a separate communication
- Some groups schedule 15 minutes of time to socialize before the start of the meeting

## Ending on Time

Well planned and organized meetings normally end on time. However, if most of your meetings tend to run late, it's important to understand why. Some reasons might include:

- Meeting time has not been managed well throughout the meeting
- Priority items were not dealt with first
- The group went off-topic too many times
- Meeting planners underestimated deliberation time required
- Too many items were planned for the time available
- The group has a history of going beyond its stated adjournment time

Here are a few strategies that can help you end your meetings on time.

- Start the meeting on time. It's a lot easier to end on time if the meeting begins on time
- Appoint a timekeeper to help you. The timekeeper gives continuous feedback to the group regarding the use of allotted time for each agenda item
- If you are chair and wish to extend a meeting another 15 minutes to half an hour, ask the committee or group if they are willing to remain to finish the task at hand
- In planning a meeting, make sure it has a stated end time. If attending a meeting that does not state an adjournment time, bring it to the leader's attention at the beginning of the meeting

## Agree on Ground Rules (and Revisit Them at the Start of Each Year)

Ground rules are agreements about expected behavior in meetings. The purpose of ground rules is to make explicit the group's norms about how members will interact, thus preventing or reducing misunderstandings and disagreements. Ground rules may differ greatly by committee or group, but they should always contribute to the group's ability to work together effectively.

Each group creates its own ground rules. All groups violate their own ground rules sometimes, and it is the chair's or facilitator's role to remind the group. Keep the ground rules close by. They should be reviewed and updated periodically.

Some common ground rules are:

- Turn off cell phones
- Treat other members with respect, even in the face of disagreement
- Bring a handout when you are making a proposal for action
- Arrive on time

Another type of ground rule is agreeing in advance how decisions will be made. The most common ways that decisions are made in committees or groups are through majority rule (voting) or consensus. Both methods have their strengths and limitations. Voting is expeditious, although a simple majority may not bode well for implementation. Consensus may take longer to achieve, but can create high levels of support for

implementation. A group is considered here to have reached consensus when it finally agrees on a choice and each group member can say:

- "I believe that others understand my point of view"
- "I believe I understand others' points of view"
- "Whether or not I prefer this decision, I support it (and will not undermine it) because it was arrived at openly and fairly and is the best solution for this committee or group at this time."

It is important to have agreement within any committee or working group on how decisions will be made whether by voting or consensus or some combination. This can avoid disputes later about whether or not important decisions were made properly.

## Meeting Checklist for Chapters

Last Revised February 2016

### Responsibilities of the Meeting Chair

#### Before the Meeting

- Meet separately with chapter officers to determine the purpose and goals for this meeting
- Create the agenda, include a member-demonstration, mentoring call-out or other social start
- Schedule the meeting and share the time and date with the state office and members via email and social media. You can create a Facebook event page for your meeting.
- Ensure that agenda is posted and sent out at least one week prior to the meeting
  - Email all members and make phone calls, if necessary
  - Post the meeting reminder on Facebook
  - Send the reminder to the state office to be uploaded to your chapter webpage
- Ensure that appropriate supporting information is circulated in time to be useful
- Reserve a room and make arrangements for refreshments, should you wish to provide food
- Arrange for a secretary/recorder to take minutes
- Prepare all needed supplies (flip chart, markers, laptops, etc.)

#### During the Meeting

- Start meeting on time
- Track attendance
- Review agenda
- Keep discussion focused on agenda items
- Ask attendees if there are any mentoring needs or opportunities
- Encourage full participation
- Help group come to decisions
- Summarize decisions
- Agree on action plan: point person and what needs to be done by whom by when
- Draft agenda for and set a date/time for next meeting(s)
- Evaluate meeting

#### After the Meeting

- Ensure that minutes are produced and promptly distributed, including guests and the state office
- Ensure that agenda, minutes and meeting and supporting documents are kept together and archived as required
- Check to ensure that action is taking place as agreed

*Some information provided by: Office of Quality Improvement, University of Wisconsin-Madison, 2002*



## Avoiding Common Meeting Problems

Last Revised February 2016

### Finishing on Time

Meetings often run overtime and consequently many agenda items don't get adequate coverage or don't even get covered at all. There are various reasons why meetings run overtime some of which include:

- The meeting did not start on time in the first place and thus the group got behind schedule
- The sequence of topics was not based on their significance thus too much time may have been spent initially on items of lesser importance
- Meeting time was not managed well
- Too much was planned for time available

There are several strategies you can use to ensure that your meetings end on time:

- Designate a timekeeper to watch the clock and let participants know when time for an item is almost up, and then when it is *really* up
- Place topics that require more discussion at the very beginning of the agenda
- Start your meeting promptly on time

### Can't Make Decisions

Some meetings seem to drag on as group members struggle to reach consensus and make decisions. The responsibility for coming to decisions rests squarely with the chair or leader. Some common reasons why groups seem unable to make decisions include:

- Goals and outcomes are not made explicit for the discussion topic
- Certain participants get side tracked on peripheral issues
- Consequences of not deciding are negligible
- Philosophical issues divide people

There are a number of things you can do as a leader to help a group reach consensus and make decisions more efficiently. These include

- Create expectations with actionable agenda items that clearly convey what is expected.
- When participants seem totally blocked and unable to break through an impasse, go back to the initial question or purpose of the activity and restate it
- Ask which alternatives are supported by data

### Dominant Participants

Dominant participants often stifle collaborative problem solving and creativity among participants. But they often have good ideas that deserve consideration. Good leaders need to direct the energies of dominant participants in a nonthreatening way so that others have opportunities to contribute.

- Firmly state the question you are hoping to answer or the problem you are hoping to solve
- Thank the dominant participant for their feedback and let him/her know that in order to make a decision, you will need to hear from other participants
- Let the dominant person know you appreciate the feedback and restate the points that he/she made
- State the name of another attendee, recap the dominant participant's points again, giving credit to that individual
- Then ask for his/her opinion

## Silent Participants

People are quiet in meetings for different reasons. Some people are reticent by nature. Others are fearful that their opinions will be ridiculed and dismissed. Some are not comfortable speaking if they don't know for sure who everyone is. Some don't care. It's your role as a group leader to try to engage everyone.

Some strategies the group leader or chair can take to engage everyone include:

- Ask people to create name tents for themselves (writing on front and back). We often assume that everyone knows who the other members or participants are and it is often not so
- Give people five minutes to write down their ideas or thoughts in a silent brainstorm before opening the general discussion
- Break into small groups or pairs to discuss aspects of an issue before opening the general discussion. Be sure the questions or issue to be discussed is clear. Ask the groups what they came up with
- For perennially quiet participants, the chair may discuss with the individual in private the importance of everyone's ideas, saying something like, "I noticed you haven't said much about the move, but I'd like to hear what you think about it." Then encourage the person to share those thoughts within the meeting. You can prompt a response at the next meeting by saying, "Leslie has an interesting idea for expediting the move. Will you explain it Leslie?" This may "break the sound barrier" for certain shy people
- By visually recording all the ideas in a brainstorming session, the chair or facilitator emphasizes the importance of everyone's contributions and helps stimulate participation. Holding critiquing of the brainstormed ideas until all have been listed can also be a powerful motivator for reticent participants.

## Rehashing Decisions

Issues that were discussed and decided on in previous meetings sometimes re-emerge to be rehashed. This can be very discouraging to the group or committee. Some reasons for this include:

- People were not aware that a conclusive decision was actually made regarding a specific issue
- People recall that a decision was made, but the record of it is not available
- Dominant participants pushed through a decision in a previous meeting and silent participants begin to speak up afterwards

A group leader can do several things to prevent and/or derail the rehashing of previous decisions.

- Review the minutes of the last meeting at the start of each meeting
- Refer back to these decisions and let the member know that there are many *new* items to cover on the agenda tonight.
- If there is pushback, inform the member that the chapter leaders meet before each meeting to identify priorities for the chapter. If they would like to be a part of that discussion in the future, encourage them to run for an office next year

## Lack of Follow-through on Tasks

The effectiveness of a meeting can be measured in terms of its outcomes. If people don't follow-through on action plans, tasks and decisions after the meeting ends, then one needs to question the value of having a meeting in the first place. The leader is the single most important factor in follow-through. It's your job to be clear at the end of every meeting who is responsible for what and by when.

A leader can use these tools and techniques to achieve more effective follow-through after a meeting:

- *Written action plans.* People usually need to be able to see in writing what action is required of them and by when. *Include these action steps at the end of each set of minutes your chapter records*
- *Point persons* ensure that a goal is moving forward
- *Check-in meetings* or phone status-check meetings should be set up when the action is first being planned
- There is nothing like a deadline to stimulate action

## Making the Most of Chapter Meetings: Ideas & Topics

*Compiled at the 2014 Chapter Presidents' Retreat*

### Ideas:

- Offer **food** & let members know they can expect to eat/snack
- Use your agendas to **highlight past successes and decisions** (this can cut down on rehashing topics that are closed for discussion)
- Allow members to **introduce** themselves at the start of each meeting
  - Ask members to share their names, media, etc. to foster connections/networking
  - Recognize any visitors/new members and encourage other members to talk to them after the meeting
- **Don't assume** that new members know what you are talking about
  - Introduce each topic succinctly, providing background information allowing all attendees to get up to speed
  - Avoid using acronyms or jargon – if you do, explain what the terms mean
  - If you are talking about a person, invite him/her to stand at the meeting, allowing new members and visitors to put a face with a name
- Make the meetings **content-heavy**, discuss little chapter business
  - Accomplish this by meeting on critical issues with chapter leaders before each meeting
  - Set the agenda and send out a week in advance so members know what is to be discussed
  - Prepare topics that interest your members and/or ask guest speakers to give presentations
- **Show & Tell/Pop-up Gallery**
  - At certain meetings, invite all attendees to bring recent work
  - These items can be placed on a table for members to view and ask questions of each others' work –or–
  - Schedule a time for critiques on the agenda (make sure you have the artist's permission to critique his/her work before beginning)
    - Remember to offer **constructive criticism** and be mindful of feelings

### Sample Meeting Topics:

- **Managing your business**
  - Copyright Information
  - Legal rights
  - Taxes
  - Pricing
- **Marketing**
  - Websites
  - Social media
  - Setting up an email list
  - Newsletters
  - Producing special events
  - Photographing your work
- **Selling**
  - Applying to shows
  - Approaching Galleries
  - Online shopping
  - Display ideas/tips
- **Special Topics**
  - 3-D printing
  - Critiques
  - Time management
  - Goal setting