

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.

Updated January 20, 2026

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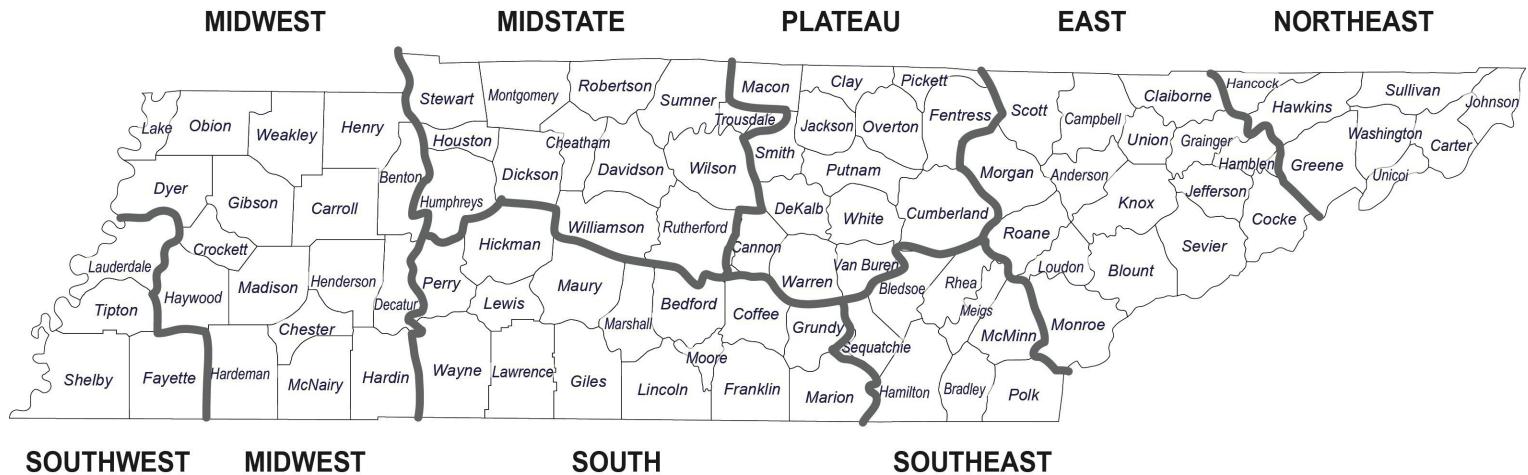
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TENNESSEE
CRAFT
2026 YEAR-AT-A-GLANCE

January 1	New Leadership Team Transition in Progress	Leadership
January 10	Monthly Financials Due (Coded Register & Bank Statement)	Treasurer
January 24	Chapter Leadership Retreat, 10am to 12pm CST	Leadership
January 24	Quarterly Report (November, December, January) Due	Board Rep
January 31	Day 1 Annual Board Retreat & Meeting – MTSU	Board Rep
 February 1		
February 3	Day 2 Annual Board Retreat & Meeting – MTSU	Board Rep
February 10	EMT Application Deadline for Artists & Mentors	Membership
February 14	Monthly Financials Due (Coded Register & Bank Statement)	Treasurer
February 15	EMT Mentor Application Deadline	Leadership
	Summer Study Scholarship Deadline	Membership
 March 3		
March 10	EMT Artist Application Deadline	Membership
	Monthly Financials Due (Coded Register & Bank Statement)	Treasurer
 March 16	Artists In Schools Program – Cane Ridge Elementary, Antioch	Education
March 17	Artists In Schools Program – Cane Ridge Elementary, Antioch	Education
March 10	Monthly Financials Due (Coded Register & Bank Statement)	Treasurer
 April TBD		
April 10	Intro to Craft Careers – TSU and MTSU	Education
April 15	Monthly Financials Due (Coded Register & Bank Statement)	Treasurer
	48 th Annual Fall Tennessee Craft Fair Exhibiting Artist App	
 April 18	Opens on ZAPP	All
	Governing Board Meeting 10am to 1pm CST	Board Rep
	(No Quarterly Reports Due)	
 May 1,2,3		
May 10	55 th Annual Spring Tennessee Craft Fair	All
	Monthly Financials Due (Coded Register & Bank Statement)	Treasurer
 June 10		
June 13	Monthly Financials Due (Coded Register & Bank Statement)	Treasurer
June 20	Quarterly Report (February, March, April, May) Due	Board Rep
	Governing Board Meeting 10am to 1pm CST	Board Rep
 July 10		
July 15	Monthly Financials Due (Coded Register & Bank Statement)	Treasurer
	48 th Annual Fall Tennessee Craft Fair Exhibiting Artist App	
 July 15	Deadline	Membership
	Fall Fair EMT Mentor Application Deadline	Leadership
 August 10		
August 12	Monthly Financials Due (Coded Register & Bank Statement)	Treasurer
	EMT Artist Application Deadline	Membership
 September 10		
September 12	Monthly Financials Due (Coded Register & Bank Statement)	Treasurer
September 19	Quarterly Report (June, July, August) Due	Board Rep
	Governing Board Meeting 10am to 1pm CST	Board Rep

October 6-15	Tennessee Craft Week & Instagram Contest	All
October 10	Monthly Financials Due (Coded Register & Bank Statement)	Treasurer
October 9,10,11	48 th Annual Fall Tennessee Craft Fair	All
October 24-		
December 12	Biennial: Best of Tennessee Craft Exhibition, Reception 10/24	Membership
October 31	Begin recruiting Chapter Leadership	President
 November 1		
November 10	Lunch & Learn Workshops – 1 session each week in Nov	Membership
November 7	Monthly Financials Due (Coded Register & Bank Statement)	Treasurer
November 14	Quarterly Report (September, October) Due	Board Rep
	Governing Board Meeting (Open to Members)	
	10am to 1pm CST	Board Rep
 December 10		
December 31	Monthly Financials Due (Coded Register & Bank Statement)	Treasurer
	End of Year Chapter Report Due	President

MAP OF TENNESSEE COUNTIES IN TENNESSEE CRAFT REGIONS / CHAPTERS



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



GOVERNING BOARD
 2026 Calendar Year

Notation(s): C=persons of color; D=persons with disabilities; R=rural; S=persons over age 65; A= Specialty license plate (any specialty plate, not just an Arts plate); Terms begin at a new first term upon transfer from or to officer position and member-at-large positions. Chapter Representatives' term may exceed two two-year terms per chapter bylaws and chapter board approvals.

R.1.19.26

<u>EXECUTIVE COMMITTEE</u>	<u>MEMBERS-AT-LARGE and CHAPTER REPRESENTATIVES</u>
<p><i>PRESIDENT</i> Susan Mulcahy suemul2@gmail.com Nashville Board Yrs: 2; Yr 2-Term 1 Notation: S</p> <p><i>VICE-PRESIDENT</i> Dick Markus ramarkus@earthlink.net Antioch Board Yrs: 2; Yr 2-Term 1 Notation: S</p> <p><i>SECRETARY</i> Paige Ward Moore pmoore@uu.edu Jackson Board Yrs: 7; Yr 1-Term 2 as officer Notation: A</p> <p><i>TREASURER</i> Louise Nuttle louisenuttle@gmail.com Jonesborough Board Yrs: 2; Yr 2-Term 1 Notation: A</p>	<p><i>MEMBERS-AT-LARGE and CHAPTER REPRESENTATIVES</i></p> <p><i>Erin Anfinson</i> Member-at-Large erinanfinson@gmail.com Murfreesboro Board Yrs: 3; Yr 1-Term 2 Notation: A</p> <p><i>James “Keith” Biggs</i> Member-at-Large james.biggs@navista.com Nashville Board Yrs: 2; Yr 2-Term 1 Notation: none</p> <p><i>Julie Boisseau-Craig</i> East Chapter Rep talimah@aol.com Rockford Board Yrs: 2 Notation: none</p> <p><i>Sandra Lee Chandler</i> Member-at-Large sandraleedesign@gmail.com Nashville Board Yrs: 1; Yr 1-Term 1 Notation:</p> <p><i>Audry Deal-McEver</i> Member-at-Large audrydealmcever@gmail.com Nashville Board Yrs: 6; Yr 2-Term 1 Notation: none</p> <p><i>Jennifer Gagliardi</i> Member-at-Large jgagliardic@gmail.com Nashville Board Yrs: 2; Yr 2-Term 1 Notation: none</p> <p><i>Donna Glassford</i> Member-at-Large donnaglassford@gmail.com Nashville Board Yrs: 3; Yr 1-Term 2 Notation: S</p>
<p><u>MEMBERS-AT-LARGE – EXECUTIVE COMMITTEE</u></p> <p>Jonathan Harwell-Dye Member-at-Large jondyeart@gmail.com Nashville Board Yrs: 3; Yr 1-Term 2 Notation: A</p> <p>Sherri Warner Hunter Member-at-Large swhartstudio@gmail.com Bell Buckle Board Yrs: 2; Yr 2-Term 1 Notation: R, S, A</p>	

Patrick Green
Plateau Chapter Rep
patrick.green@volstate.edu
Sparta
Board Yrs: 2
Notation: R

Micha Hannemann
Member-at-Large
micha.hannemann@gmail.com
Franklin
Board Yrs: 1; Yr 1-Term 1
Notation:

Kathryn Jenkins
Northeast Chapter Rep
kbj1950@aol.com
Nashville
Board Yrs: 1
Notation:

Ashley Lusietto
Member-at-Large
alusietto@tnstate.edu
Cookeville
Board Yrs: 2; Yr 2-Term 1
Notation: none

Denise Miller
South Chapter Rep
millerdenise@yahoo.com
Estill Springs
Board Yrs: 3
Notation: R, S, A

Ben Paty
Midstate Chapter Rep
paty3@comcast.net
Nashville
Board Yrs: 2
Notation: S

Lucy Rymer
Southeast Chapter Rep
trymer@museumcenter.org
Cleveland
Board Yrs: 2
Notation: A

Patricia Schwarz
Southwest Chapter Rep
ppschwarz@aol.com
ppschwarz1218@gmail.com
Memphis
Board Yrs: 4
Notation: S

Chelsea Barranger Vasquez
Member-at-Large
chelseabarranger@gmail.com
Murfreesboro
Board Yrs: 1; Yr 1-Term 1
Notation:

Henry Walker
Member-at-Large
hwalker@bradley.com
Nashville
Board Yrs: 1; Yr 1-Term 1
Notation:

2026 CHAPTER LEADERSHIP ROSTER

EAST		
President	Julie Boisseau-Craig	wildponystudios@yahoo.com
Vice-President	Steven Varga	sbarga@gmail.com
Secretary	Vacant	Vacant
Treasurer	Charlene Lachicotte	clachicotte@gmail.com
Board Rep	Julie Boisseau-Craig	wildponystudios@yahoo.com
MIDSTATE		
President through 1.24.26	Susan Thornton	susan@thorntonmetals.com
Vice-President	Vacant	Vacant
Secretary	Vacant	Vacant
Treasurer	Caitlin Kennedy	cjoycreated@gmail.com
Board Rep	Ben Paty	paty3@comcast.net
Events Coordinator	Linda Crossan	lcrossan@comcast.net
Membership Chair	Vacant	Vacant
Outreach Chair	David Guido	info@welllitwoods.com
At Large Member		
At Large Member		
PLATEAU		
President through 1.24.26	Nick Freeman	nfreemantr@gmail.com
Vice President	Vacant	Vacant
Secretary	Brett Leach	bhsbrett@gmail.com
Treasurer	Nick Freeman	nfreemantr@gmail.com
Board Rep	Patrick Green	patrick.green@volstate.edu
NORTHEAST		
President	Reneau Dubberley	reneaudubberley@yahoo.com
Vice President	John Beach	beaj3408@gmail.com
Secretary	Kassandra Van Roosendaal	kassandravr@yahoo.com
Treasurer	Louise Nuttle	louisennuttle@gmail.com
Board Rep	Kathryn Jenkins	kbj1950@aol.com
SOUTH		
President	Terrie Ponder Watch	terrie@cardinallakepottery.com
Vice President	Linda Kerlin	netlgk@gmail.com
Secretary	Harriet Runkle	framegallerysewanee@gmail.com
Treasurer	Claire Reishman	creishman@gmail.com
Board Rep	J. Denise Miller	millerjdenise@yahoo.com
SOUTHEAST		
President	Steve Griffin	slgryphon1@hotmail.com
Vice President	Vacant	Vacant
Secretary	Vacant	Vacant
Treasurer	James McKissic	james@artsbuild.com
Board Rep	Lucy Rymer	lrymer@museumcenter.org

SOUTHWEST		
President	Lisa Ritenour	creationsbymonalisa@gmail.com
Vice President	Dana Banderob	dani soulart@gmail.com
Secretary	Donna Manley	tennesseesouthwest@gmail.com
Treasurer	Rose Conway	nautiluspottery@gmail.com
Board Rep	Patricia Schwarz	pps Schwarz@aol.com
Communications Chair	Leigh Tanner	leight0812@gmail.com
Events Chairs	Vicki Park & Laura Edwards	tennesseesouthwest@gmail.com
Social Chair	Frederique Zindy	dance65waltz@yahoo.com
Hospitality Chair	Vacant	
Member-At-Large	Pat Chaffee	patdchaffee@gmail.com
Member-At-Large	Angela Schneider	akspins@comcast.net
Member-At-Large	Frederique Zindy	dance65waltz@yahoo.com

State Office Staff Bios

Kim McCurdy Waag, Executive Director

kwaag@tennesseecraft.org

execdirector@tennesseecraft.org

Hired in January 2018 as Membership Manager, Kim moved into the Program Manager and Fair Director position later that year and named Executive Director in November 2020. Kim earned a Bachelor's Degree in Business Management with a specialization in Information Technology from the University of South Florida (Tampa). Her 40+ year career brings both corporate and regulatory experience and non-profit expertise in all facets of non-profit administration, as former IT/Data Manager at Florida Power and their Loaned Executive to the United Way for 13 years and former Chief Operating Officer at a large \$15M non-profit organization for 22 years, both located in St. Petersburg, FL. 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 advancement and engagement. Before relocating permanently to Nashville, Kim provided years of volunteer support to Tennessee Craft.

Trish Tallon-Blanchard, Director of Programs & Community Engagement

[ttalonblanchard@tennesseecraft.org](mailto:ttallonblanchard@tennesseecraft.org)

membership@tennesseecraft.org

Hired in August of 2023, Trish received a bachelor's Degree in Studio Art from Francis Marion University in Florence, South Carolina with a focus in painting. Trish has worked in a variety of roles in highly creative profit and non-profit organizations. Shortly after graduation, Trish moved to Los Angeles, California where her non-profit art experiences began at The Craft & Folk Art Museum. In 1996, she moved to Nashville and later joined the staff of The Office of Cultural Enrichment at Vanderbilt University Medical Center. At both organizations Trish was involved in all aspects of exhibition planning; conferences; special events. Experiences at these organizations have been bookmarked by many years where Trish also shared her passion, knowledge and relationships with many local artists as an art curator providing art on sets for film and television including ABC's series NASHVILLE.

Mary Grissim, Marketing Manager

mgrissim@tennesseecraft.org

marketing@tennesseecraft.org

Mary Grissim of Grissim Group joined Tennessee Craft under contract, leading marketing and communications for the organization. Mary brings 30+ years of leadership in non-profit management with a wide range of arts administration, project management, development, public art and arts and artist communications and collaboration, guiding cross-functional teams and producing high impact outcomes for those Grissim Group and Tennessee Craft serve.

Guidelines 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.

All active chapters must abide by the following policies:

1. Active status for a chapter of 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; they may be elected to that office for more than two consecutive terms per chapter bylaws and chapter board approval. If a vacancy occurs during the year in this position, a new chapter board representative will be swiftly elected in by the chapter and notification will be made to membership@tennesseecraft.org.
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. It is recommended that each chapter create a budget, that is optional to send to the state office. **Monthly financial reports consisting of a Bank Statement from the bank and the chapter's Financial Register coded with GL account #s and Payees or Received by, and are to be emailed to membership@tennesseecraft.org and to the Executive Director at info@tennesseecraft.org** by chapter treasurers by the 10th of each month.
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) and have online access to each chapter bank account. 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

Responsibilities for Active Chapters

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 newsletters
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. Provide all required **financial reports** in a timely manner (by 10th of each month, ad hoc requests from state office, and requests from state office via financial auditors)
5. 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
6. **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)
7. Compile and **send agendas** to current chapter members and the Tennessee Craft state office at least one week prior to scheduled meeting times
8. Provide a **professional network** for members in the region to use as a forum for encouraging mentorship/mutual support
9. Seek **marketing opportunities** for craft artists of the region
10. Send a list of **area contacts** (art organizations, schools, and media) to Tennessee Craft state office for record keeping and communication of statewide releases
11. **Encourage professionalism** among members and raise the standard of excellence in craftsmanship and design
12. 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. The official format for a chapter name is 'TENNESSEE CRAFT-[REGION]' The Chapter may also use the name '[Region] Chapter' in common parlance.*

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. A person may be elected chapter representative to the Governing Board for more than two consecutive terms per chapter board approval.

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 VI: FISCAL YEAR

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

***ARTICLE VII: COMMITTEES**

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

ARTICLE VIII: 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 IX: 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:

Print Name

Signature

Title

Date

Chapter Financial Management

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.

Chapter financials are consolidated in the financial statements, reports and records of Tennessee Craft, and are audited annually by an independent CPA firm.

MONTHLY FINANCIAL REPORT

By the 10th of each month, chapter treasurers shall submit a monthly financial report to the executive director info@tennesseecraft.org and the Director of Programs and Community Engagement at tlallonblanchard@tennesseecraft.org for the preceding month (e.g., January register and bank statement is due on February 10). Treasurers must keep a separate record of these reports for any and all income and expenses; it is helpful to see and understand all the costs associated with each transaction, including their purpose/description.

Monthly financial reports shall include:

1. Bank statement
2. Transaction register (file your receipts, deposit slips and tickets to be available for review as they may be requested, especially during our annual financial audit. Keep the supporting backup at your chapter office, they do not have to be sent monthly to the Tennessee Craft state office.
 - a. List all transactions made during the month on your register.
 - 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 #999.02).
 - d. List checks in the month they were written, not the month they cleared the bank.
 - e. Confirm that your petty cash is at or below \$100.
 - f. List on transactions name of person who received monies.

Best practice in keeping your paper files at your chapter office per our financial auditors: Have a file for receipts (money in) and a file for disbursements (money out). You might file in folders for each month/year.

Include as applicable:

Receipts/Invoices for each payment transaction. Email confirmation of payments is okay. Cancelled checks, deposit slips, and invoices for each deposit transaction if deposits include items from electronic sources (PayPal, Venmo, etc), the electronic file or PDF of the month's transactions should also be included. If deposits include items from cash sources, an accompanying worksheet itemizing the cash totals and what the deposit amounts are for should be included.

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, GAAP** (Generally Accepted Accounting Principles) and **GAAS** (General Accepted Audit 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 and sales taxes.

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. This practice protects volunteer chapter leaders in the event of an audit. 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 justification for the payment being made. Bank statements will show a payment, but **without kept documentation, there is no way to substantiate the expense as a business expense**. For example, payments to artists participating in the Emerging Makers Tent or chapter booth should have paperwork or a digital document that lists the sales amounts, a total, then any deductions for commissions or fees 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 for services 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#). **That is \$600 per calendar year**, so if later in the year, they receive additional services, you will need to secure a W-9. You must also complete and submit a W-9 form to Tennessee Craft. W-9 forms can be downloaded online at <https://www.irs.gov/pub/irs-pdf/fw9.pdf>. The Tennessee Craft state office will issue all 1099s at year end for individuals and LLCs who were paid for services over \$600 in that calendar year.

If you use a chapter Square to collect card transactions, also enter your case taken in in your Square, as well as any discounts or other such alterations to the totals. **Send the Tennessee Craft executive director your user name and password to your square account so reports when needed at the state office can be downloaded and will be used to reconcile.**

IMPORTANT TAX BANK INFORMATION

- Tax I.D. number to use on all checking and savings account: EIN #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, or bank will provide another remote method, or may require all signatories to come into the bank). **Tennessee Craft executive director and all chapter treasurers must have online access to bank accounts. If your bank account signatories change, all signatures must be re-signed at the bank, including the Tennessee Craft executive director. It is important to remove persons off the bank as soon as possible when leave your board. This will require that all remaining persons re-sign at the bank.**
- Mobile bank deposits – In an infrequent situation where a mobile bank deposit is required, write “MDep bank name, date of deposit, and the mobile deposit confirmation number on the top right corner of the check. Safeguard the check in your chapter office file. If a photo was taken of the check with your phone, delete the check photo off of your phone immediately when you know see on your account that the deposit successfully posted.

- **Tennessee Craft's sales tax exemption number: 348451072.** Expiration Date: June 30, 2027 Account No: 1000153788-SLC. To receive tax exemption on a purchase/payable, you must pay with a Tennessee Craft chapter bank card or cash in person or pay online using a Tennessee Craft chapter bank card or EFT to chapter bank account. You cannot pay personally and receive sales tax exemption. **If you need the current tax exemption form, please request via email from the executive director at kwaag@tennesseecraft.org.**
- **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 Vendor Letter** 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 taxes on 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.

For individual artists seeking information on their tax responsibility, refer to the TN Department of Revenue rules and resources on their website. 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, confer with fellow artists about their experiences and/or seek the advisement of a tax professional.

CASH HANDLING

Petty Cash: A chapter may establish an imprest petty cash fund which is not in a bank account, comprised of funds of a fixed amount used for making small expenditures that are paid in cash, and is subject to a maximum authorized balance of \$100.00. Imprest accounts are reimbursed up to the authorized balance as expenditures are made from the account. Funds are replenished upon submission of expenditure receipts to the chapter treasurer. Petty cash funds on hand plus expenditure receipts should total to the authorized amount of the account. The chapter must designate a petty cash custodian to disburse small amounts and to document each payment with a petty cash receipt. Imprest petty cash funds may be subject to internal and external audit.

Cash Receipts: Chapter officers may receive cash on behalf of the chapter in conducting its operations, as exhibition sales revenue, fee payments or donations. All cash should be documented with a written receipt when transferred from one party to another and **should be deposited in the chapter bank account no later than two weeks (14 calendar days) following receipt of cash funds.**

TENNESSEE CRAFT - NEW CHAPTER ACCOUNTS - Chart of Accounts

As of 7/1/2025

Chapter GL Chart of Accounts, Effective July 2025 Bank Transactions

5105.02 Application/Admission Fees - Chapter
5155.02 Fair Other and Commissions Income - Chapter
5156.02 Chapter Exhibit Sales - Chapter
5320.02 Membership Rebates/Chapters - Chapter
6100.02 Other Source Income - Chapter
7010.02 Advertising and Promotion - Chapter
7020.02 Artistic Fees/Awards - Chapter
7026.02 Artist Sales Reimbursement - Chapter
7030.02 Bank Charges/Fees - Chapter
7038.02 Commissions & Fees - Chapter
7045.02 Contributions - Chapter
7110.02 Meals & Ent - Chapter
7125.02 Misc - Chapter
7140.02 Postage - Chapter
7145.02 Mailings - Chapter
7150.02 Printing - Chapter
7193.02 Rent- Space - Chapter
7200.02 Security - Chapter
7205.02 Special Event Expense - Chapter
7210.02 Supplies (not office related) - Chapter
7230.02 Travel - Chapter
7260.02 Graphic Design - Chapter

Monthly Transaction Register Template

Email to the Executive Director info@tennesseecraft.org and the Director of Programs and Community Engagement membership@tennesseecraft.org by the 10th day of the following month.

CHAPTER NAME						
TRANSACTION REPORT FOR THE MONTH OF <u>20</u>						
List all transactions made during the month and attach receipts.						
<ul style="list-style-type: none"> Assign class and account numbers to each transaction (see Chart of Accounts). <ul style="list-style-type: none"> 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
1/2/2023		TN Craft – Chapter	\$100.00		5320.02	Membership dues rebate
1/3/2023	EFT	Wix.com		\$149.00	7085.02	Website hosting
1/5/2023	1233	The Art Gallery		\$200.00	7193.02	Exhibit space rental
1/7/2023		TN Craft - Chapter	\$1,500.00		5105.02	Exhibit booth fees collected from artists. 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.
1/7/2023	EFT	Square		\$5.00	7030.02	Square processing fee
1/9/2023	1234	Jane Smith		\$150.00	7230.02	Travel reimbursement to chapter officer managing exhibit booth
1/9/2023	1235	John Doe		\$50.00	7110.02	Meeting snacks reimbursement

Quarterly Report Template (Board Meeting Report)

CHAPTER

PRESENTS THE FOLLOWING INFORMATION FOR REVIEW BY THE GOVERNING BOARD

Submit to:

membership@tennessecraft.org and info@tennessecraft.org each quarter, on the 1st day of the month of the Tennessee Craft Governing Board Meeting or complete online at: cognitoforms.com/TennesseeCraft1/QuarterlyChapterReport

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 organizations, 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.

(Name)	(Position)	(Email)
John Doe	Chapter President	john@johndoe.com
Jane Smith	Board Rep	jane@janessmith.com

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. **Email to membership@tennesseecraft.org**

1. MEMBER SERVICES:

a. Newsletters	#_____	Printed/mailed	#_____	Emailed
b. Chapter Board meetings	#_____			
c. Chapter Membership meetings	#_____			

Membership meeting topics:

Which topic had the best response from members?

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 _____	
	Marketplace value (low estimate) \$_____	
d. In-kind donations	Gift/Service given _____	
e. 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 (<i>can under-estimate</i>)	_____
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)

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

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

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

SIGNATURES:

Print Name

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, chapter representative 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 need 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've started 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 them 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 they are to do it again.

Best Practices of a Meeting of a Meeting

Last Revised January 2023

Clarifying Aims and Practices

Meeting 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.

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 or on Zoom before the meeting, work via email to collect and discuss items to include on the agenda.

It is generally not advisable for a single chapter leader 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, computer or on whiteboards.
- **Timekeeper** reminds the leader when time is almost up for a given item.

The **leader** convenes the meeting and takes responsibility for communication before and after. The leader may lead the 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, computer or on whiteboards. 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.

The **timekeeper** reminds the leader when time is almost up for a given item. A stopwatch 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 shared document, flip chart, whiteboard 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 or whiteboard** 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 left, use a 3x5 self-stick note to capture the thought. Stick the note near 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 could 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 items.
- 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. Start the meeting with introductions or an icebreaker and 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 stopwatch 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 or create a slideshow 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. A 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 important decisions were made properly.

Meeting Checklist for Chapters

Last Revised January 2023

Responsibilities of the Meeting Chair (Chapter President)

Before the Meeting

- Meet separately with chapter officers to determine the purpose and goals for this meeting.
- Create the agenda, including a demonstration, scholarship report 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, especially if you want to encourage non-members to attend.
- Ensure that the 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 and/or Instagram.
 - 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 plan refreshments, should you wish to provide food and drinks.
- Arrange for a secretary/recorder to take minutes.
- Prepare all needed supplies (cameras, flip chart, markers, laptops, etc.)

During the Meeting

- Start meeting on time and make appropriate introductions.
- Track attendance of members and non-members.
- Review the 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 (note: only members should vote on chapter business).
- Summarize decisions made by the group.
- 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 ("Was this a useful topic?" "Would you like to have more such presentations?")

After the Meeting

- Ensure that minutes are produced and promptly distributed, including to guests and the state office.
- Ensure that agenda, minutes and meeting and supporting documents are kept together and archived as required (this is most successfully accomplished in shared digital systems like Google Drive or Dropbox).
- Check to ensure that action is taking place as agreed and follow up prior to next meeting.

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 over the allotted time 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 over time 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 (usually the President). 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 sidetracked on peripheral issues.
- The consequences of not deciding are negligible or not understood by participants.
- Philosophical issues divide people.

There are several 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 anticipated.
- 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 participants for their feedback and let them know that to make a decision, you will need to hear from other participants.
- Let the dominant person know you appreciate the feedback and restate their points.
- State the name of another attendee, recap the dominant participant's points again, giving credit to that individual.
- Then ask for the other attendee's 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 issues to be discussed are 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 definitively 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(s) know that there are many *new* items to cover on the current meeting's agenda.
- If there is pushback, inform the member(s) 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

Ideas

- Offer **food** & let members know in advance that 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 or raise their hand at the meeting, allowing new members and visitors to put a face with a name.
- Make the meetings **content-heavy** and discuss little chapter business.
 - Accomplish this by discussing critical issues with chapter leaders before each meeting.
 - Set the agenda and send it 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 other's work –or–
 - Schedule a time for artistic 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 shops
 - Display ideas/tips
- **Special Topics**
 - 3-D printing
 - Critiques
 - Time management
 - Goal setting