

Pennsylvania Guild of Craftsmen

Policies and Procedures

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1) Introduction

This manual is intended to be a comprehensive guide to the policies and procedures used by the Pennsylvania Guild of Craftsmen. Prior to 2007, those policies and procedures were scattered through decades of Board of Directors minutes and, from time to time, compiled into a chronological log. This made it nearly impossible to find anything without extensive reading or search of long-time Board members’ memories.

This manual was adopted by the Board in 2007 and the motion “wipes clean” the previous motions that are scattered through the minutes, making this manual the complete list of policies and procedures. The proper way to change existing policies and procedures or to add new ones will be to propose wording changes, additions, or deletions to this manual. Per the bylaws, it will be the responsibility of the Secretary to keep this manual up to date.

It should be understood that if anything in this manual is in direct conflict with the bylaws, the bylaws rule. The bylaws, however, allow broad delegation of the Board’s authority. Giving authority to a committee or to the staff or to another person via this manual to do something that the bylaws reserve to the Board shall be interpreted as a valid delegation of the Board’s authority to that person or committee.

It should also be understood that if anything in this manual is in direct conflict with Robert’s Rules, this manual rules. Per the bylaws, Robert’s Rules are only used where the bylaws or adopted Board policies and procedures do not cover the issue.

This manual can be modified at any Board meeting by majority vote of the attending members; however, proposed modifications must be reviewed by the affected person or group prior to the meeting and distributed to the Board in the Board package which is sent to the Board 1-2 weeks prior to the meeting. No spontaneous motions from the floor will be accepted unless a motion has first been made and passed to Suspend the Rules (2/3 majority required).

The Pennsylvania Designer Craftsmen (Designer) is a sister nonprofit organization of the Pennsylvania Guild of Craftsmen. Its sole purpose, “The mission of the PDC is to support the PGC and to host outstanding events for the benefit of the PGC” as stated in the Designer bylaws, results in key financial support to the Guild and opportunities for its members. Designer has its own P&P Manual. The only overlap here may be in corresponding areas.

2) Board Procedures

1. Per the bylaws Board meeting time and place are specified by the President. The Board must hold a minimum of 4 meetings per year.
2. Board agendas are set by the President within the following guidelines. Any committee chair, officer, or the Executive Director (ED) may put themselves on the agenda for any Board meeting; however written summaries of their report are expected at least 3 weeks ahead of time so they may be included in the Board meeting package. The written summary should include any motions for consideration by the Board. Board members are expected to have read these reports before the meeting and the meeting discussion should include only updates of the written material, and questions/concerns expressed by other Board member--it should not include a reading of the report. The exception to this is the ED who is often giving up-to-the-minute reports and is not expected to have a written report ahead of time. If the ED needs a motion considered s/he will ask a Board member to make that motion at an appropriate time during the ED report. This motion should have prior approval of the Executive Board.
3. Spontaneous motions are discouraged. Motions not part of a committee, officer, or ED report should be made at the end of the meeting.
4. In most cases motions made should deal with strategy or policies or procedures not delegated to staff, officers, or committees via this manual. Input to committees, officers, or the ED may, of course, be given during or at the end of their report.
5. While the Guild and Designer Boards and their meetings are held separately, it is in the interest of the organizations to hold one or more of these meetings on the same date annually so that the two Boards may interact. However, they are two separate organizations and separate meetings and minutes will be kept.
6. Most motions will be included in the written reports distributed prior to the meeting; however, even motions made during the meeting must be presented to the Secretary in writing before a vote is taken.
7. An informal summary of key actions taken or reports presented during the meeting (including key financial data) will be sent by the Executive Director to all Board members as well as

Chapter Presidents or their designate within two (2) weeks after each meeting. Important news items will be shared in the newsletter for members. The purpose of this summary is to provide communication with our members.

8. The PGC board of directors will nominate two of their serving members on an annual basis for election by the PDC Board, to serve a term of one to two years on the board of the Pennsylvania Designer Craftsmen. Consideration shall be given to nominating the Guild Treasurer to one of these positions.

9. Officers of the Board are elected by the Board from amongst its members for the coming year. Officer positions are: President, Vice President Administration, Secretary, Treasurer and Vice President of Standards. All must be active members in good standing of the Guild. Additional requirements are stated in the Bylaws. Officers are typically elected at the final meeting of the year for the coming term.

10. Board meetings utilize a 'Consent Agenda.' A consent agenda groups the routine, procedural, informational and self-explanatory non-controversial items typically found in an agenda. These items are then presented to the board in a single motion for an up or down vote after allowing anyone to request that a specific item be moved to the full agenda for individual attention. Other items, particularly those requiring strategic thought, decision making or action, are handled as usual. This enables the board to allow the focus of the meeting to be on substantive issues.

3) Conflict of Interest

The purpose of the following policy and procedures is to prevent the personal interest of staff members, board members, and volunteers from interfering with the performance of their duties to the Pennsylvania Guild of Craftsmen, or result in personal financial, professional, or political gain on the part of such persons at the expense of the Pennsylvania Guild of Craftsmen (hereafter referred to as PGC) or its Members, supporters, and other stakeholders.

Definitions:

Conflict of Interest (also Conflict) means a conflict, or the appearance of a conflict, between the private interests and official responsibilities of a person in a position of trust. Persons in a position of trust include staff members, officers, certain volunteers, and board members of the PGC.

Board means the Board of Directors.

Officer means an officer of the Board of Directors.

Certain Volunteer means a person -- other than a board member -- who does not receive compensation for services and expertise provided to the PGC and retains a significant independent decision-making authority to commit resources of the organization.

Staff Member means a person who receives all or part of her/his income from the payroll of the PGC.

Member means a Member of the PGC which shall be a state association of nonprofit organizations that represent a statewide and multi-sector or sub-sector 501(c)(3) constituency with a diverse range of corporate identities, or a regional association of nonprofit organizations that represent a specific region within a state or multi-state geographic area and a multi-sector or sub-sector constituency with a diverse range of corporate identities.

Supporter means corporations, foundations, individuals, 501(c)(3) nonprofits, and other nonprofit organizations who contribute to the PGC.

Policies and Practices:

1. Full disclosure, by notice in writing, shall be made by the interested parties to the full Board of Directors in all conflicts of interest, including but not limited to the following:

- a. A board member is related to another board member or staff member by blood, marriage or domestic partnership.
- b. A staff member in a supervisory capacity is related to another staff member whom she/he supervises.
- c. A board member or their organization stands to benefit from a PGC transaction or staff member of such organization receives payment from the PGC for any subcontract, goods, or services other than as part of her/his regular job responsibilities or as reimbursement for reasonable expenses incurred as provided in the bylaws and board policy.
- d. A board member's organization receives grant funding from the PGC.
- e. A board member or staff member is a member of the governing body of a contributor to the PGC.
- f. Certain volunteers working on behalf of the PGC who meet any of the situations or criteria listed above.

2. A Board member or Committee member who is formally considering employment with the PGC must take a temporary leave of absence until the position is filled. Such a leave will be taken within the Board member's elected term which will not be extended because of the leave. A Board member or Committee member who is formally considering employment with the PGC must submit a written request for a temporary leave of absence to the Secretary of the PGC Board, c/o the PGC's office, indicating the time period of the leave. The Secretary of the PGC will inform the President of the Board of such a request. The President will bring the request to the Board for action. The request and any action taken shall be reflected in the official minutes of the PGC.

3. An interested Board member, officer, or staff member shall not participate in any discussion or debate of the Board of Directors, or of any committee or subcommittee thereof in which the subject of discussion is a contract, transaction, or situation in which there may be a perceived or actual conflict of interest. However, they may be present to provide

clarifying information in such a discussion or debate unless objected to by any present board or committee member.

4. Anyone in a position to make decisions about spending PGC's resources (i.e. transactions such as purchases or contracts) who also stands to benefit from that decision has a duty to disclose that conflict as soon as it arises (or becomes apparent); s/he should not participate in any final decisions.

5. A copy of this policy shall be given to all Board members, staff members, certain volunteers or other key stakeholders upon commencement of such person's relationship with the PGC or at the official adoption of stated policy. Each board member, officer, staff member, and certain volunteers shall sign and date the policy at the beginning of her/his term of service or employment and each year thereafter. Failure to sign does not nullify the policy.

6. This policy and disclosure form must be filed annually by all specified parties.

7. Individuals interested in serving on the Board of Directors should speak to the Chair of the Nominating Committee or the Board President. This should occur in the spring or early summer, and the interested individual must meet eligibility criteria as noted in the Bylaws. A time-table for nominations and related activity is in the committee section of this manual. It is important that the time-table be published, and adhered to, annually.

4) Media Relations

PGC wishes to support its mission with clear, consistent communications to all constituents, including the media. This policy outlines how to handle all types of media inquiries received by PGC staff or Board members:

1. The PGC Executive Director (ED) is the focal point for all media queries and responses.
 - a. The ED will handle most interview opportunities, requests for information about PGC or other normal media interface without requesting approval from the Board.
 - b. The ED may involve individual Board members or seek collective Board guidance in unusual circumstances where the ED may feel other guidance or approvals are appropriate.
2. Any PGC staff member or Board member who receives a query or request for comment from any media source shall refer the query or request to the ED for coordination and response. Requests should be forwarded to the ED immediately to allow for a response within any deadline requested by the media contact person.
 - a. There may be times when an officer of the Board has been requested to comment or be interviewed based on his or her position, in which case that person may respond; however, that response must first be reviewed by the ED.
 - b. Whenever possible, responses to queries should be made in writing to assure accuracy.

- c. When a written response is not possible, the person who responds should at a minimum first prepare the response in writing and then read it to the media source.
3. PGC is an arts organization and should restrict its area of commentary to mission-related subjects, and should, except under exceptional circumstances and with Board approval, refrain from commenting on social, political or religious issues or anything that touches on subjects outside of the PGC mission.

5) Staff Policies and Procedures

a. Administrative

1. Executive Director (ED):
 - a. The ED is hired by and reports to the Board of Directors; however, the ED receives near term direction from the President.
 - b. The ED has authority to spend funds of the Guild that are in the approved budget. It is expected that the total expenditure budget will not be exceeded without Board approval and it is expected that individual line items will not be over budget by more than 10% (and will be offset by other line items being under budget) without Board notification.
 - c. The ED also has authority to hire office help as non-exempt employees within the budget limits. (Hiring of an exempt full-time employee requires involvement of one or more of the officers of the Corporation.)
 - d. Dismissal of any employee for poor performance or cause requires approval of the Executive Board.
2. The Executive Director also has certain other decision-making and operating authority as specified by the Board.
 - a. To negotiate contracts for goods and services that are within the budget.
 - b. To supervise and evaluate employees of the Guild.
 - c. To develop and implement other procedures necessary for running an efficient business, e.g. fees for bounced checks, removal of a person from a show or workshop for non-timely payment, employee dress standards, etc. Such procedures should be consistent with similar ones for well-managed small businesses.
 - d. To be the Editor of PA Crafts and the approving authority for publicity materials for the Guild.

3. The Executive Director, on approval of a majority of the Executive Board, may authorize use of the PGC name and insignia by other organizations with whom we want to work in partnership.

b. Personnel

The Pennsylvania Guild of Craftsmen is an equal opportunity employer and does not discriminate on the basis of religion, age, sex, national origin, race, handicap or color.

Personnel policies are outlined in the Employee Handbook that is provided to each employee and on file in the Corporate Office.

c. Accounting Practices

Both the PGC and the PDC adhere to nationally observed standard accounting practices for small non-profit organizations. Both make regular use of a certified public accountant to answer questions, complete financial reviews/audits or compilations, and to file tax forms.

Accounting procedures are outlined in a separate accounting manual, which includes both best practices, and policies on: anti-fraud, record retention, whistle blower, credit card usage, sales tax exemption, and conflict of interest.

Certain expenditures represent a longer term investment in physical property or equipment, which, in accordance with Generally Accepted Accounting Principles, are “capitalized” and depreciated over time rather than “expensed” in the year the expenditure was incurred. For PGC, expenditures to improve the building or to purchase equipment exceeding \$1,000 shall be considered “capital” expenditures rather than current expenses. Individual items of equipment costing less than \$1,000 each, and which can each be used independently (e.g., computers), will normally be expensed even if multiple like-items are purchased at one time with the combined price exceeding \$1,000. The Finance Committee may make exceptions to this policy when its members feel like extenuating circumstances make a different classification appropriate.

The Executive Director, in conjunction with the Treasurer(s), serves as CFO for both organizations.

d. Financial Controls

Appropriate financial controls require a separation of the three key functions associated with processing and paying expenses: approval, check preparation and check signing.

1. For payment of invoices or reimbursement of expenses requested by staff, or other person authorized by the Executive Director to purchase supplies or services on behalf of PGC:
 - a. The Executive Director shall review and approve all invoices or requests for reimbursement prior to check preparation by the Bookkeeper.

- b. For invoices less than \$1,000, the Executive Director, or in the absence of the Executive Director, another member of the PGC Board authorized to sign checks, may sign the check.
 - c. For invoices greater than \$1,000, two persons authorized to sign checks will sign the check, at least one of whom must be the PGC Treasurer or another member of the PGC Board authorized to sign checks.
2. The Executive Director shall review and approve all employee time sheets prior to initiation of payment of salary/wages by the Bookkeeper.
 3. In the absence of the Executive Director, a member of the Executive Board who will not be signing the check(s) may approve invoices / time sheets.
 4. As an additional financial control to prevent potential misstatement of financial records, the Executive Director should review bank reconciliations upon completion of the reconciliation by the bookkeeper.

6) Pennsylvania Designer Craftsmen

The Policies and Procedures of the Pennsylvania Designer Craftsmen are outlined in a separate document. It should be understood that if anything in the PDC Policies and Procedures is in direct conflict with the Guild bylaws, the Guild bylaws rule.

1. PDC has no employees, and the PGC staff provides administrative support as needed.
2. The PGC Executive Director serves as the signatory authority on all PDC contracts.
3. The PGC Executive Director, or member(s) of the PGC Board authorized to sign checks, also sign(s) checks for PDC expenditures, exercising the same financial controls as specified in section 5d, Financial Controls, of this document.

7) Membership Policies and Procedures

Membership categories and dues structure as defined in the Guild bylaws are expanded upon here. If there is any conflict between the bylaws and the policy manual, the bylaws rule. Per the bylaws, all members of Chapters must also be members of the Guild.

There are four (4) approved ways to join the Pennsylvania Guild of Craftsmen: as a craftsman, a friend, a family or an organization.

Membership Categories & related sub-categories:

A1. Craftsman: someone who is actively working in craft at any level, who is creating and/or sharing his or her work with the public at events, exhibitions, galleries, online etc., or someone who wishes to be known as a craftsman, craftswoman, artist, artisan, etc. This membership designation is designed for the craftsman who could potentially participate in any or all opportunities at the chapter or Guild (or national) level. Members in this category may apply for master artisan status from chapter or Guild.

A2. Acceptable discounted subcategories of Craftsman-level membership include:

1. Active seniors (ages 65 & over)
2. Students, including persons age 18 and older who submit proof of enrollment for 6 credits or more in a community college, college, university or other accredited educational institution.

A3. Key category benefits for all Craftsman members in good standing include:

1. Eligible to apply for Guild & Chapter shows, exhibitions & events per those event-specific guidelines
2. Eligible to apply for master artisan status from Chapter or Guild
3. Listing in Guild directory
4. Discounts on workshops and Store purchases
5. Website listed (and/or linked) from Guild website
6. One vote per member for craftsman directors of the PGC
7. Eligible to apply to hold office, serve on committees or on a craftsman seat on the Board
8. Additional benefits as available

B1. Friend: A lover of craft but someone who is not actively working in craft--considers him or herself to be any one of the following: a spouse, youth 18 & under, a “retired from craft” individual, a senior who is no longer active, collector, friend, supporter, patron, etc. Wishes to be connected with the Pennsylvania Guild but not participate as a craftsman. A Friend may upgrade his/her membership to “craftsman” at any time to enjoy craftsman benefits.

B2. Acceptable subcategories of Friend in good standing include:

1. Emeritus – A title to be applied to former craftsman members of all ages who have retired from craft and no longer active but want to be recognized as a former craftsman. Emeritus members retain master artisan status as applicable per the bylaws.
2. Youth - Intended for those ages 18 & under. Youth are the only Friends eligible to participate in craft events as a “craftsman,” and then only as part of ongoing efforts to encourage youth in craft.
3. Friend dues are discounted from the craftsman rate.

B3. Key category benefits for all Friend members include:

1. Discounts on workshops and Store purchases
2. One vote per member for craftsman directors of the PGC
3. Eligible for community member seat on the board
4. Emeritus members receive Guild directory

B4. Key items that Friends are not eligible for include: applying for master artisan status, participating in Guild or Chapter shows or events** as craftsmen, and listing on the website. (**Youth only may apply to craft events through special programs.)

C1. Family: designed for families where no adults are actively working in craft but where more than one person in the family group wishes to enjoy the many benefits of Friend Membership: including discounts on attending workshops at the Center of American Craft, shopping at the

Guild Store or attending admission events, and is intended for family groups at one address. This is an at-large only category.

Individuals within a “family” membership may opt to add chapter affiliation at the per-person rate noted in G1. This fee is charged per individual.

C2: Key category benefits for all Family members include:

1. Discounts on workshops and Store purchases for all affiliated family members
2. Free general admission for all family members to Show events
3. One vote per family for craftsman directors of the PGC
4. Eligible for community member seat on board (adults only)
5. Youth in the family membership receive all benefits of Youth in the Friend category

C3: Key items that Families are not eligible for include: free affiliation with chapters and eligibility to participate as craftsmen in events.

D1. Organization: This category is designed for any and all organizations, including a corporation, nonprofit organization, government, or private business that wishes to support the Guild and receive membership benefits. This category also includes individuals who resell craft work, such as gallery owners who wish to connect with the Guild to aid his or her business by gaining access to craftsmen and handmade wares for store inventory or store purposes. It is not intended for a gallery employee who does not influence the gallery’s buying decisions, etc.

D2. Acceptable subcategories & dues amounts of Organization include:

1. Business: \$250
2. Nonprofit: \$100

D3: Key category benefits for Organizations may include show tickets, invitations to openings, and other special benefits (including eligibility to serve on committees or the board) as determined by the Executive Director in conjunction with the Membership Committee and/or Executive Board.

D4. Key benefits that Organizations are not eligible for: application for master status or a vote

E1. No other membership categories or subcategories may exist at any level without Board approval.

F1. Membership Dues Amounts

Membership dues amounts, established in September 2011 and amended in March 2017 (Student Membership only), and hereafter until amended by the Board shall be:

1. Craftsman \$75
2. Active Senior (over age 65) \$55
3. Students, including persons age 18 and older who submit proof of enrollment for 6 credits or more in a community college, college, university or other accredited educational institution. \$20
4. Friend \$40 (Chapters may award up to 3 “Friend” memberships per year without charge to the member or the chapter.)

5. Family \$65 (established May 2014)

F2. Dues, with the exception of Organizations & Family, automatically include, in the same subcategory, the option of association in the member's choice of one chapter. Chapter association amounts are detailed in section G1.

F3. Membership Promotions. From time to time the Guild may opt to host a membership promotion to influence new members. Membership promotions may include different first year dues, and if so, must be approved by the Board. Membership promotions must have a start and end date for applicability.

1. Effective September 20, 2017 the Board authorized all chapters to request from PGC approval to offer a one-time \$50 Craftsman membership for a new member who signs up on the day of their Chapter show. The chapter and the Guild will split the discount 50-50, meaning that the Chapter will receive \$17.50 vs \$30 for that new member.

G1. Payment of dues amounts to Chapters:

1. Reimbursements to chapters typically occur monthly.
2. Per the "Chapter Officers Proposal of April 2011", all Chapters will be reimbursed the same amount in each category or subcategory.
3. Chapter Officers may annually review (and make any dues & association recommendations) during the Spring Officers Retreat.
4. Recommendations will be reviewed, and may or may not be adopted, by the Board of Directors at their next meeting.
5. Chapter association amounts are paid from Guild membership dues, not in excess of those dues.
6. Chapter association amounts for 2012 and hereafter until amended by the Board shall be:
 - a. Craftsman \$30
 - b. Active Seniors \$20
 - c. Friends \$10 (Chapters receive no association amounts for free memberships.)
7. PGC will split 50/50 the student membership fee between the state and any chapter chosen by the student. If the student decides to remain at large, the full fee will go to the state.

H1. Members categorized as Lifetime in the Guild database as of August 18, 2009 shall be honored. To remain a member and maintain Lifetime status, as well as juried status, however, these members are required to confirm their interest in maintaining their Lifetime status each year by filling out and returning their renewal letter by the designated due date. Those who do not respond will be removed from the membership roster and invited to join as new members. This requirement will be prominently noted in their renewal letter.

II. Dues Applicability

Membership dues are payable in full annually as set by the Board of Directors. If changes are made, then every effort shall be made to inform members in a timely and effective manner.

1. Membership is cyclical, providing 365 days of benefit, beginning on the date membership is processed. Cyclical membership is a new policy, effective in the Pennsylvania Guild beginning Sept. 8th, 2011.
2. For renewing craftsman members, membership continues from the expiration date of their previous membership provided that date is within 12 months. Dues are ‘back-paid’ to that date, and benefits continue un-interrupted, including master artisan status if applicable. Lapsed memberships greater than 12 months are treated as new members, including loss of master artisan status (when held) and having to re-apply for this honor.
3. For all other categories of membership (Friend, Family, Organization) the same 12 month rule applies with relation to continuity of benefits.
4. Complimentary memberships are awarded rarely, and may be recommended by a Board or Staff member and require approval by the Executive Board.

8) Chapter Policies and Procedures

Guild policies and procedures for chapters are written by the Joint Chapters Committee and approved by the Board.

Chapters are components of the Pennsylvania Guild of Craftsmen and work to uphold the mission of the Guild. Like spokes on a wheel, Chapters are extensions of the Guild hub into local communities and provide excellent opportunities for members to achieve success and satisfaction in craft. Working together, the Guild and its many Chapters keep the wheel of fine craft forever moving in the awareness of craftsmen and public alike.

A. Operations

- 1) Chapters abide by the current Guild bylaws. Chapter bylaws are due annually to the Guild by Jan. 31. If a Chapter’s bylaws are not in compliance with Guild bylaws, then the Chapter will bring its bylaws into compliance.
- 2) Chapters abide by the current Chapter Formation & Operation Guide (all chapters received this document on formation and updates are done periodically). Per chapter and Guild bylaws, Robert’s Rules are used as a third point of reference, following in this order: 1) PGC bylaws and policy & procedure manuals including the formation/operation guide, 2) chapter bylaws or adopted policies, and 3) Robert’s Rules.
- 3) Chapters shall maintain a minimum of 10 (ten) members to be a chapter of the Guild. If a chapter does not have 10 (ten) members currently listed by May 1 of each year, the Joint Chapters Committee may recommend disciplinary action.
- 4) All chapter members will also be members of the Guild.
- 5) Chapters will maintain a budget annually. The previous year’s balance sheet and list of completed activities shall be forwarded by Jan. 31 to the Guild for nonprofit compliance reporting purposes. Chapters may use the Guild’s ‘Nonprofit Compliance Reporting’ form for this purpose.

- 6) Chapters will maintain a bank account under the chapter's federally-issued EIN number (as opposed to a personal social security number). Chapters will file on time the required federal, state and local taxes as appropriate.
- 7) Each chapter shall provide regular news and information to its members following a schedule approved by its board. Such news will also be sent to the Guild office per the chapter's regular publication schedule.
- 8) Chapters will carry adequate liability insurance for events, shows or activities.
- 9) Chapters will regularly seek to improve their public image, and the image of the Craftsman, through promotion of member or chapter activities to news media or other public sources of information.
- 10) Chapters will complete and forward to the Guild the 'Chapter Form' by Jan. 31 of each year. This form will include the coming year's full slate of officers, a list of proposed Chapter educational, sales and public benefits events, and the approved budget.
- 11) A chapter's board shall consist of a minimum of three officers, including a President and at least two others who fulfill the duties of Vice President, Secretary and Treasurer. Chapters will define the length and limit of terms in their bylaws. The Board may include committee chairs if the chapter so determines.
- 12) Chapter boards shall meet regularly, at minimum quarterly, to conduct the business of the chapter. These business meetings may be held via conference call or other means to enable officers located at a distance to participate without undue hardship. Business meetings may also be held as part of general meetings. A summary of these business meetings shall be provided in the chapter's next regular communications.
- 13) Chapters will provide at minimum one educational activity and one sales opportunity to its members annually. These may be the same activity provided both retail and educational enrichment are provided.
- 14) Chapters will provide at minimum one event annually that is of benefit to the public. This event may be the same as the chapter's educational or sales event, provided it is also of public benefit.
- 15) Failure to comply with Guild Bylaws or Policies & Procedures may result in action by the VP of Administration or Board.

B. Revocation of Chapter Charter

Revocation is different from a thoughtfully planned dissolution. In Revocation, violations and/or neglect occur. Revocation is extremely rare. Procedures are well outlined in the Bylaws. If the revocation is upheld, all assets of the former Chapter become the property of the PGC and must be remitted to the PGC within 30 days. All liabilities of the former Chapter are the responsibility of the Officers of the former Chapter except when excused by the Guild Board of Directors.

9) Committee Structure, Responsibilities, and Authorities

The ED shall be informed of all committee meetings and be an ex-officio member of all committees. Per the bylaws, the President shall be an ex-officio member of all committees except Nominating. Per the bylaws, the President shall appoint the members of all committees subject to consensus of the Board. Anyone may recommend an individual to be considered for placement on a committee.

a. Membership

At times, the Membership Committee may be the same as the Joint Chapters Committee. The responsibilities and authorities of the Membership Committee shall include:

- 1). Assisting the Membership Chair in carrying out the responsibility of promoting Guild membership.
- 2). Recommending appropriate classes of membership and dues structure to the Board.
- 3). Recommending to the Board the awarding of complimentary or honorary memberships to deserving people.
- 4). Taking appropriate disciplinary action to those members who abuse the rights of membership or sully the good name of the Pennsylvania Guild of Craftsmen or Pennsylvania Designer Craftsmen. Such disciplinary actions may range from a letter of reprimand to revocation of membership. Revocation of membership requires Board approval; lesser actions are within the authority of the Membership Committee.
- 5). With the ED plan and execute membership drives and annual membership renewal programs.
- 6) Create and maintain a Welcome Packet for new members.
- 7). Plan and carry out the annual meeting of the membership, if held.

b. Standards

Per the Bylaws, the Standards Committee is chaired by the Vice President Standards. The committee shall consist of no fewer than 6 members.

A. VP Standards:

- 1) The qualification for nomination to the post of Vice President of Standards is previous experience in craft activity in the Guild, active craftsman membership, and Guild Master Artisan status. Recommendations may be made to the Nominating Committee, which reports to the Board, and the position is elected by the Board for a one (1) year term, with the expectation that three (3) to five (5) years will be served consecutively.
- 2) The VP is the guiding individual for all Standards programs within the PGC. Responsibilities are outlined in the PGC bylaws.

3) The VP actively seeks qualified members to serve in Standards programs and recommends candidates for the Committee and sub-committees to the President.

B. The responsibilities and authorities of the Standards Committee shall include:

- 1) Assisting Staff in carrying out the operation of the many programs of Standards including: Master Artisan Status, Floor Jurying, Benchmarks of Excellence, Peer Critique, the Three Benchmarks, Media Guidelines, Show Selection, Event Review, etc.
- 2) Screening, jurying, or judging the work of applicants for Master Artisan Status according to the current Jurying Policy and Procedures and assuring widespread knowledge of these procedures is available.
- 3) Assuring that comprehensive records of the jurying process and results are kept.
- 4) Periodically reviewing and recommending appropriate modifications of the Standards Manual, Statement of Standards and the Jurying Policy and Procedures as approved by the Board of Directors.
- 5) Actively promote Standards information on pacrafts.org where it is accessible to all members.
- 6) Defining and gaining Board approval of the privileges and responsibilities of Master Artisan status.
- 7) Assuring the quality of work submitted for PGC/PDC events meets PGC standards.
- 8) The VP of Standards may appoint Chairs of various standards subcommittees from the Standards Committee. Sub-committee chairs report to the VPS.
- 9) The Standards Committee has the responsibility for floor jurying all events and shows, including Designer activities. Follow up actions are in accordance with the Standards Manual.

c. Long Range Planning

The chair of the Long Range Planning Committee may be the President. The members of the Long Range Planning Committee are the members of the PGC Board, the members of the Designer Board and the Executive Director. The responsibilities and authorities of the Long Range Planning Committee are to:

- 1). Prepare and regularly update the strategic plans for the PGC, and to assist the Designer Board on its strategic plans.
- 2). Periodically monitor progress against the plan and recommend needed additional focus.
- 3). Encourage other committees and officers to develop their own section of the plan for incorporation in the whole.

d. Bylaws

Per the Bylaws, the Bylaws Committee is chaired by the Vice President—Administration. The responsibilities and authorities of the Bylaws Committee shall include:

- 1). Assisting the VP-Admin as needed in reviewing changes in Chapter bylaws to assure consistency with the Guild bylaws.
- 2). Annually reviewing the Guild bylaws for needed changes. Assuring that those recommended changes are brought to the Board for discussion and approval in a timely fashion following the procedure specified in the bylaws.

e. Education

The Chair of the Education Committee is appointed by the President and will normally be the Executive Director. The responsibilities and authorities of the Education Committee shall include:

- 1). With the Executive Director, designing and implementing the educational aspects of the Guild's programs. This includes serving as an advisor to the Staff on the workshop program, developing an appropriate community outreach program, and assuring that there is an educational component to all Guild/Designer shows and exhibitions.
- 2). Within the bounds of the approved budget, working with the Executive Director on developing new components of our educational efforts.

f. Nominating

The Nominating Committee shall be appointed by the President. Its responsibilities are defined in the bylaws and supplemented here:

1. The timetable for the nominations and elections processes shall typically be determined in the first quarter of the calendar year. Dates are typically published in the second quarter in the PGC newsletter, with candidate announcements in the third quarter and elections in the fourth quarter. This timetable may vary as the Board so designates. The timetable will include deadlines for self-nominations, the Nominating Committee Report to the Board, and the election schedule.
2. Desirable qualities for Board members include:
 - a. Experience running a small to medium size business or experience as a member of a corporate business team, hopefully with a good background in financial matters.
 - b. Leadership potential. Officers of the Guild are chosen from among the current Board and, after a year or two, many of the Board members serve as an officer.
 - c. People with good judgment and communication skills. Analytical, constructive, positive thinkers who can propose creative solutions to the challenges the Guild encounters as it faces the future.

- d. People who love craft, are supportive of the Guild's mission, and are willing to work hard to make the Guild a continually better organization.
3. The Committee seeks advice and input from anyone and everyone in the organization. A balance of skills, as well as geographical balance and craft medium balance are taken into consideration in concert with the existing board. Because of this balance, the Committee rarely nominates more candidates than there are openings.
4. The committee's report and recommendations are typically presented at a third quarter meeting. If approved, these Board-Endorsed candidates appear on the fall ballot with a statement of interest and a one-paragraph biography.
5. In addition, members may self-nominate or nominate others. Members are strongly urged to contact the Chair of the Nominating Committee if they wish to be considered a Board-Endorsed Candidate. The annual deadline by which to be considered will be published in the PGC newsletter.
6. If an interested individual is not selected by the Board for endorsement, he/she may still be listed on the ballot according to these guidelines. An annual deadline by which to self-nominate will be published. Self-nominees must provide, in writing, proof of endorsement via the signatures of five (5) percent of members in good standing, a resume, statement of interest and consent to serve if elected. Electronic signatures are permitted. Following timely receipt, the self-nominated candidate will appear on the fall ballot with a statement of interest and one-paragraph biography. All candidates must be members of the PGC.
7. Ballots are prepared and published according to the aforementioned timeline, and validity of votes, results counted, and confirmation and publication of the outcome is handled by the Corporate Office.
8. Recommendations of Officers for the coming year are made to the full Board of Directors, which elects to fill those positions.

g. Joint Chapters

The chair of the Joint Chapters Committee is appointed by the President. Members are solicited from current members in chapters. The size of the committee may vary but is typically comprised of six individuals. At times, the Joint Chapters Committee may also be the Membership Committee. The responsibilities and authorities of the Joint Chapters Committee shall include:

- 1). Assisting the Joint Chapters Chair in carrying out the responsibility of promoting high quality and active Chapters.
- 2). Recommending policy and procedures to the Board for the operation of all chapters.
- 3). Recommending to the Board the awarding of chapter awards for outstanding performance.

- 4). Taking appropriate disciplinary action to those chapters who abuse the rights of membership or sully the good name of the Pennsylvania Guild of Craftsmen or Pennsylvania Designer Craftsmen. Such disciplinary actions may range from a letter of reprimand to recommending revocation of a chapter's charter. Revoking a chapter's charter requires Board approval; lesser actions are within the authority of the Joint Chapters Committee. Revoking a Chapter's charter must be done per the Bylaws, Article IV.
- 5). With the VP Admin (or Chair of the Bylaws Committee), assist in the review of chapter bylaws annually and make recommendations for improvements.
- 6). With the Membership Chair and ED, assist incoming new chapters.
- 7). Plan and execute chapter-improvement and information drives and annual chapter enrichment programming with the ED.
- 8). With the ED, maintain documents for chapter operation, including a Chapter Formation Guide, a bylaws template and general policies and procedures.

h. Finance Committee

The purpose of the Finance Committee is to advise the PGC board and assist the Executive Director in determining policies and actions to ensure the financial stability of the Guild. The PGC Treasurer will normally serve as chair of the committee. The committee shall not exceed half of the total board membership and should include members with significant financial experience. The responsibilities and authorities of the Finance Committee shall include the following:

Long Term:

- 1). Advise the Executive Director and Executive Board in establishing long-term financial goals and strategies to achieve them, including such things as a multi-year strategic budget plan and a new capital campaign to build reserves for the balloon payment and make recommendations to the Board.
- 2). Review any proposals from outside organizations regarding sale, lease or transfer of the building and make recommendations to the Board.
- 3). Review proposed capital expenditures to repair, renovate or add to the PGC Queen Street building and make recommendations to the Board.
- 4). Advise the Board regarding the use of investment funds if/when excess reserves accrue.

Recurring:

- 1). Advise the Executive Director and Executive Board in preparing the annual budget and make recommendations to the Board.
- 2). Review financial reports monthly to ensure that they are transparent and easy for Board members to understand and lend themselves to year-to-year comparisons and trend analysis.

- 3). Review internal controls on an annual basis.
- 4). Receive and review annual financial report prepared by the PGC accountant prior to submittal to the Board.

i. New and/or No-Longer-Needed Committees

New committees will be designated and their membership appointed by the President as needed to meet the changing needs of the organization. Committees no longer meeting a business need may be disbanded by the President after informing the Board.



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