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## INTRODUCTION

At ANG Seminar 2001, in Washington, D. C., the first meeting for chapter representatives and interested Members-At-Large was held with about 40 in attendance. After a lively discussion on a number of topics, the request was made, and heard, that the Area Representatives and Vice President for Chapters/Areas produce a *Handbook for Chapters* to cover multiple subjects of interest.

This majority of this handbook exactly as it was in the initial publication. The revisions that have been made at this time reflect changes made to the method by which National ANG dues are paid, an updating of addresses and e-mail addresses, and a bit of tweaking of the wording of the instructions that accompany the model chapter by-laws.

The publication is printed in loose-leaf format so that changes can be easily made. We see this as a continuously evolving handbook, and contributions of and requests for additional subjects are always welcome.

The format depends on the subject being discussed and input gathered over several years from Chapter members, officers, and participants of on-line lists. The material is organized by subject matter into a number of broad headings, with the category of "Miscellaneous" providing a real potpourri of information.

***Please ensure that this Handbook is made available to your Chapter, kept with the Chapter President's Book provided to all new Chapters, and passed along with the change of officers. Supplements should be immediately filed in the Handbook.*** We hope it will provide answers for many questions and sources of ideas to help with Chapter needs and problems. Additional pages will be supplied as they are composed. As always, we are ready to help you individually with any problems and to answer questions not addressed in the *Handbook*.

Updated November 2005

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## 1. CHAPTER LEADERSHIP – ONE STEP AT A TIME

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Congratulations, you have just been elected president of your local ANG chapter. Chances are you didn't join ANG so you could go to meetings, let alone preside over meetings. When your founding members decided to form an ANG chapter they wanted more than a casual stitching group. They wanted the benefits that Guild membership provides. For a chapter to be successful it must have good leadership.

### **Step One: Knowledge and reference material.**

As a new chapter president, you need to have a thorough knowledge of both the national and chapter rules. When members join the Guild they agree to follow the rules that the national organization and your local chapter have written in their bylaws. Bylaws *define the organization*. Every member of your chapter should have a copy of the chapter bylaws. Bylaws are considered to be a legal contract between the Guild and its members. The word itself originates from a middle European language word for "village laws." People came together to write laws for the people by the people (sound familiar?).

Have a copy of your bylaws in your President's Book and bring it to every meeting. It is also a good idea for the secretary to have a copy at each meeting. When a new member joins, it is nice to give a welcome kit including the bylaws, a membership roster, a schedule of programs and other information about your chapter. Read the bylaws frequently. The bylaws will help you remember when dues are to be collected, who is responsible for programming, when elections are to take place and much more. Many people hate the very idea of bylaws; they don't want to be bothered. However, the bylaws are a necessary tool to help you manage your chapter.

You didn't get a driver's license before you knew and passed a test on the rules of automobile safety. Don't try to conduct a meeting without a basic knowledge of the rules of procedure.

In addition to your bylaws, your chapter may have Standing Rules (sometimes called Policies and Procedures). These rules guide the chapter in the conduct of the meeting. As it is impossible for a chapter to write down rules for every conceivable business meeting or chapter problem, the national Guild and your chapter have adopted a "fall-back" text in the form of a parliamentary authority. It is included in the bylaws. The parliamentary authority of the American Needlepoint Guild is the most current edition of *Robert's Rules of Order Newly Revised (RONR)* (which, at this writing, is the 10<sup>th</sup> edition published by Perseus Publishing in the year 2000). The book covers many different types of assemblies, including boards, committees and conventions. This is a long and difficult book to understand. It covers topics that you most likely will never encounter. However, when the national Guild or your chapter has a question or problem their rules do not address, the answer is very likely to be found in *RONR*. To help you there are several simplified texts based on *RONR* that can be helpful. These are listed at the end of this article. Explanation: the parliamentary authority text is referred to when the national or chapter bylaws do not

specifically address a problem. It is like the default setting in your computer. If you don't tell the computer what font to use every time, it will automatically go to its default font. By adopting a parliamentary authority, organizations do not have to reinvent the wheel every time something comes up. The basic rules of decorum are in the book. The responsibility of the president to make sure the rights of all members are being protected is there.

### **Step Two: Impartiality.**

Probably the hardest concept for new presidents to understand and follow, but one of the most important aspects of your job as president, is that you *must be fair to all and impartial* during all chapter meetings. In order for your meetings to run smoothly, you must remain neutral during all debate. This can be very difficult, as there may be issues that come before the chapter that you care very much about. When you accepted the position as President, under the rules, you agreed to the limitation of some of your rights. You do not participate in debate. There are only two times when you may vote. One is when the vote is by ballot, thus preserving your neutrality through secrecy; the other is if your vote will make a difference in the outcome of the vote, either by making or breaking a tie. Nothing will make your members unhappier than a president who shows favoritism to a person or group of people.

### **Step Three: The agenda.**

Always follow an *agenda* when conducting a meeting. For the first few meeting make copies of the agenda for the members to see. This is a great time saver; it helps you to handle unruly members and gives you, as President, the ability to let everyone be heard but only at the appropriate time. A basic agenda puts chapter business in the following order:

- Minutes – The minutes of the previous meeting are read, and approved, or approved as corrected, by the chapter.
- Reports of the officers, board, and standing committees – These reports inform the chapter of the actions or decisions made by the officers and committee chairmen between meetings. Often the membership will need to vote to approve, amend or reject ideas presented in the reports.
- Special committee reports – Special committees are appointed for a specific purpose. Once they have given their final reports they are automatically dissolved.
- Special orders – Items that must be conducted at a particular meeting, as such the election of officers.
- Unfinished business – Business that was started at the previous meeting but not concluded, and motions that were postponed to this meeting.
- New business – This is when new topics of business may be brought up. As President you cannot deny the right of any member to bring up new business. However, members must wait until this point in the order of business to bring up new business. Ideas must be made in the form of a motion for the chapter to discuss and vote on. Only one topic may be discussed at a time.

### **Step Four: The motion.**

#### **Steps in processing a motion:**

1. **The Member rises and addresses the Chair** (President). “Madam President.”
2. **The Member is recognized by the Chair**, usually by just saying the member's name.
3. **The Member makes her motion.** “I move the chapter buy new floss for each member.”

4. There must be a **second**. Any member may call out, "Second," and does not have to be recognized by the Chair. *The name of the seconder does not go in the minutes.* The seconder does not have to be in favor of the motion and may speak against it. All the second does is show that at least one other member would like to the motion to be discussed.
5. **The president states the motion.** "It has been moved and seconded that the Chapter buy new floss for each member. Is there discussion?" This opens the motion to **debate**.
  - The Chair must use the exact language the maker of the motion used, so it is advisable that motions, especially long or complicated ones, be written down and handed to the president.
  - The member who made the motion has the privilege of speaking first on the motion, but he/she does not have to. He/she may not speak against her motion, but may vote against it.
  - Other members may then get recognition from the Chair and speak for or against the motion.
  - All debate must be germane to the pending motion.
  - Each member may speak twice on each question (motion), but may speak for the second time only after everyone who wishes to speak for the first time has had a chance to speak.
  - Each speech is limited to ten minutes. It is highly recommended, however, that the group establish a rule to limit each speech to two or three minutes. To limit the length of debate or to end debate before everyone who wishes to speak has had a chance requires a two-thirds vote.
6. When it is clear to the Chair that everyone who wants to speak has done so, the Chair **puts the question** (calls for the vote): "The question is on the motion that the chapter buy new floss for each member. All those in favor, please say 'Aye' (pause), all those opposed say 'No.'"
7. **The Chair reports the results of the vote and the effect of the vote.** "The ayes have it, the motion is adopted and the chapter will buy new floss for each member," or "The noes have it and the motion is lost, and the chapter will not buy new floss for each member."
8. **The Chair asks, "Is there further business?"**

***The president does not take part in debate. It is important for the president to remain impartial.***

During the debate a number of things can happen to the main motion.

- It can be **amended**. A member may move: "I move to amend the motion by inserting the word Anchor after the word new." Or "I move to amend the motion by striking out the word floss and inserting the words pearl cotton." Amendments are another motion, so they need a second. They are debatable and they themselves may be amended (limit of two amendments pending at one time). *Amendments are voted on first, and then the main motion, as amended, is voted on.*
- A motion may be **referred to a committee**. This is done by the motion to refer. "I move that the question be referred to the program committee to determine what kind of threads the members will need for this year's projects." This motion also requires a second and needs a majority vote. This is a good way for a matter to be investigated and considered by a smaller group of people, who will then make recommendations to the chapter. *Nothing wastes time more in a meeting than discussion on a motion when the members do not have the facts necessary to make a decision.* Using the above example, the group doesn't know what kind of threads it may need, how much these threads will cost, if the threads are readily available, etc.

- A motion may be **postponed to a certain time**. “I move that the consideration of this motion be taken up at the next meeting, as it is getting late in the evening, and I want to stitch.” (Note: this item automatically comes up under unfinished business at the next meeting.) This motion is called “to postpone to a certain time,” and it needs a second and a majority vote. This motion is often called “to table the motion,” which is incorrect.

There are other ways of disposing of a motion. Some are complicated. Refer to *Robert’s Rules of Order Newly Revised, 10<sup>th</sup> edition* or one of the guidebooks listed at the end of this article.

### **Step Five: Controlling the meeting and handling disruptive members.**

As president you must control the meetings but also be fair to all the members. Unruly members can be easily handled if the president has been following the rules, is impartial, is keeping to an agenda, knows how to process a motion and understands the rights of the majority and the minority.

As president, you must respect all the member’s rights. All members have the right to make motions, debate and vote. Members also have the right to be treated respectfully by the Chair and by all the other members. During the business meeting, the attention of all the members should be on the speaker. Do not allow members to have conversations among themselves while another member is speaking. Do not allow members to stitch during the business meeting. This may be a very unpopular rule to initiate; however, no one can pay full attention to what business is being transacted if they are stitching. A member who has been stitching will not keep track of what is going on and will often interrupt to find out what business is pending or how a topic was decided. Explanations of what has been transacted for the benefit of one member are time-consuming and out of order. If your chapter currently allows stitching during business meetings, tell them you are going to require them to stop stitching during the next three meetings. If your meetings do not run more smoothly and faster, tell them they can go back to stitching. Once they find that meetings are faster and smoother, they will see there is more time for the program following the business meeting.

If a member tries to introduce something at the wrong time in the agenda or, starts a discussion that is not germane to the topic on the floor, politely remind the member what the topic before the chapter is at that time. Suggest that you will call on her at the appropriate time; then follow through and call her when there is no pending business, during the appropriate time in the agenda.

All members must be given the chance to bring any subject before the assembly. However, they must put their idea in the form of a motion. *Only brief remarks should be permitted before a motion is proposed.* When required to present something in the form of a motion (especially in writing), members must think about how to phrase the motion. As Chair you must give them a reasonable amount of time to form their motions. By requiring all ideas to be presented in the form of a motion, you are less likely to have members interrupting to complain or make comments. If no other member seconds the motion, the chapter will not discuss the motion. If there is a second, you must state the motion and open it to debate. Whether the motion merits debate is not a decision the president makes. If there are members who wish to speak to the motion, this must be permitted. You may feel the motion is a waste of time, but the chapter members will decide this by the length of debate they allow before calling for a vote. The only time you can stop a motion from being presented is if it is dilatory, frivolous or absurd. You may say the motion is dilatory and will not be discussed. If for example, a member moves to hold the chapter meetings in Paris that would be considered frivolous or absurd. If you are unsure whether a motion is dilatory, frivolous or absurd let the chapter decide. If there is no second, the motion

will not be discussed. If no one speaks for or against the motion, a vote can be taken quickly and the subject has been decided by the members, not by the president.

Another dilatory motion is one that brings up a subject that has already been decided by the chapter earlier in the same meeting. Motions can be reconsidered at a meeting, but the rules for reconsideration are complicated. If you frequently run into this situation, refer to *RONR* or one of the guidebooks listed below.

If you have a member who constantly complains, there are several ways to handle the situation. Most legitimate complaints may be handled by the Chair. For example, if the room is too cold, the Chair may ask that the windows be closed. If another member is not following the rules, any member may bring that to the attention of the Chair. For example, if a member is talking while another has the floor and the Chair does not notice, another member may ask the Chair to remind all the members to be quiet so everyone can hear the speaker.

If, however, the complainer is being dilatory, ask the member to put his/ her complaint in the form of a motion, to come under new business on the agenda. Members will find it difficult to form a complaint into a motion unless the complaint is legitimate. A motion that says, "I move that I do not like the programs," is obviously dilatory because it does not include an action the assembly can take. If a member does not like the programs planned for the chapter, he/she can move that the programs be amended or that the program committee be instructed to come up with different programs. By putting the complaint in the form of a motion, the member will have to convince the other members to vote for the motion. The members will soon be tired of the dilatory motions and will prevent them by not seconding the motions, quickly debating the motion (or not debating at all) and requiring a vote. The complainer will eventually stop complaining because he/she is not getting the result that he/she wants.

If a complainer calls you at home, after a brief discussion with the member you will have a better idea if the complaint is legitimate. Do not get into a debate with the member over the phone! Tell him/her that for a change to be made, a motion must be brought before the chapter. Even if you think the change is a bad idea, you must allow the member to make the motion. A wise Chair will help the complainer write the motion. That way you know what motion is coming and you can remain impartial during the debate. The complainer's rights have been protected and the majority of the members will decide the matter by voting.

As president you should have fun at the meetings. If you know the Guild rules, follow proper procedure, act impartially, keep an agenda, follow the steps in processing a motion, and respect the rights of all members, your meetings will be fast, fair and fun.

**Sources for additional help with meeting procedures:**

**Books:**

- *Robert's Rules of Order Newly Revised, 10th edition (RONR)*
  - Guidebooks to *Robert's Rules of Order Newly Revised*:
    - *Robert's Rules of Order in Brief*. This book was written by the authorship team of RONR. It is small, not expensive paperback.
    - *Presiding you Can Do It*. This book was written by Eugene Bierbaum, PH-D and is available through the American Institute of Parliamentarians.
    - *Robert's Rules for Dummies* by C. Alan Jennings
    - *The Complete Idiots Guide to Robert's Rules* by Nancy Sylvester

Most of these books are available through local bookstores, <http://www.amazon.com> or through one of the following organizations. Some may be available at your local library. There are many other books that use the title “Robert’s Rules;” however, some are poorly written or inaccurate. Check the date the book was published. Current titles may be more accurate than older books. None of these guidebooks have precedence over *Robert’s Rules of Order Newly Revised, 10<sup>th</sup> edition*, but they are helpful because they contain the most frequently used motions and they use simpler language.

**Organizations:**

- The National Association of Parliamentarians  
213 South Main St.  
Independence, MO 64050-3850  
816-833-3892  
888-627-2929  
<http://www.parliamentarians.org>  
[nap2@prodigy.net](mailto:nap2@prodigy.net)
- American Institute of Parliamentarians  
P.O. Box 2173  
Wilmington, DE 19899  
302-762-1811  
888-664-0428  
<http://www.Parliamentaryprocedure.org>  
[aip@parliamentaryprocedure.org](mailto:aip@parliamentaryprocedure.org)

Both have units or chapters around the United States and Canada. Some units or chapters may be willing to give a short program for your Guild chapter on basic meeting procedures, at little or no charge. Both organizations have a referral service for names of professional parliamentarians in your area.

## 2. CHAPTER ACTIVITIES

### President Helps

Q: I am a new chapter president. What do I do *now*? I have a copy of the chapter Bylaws and Standing Rules. That tells me what the ground rules are; now what I need is help with the day-to-day operations of the chapter. I will be receiving the president's box from the outgoing president shortly. What I really would like to do is to have a chat with an experienced president to learn how to be an effective leader.

A: From the needlework email lists: I've watched pros in action and these are some of the rules they seem to live by:

- Anticipate and prepare ahead of time.
- Check back with people who are supposed to be doing things — don't assume they are actually doing what they're supposed to, but don't micromanage or hound.
- Suggest and hint. Ask questions and get input.
- Discuss pressing or touchy issues with relevant people before the meeting in which decisions will be made.
- Never miss an opportunity to privately and publicly compliment, admire and recognize people for accomplishment or service to the chapter.
- Choose carefully what issues you will go to the wall on and restrict their number severely. Resist the urge even to give the appearance of issuing fiats and decrees. Resist the urge to be the star of the show.
- Keep your expectations realistic and cultivate patience. Rock the boat slowly and gently, and only when necessary.
- Remain calm and approachable no matter what happens, no matter how you feel, no matter whom you are talking to — do not gossip to anyone about anyone.

A: From the needlework email lists: Of all the chapter offices, I found the president's job to be the least well-defined, but I think the main items are:

- Run an organized, on-track, short meeting. That means having a written, detailed agenda that you follow, and keeping everyone on topic. Allow discussion of a motion on the floor, or any other topic that is brought up, but refrain from digressing too long on details — that is what board meetings are for.
  - Remember board meetings are open to all members; anyone *can* attend if he/she wishes.
  - When you print out your meeting agenda, print out an extra copy for your secretary; it will help her take minutes.
- Remind your committee chairmen to be prepared. If they aren't, move on quickly.
- Allow plenty of time for the educational program.
- Have fun! People come to a meeting to enjoy the comradeship of fellow stitchers, and remember, people will appreciate some levity at a meeting.
- *Avoid doing all the jobs of your committees!* The world will not stop if someone isn't prepared. Find another volunteer to assist. You are there to offer guidance and find help if necessary, but *not* to do the job.

A: The president's job is to set the tone and to represent the chapter as a whole.

- It is the members' responsibility to decide what they want to do and actually make it happen. When a president sets out to accomplish a lot of things and then does the work alone, the

members resent the president and for the rest of the year, many will either not participate, or participate and support the chapter activities half-heartedly. I personally believe that the president should do very little except keep the fires burning under the various board members and committees.

- A president should always be there for the board members and chairmen, making sure they know what they are supposed to do and then stepping back and letting them do their jobs as best as they can. Support and help the members to accomplish what they want the group to accomplish.
- Never think of the chapter as “my chapter,” rather, think of it as “our chapter.”
- Run an organized meeting — make an agenda, follow it, get through it, and then get on with the stitching.

#### *Chapter Officers and Chairmen — Attracting and Retaining*

One of the keys to getting and keeping officers is to make them feel like the jobs they are doing are vitally important to the chapter and that the chapter really appreciates them, as well as what they do. While there are guidelines for the chapter treasurer and membership chairman, job descriptions for the other officers and chairmen should be defined by the chapter president and the chapter board. The descriptions should be specific and reflect the needs of the local chapter. Be sure the officer understands that what he/she does affects the performance of others as well, but once the duties are clear, let the officer or chairman do the job without undue interference. Call on each committee chairman for a report at least every other meeting. This will help that committee chairman keep all information up to date, attend meetings, and make him/her feel that the job is important to the life of the chapter.

Little rewards go a long way toward showing appreciation — like a golden needle for a job well done, an act above and beyond what is expected, etc. Give the reward during the business portion of the meeting so it is recorded in the minutes and reported in the next newsletter. Members who don't attend meetings can read that the people who volunteer to serve the chapter are recognized for their work, and other members may be encouraged to volunteer in the future.

A: From Maxine Fulton, president of Colorado Columbine Chapter (reprinted with permission): Each of us belongs to the chapter for a different reason, but we come together because of our love of and interest in needlepoint. We bring different backgrounds and different stitching levels; our physical needs differ; and with so many different kinds of stitching called “needlepoint,” our interests within our passion differ. *I ask you to respect and appreciate these distinctions and the diversity among us.* Respect and appreciation for each other will make our chapter strong and vibrant.

## **Educational Activities**

### *Programs and Workshops: Definitions*

A *program* is an activity that is presented as part of a regular chapter meeting and may be in the form of a lecture, demonstration, or hands-on stitching project. Expenses may or may not be paid by the chapter, but it *is* open to all chapter members.

A *workshop* is a class sponsored by the chapter, for which a teacher is contracted. It can cover several hours or several days. The participants in the workshop pay for the expenses incurred unless otherwise approved by the chapter board. The number of participants in class is usually numbered or limited.

These are two separate activities.

### *The Program Chairman*

The program chairman may be the most important chapter officer. Good programs attract new members and keep current members interested in needlework and interested in coming to your meetings. Good programs keep your chapter strong and viable.

In some chapters, the program chairman is the 1st vice president with a 1st vice president-elect, an understudy, who inherits the Chapter Project Books and spends his/her year planning next year's programs. The 1st VP spends his/her year making sure those programs that he/she so carefully arranged for last year are happening as planned.

The program chairman should know the talents of the chapter members. Be sure the nominating committee understands this and does not select a new member for the position. The program chairman should be knowledgeable about (or be willing to learn about) area shops whose owners are possible sources of programs. For example, a very successful program was a local shop owner reporting about her attendance at the needlework market in California and showing some of the new tools, threads, canvases, etc., that were introduced at market.

Other needlework groups, area teachers and designers, finishers, artists, and many other local talents are all resources for chapter programs. A person who is willing to ferret out these people and ask them to talk at your meetings is the person who will be your ideal program chairman

### *Program Ideas*

Needlepoint: ANG defines needlepoint as any counted or free stitchery worked by hand with a threaded needle on a readily countable ground.

Obtaining materials for use by the chapter for programs: *It is a violation of ANG Policies and Procedures to request or pressure commercial needlework sources to provide materials at special prices for use by the chapter. By the same token, ANG individual members should not expect or pressure commercial sources to give them a discount for purchases.*

Q: How does ANG's definition define the programs we schedule? We have a great bead instructor who does beautiful bracelets and spiral ropes. This would make a wonderful chapter program, but another member wondered if such a program would be appropriate since it is not on canvas. Since beading is permissible as an embellishment for canvas projects, and since we hope

to use the rope in place of the usual twisted cord used on name tags, I don't really see a problem with that. But what do you think about other types of beadwork such as bracelets, pin, necklaces or earrings

A: Any technique like this is acceptable for a program on an occasional basis. As long as it doesn't become the focus of the chapter to the exclusion of techniques that fall under the "umbrella" definition, it just expands our knowledge. .

A: From the then VP of Education, ANG: It is okay on an occasional basis as long as it doesn't become the focus. Since our definition does say "on a countable ground," the instructor might (while presenting the program) give ideas for how it might be done on a countable ground.

At the ANG 1995 Seminar, I took a class from Terri Brown. While she is a certified teacher of needlework, she owns her own bead shop and teaches for bead organizations all over the country. She showed us all the beading techniques and had us do them on canvas, and then showed us other possibilities, such as doing beading on soft leather — these were the tassels for the necklace.

So, bottom line, if the instructor does the project on a non-countable ground, she might throw in suggestions as to how to accomplish at least some of this on a countable ground.

These are ideas gleaned from needlework email lists and other discussions on programs. It is a challenge to come up with programs that are interesting to a majority of the members because experience, interests and length of membership in the chapter vary so widely. People enjoy programs that help them to expand their personal creativity — things that apply to multiple techniques. Note the differing responses reflecting the interests within particular chapters.

- Color theory, using various threads to create unique effects, creating thread landscapes, and now crazy quilting.
- Members of the art community, speaking on clothing embellishment. A Polish artist spoke on paper cutting.
- Our Giant Stitch-In: In the fall, our program chairman asks several members to design and teach a small project, selecting a wide variety of skills such as beading, surface embroidery, canvas, Hardanger, blackwork, etc.; usually a choice of about six different things. It's held on a Saturday as an all-day program, with a morning and afternoon session and a lunch break. One year we had a catered lunch by one of our members. Last year it was a bag lunch and some people brought desserts. The business meeting takes place during lunch. For the Stitch-In, members are welcome to take one session class or both. Members register for first, second and third choice classes for morning and/or afternoon with a nominal fee for each session. The kit is furnished. Projects are not usually finished in the session, although some will take the morning session class and then stitch on this project in the afternoon and not take a session.
- A lecture/demonstration on color. The woman who gave the program was from a local quilters' group.
- Variety is the best for programs. Our chapter leaned toward counted threads and canvas as their comfort stitches, so we introduced people to stumpwork and that was a big success. Our

members like lectures with a small hands-on project afterwards. We all have so many projects started that sometimes it is great to just learn about a new technique.

- Finishing techniques: Have a small project that the members stitch ahead of time (anything from a specific kit to a general directive of a 4" square ornament design). The members learn the finishing technique by actually finishing their own projects.
- Our chapter is tired of so many small projects. We schedule multiple meeting projects and next year will do a "year long" one. It will be a study of blackwork, pulled thread and Florentine, with meetings scheduled every other month for 10 months. In the alternate months, we will schedule one or two month projects. This gives everyone an opportunity to work on a variety of techniques and subjects.
- In our chapter many like the small projects exploring one technique. It's fun and we don't have another unfinished project in the closet.
- We offer to mail instructions to any member who cannot attend in person, with the teacher's agreement. We put a coupon along with the description in the newsletter several months in advance and ask that the person order with the coupon, including specified postage. We often mail 20 to 30 sets of instructions or kits to our absentees.
- We have a challenge project. The group members are individually reproducing a section of an art poster to be assembled into a large piece that will, hopefully, look like the original. We all can reproduce this in whatever technique we choose, as long as the size and colors of the piece remain the same as the original. The challenge is that only one person knows what the original poster looks like. We each have a small piece and no idea what the whole will be! The whole piece will be assembled for next month's meeting. It will be exciting to see the finished project.
- We explore different stitches, different fabrics, fabric manipulation, etc. We range from traditional stitchers, quilters and surface stitchers to free-machine embroiderers.
- As Program Chairman, I know the struggle of identifying activities that members will both enjoy and learn from. Last year, several chapters discovered that the ANG Workshop By Mail was an ideal group project — one that they could enjoy collectively but also work on at their own pace.
- We've covered finishing, fancy threads and stitches, stitch guides, needlepoint history, the videos available from ANG, and books and tools during this past year.
- A community service project can be undertaken as several programs.
- We have done as samplers year-long studies of diaper patterns, Father B's stitches, silk and metal threads, pulled thread, Bargello, Ruskin lace, ethnic embroidery, a program on the theme of the sea, and a color course. The membership votes among three offerings displayed at the August meeting. Then the board makes the final decision.
- Since we have covered most techniques, we have turned to designers for their help: a project on Ruskin lace; a 14" x 14" "Potpourri of Stitches" with 48 different stitches within boxes emphasizing texture — the stitches and suggestions for many threads are given, but color

choice is up to each stitcher; and a sampler in which we had two choices for each of seven bands with a teachers from our chapter or nearby chapters to teach each one. We encourage members to experiment and change the project. They bring in their work, show what they did, and explain why they did it. We all enjoyed these discussion sessions and are delighted and amazed at the variations. Since we did a sampler a couple years ago, we have grown from 90 members to 140, and attendance at meetings has grown from 25 to 50!

- At our last chapter meeting we had a presentation on all threads. It was great!
- Our chapter has two annual events:
  - A Great Guilt Giveaway: Everyone brings needlework-oriented items they no longer want, puts a price [low] on them, and when the business meeting is over, we converge on the tables and buy. This is also a fundraiser with a percentage of the sale price going to the chapter.
  - Our other special night is a round robin. Four of our members teach something quick (20 minutes maximum) and at the end of each period, members move on to another table, or they may remain. Subjects have included beginning and advanced ideas: beading, basketweave, Hardanger, appliqué, more advanced needlepoint stitches, etc.
- From Nan Euler: The round robin concept is not new but is attractive for a “no frills” event. We are having four national teachers come and teach their embroidered ornaments. Each ornament uses approximately three techniques. The kit includes all the material needed to stitch and complete the ornament. The students select their classroom and stay there, with the teachers rotating from classroom to classroom every 90 minutes. Each attendee has a lesson with each teacher. The maximum number of students in each room is 25, and enrollment stops at 100. The package deal includes lunch and all operating costs including teacher’s fee. The teachers are paid the usual seminar fee for this one day of teaching.
- We’ve struggled to balance programs for the advanced and beginning stitchers. We began once-a-year “show and tell” programs. Members are encouraged to bring guests and needlepoint pieces to brag about. Refreshments and a guest speaker are included. We’ve also had a needlepoint framer.
- One of my ideas is the “Iron Stitcher.” It’s modeled after the Food TV program “Iron Chef,” during which cooks compete for the title by creating dishes in one hour featuring a mystery ingredient. The ingredient is unveiled just before the cook-off and a panel judges the dishes. This would be a “mystery stitch.” Participants would be given canvas and thread and be given one hour to stitch the unveiled stitch. The canvas and/or thread could be offbeat. The membership could then judge it and a prize could be awarded.
- Some chapters have retreats to an economical area over the weekend for working stitchers and young moms.
- Use community education resources to teach all levels. If enough classes are offered per session, the chapter will get a free ad in the community education bulletin.
- Have a special class (outside of the monthly general meeting) for beginners to introduce people to a new technique. We have had such things as blackwork, pulled thread and recently a two-part lesson for drawn thread.

- Our members compiled a thread stitch book using the stitch pages from Rainbow Gallery. We split the cost of photocopying the pages, buying the canvas and the cards of the threads. We did about two per month. This was a very inexpensive program.
- A number of commercial Web sites have free patterns that can be downloaded and printed for use by an individual or chapter. This often introduces the members to a new thread. One member of the chapter stitches the piece, keeping track of the quantity of each thread used. The chapter can take advance orders for the threads, then divide the skeins/cards rather than each person purchasing whole skeins/cards.
- A Friendship Sampler. Canvas dimension/count/block divisions were established for uniformity. Each participant purchased his/her own canvas, mounted it on bars, stitched in the outlines for the blocks, and made up a list of his/her interests. A monitor maintained a log of participants and ensured that the pieces rotated through the group on a regular basis. An exchange once a month at the chapter meetings worked best. The owner of the sampler did not see the sampler while it was being stitched. A date for “unveiling” was set with everyone seeing the completed samplers at the same time. If the group is large, it can be split into several working groups. This makes a wonderful remembrance of chapter friends.

#### *Setting up Workshops and Programs — the Details*

First: Read Carole Lake’s two articles in Appendix A.

Second:

- **Teaching Fees:** It is the teacher’s decision as to whether he/she charges a teaching fee for a workshop or program. Some teachers charge their full regular fee, others charge a reduced fee, others reduce the program fee if they are also doing a workshop for the same chapter, and others charge no fee. Each teacher has his/her own standard teaching fee that varies widely by individual teacher. Be sure to ask at the beginning to be sure that you can afford the fee. In 2002 fees are ranging from \$150 or so up to more than \$300 *per day*. This is in addition to kit fees, travel expenses, accommodations and meals that are paid by the chapter.
- **Other Expenses:** The students taking the class pay all expenses unless the chapter has voted to subsidize this and/or other workshops. Workshops *should not be* fundraising events for a chapter! This is unfair to those taking the workshop. Note: Workshops held as a part of fundraising days are treated differently.

**Travel:** If your workshop is the only one the teacher is teaching, then the class pays the full travel fee. If the teacher is teaching other days or events, then figure how many days total they are teaching, how many days they are teaching for your workshop, and use the fraction to determine percentage: Nine days of teaching in your area, but only four days for your workshop = 4/9ths of the travel. Be sure to include surface travel costs to and from the airport if the teacher is flying. If there's a program involved, you might split one day's travel between the chapter and the workshop group. Teachers may give a special price for a chapter program in conjunction with a workshop.

**Meals:** All meals from the time the teachers get off the airplane or arrive at your location until they leave are your responsibility. For a workshop, plan that they will arrive the day before and leave either after class the last day or first thing the next morning, depending on their

next destination and travel arrangements. Do not expect them to fly home after a class if they will have hours of travel or arrive late at night.

	Breakfast	Lunch	Dinner
Arrive Thursday p.m.			x
Friday class	x	x	x
Saturday class	x	x	x
Sunday class	x	x	?
Depart Monday a.m.	?		

Budget approximately \$10 for each breakfast and lunch and \$20 for dinner, depending on your local costs.

- Accommodations: Teachers *must* have a private room and preferably a private bath. They are *very* appreciative when housed in a hotel. This gives them privacy and a chance to regroup for the next day. If they do stay in a private home, the hostess provides breakfast (after checking with the teacher for her preferences). The Chapter usually gives the hostess the teaching portion of the workshop as a comp in exchange, paying only the kit fee. The workshop chairman/organizer is also often given the teaching portion of the workshop as a comp. This should be clearly specified in the chapter's Standing Rules. Some chapters ask the hostess to provide the lunch for the teacher, or ask someone else in the chapter to do this. Another alternative is a potluck or sandwich exchange among the attendees. Be sure to check with the teacher for food restrictions. They do not expect to be wined and dined, but they do expect good meals and drinks/water throughout the teaching day.
- Budget: A budget might look like this for a three-day class with the teacher arriving by air:

Teaching fee 3 days @ \$250	\$750 (or whatever they charge)		
Travel 3/5ths of \$450	270 (estimate this until she/he gets ticket)		
Hotel 3 to 4 nights @ \$75	300 (depending on departure time)		
Meals			
Breakfast 3 or 4 x \$10	30/40		
Lunch 3 x 10	30		
Dinner 3 or 4 x \$20	60/80	150	(top price)
Kit shipping (if teacher isn't bringing)	30	?	
Misc.	25		

Refreshments for morning breaks, mailing letters to students, etc.

Divide the total amount by the number of students in the class. In the above example, \$1525 divided by 15 students = \$102 per student. Start out figuring low, maybe 15-18 participants, then refigure as the enrollment increases. (Remember *not* to include the hostess and/or workshop chairman in the count when you figure the per-student amount if the class fee for those people is complimentary.) This gives you an estimate to announce to prospective students. If there is no teaching fee and the teacher stays in a private home, the cost will be very low. It increases dramatically when teaching fees and hotel costs are included.

- How-To:
  - Start an interest list as soon as you start planning for the class and put it out with the picture and description at every event, meeting, etc. This gives you an indication of interest.
  - About three to four months ahead, start working the list, asking for commitments and go farther afield to reach more people.
  - About three months ahead, ask for the kit fee as the deposit. This confirms the student's commitment to the workshop. In some chapters it won't be deposited until the day of the class. Other chapters handle this differently. Checks are deposited in a timely manner, and the Treasurer AND the workshop chair keep an account of these funds. (This money is *not* chapter funds available for expenses.)
  - Using the computer helps with communication between the workshop chairman, the class, and the teacher. Send 2 or 3 messages/reminders as the time approaches, especially if there are color choices, people are coming from a distance and need hotel info, etc. Set up a "group" in your email address book and put in all class members with email addresses. You can then send one message to all at the same time and only USPS mail to those without email. Copy the teacher on letters to the students, and ask addressees to confirm receipt.
  - The day the class starts, have most of the expenses firm. Then divide by the final number attending, less hostess and/or workshop chairman. Get a check from each student on the first day of class.
  - Ask for a check from the treasurer for the teacher, prior to the workshop and for the necessary paperwork to be completed for chapter records (name/address/phone/social security number), then make arrangements to give all the money to the treasurer before the workshop ends.
  - Have the teacher verify the amount due her, ask her for an invoice, and pay her the last day of class. The workshop chairman may pay the meals/hotel/misc. and be reimbursed. The chapter gets any excess money. It's usually only a few dollars, as you DON'T want to make money from the workshop to enrich the chapter. It's not fair to those enrolled in the workshop.

Workshops can be scheduled the day of or day before or after a chapter meeting with the teacher presenting the program. This gives them an additional teaching opportunity. The chapter pays a portion of the travel, plus at least the dinner or lunch before the meeting.

If someone can't attend in person, *with the teacher's PRIOR permission*, the absentee pays the same teaching fee as those in attendance. If you didn't do this, some people would sign up, get the kit, and not attend in person. If you're charging for lunch, they don't have to pay that. If lunch is included in the workshop cost and they don't attend, then figure the kit postage and insurance offsets the meals they are missing. If there's no lunch included, then bill them for the postage/insurance. Use USPS priority boxes from the Post Office — nice boxes, kits fit, easy to pack and *free!*

Recap: Workshop costs include:

- Teaching fee
- Transportation
- Hotel if not staying in a private home
- If staying in a private home, then the hostess usually doesn't pay the teaching fee, just the kit fee.
- Room rent if you can't find a free location — check with community rooms in banks, savings and loans, libraries, etc.
- Kit shipping charges if the teacher isn't hand-carrying them
- Cost of meals
- Add in \$25 to account for unexpected expenses.... toll fees/airport parking, refreshments for breaks, postage to mail student letters, phone calls to teacher and students, etc.

Estimate all costs until the final plans are made including transportation costs. If the teacher will only take 20 students, initially estimate cost with 15-18 participants or so unless you already have a full class.

Estimate instruction cost with a range: \$25-30 as an example, for a one-day class. For a two-day class it would probably be \$35-\$40 if transportation is low. Add up all the expenses at the top figure, divide by the 15-18 figure or whatever is low, then quote that as the estimated figure. Needless to say, people never object to a lower figure; it is better to estimate high and come down.

### *Chapter Restrictions on Teachers*

Q: A member suggested that we add to our Standing Rules an item stating that all teachers who come to our chapter *must* provide their kits for sale to members who do *not* take their programs or workshops.

A: It is the right of the chapter to set requirements to be met by teachers who are hired to present programs and workshops. By the same token, it is the right of the teacher to refuse to accept this requirement, and to decline the invitation. I've never seen this requirement placed in the Standing Rules of any chapter.

In some cases a teacher, teaching a chapter program with instructions that stand on their own, will allow absentee members to receive the kit. Occasionally a teacher will allow one or two members to be "ghosts" for a workshop if the teacher is asked, and if there is a valid reason the student cannot attend. However, many teachers feel that their personal presentation of the material is essential for the student to successfully complete the project. If they sell their kits to anyone who requests one, they lose that teaching element, and also lose teaching opportunities for the future. Teachers sometimes make kits available for sale after they retire certain pieces from their portfolio; others never sell their retired kits, feeling that all of their projects must be taught in person.

It is the right of the chapter to impose this requirement, but we feel very strongly that this will exclude many wonderful teachers who will not accept it. We urge your members to think long and hard before making such a standing rule.

From the National Bylaws Chairman: A chapter cannot adopt a rule that imposes a standard for a non-member. Some teachers will not sell their kits/instructions unless the student takes the class. This is their decision to make. The chapter can adopt a rule that it will invite/hire only a teacher who is willing to sell the kit/instructions to members who do not take the class. Your membership will have to decide by vote whether to put this limitation in your chapter's Standing Rules.

*Payment of Teachers Who Are Chapter Members*

Q: With regard to teachers who are members of a chapter, what is the policy concerning members being paid to teach a chapter program? This would be a normal monthly program as opposed to a "National Teacher" program.

A: ANG has no national policy regarding this matter. Any teacher is entitled to be paid for his/her services, even if he/she is a member of the chapter for which he/she is teaching. It is the decision of the chapter to decide whether to hire him/her; however, it is also within the teacher's right to decline the offered pay. Over the years it has become obvious that some chapters have taken advantage of the teachers within their membership. We should remember that they are professionals who should be treated as such. They should always be offered a teaching fee; it is strictly their choice as to whether to accept or decline. If you have a set amount beyond which your budget cannot pay, it is the teacher's decision whether to accept the amount offered and the chapter's decision whether it can afford to pay the teacher's fee. Some teachers feel that they can contribute an occasional program as a donation to their chapter, but that is their decision. Remember that we, as chapter officers/members, should not take advantage of our talented members — most of them are very generous in sharing information and advice.

*Use of the Chapter Project Book*

Q: What is the policy regarding the ANG Chapter Project Book (CPB) as far as its availability to individuals to stitch a project if the chapter as a whole is *not* stitching it?

A: The intent of the CPB is to provide program and workshop materials for a chapter. An individual who has stitched the project leads the participants through it, providing tips, hints and guidance to the group and to individuals as needed. The CPB is not intended to be used individually by a member; its intent is to give groups of chapter members an opportunity to work projects designed and prepared by certified teachers without having those teachers come to the chapters in person. It gives chapters an opportunity to benefit from the expertise of national teachers at no cost.

The CPB is not to be used outside of chapter meetings/workshops. The CPB belongs to the chapter and is *not* the property of the officers. It should be displayed at chapter meetings, and the members should be consulted as to which projects they want to do. If the chapter chooses not to use the CPB, it should be returned to the CPB Chairman so it may be sent to another chapter. It is *not* to be discarded.

Suggestion: Ask some of the chapters in your area, or your area rep, if there are members who are interested in doing this particular project. Maybe you could have a stitching day in a central location for those who are interested, and you also may get some inter-chapter cooperation.

Q: Because our chapter has a low membership of fewer than 50, it often has meetings that are small. The chapter would like to do a "Project Book" meeting. Plans are to display the book at an earlier meeting and have each person sign up for a project in which they are interested. At the "Project Book" meeting, each person would work on the project he or she selected. Obviously

several may be working on the same one, but it may happen that only one or two work on any particular project. This would allow everyone to be able to work on the project that most appeals to him or her. Although there is not a single teacher for a single project, they would be sharing advice, especially from those who had previously stitched a project. Can they use the CPB in this manner?

A: This use as described is not appropriate. The fact that there is low attendance at the meetings shouldn't hinder your chapter from using a project from the CPB as a meeting program. One thing the chapter might consider doing is displaying the book at a meeting and letting each person vote for the project he or she wants to do. Then the project that gets the most votes is the one that the chapter will do at the future meeting, assuming that someone will volunteer to lead the program. Every member attending the meeting is not required to stitch the CPB project for it to be used.

#### *Use of Material from the ANG Web site and Needle Pointers*

Q: Our chapter wants to use material from the ANG Web site and older issues of *Needle Pointers* for chapter programs and workshops. How do we obtain permission to copy this material?

A: Many of the ANG Web pages state, "This page may be printed and reproduced in its entirety by ANG chapters for publication in their newsletters." "Stitch of the Month" pages are examples. No further permission from ANG is required to reproduce these pages for programs and workshops.

For all other reproduction requests, go to <http://www.needlepoint.org> and select Forms. Each request must come to ANG on the Request to Reprint Copyrighted Material form. Requests for *Needle Pointers* are directed to Sunwest Publishers. Requests for information and designs from the Web Site are directed to the Internet Committee. Requests for out-of-print material are directed to the ANG president. Information on where to send the form appears at the bottom of the form. All requests must be in writing. It will please you to know that most requests are approved.

#### *Teaching Beginners*

Q: Chapters that have programs for beginners, please share some ideas how you maintain "keeping different skill level members happy."

- Our chapter has a first Saturday technique class — new techniques are introduced. This is not just for beginners; many of the stitchers are very experienced.
- Use the same trick teachers used in grade school. The "A" students are drafted as teacher's helpers, and help the slower learners catch up. The teacher gives personal attention to the really serious problems. Since different people have different skills and skill levels, the person who makes a perfect French knot may not know the first thing about railroading. Someone may have been satin-stitching blue-line patterns for years, but needs extra coaching to get the hang of counting threads. Circulate a list ahead of time asking people to indicate where they are experienced to make it easier to pair up people with complementary skills.
- Our chapter has a special class (outside of our monthly general meeting) for beginners. It is basically to introduce people to new techniques. We have had such things as blackwork, pulled thread, and recently a two-part lesson for drawn thread.

## Chapters and the Internet

### *Chapter Internet Representative*

Job Description: The Chapter Internet Representative, often the Chapter President, is the person who receives email addressed to [ChapterName@needlepoint.org](mailto:ChapterName@needlepoint.org). This person is to reply promptly, or quickly bring the subject to the attention of the appropriate chapter member.

The original intention and objective for the position was to be the “electronic” contact point for each Chapter.

The following is a message that is sent to new volunteers by [Chaptercoord@needlepoint.org](mailto:Chaptercoord@needlepoint.org):

Dear \_\_\_\_\_,

Thank you for volunteering to be your chapter's Internet Representative. Your task is relatively simple.

You will receive and answer inquiries about your chapter. The ANG Web page is open to the public, and we hope this will prove to be a convenient way to advertise your chapter to others. (Your true email address is *never* given by the ANG without your consent. All email will be delivered to you through your chapter alias, such as [ChapterName@needlepoint.org](mailto:ChapterName@needlepoint.org).)

You will also be asked to forward information that is sent to all chapters, such as notification of a policy change or special news that needs to reach all chapters quickly.

Should your chapter president not have access to email, you might also be requested to impart information to her or him.

Again, thank you for volunteering.

### *Setting Up a Chapter Web site*

Q: I am interested in getting information about our chapter onto the Web. There are links to some chapters on the ANG Web site. What does ANG offer to the Chapters in this regard? Is there a charge?

I have been thinking of developing a Web site for our chapter to try to increase visibility and membership. Some of the chapter sites that are linked to ANG look more like a text file that was just sent in to ANG rather than the chapter's own Web site. One site looks like just a screen of information rather than an actual Web page. Is that correct or am I just missing something?

Are the chapters reimbursed for the Web page expenses? Is this something that comes from chapter dues? Just want to be sure I gather all the facts before I present the idea to our chapter.

A: ANG has no direct control over what the chapters do on their Web sites. ANG does not provide Web sites for chapters, nor does it publish on its own Web site the kind of material a chapter would place on its own site. A chapter link on the ANG Web site takes Web visitors to that chapter's own Web site.

Each chapter decides how it wants its Web site set up. Much of it depends on the capability of the chapter member doing the set-up and on the availability of software to the chapter member. ANG doesn't interfere with the chapters unless they are in violation of Policies & Procedures. If a chapter wishes to use the ANG name or the logo, the only restriction is that the chapter name must be in letters equal to or larger than the type size used for "American Needlepoint Guild, Inc."

A: From the ANG email list: One of our members is a Webmaster. She asked if we'd like to have a Web site and, of course, we said yes! She uses Geocities, which means we have advertising on the Web site, but it's also *free*! Several of the Southern California chapters have used Geocities. Our Webmaster uses the newsletter each month as a source for updating information on the Web site, and pictures are scanned (with written/email approval of the designer) and sent to her for posting on the site.

A: From Laura Zickus, ANG Webmaster at this writing:

I am the Webmaster for ANG and also for the San Diego Chapter. As far as the San Diego site goes, I originally used HTML in Note Pad to set it up, then Front Page for maintenance. However, I now use Dreamweaver whenever changes or additions need to be made. We pay an annual fee for our Web hosting through Datarealm, which also happens to be the host that ANG National uses. The San Diego chapter pays for its own Web hosting and domain registration.

Finally, send an email to the ANG Web master at [Webmaster@needlepoint.org](mailto:Webmaster@needlepoint.org) and/or the VP for Chapters/Areas giving us the URL so your link can be put in place on the Chapter page of the ANG Web site.

I'm not sure about the free Web hosting sites. I know that you don't get much space and there is a lot of advertising in pop-up windows. It is probably best to go to the chapters that are using free Web hosting sites, ask who they use for Web hosting, and find out the pros and cons that they encounter. In most cases, when using a free Web hosting site, it is easy to get set up. You just sign up with your name, address, etc. and you get a URL that may be something like <http://www.geocities.com/something/chapter.html>. The San Diego Chapter decided that it wanted to use its domain name, and didn't mind paying for the Web hosting. One of the advantages about Datarealm is that it offers a non-profit annual rate that is around \$80. Of course there is also the domain registration, but those can be bought rather inexpensively these days.

If you are an AOL user, you might be able to set up a Web site through AOL. See this example:

<http://members.aol.com/oatlandega/main.htm>

The bottom line is, go to a number of chapter Web sites via their links on the ANG Web site, explore the different styles, send emails to the Webmaster with questions, and then choose the type best suited to your chapter.

Finally, notify ANG so your link may be put in place on the chapter page of the ANG Web site.

### *Web Site Guidelines*

ANG does not direct or monitor chapters in the setup of chapter Web sites. Each Chapter is encouraged to establish a Web site, if desired, but is also cautioned that content and format must

in no way violate the purpose of ANG or the Policies and Procedures of the national organization. As an aid to establishing and running a chapter Web site, the following suggestions and guidelines are offered.

- Chartered chapters of ANG may use the ANG name and logo graphic on their Web sites; however, the chapter name must be in letters equal to or larger than the font size used for “American Needlepoint Guild, Inc.” and the ANG logo should be no larger than your chapter nametag image or chapter logo. The ANG logo graphic may not be modified, altered or distorted in any way without approval of the ANG National Board of Directors.
- All “people” pictures used on the Web site should have the consent of the individual(s) shown.
- Before posting any pictures of stitched pieces you should have the permission of the copyright holder and the stitcher in writing. That’s what ANG does with all pieces displayed on its Web site. In the event the copyright holder is deceased, contact that person’s family for permission. Failure to obtain these authorizations could subject the chapter and officers to prosecution for violation of copyright or privacy laws. Most designers and teachers will be very happy to have their stitched designs shown as examples, especially if you include the teacher’s/designer’s name on the Web site. Confirm this, because including a design on a Web site without permission is violation of copyright. Err on the side of caution and get permission before posting pictures.

Copyright issues are serious because the Internet allows such easy means to copy and reuse material that is protected by copyright. The designer and photographer *both* have right of refusal when it comes to photographs, and both must give permission for a photo to be used on a Web site.

The Webmaster should maintain a file of these written consents.

- Personal street addresses and telephone numbers should not be published on a chapter Web site. Names and email addresses, photos of your members or any other personal information, may be published with their express written consent. The Web site is open to any and all, and there is no control over how visitors may use the information they find there. If you post the newsletter, be sure it's just the "news" portion and delete any addresses for individuals or other personal information. You may want to use a blind email address for your chapter, as is used for the chapter links on the ANG web site. The chapter link used on the ANG Web site could also be used as the method of contacting the chapter. That would give Web site visitors an email address, but you need to ensure that the person who is the blind link is reading and responding to those emails.
- Include a link to the ANG national Web site. ANG will also be happy to add a link to your Web site to the chapter listing on the national Web site. Request assistance on this from the VP Chapters/Areas.
- The home page of the Web site should include a copyright notice such as:

“No part of this Web site may be published, reproduced, stored in, or introduced into a retrieval system, or transmitted in any form or by any means whatsoever (including electronic,

mechanical, photocopy) other than for personal or ANG use without written permission from the copyright holder.”

- The Web site should be reviewed frequently to ensure that outdated material does not remain on the Web site.
- Membership lists should not be published on chapter Web sites.
- Advertising for non-needle art activities and merchandise is discouraged to protect the non-profit status of the chapter and ANG. Merchandise should not be offered for sale that is in competition with the commercial needlework industry. Offers of merchandise unique to the Chapter are acceptable.

Sample Photo Release Form

**Photography Release**

For inclusion of Photo on San Diego ANG Web site

Please complete this form and return it to:

(NAME AND ADDRESS)

To be completed by Designer

I, \_\_\_\_\_, expressly permit (San Diego Chapter ANG) to use  
photographs of my design “\_\_\_\_\_”.

I understand this photo will appear on the San Diego ANG Web site at <http://www.sdang.org> for  
the promotion of my class for the San Diego Chapter of ANG.

**Signature of Designer:** \_\_\_\_\_

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

## **Installation Ideas**

Many chapters have formal installation ceremonies, some are serious, while others are humorous. This is a good way to start the new chapter year. You identify your chapter officers, they receive personal recognition, and you impress upon them the serious responsibilities they are assuming. Some chapters install only their elected officers, others include appointed committee chairmen.

You might ask former Presidents, a national or area officer or past officer who is in your area, or someone else of importance to the chapter, to lead the installation ceremony. The incoming President is often asked for suggestions. Be sure to give the invited person plenty of time to prepare an installation, and you may offer suggestions to them. Some chapters formalize an installation ceremony that becomes a tradition and is used year after year.

A number of chapters present the incoming President with the President's Pin. This is a nice gesture as he/she gets to wear it while in office, rather than the pin being presented as a thank you at the end of the term. See the section on ANG Jewelry for Chapter Officers for information on obtaining this pin.

Please see Appendix C. Sample installation ceremonies for several examples of installation ceremonies used by needlework guild chapters. Feel free to use them "as is" or to adapt them to your own needs and style.

## **Newsletters**

Chapters are encouraged to publish some form of regular newsletter. Newsletters are generally the primary method of communication within the chapter. The newsletter not only supplies basic information, but also conveys enthusiasm, warmth, and a sense of community. Many chapters are now sending newsletters via USPS to those members without email capability, but are also sending their newsletters via email whenever possible. This results in the immediate receipt of the newsletter by members, savings on postage, and a method to keep in frequent contact with members. A small chapter may feel it cannot send a monthly newsletter, but even a bi-monthly or quarterly newsletter keeps the members informed.

Chapters are asked to include their Area Representative and the Vice President for Chapters/Areas on their list of recipients. This allows the Area Representative to extract information for the *Needle Pointers* Chapter Page, and keeps both the AR and the VP informed of chapter happenings and important events. . Newsletters should include not just the project being work or the meeting program, but also museum events, gallery offerings, community projects, etc.

Exchange of newsletters among chapters in adjacent geographical areas is a good method of sharing information about visiting national teachers and events open to members of other chapters.

Please see Appendix B. Editing a Chapter Newsletter for a detailed document for chapters wishing to start or improve their chapter newsletters.

## Chapter Community Service Projects

A chapter may see the opportunity to stitch a project for presentation to another non-profit organization. This is an excellent method to bring the chapter together in planning, stitching, and presenting the finished project. It also provides a wonderful opportunity for publicity in newspapers and on television. Needlework city seals have been presented to the home city, wall hangings and pictures have been presented to children's hospitals and schools; pictures of animals have been presented to organizations using animals for the blind or for other medical support projects. These are just a few examples and other examples may be found on the ANG Web site as described in the next section, Recording Chapter Projects.

The chapter project may entail a large expenditure for materials and finishing or framing. Chapters may apply to the national organization for funds to partially cover these expenses. This application should be made *prior* to the beginning of the project. A description of this program and the forms to be used are found in the President's Book behind the tab "Chapter Information," with the heading "Application for ANG Chapter Project Partial Funding." It should be mailed to the current Vice President for Chapters/Areas (listed in each issue of *Needle Pointers*), who can also answer questions about the process.

## Recording Chapter Projects

To fulfill the mission of the American Needlepoint Guild to share the art of needlepoint, chapters are urged to stitch and present projects for viewing through placement in public buildings. If your chapter has made such a contribution we would like to feature the information and a photo of the project on the ANG Web site. In order to do so, please send the following information and a photo to:

Sue Haines  
605 Bittersweet Trail  
Atlanta, GA 30350  
[chaptersareas@needlepoint.org](mailto:chaptersareas@needlepoint.org) .

Information needed from the chapter:

Chapter Name

Project name

Location

Designer

Description

Date Presented

Photo (Preferably a professional photo of the project, but an amateur photo of the project, with stitchery details and without people, is acceptable.) President's name, address and an email address if available.

To see examples of projects currently in the archives, visit the ANG Web site under "Community Projects."

### 3. CHAPTER MEMBERSHIP

#### *Advertising Your Chapter — New and Old*

- Contact Members-at-Large (MAL) in your area. Send the VP for Chapters/Areas a list of the zip codes that are in your potential area. The names/addresses/phone/email info can be extracted from the ANG database and sent to you.
- Put notices in the calendar section of local newspapers.
- Put a notice on local Cablevision freebie ad channel. Call the station and ask their procedures.
- Obtain permission to put 8 ½ x 11 inch colorful posters at every place possible, including the library, local craft stores, churches, dress shops, beauty salons, etc. — everywhere that potential stitchers are!
- Print info (four on a letter-size sheet of paper and cut apart) and obtain permission to put stacks of them in needlepoint, craft and quilting stores, libraries, bookstores, and other locations for people to take.
- Put a needlework display in a local library showcase.
- The national membership office sends a list of new MALs and others requesting membership information to the Area Representatives (AR) every couple months. This is the response of one chapter when notified by the AR of a potential member in their chapter area, reprinted with permission:

“This is the text of the email we send to all the Internet inquiries you send us. We now have about 40 members. We have picked up four new members within the last twelve months. Thanks.”

Hi, \_\_\_\_\_,

I'm following up your request for information about the Illinois Prairie Chapter of American Needlepoint Guild in Peoria.

We meet monthly at the Arcadia Presbyterian Church at the corner of Bigelow Street and Arcadia Avenue — that's just off lower Knoxville near the string of medical buildings. Turn off Knoxville onto Arcadia at the McDonald's restaurant. Bigelow is the second block. It is a big church. You can't miss it.

Meetings start at 1:00 PM on the third Wednesday of each month and last until about 4:00, though people are free to leave whenever they wish. Each month we have a different program to enhance our needlepoint knowledge. We're an active and friendly group and welcome guests and new members.

I'm chapter president. You can reach me at this email address or by phoning 243-2438. I'd love to talk to you.

Sincerely,

*Recruiting New Members — from a brainstorming session at a National Board meeting*  
IDEAS FOR GROWING ANG MEMBERSHIP

1. Cultivation of new members

Publicity

- Focus on male stitchers
- ANG brochures should be available at *all* needlework events throughout the country
- Provide ANG brochures to needlework stores and art-related organizations/museums/historic sites in areas where there are no chapters; ask chapters to ensure brochures are provided to stores, museums and historic sites in their areas — sources of shops include *The Stitcher's Yellow Pages* and TNNA
- Get more press about our national and chapter projects
- Featured artist at library/other space
- Shops
- Free advertising in newsletter for putting chapter info in shopping bags
- Note pads/"to do" pads with contact info
- "Meeting/trip" to visit shops
- Chapter supports shops = stronger local chapter and better shops
- Women's club and junior women's club
  - Offer to do a program
  - Offer to help with their exhibits
  - Make up sample kits
- Girl Scouts, 4-H, schools, libraries
- Historic organizations
- Give out old magazines or educational directory in new-member info packets
- Donate time as a group and have newspaper cover the event or offer to man phones for your local PBS station fundraiser
- Have a recruiting event. Everyone has an invitation to join as a method to introduce stitching. Display work and programs offered by the chapter and ANG

2. Service to Chapter members

Advertise the services provided to chapter members

- Sharing of experiences and ideas
- Meeting friends
- Chapter Project Booklet
- Correspondence courses
- Slide shows
- Chapter information in *Needle Pointers*

*More ideas from you*

This discussion from the ANG email list is included as it gives so many excellent ideas for obtaining new members. Feel free to adapt any or all of these ideas.

Q: Where do you find young people, and how do you get them to come to meetings?

A: From the ANG email list: My chapter worked very hard to recruit them. I'm including an edited version of the report we wrote two years ago on the effort:

- Place posters in several needlework stores located around the area, place stand-up posters at shops at the cost of approximately fifteen dollars. Posters have a pocket for the chapter handout/info flyer that includes info on Guild meetings. Using color photos of programs and workshops is helpful.
- Recruiting through advertising: Make it as easy as possible for the person to join. Provide clear, simple information with maps and program sign-up sheets to mail in with photographs. This information all has to be provided on a separate sheet for the individual to take home. Send a full prospective-member packet when they inquire. The prospective-member packet includes information about the programs (including color photocopy of program pieces), name tags, directions to the meeting location, etc.
- Location, location... A good shop or workshop with a lot of traffic is paramount. Make sure the display will be seen! One shop displays our poster on its front counter and is the first thing seen when people enter the shop. It has been our most effective store location.
- Other ideas:  
On a continuing basis, supply the needlework shops with pads of meeting information: tear-off pads with info sheets like some of the DMC pads? Go to a copy center and have these made up. They are less expensive than flyers and take less space on shop counters. The sheets are quarter-page size (four from one sheet of 8.5" x 11" paper), and are "padded," which any copy shop should be able to do for you. They have the ANG logo and name at the top, with the chapter name just below, and the following:  
"All are welcome at our meetings the second Thursday of each month," with the time and location, and then "Monthly programs, national magazine, seminars, correspondence courses," and at the bottom, "for information call" and two telephone numbers.

A: From the needlework email lists: As one of the younger generation of stitchers, I think attracting new members to Guild meetings should be a priority. It does add life and vitality to get new blood, whether the stitcher is old or young. Look at your programs. Are workshops being offered by nationally recognized teachers? Are simpler, easy-to-finish projects being offered along with more complicated ones? Are different projects being offered with different teachers? I think doing these things will improve membership in any guild. One of the most alive chapters I've ever been in is a very active chapter with something happening at least once a week. With activities both during the day and at night and even the very popular Saturday Stitchers, there is something for everyone.

A: From the needlework email lists: Our local papers will advertise meetings as will the local cable company. At our exhibit at the local library, a one-page flyer was available with our meeting place, planned programs for the year, and the President's email address. We have also used monthly flyers to post at local haunts (like the grocery store) to advertise the meetings.

## *Benefits of Membership*

Q: What are some of the tangible benefits of becoming a member?

A: Membership in the national organization allows you to also become a member of local chapters. However, you do not have to be a member of a local chapter to join ANG. You may become a Member-at-Large (MAL). MALs have access to all ANG national resources. Many stitchers who do not live conveniently near a local chapter are MALs.

A: From the needlework email lists: Don't let your fear of feeling out of place keep you from at least checking out your local chapter! Most chapters don't require that you become a member on your first visit. Usually you can visit at least twice before you'll be asked to become an official member. Hopefully, two visits will be enough to decide if you and the chapter "fit."

A: National dues are set by the national organization and are paid directly to the ANG national membership office by all ANG members. Local chapter dues can vary widely from chapter to chapter. Chapter dues are set by each chapter and will depend on how active the chapter is in providing services and activities for its members (Correspondence Courses, workshops, programs, lecturers, retreats, newsletter, etc.) Chapter dues may range from \$5 to \$30 or more.

Tangible benefits:

- Exposure to many different types of needlework. At the local chapter meetings there is generally a project as part of the program that you can choose to participate in or not.
- Correspondence Courses (CCs) are nice. They provide valuable reference materials.
- CyberWorkshops: Some nice discussions get going in the e-lists that are set up for the courses. I like the fact that I can "talk" to folks who support and understand my love of stitching rather than ridicule it.
- Certification Programs in a number of different areas: teaching, judging, appraising, etc.
- *Needle Pointers* is one of the finest publications of its kind.
- Many local chapters have their own libraries of stitchery-related books and tapes.
- ANG has an extensive rental program for videos.
- The advantages of joining a local ANG chapter: the most obvious advantage is becoming a part of a group of people who share your passion for the needle arts. You will learn a lot just by being a member and attending meetings regularly. Stitchers are a generous bunch and are always ready to lend a hand if you want to learn a new stitch or technique. Most chapters have regular programs, usually associated with their monthly business meetings. These are often hands-on projects where a member or a guest teacher will teach a small quickly completed project involving a specific stitch or needlework technique (there's usually a small kit or instruction fee for these). Sometimes programs are lectures, slide shows or video presentations. Some chapters also have mini-workshops and stitch-ins, too.

- Many local chapters have regular workshops, inviting local or national teachers to join them for one or more days to teach a specific project. Each participant pays for the kit and for a portion of the teacher's expenses (unless the chapter has the resources to absorb some or all of those costs). In addition, some chapters will sponsor one or more of the Correspondence Courses (CCs) each year. Again, each participant pays for the text and (usually) a portion of the teacher fee.
- Some chapters also offer periodic "retreats," usually a long weekend, in a setting somewhat away from their "home base." Members stay in the hotel, stitch on their own projects, shop in wonderful antique, craft and gift shops, stitch, eat, stitch, talk, stitch, etc.
- Most chapters have members who are at many different levels of needlework experience. There will be members who do only one type of needlework (cross-stitch, needlepoint, etc.) and who are content to come to the meetings, enjoy the companionship of other stitchers and work on their own projects. At the other end of the spectrum are those who always try new techniques, work on certification programs, teach programs almost every year, etc. There are those who are in the middle range, interested in trying out the new stitches and techniques. They may never use the knowledge, but they have the technique in their "memory banks."

#### *Age Diversity Problems*

Q: ANG has declining memberships and a distinct "aging" factor in its membership list. Chapters need to find ways to attract younger members (some wag said at our last area meeting, "We have a new member and she is under 50!"). Any suggestions?

A: From the newsletter email lists: Many younger stitchers are hesitant to join. Some because they "only" cross-stitch and feel looked-down-on; others because they feel uncomfortable being the youngest person there; others because they're simply unaware there are groups out there. And while most groups are very welcoming, a few don't make an effort to include younger members. Things like national and area seminars can be difficult for us younger stitchers to attend. Yet many younger stitchers are hungry for guidance from experienced members. There doesn't seem to be a great deal of outreach to us.

A: From the needlework email lists: I've been in needlework organizations since I was in my early 30s and only recently have I stopped feeling like the baby of the group (I'm 46 — ahh, the compensations for growing older!) Here are some of my ideas.

- Meetings and activities *must* be at night or on weekends. Younger women must work M-F to support our habits. Most of us who *are* at home are so because we have young children, and that doesn't make attending day meetings any easier.
- Correspondence courses are a great resource for those of us who can't afford to travel to seminars and want to work in our spare time. We need more of them, and more correspondence courses via the Internet.
- I'm a dedicated stitcher and wild horses couldn't keep me out of these Guilds, but I'm currently working on a friend to join my local chapter and she is exactly as you described — a cross-stitcher who is not sure what else to pursue. It can be overwhelming. Perhaps some outreach could be done in the form of a seminar: "Beyond Cross Stitch," "What Is ANG?" or something like that.

- I got interested in ANG when I realized there was more to needlepoint than those dreadful tent stitch kits with yarn I worked as a kid. We also need to get the word out on that.

A: From the needlework email lists: My chapter has a day meeting and an evening meeting each month. The demographics are interesting — as the day people get older the “balance of power” has shifted to the evening people; although right now it’s still balanced to a certain extent, that’s probably going to change. Sometimes we do the same program in both meetings, depending on interest and who’s available to do what. The day meeting is a great resource. Those people were the founders of our Chapter, and for that we are enormously grateful. But the day attendance is shrinking, and participation in the day projects is shrinking, while the evening attendance is growing to the point where we really could use a new place to hold our evening meeting, if only we could find one that was affordable.

As for being the youngest, at 61 I am not the youngest in the day meeting, but I’m younger than the mean. In the evening meeting, on the other hand, I’m one of the oldest; our youngest member is in high school, and the mean is probably in the early 40s.

I see a time when there will not be enough people attending the day meeting to justify the rent we pay. I’m just hoping that enough of the evening people will gradually retire and move to the day meeting so we can continue having that meeting. Logistically it’s a little tricky sometimes to make decisions and to plan, since we have two populations that need to have a voice in any decisions, but somehow it does work and we manage to muddle through. I can see the need for both groups; certainly the workers among us cannot attend a day meeting, but on the other hand, the older women among us do not want to drive (or are not able to drive) at night. Two sets of needs, both of which deserve attention; two meetings a month manage to keep most people happy most of the time.

### *Retaining New Members*

Comment: If a member decides not to renew, why not ask why?

- The Chapter Membership Chairman has a list of each chapter member/dues expiration date. The Chairman also has unlimited access to the national membership office’s “Membership Verification System” available on the ANG Web site. Most chapters use their newsletter as their means of alerting members to when their national and chapter dues are payable. It is an easy task to identify members who have not paid their national dues. Should this occur, it is the responsibility of the Chapter Membership Chairman to contact the member. Personally contact your non-renewing members. If necessary, call repeatedly until you reach a live person so you can ask questions as to why membership in ANG was not renewed. The reason may simply be a misplacing of the invoice from the ANG national membership office or failure of the invoice to reach the member, particularly if the national membership office has not been contacted about an address change. The reason could be ambivalence on the part of the member especially if she/he doesn’t feel welcomed or valued as a member of the chapter. Going the extra mile by personally contacting this member and citing how much her/his attendance and presence at chapter meetings means to the group can make the difference in retaining members.
- Quite often the problem is that the chapter’s *board* knows certain benefits exist, but the members thought the only benefit was getting the newsletter. We learned to occasionally put a paragraph in the newsletter about some benefit, titled “Did you know?” (Did you know that you can borrow videos for free? Just submit this form and you’ll have the video in a few

days. Did you know that your membership card is worth 10% off at the following sponsors? AAA Cleaners, B&B Restaurant, CC Rider Tires.)

- One person who had decided not to renew became one of our best volunteers — no one had ever asked her directly! This woman couldn't attend our meetings because they conflicted with another commitment, and the newsletter was just one more thing in a huge pile of backlogged reading.
- A new policy quickly evolved that when we needed volunteers, the board would each take one page of the membership list and call. "Oh, you're Jewish and can't work on Saturdays? We have a reception coming up on a Sunday next month; could you possibly help with that?" "You don't drive at night? A board member in your neighborhood is volunteering on Tuesday and Thursday, would you be able to do it if she gave you a ride?" "You're in a wheelchair? We have a sit-down job at the information table that doesn't require any walking."
- Eventually, we developed a good enough member profile to start with the top prospects — tell me once that you can't come because your son plays football Saturday mornings in fall, and you go right to the top of the list when I need muscular teenage boys to move tables. Mention in casual conversation that you like to bake, and I can guarantee you'll get called for cookies when we have a party; on the other hand, if you're a bachelor whose idea of a gourmet meal is a bucket from the Colonel, you'll never get called when we need bakers. Please, don't call me if you need help working with children. Don't call me for anything that requires a car to get to (like weekends in the suburbs). Don't call if the job requires lifting or a long walk. Don't call me to teach Hardanger. But, please, call me to bake, call me to call, call me to hostess a gathering or put up a visiting teacher, call me to teach French knots, call me to work in my own part of town or near the trolley line, call me to organize. The things I will do are far more numerous than the things I can't do.

A: I wonder if there could be accommodations made for younger stitchers and for us itinerant young'uns. Many college alumni groups have reduced dues for alumni under 25 or 30; many college alumni clubs will have "part year" memberships or reduced dues memberships for those of us who are transitory because we're in grad school or traveling a lot. For example, I pay \$15/year in reduced dues to my local alumni club because I'm still a student. Regular dues are \$25 for those under 30 and over 60; \$35, I think, for those between 30 and 60.

ANG could do outreach through college "extended learning" or "craft" programs. Many colleges invite local people to teach skills like sewing, beading, pottery, car repair — non-academic subjects that students are interested in. A lot of college students don't have cars to get themselves off campus and out to a meeting. Most grad students do, but many undergrads don't.

A: I remember that the person who talked me into attending and finally joining suddenly stopped attending. I was left alone. I stayed with the group even though for ages I felt like a complete outsider. No one ever asked me to sit with him or her or to join in with what was going on. If someone did sit with me it usually was because all the other tables were filled. I saw a chance to learn some new things as well as a way to improve on what I already was able to do so I have continued my membership. Several times I have thought about dropping my membership but have not. Now I am the newsletter editor and enjoy that and am finally after over five years feel that finally I do have some friends in the group. I am an introvert so to just go and sit with a group is not my style even though I have tried. Remember that person standing over in the corner or sitting at the back table may be introverted, and they may find it extremely painful to try to get to know people. Reach out and touch them.

A: Recruitment only goes so far if you can't get them to renew. I joined a chapter because I wanted to (1) learn new needlework techniques and (2) meet people who had similar interests. Have some kind of "buddy" system. A buddy can help the new member feel included in the group (especially when everyone else seems to know each other) and can also help him or her with difficult stitches or techniques. When you're new and/or a beginner, you compare what you're doing to what people with 30 years' experience are doing, and you really need that little something to build up your confidence. If you don't like the programs or workshops that are being offered, then volunteer for the job (i.e. program chairman), offer to teach a class, or offer the VP help with getting programs set up.

Every chapter should have a sunshine person to make it his/her job to get to know each and every member (on the phone and at the meetings). If a member doesn't attend two or three meetings in a row, why doesn't someone call him or her to make sure everything's okay? If a member decides not to renew, why not ask why? You probably won't change their minds but you might find ways to change your chapter!

A: I am a total lurker, but I would love to share my experiences with becoming — and staying — a member. I have had a couple of different experiences.

I joined a chapter when I was in high school at a table at the county fair. I was excited — I had no clue such a thing existed, and the meetings were in the evening about two miles from my house. I did not renew for three reasons: 1) my parents refused to allow me to go to the meetings because they were on a school night — obviously, there's not much any chapter can do about this; 2) no one from the chapter ever contacted me — if they had, I think it would have gone a long way to solving problem #1; and 3) the magazine was so far past where I was then, and it wasn't worth the membership dues for me — which came out of my allowance. After college, I moved to the Midwest. At a shop I found a flyer about the local group. I called the number on the flyer for info. No one ever called me back.

A few years later, I moved back west. I found a flyer for a group at a shop. I called the president, VP, and membership people listed. No one ever called me back. Then in a class at a shop I met a member of another group that met at night. She encouraged me to go. I didn't even know that group existed. I went. She introduced me to people and sat next to me. She wanted to see what I was working on. Every month she came over to see me, and she introduced me to people. It was great. I was a member for three or four years and an officeholder for a year and a half, until we moved.

My number one suggestion: *call people back!* Why put out flyers with numbers and then ignore phone calls? Why put out email addresses and not answer emails? If someone new joins and never comes to a meeting, call and find out why! It does not surprise me that people don't renew, or that they come as a guest once and never show up again. Sure, they may want a different focus or maybe they didn't like the program or whatever. Call or email and find out why! Find out what your officers are doing — does the president know that the membership chairman ignores phone calls? Does the membership vote in the same board every year and then wonder why the group is shrinking? Does the membership chairman know that the president ignores phone calls? Do your flyers have an old email address or old phone number? Does everyone think someone else is doing it?

A: The response about the non-response of officers and chairmen is, unfortunately, not as uncommon as some of our members think. The first few times I tried to find a chapter were about the same. I gave up trying to join until I got interested in computers. I found a local group by

accident. In reality, they found me! They privately answered one of my posts and invited me to a meeting. Someone picked me up and stayed with me the whole meeting. It was amazing and I felt very welcome. All I am saying is that perhaps you need to encourage members to mentor a new member or a visitor. Chapters can turn cliquy without realizing it!

A: I first learned about the guild at one of the needlework festivals, at an information table staffed by two very friendly, enthusiastic volunteers.

As to the problem of unreturned phone calls and unanswered emails, there are many possible scenarios. Contact information can become outdated very quickly. Also never underestimate the power of teenagers to lose/erase/forget about a message, especially one from a stranger!

Guilds should consider an outreach program that involves local shop owners. Let's think outside the box — what about a free membership for the shop in exchange for displaying posters and putting customers in touch with the chapter. In most cities, shops like to provide information to their customers who are interested in joining local needlework guilds, but it is up to the guild to facilitate that introduction by providing the shops with colorful, well-designed leaflets or pads of leaflets with up-to-date meeting and membership information.

### *Younger Members*

Q: I have a young person who wants to join ANG; she is 12 years old. Is there anything special I should inform her of? Will she get a *Needle Pointers* magazine? I have printed her up some information from the ANG Kids page on the Web site. Some insight into this would be greatly appreciated.

Q: Our chapter is looking for some guidance from ANG in the area of very young members. We have some interest from the children of our members. We would like to hear from ANG on this matter. We have discussed everything from special project meetings geared to children to full membership; anything you might share with us would be helpful.

A: Anyone is welcome as an ANG member, regardless of age. We have no separate category for youth, but anyone paying the national dues is given full membership. At a recent chapter meeting, a girl in her early teens was handling hospitality and assisting with opportunity prize drawings.

So yes, sign her up and tell her to spread the word about the opportunities. Each chapter has its own authority to handle youth members in any way it sees fit. National dues remain the same regardless of the member's age. If a chapter chooses to offer a special rate for chapter dues, again, that is the chapter's decision. Use the programs for children found on the ANG Web site and in the Educational Directory. In the future ANG may develop a youth program, but this is not yet in the planning stages.

### *Youth/Children Attending Chapter Meetings*

The national Board decided that it is up to each chapter to determine chapter policy on youth/children attending chapter meetings; national ANG takes no position on this matter.

### *Chapter Family Membership*

The chapter has the option of offering a special family rate for dues paid to the chapter. For example: the first member pays the full amount, and each additional family member pays a discounted amount. That remains a chapter decision. ANG does not offer that option at the national level because of the cost of *Needle Pointers*. The Board has again considered the subject of family memberships and no action is scheduled at the present time. This does not preclude any chapter's offering a family rate for its chapter dues. We will continue to consider this subject.

### *Member-At-Large (MAL vs. Primary/Dual Membership)*

Q: We have one new plural member. Since she vacations here often, it made sense for her to claim us. Since she is a MAL, I am not sure if she will become a full member with our chapter after this year or be a MAL with us as a plural. She is sending a check for the \$11 local chapter fee. Will we claim her as a full member next year, and she pays her entire dues to us and we forward the national dues on? She may be signing up with more than one chapter. There are no chapters in her area so she has no "home base".

A: This whole MAL/plural/dual situation is confusing. Here goes:

When people join ANG but do not belong to a chapter, they are categorized as MALs. When a MAL joins a chapter, the first chapter he/she joins is considered the primary chapter. **That chapter should notify the national membership office requesting that the membership be transferred from MAL to primary member of that chapter.** This member, no longer an MAL, may choose to join another chapter, in addition to the primary chapter, and becomes a dual/plural member with that and succeeding chapters. He/she pays local chapter dues directly to each of those chapters and national dues directly to the ANG national membership office. He/she may also request that the primary chapter be changed to another chapter at any time.

You'll notice the word "should" is used in the paragraph above. In some cases, MALs resist having their status changed. It is hard to understand why. Perhaps they don't want to favor one chapter over another if they are dual members. If they say, "I don't want my status changed," then it is best not to force the issue, as you may lose a chapter member. ANG does not keep records of plural/dual membership at the national level. Records list only MAL and primary chapter status, so a person could be a member of four, ten or fifty chapters, and national doesn't know or need to know this.

### *Membership Dates*

From the membership office: Everything we do is based on dues payment periods of two months each, since we publish six magazines a year. The two-month dues payment periods are based on *even-numbered* months. If you join in January, you are put in the DEC/JAN dues payment period and you will receive six issues of the magazine through the DEC/JAN issue of the following year. You will receive your new member information in February because we mail out new member packets for the preceding month during the first week of the following month. You will receive your full six issues of *Needle Pointers*.

### *Membership Renewal Dates*

Q: Our Board was discussing the possibility of prorating all our membership due dates to June 1. One member working on the budget proposal felt it would be a lot more accurate if the renewal

date was the same as our officers' term dates: June 1. Currently, most of the members are due to renew on February 1, our anniversary date.

Of course, questions came up, such as:

- Is this a feasible action?
- How would it affect national?
- How would it affect the magazine subscription?
- Is there a procedure advocated by national?

A: This won't work at the national level because national works on renewals every two months. There is no way to prorate national dues, as new members join for one full year. Keeping track of new members joining for a partial year is impossible for the membership office, as there are more than 10,000 members. Subscriptions to *Needle Pointers* are also tied in with the annual membership. When new members are processed by the membership office, these new members are included with the listing sent to the magazine on the first of even numbered months. This is the list from which the magazine mailing labels are made for the following issue. As an example of the tight deadline, on December 1 the list is sent to the publisher, who generates labels for the January issue, mailed in mid-December.

As far as the chapter's renewal date for local dues, that is strictly up to the chapter. However, if you prorate the dues to one date for everyone, you will create a lot of work for the membership chairman as she must keep track of two due dates: one for expiration of national dues and one for expiration of local chapter dues. Remember that the membership chairman must verify that each member has paid national dues in order for that member to be a local chapter member.

#### *Membership Reporting and Accurate Submission of Membership Information*

Chapter presidents are asked to ensure that their membership chairmen understand the instructions for verifying payment of national dues and keeping the ANG national membership office apprised of address or primary chapter updates. The President's Book contains detailed examples of how to maintain accurate records. When records are transferred from old to new officers, it is *essential* that the outgoing membership chairman work with the new person until he/she understands the procedures

This memo was prepared for reference:

**To: Chapter membership chairmen.**

**Re: Important membership information.**

**Did you or someone in your chapter miss the latest copy of *Needle Pointers*?** Often this is the first sign that the membership office in Wisconsin is missing either the latest dues payment or some additional piece of information that is vital to delivery of the magazine.

**To avoid this unhappy scenario, please adhere to the following:**

- **The chapter number for your chapter is on the address label.** Please be sure to include this number on all correspondence with the membership office.
- **Please be sure that we have the current, correct, and complete address** of each member of your chapter, including:
  - nine-digit zip code
  - full name correctly spelled

- apartment number, if applicable
  - phone number and email address, if available
- **Always include the membership number** of the member to whom you are referring in any communication, including dues verifications or address information.
  - **Be sure to remind chapter members that they are personally responsible for getting their national dues to the national membership office ON TIME.** Members who are unsure of the expiration date for national dues should be directed to the address label on their most current issue of *NEEDLE POINTERS*. If a member has not received an invoice from the national membership office one month prior to the renewal date, it is the responsibility of the member to (a) renew via the ANG Web site by paying electronically (b) download, print, and complete the membership form and mail it with payment or completed credit card information and authorization, or (c) contact the national membership office via e-mail, telephone, fax, or the mail. *The NEEDLE POINTERS* mailing list is updated before each mailing of the magazine to include *only current member in good standings*.
  - **Address changes and new member information may be sent via e-mail, fax, or the USPS to the ANG membership office.** Always include the chapter number, the ANG membership number, and expiration date for each member. The membership number can be found on the *NEEDLE POINTERS* mailing label for each member. It is helpful to gather this information for each chapter member and keep it on file so that it is readily available for these interim communications. An effective way to do this is to ask members to include a label from the magazine with their dues payments. To obtain the information for new members, utilize the “Membership Verification System” found on the ANG Web site. If a chapter does not have access to the internet, contact the Vice President for Chapters & Areas (current information in *NEEDLE POINTERS*.)
  - **The membership office address is:**  
 ANG, Inc.  
 2810 Crossroads Drive, Suite 3800  
 Madison, WI 53718-7961  
 608-443-2476  
 This information can also be found inside the front cover of any issue of *Needle Pointers*.

## 4. HANDLING CHAPTER PROBLEMS

### Personality Problems within the Chapter

The members of the ANG Board of Directors, the Area Representatives, and ANG committee chairmen are always available to help chapters with problems. This may be in the form of suggestions, references to written sources, and advice based on past experience. Unfortunately, there are times when this group of experienced and educated people cannot help a chapter with internal problems, and the chapter must rely on its own resources to solve the problem. This is especially true when factions develop within a chapter. The outsider does not see all sides of the picture, and often hears only one side. When recommendations by ANG officers and chairmen do not solve a problem, it may be necessary for those outside the chapter to step back and say to the chapter: "This is an internal problem; we have done all that we can, and you must solve it yourselves." However, we emphasize that the structure of our organization is in place to help you. Take advantage of it.

### Apathy — No One Wants to Take an Office/Responsibility

Q: Are other chapters having problems with apathy and no one wanting to take any responsibility? If so, do you have any suggestions?

A: Many chapters have this problem.

- If one person isn't willing to take a job, see if it can be a shared job — two people as president/VP or programs/treasurer — each job divided with shared responsibility.
- Look to your new members to serve in roles that give them experience to move to take more responsibility, e.g., secretary, Internet rep, hospitality, newsletter, exhibits, or parliamentarian. When you have a responsibility to an organization, you feel more loyalty to it.
- Former officers can keep recycling. We do it for love of our chapter. We want to keep it alive.

### Dissolution: A Last Resort

In the lifetime of a chapter, there may come a day when there is no alternative to dissolving the chapter. Members have moved, interest has dropped, and all efforts to obtain new members have failed. There are specific procedures to follow to officially dissolve the chapter, outlined in Policies 2.06 and 2.07 in the President's Book. **There is no minimum number of members for a chapter to retain its charter.** That is the decision of the chapter. The Area Representatives and the Vice President for Chapters/Areas are always available to help with ideas to energize the chapter. They are also available to answer questions if the chapter determines dissolution is the best course of action.

## 5. FINANCE

### Chapter Fundraising

#### *Questions about Fundraising and Money in the Treasury*

Q: First of all, we have a generous amount of money in our treasury. About \$9,000 at last count. There are all sorts of rumors saying:

“We can’t have that much money. It will jeopardize our nonprofit status.”

“We have to have at least three years’ worth of dues in our treasury.”

“We are not allowed to put any money into CDs or an interest-bearing account.”

And then there are those who say exactly the opposite. Please give me some guidance on fiscal policy.

A: Refer to your Guidelines for Chapter Treasurers, page 2, Banking Information: paragraph 3. If the chapter should accumulate excess funds, talk to a banker or financial advisor about investing in a Money Market Account or possibly a CD.

There is no specific treasury balance beyond which you will jeopardize your nonprofit status. As long as you are providing an educational service and are following Policies and Procedures of ANG, you should have no problem. There are larger chapters with as much as \$15,000 in their treasuries, while small chapters may struggle to keep a balance of \$500 to \$1,000. The important thing is to be aware of the income and expenditures, and plan ways to bring in funds to keep your chapter healthy and appealing by offering interesting programs, workshops and events. There are also no guidelines for the minimum amount in a treasury.

Many chapters have CDs and interest-bearing accounts. A chapter may take a portion of its treasury, beyond the normal expenditures for a year, and place it in CDs. One idea is to use several CDs with ladder expiration dates, so that money can be withdrawn if it appears that the budget will exceed available checking account funds in any one year.

Q: What are the guidelines for fund raising activities? Members say that we can’t buy a product at a quantity price and then sell it to the membership at a single price. For example, buying 100 bottles of hand lotion at a quantity price and selling them to the membership at a single-bottle price that would give the treasury a dollar or so per bottle. This is purely hypothetical.

A: In your Treasurer’s Guidelines there is a letter from the IRS to ANG dated October, 1990, which addresses this question directly:

- page 2, (3) (a)...discussing activities that could disqualify the nonprofit status:

“Is the income from a trade or business? Selling posters, note cards, or needlework ornaments is business income; there are commercial shops that sell these items.”

- then look further down at (c):

“If your item (greeting cards, etc.) displays needlepoint art and carries on the bottom even in very small letters, the name of the chapter, and perhaps even a solicitation for membership with a name and address people could write to, then there would be a strong argument that the item is related to the organization and its goals.”

- Further: “If the income is from a trade or business that is not substantially related to the exempt function but the business is not carried on regularly, the chapter does not have related business income. Many fund raising projects would fit into this exception.”

This all boils down to interpretation, but it is always better to err on the safe side. It is not wise to purchase and resell anything that could be in conflict with any local business, especially if it is not needlework-related. On a one-time basis, the above quotations would seem to allow some leeway, but it seems pretty clear that it should not be competitive with any profit-making business. The idea of purchasing a quantity item to sell at individual prices would be in violation of the spirit of this restriction. **The prime test should be: is it needlework-related and is it unavailable in the commercial needlework sector that serves the chapter.**

- Also review Policy 2.09 in the Policies and Procedures section of your President’s Book. This is a general overview of fundraising activities.
- Have a policy in the chapter, treat everyone the same and let everyone know what is acceptable and what isn’t. This is most likely something that will be different from chapter to chapter because of the membership, the shops in the area, etc.

Chapters should not be in direct competition with the retail stores that provide the products we want for needlepointing. It jeopardizes the tax-exempt status of the organization if chapters are selling products that are available on the open market.

## **Fundraising Ideas**

Q: Large chapters seem to have little problem staging fundraisers, but smaller chapters often need ideas; do you have any ideas?

Ideas:

- We stage a Saturday or Sunday event once a year or so. We charge \$10 from those attending. We furnish a chart of a design in advance — often from Rainbow Gallery or another one of the “freebies.” Everyone gets his/her own materials and brings a sack lunch. The chapter furnishes the location and beverages. One chapter member leads the group through stitching the design. We also have a number of neat opportunities made up of donations. Sometimes they are a theme basket — full of chocolate and related charts/products, or maybe one based on a holiday, a box full of tea products, or one filled with charts, or just single items. We advertise widely and draw from all of the surrounding chapters; a day of stitching at this low cost is attractive. We’ve made as much as \$400-\$500 with very little work.
- An auction every two years. It is our January program with a soup potluck. Members donate stuff from their stashes, canvases, started kits, threads, frames, etc., that they no longer want, and it is auctioned off to members. Two years ago we had 23 members attending and managed to raise \$1,700. That money is then used to offset the cost of having a national teacher for a workshop. It is a lot of fun and the bidding at times gets hot and heavy.

- A book opportunity each month to be vied for by those attending. We do the standard one opportunity ticket for a dollar or six for \$5.00. The proceeds go for special educational activities. The books are either donated or purchased at less than retail by our members or found at a greatly reduced price at a tag sale or a used bookstore.
- Garage sale. Everyone donated things from their closets. We also received items from a needlework shop that was changing owners. We held it on a Friday and Saturday and with minimal expense for advertising raised over \$1,000 for the chapter. This pays for our rent for two years. By then we may hold another one.
- I don't know if this is fundraising or not, but our chapter is now sending our newsletter via email to all those with email capability and is surface-mailing it only to those who cannot receive email. We started this doing this when the Post Office raised the price of first class postage, and it has resulted in a substantial savings per year
- A chapter flea market with a percentage of sales going to the chapter treasury.
- Invite a teacher to design a project unique to your chapter. Offer a "day of stitching" for a set price, say \$50, to include the day of instruction, the kit, lunch, and favors. Sell opportunity tickets for baskets and other prizes. Solicit local shops and members for donations for the prizes. Publicize throughout your area. People will often drive an hour or two for an exciting event.
- Create a chapter project with stitching by a number of chapter members. Se opportunity tickets for a drawing.
- When a particularly special item is donated for a door prize, place a ticket sale minimum on it before the drawing. Example: a \$100 canvas or special book might have a minimum of \$50 or \$75 in ticket sales prior to drawing the winner.
- Make a list of members' birthdays. Ask them to donate a door prize during their birthday month.
- Solicit advertisements from needlework sources and chapter members for advertising in chapter newsletters to offset their cost.

*To Incorporate/File for 501(c)(3) or Not?*

Q: Should my chapter be incorporated or file for 501(c)(3) status?

A: Refer to your *Guidelines for Treasurers* to see a letter dated October 2, 1999, from Mayor, Day & Caldwell, which addresses this specific question. It goes into great detail concerning when to apply for 501(c)(3) status in your own right as a chapter. Note that this letter states that each state differs in its requirements.

Remember that the chapter is its own entity and has a separate Employer ID number that is different from the national organization's number.

You definitely *do not* want to go through the procedure of establishing your chapter's tax-free status when the chapter is forming. There is no reason to do this. You will be a chapter of ANG and need only obtain the tax ID number required for your bank account. Read the *Guideline for Treasurers* part of the President's Book. The treasurer also has a copy.

When you are approaching \$5,000 income *per year*, then you may want to take the next step outlined in the *Guidelines*, but read this carefully and ask for advice at that time.

Here are comments from a chapter president who found it was time to do the IRS paperwork:

"I have filed the appropriate nonprofit application forms with the IRS. They are not difficult, though not easy — it really helped though to have that boilerplate one in the *Guidelines for Treasurers* to follow. I hope we will now be off the hook with the IRS.

"I will pass on some friendly advice: according to what I digested in the IRS publications, the time a nonprofit organization is required to file for nonprofit status is when its gross revenue from all sources exceeds \$5,000. The form is actually a lot easier if it's done then and not after the organization has filed a tax return and discovered that it doesn't have the status. Most chapters won't ever reach any of the thresholds. And you may file the application at any time."

## **6. MISCELLANEOUS**

### **ANG Jewelry for Chapter Officers**

A chapter president's pin is available for purchase through the ANG Jewelry Representative. Picture, price, and ordering information are available in both the November issue of *Needle Pointers* and on the ANG Web site. Requests have been made to the ANG Board of Directors (BOD) to add jewelry for other chapter officers. The BOD has considered this subject, and no additional chapter officer jewelry will be added at this time. It is suggested that another method be used to recognize positions. On the commercial market, many jewelry guards are available that could be attached to the ANG pin or to the chapter pin. A president could be recognized with the placement of a gavel guard to the side of the president's pin with it being moved to another position to represent a past president.

Many chapters present their incoming president with the president's pin, so it may be worn while in office, rather than presenting it at the end of the term. Funds for this item may be taken from the chapter treasury. Be sure to follow directions for ordering this item.

### **Anniversaries**

Chapters may request a certificate commemorating milestone anniversaries of their chapter: 5, 10, 15, 20, etc. The request should be made to the appropriate Area Representative who will forward it to the Vice President for Chapters/Areas for printing. Please allow three months lead time to ensure receipt.

### **Anniversary Project Ideas**

- This year is an anniversary year of our chapter. The board decided it might help bring members together to make a new banner for our chapter. We put together a color scheme and designed the banner that consisted of our chapter name and the national logo and incorporated the design for our chapter name tag. Another member transferred the lettering, logos, and pictures onto a 20" x 24" piece of canvas. Members were presented with a sketch of the banner and a sign-up list for each of the letters as well as the other elements on the banner. We provided the threads and the stitchers could use any stitch they wished. An interesting thing happened: members fought to sign up and the conversation became very animated as people's creative juices started to flow. This project brought our members together in a way that surprised and delighted all of us. The sense of pride everyone feels whenever the banner is displayed keeps this warm feeling going.
- We celebrated our 25th anniversary in September 2000. We chose a Victorian theme, had a buffet luncheon at a Victorian-style restaurant, and had a lecture and fashion show entitled "Unlacing the Victorian Woman."

A program booklet was prepared that outlined the day's events and included the names of the founding members of our chapter, names of all of our past-presidents, a brief history of our chapter and paid advertisements from different businesses and vendors. Needlework companies and local businesses were contacted for donations. Along with items our board purchased we were able to provide each guest with a bag of stitching related items and had many door prizes. A history displayed many of the projects (either completed or in process)

stitched by our members during the last 25 years. In addition, corsages were given to all current board members along with the past-presidents.

- Our chapter is celebrating its 25th anniversary soon, and we've just had a contest among our members to design a new chapter name tag to commemorate the occasion. We have an annual luncheon meeting, and a party is planned at that time.
- Have an Awards event. Awards can be in the form of ANG jewelry, special items created by the chapter, certificates, etc.
  - Most Show and Tell
  - Completion of most unfinished projects
  - Congeniality
  - Other awards as appropriate to your chapter
- Draw a name for a free chapter membership for the following year
- Have a featured speaker

### **Area Representatives**

Q: What role does your ANG Area Representative (AR) play in your chapter? Do they have materials available? Do they have access to programs that would be available to a chapter in the region? For those of you who may have a rep as a member of your chapter, what sorts of suggestions do they make, being members of the ANG board?

A: ARs are not members of the ANG Board of Directors; however, they are elected officers. Among the jobs of the AR:

- To disseminate information from the ANG Board of Directors (BOD) to the chapters.
- To offer assistance and information when a chapter has problems or needs other help.
- To relay problems concerning chapters to the Vice President for Chapters/Areas when the AR cannot solve them or feels the information needs to be passed on to the BOD. The ARs and VP for Chapters/Areas meet once a year, at seminar, but have frequent email conversations, as do the members of the Board of Directors.
- The ARs send a periodic newsletter to all chapters in their area to keep them informed of news from national and within the area. This is often sent by email to the Chapter President or Internet Representative. It is vital for the Area Reps to have current and accurate contact information for each chapter, e-mail addresses and/or mailing addresses. The VP for Chapters/Areas sends information to chapters with updates to Policies and Procedures and other pertinent information from the national level as needed.

The AR within a chapter:

- ARs are encouraged to visit chapters within their areas, but they do this at their own expense, as there are no ANG monies budgeted for this purpose.
- ARs are always ready to offer help and suggestions when asked, but ARs *do not* interfere in the internal operations of a chapter unless there is reason to think the chapter is violating national Policies and Procedures. As a member of a specific chapter, an AR has no higher authority within that chapter than any member does, unless he/she is also a chapter elected officer.

- ARs have no printed materials available for distribution to chapters. The Chapter Project Book is sent out by that chairman in the fall of odd-numbered years. However, ARs are always available to make suggestions of places to go for information, and are a resource within the national ANG structure.

One of the best sources of information is one you may have already discovered and used: the ANG list. Another might be an exchange of newsletters, particularly with chapters in your adjacent areas. This gives your chapter the opportunity to see programs and workshops/traveling teachers/other events that your area chapters might share. There is also an ANG Web Site Newsletter, a bi-monthly email publication designed to help keep ANG members current on the many regular and special features on our Web site at <http://www.needlepoint.org>. The newsletter is emailed to all ANG members for whom ANG has email addresses. Please endeavor to keep ANG (Area Representatives and Vice President for Chapters and Areas) apprised of current e-mail addresses!

### **Advertising on the ANG Email List**

Each ANG chapter may advertise on the ANG list a project or sales item unique to the chapter from which funds go only to the chapter. This ad may be placed on the list no more than once per month.

Ask someone in your chapter to create a Web page with a picture of the project or sales item and ordering information, and put it on his/her personal site. Better yet, establish a chapter Web site. In either case, a link to that page from the Chapter site on the ANG Web site can be made.

### **Chapter Page in *Needle Pointers***

The focus of this page has shifted to featuring chapter events with more depth to the write-ups. All chapters are encouraged to notify their ARs when they have news. You are encouraged to have a professional-quality picture taken of the project or event. Focus should be on the needlework with close-up photos. “Snapshots” are rarely suitable for reproduction in *Needle Pointers* or on the Web site; however, now that digital cameras are so widely available, many digital photos reproduce very well when the images are sent via e-mail.

Please see Appendix D for a form from Sunwest Publishers that may be used for reporting chapter news

### **Liability Insurance**

Chapters often find that potential meeting locations require liability insurance (in one case it was called “comprehensive public liability and property damage insurance”) as part of the usage agreement. Chapters may want to look for facilities in the local area that don’t require the chapter to have insurance. If holding or sponsoring a special event with the public in attendance, e.g., exhibit or display, the chapter may be required or find it prudent to have liability insurance.

ANG’s national incorporation and nonprofit status cover the national organization *only*. Each chapter must apply for its own nonprofit status, when appropriate. Since the national organization has no insurable interest in the chapters, ANG does not have an umbrella policy to cover chapters for their meetings or special events, e.g., workshops or exhibits.

The chapter must contact an insurance agency that provides insurance in the state where the chapter is located. First, check with an agency that someone in your chapter has dealt with. That agency may be able to provide the type of coverage you require or recommend one that can.

Thanks to the research efforts of some of our members, the following list of contacts for potential insurance coverage is included here. (This list was accurate as of the first date of publication, but is subject to change. ANG has no financial interest in any of these firms, or any basis for recommendation of one over the other.)

Cooper, Love & Jackson  
P. O. Box 139  
Nashville, TN 37202-0139  
Telephone: 615-292-9000  
Julie Rosenbaum, Customer Service Agent  
Sherry Funderburke, Customer Service Representative

The Reagan Agency  
P. O. Box 191  
Marcellas, NY 13108  
Telephone: 800-777-2094  
Debbie Walker, Agent

Your local Nationwide Insurance Agent

Burke & Burke Insurance  
50 S. Pickett Street, Suite 20  
Alexandria, VA 22304  
Coverage for Virginia, Maryland and District of Columbia  
Telephone: 703-751-1166  
Fax: 703-751-4381  
Virginia Burke Kinneman, Principal

California Association of Nonprofits  
315 W. 9th St., Suite 705  
Los Angeles, CA 90015  
Telephone: 213-347-2070 or 800-776-226  
Fax: 213-347-2080

Thoroughbred Associates, Inc.  
P. O. Box 436498  
Louisville, KY 40253  
Telephone: 502-245-7841.

Magnificent Obsession Chapter, Michigan, is insured through Johnston Lewis Associates, Inc. of Clawson, Michigan for \$150 per year.

If you know of additional insurance agencies that will provide coverage, please share that information with your Area Representative and the Vice President for Chapters/Areas.

## **Meetings at Seminar**

The Chapter Ideas and Concerns and Bylaws Chairman's lunch-break meetings have become regular features at seminar by popular request. These programs are offered in an alternate year format. Chapters should plan for a representative to attend these meetings and share ideas and suggestions with their members.

## **Members Advertising at Chapter Meetings**

Q: What is the policy concerning a member advertising a class she is teaching at a local shop at a monthly meeting?

A: There is no ANG policy on this subject. It should be covered by policy set by the chapter board, perhaps in Standing Rules. The main thing to consider is equal treatment of all members. If you decide to allow advertising, either "courtesy" or paid, in your newsletter, then it should be without discrimination. You might schedule a time during announcements to allow people to make these announcements. You might have a place on a display table for them to place flyers. However, the policy should be announced so that all can take advantage of it. On the other hand, your board can make the decision that such advertising is inappropriate and ask that this not be done.

## **Willing Stitchers**

On the Chapter Annual Report form, chapters are asked to list "Willing Stitchers." This is a list of stitchers from within the chapter who would be available to stitch projects/pieces when the national organization is asked to participate in a program such as the White House Christmas tree ornaments or the NASA patches, or when national selects a national project. Area Representatives and the VP for Chapters/Areas keep these forms as a source of information.

## **NASA Patches**

This program will continue with additional patches being stitched as flights are completed. Anyone interested should contact the Director of Educational Services to indicate that they are "willing stitchers."

## **Chapter Name Tags on ANG Web Site/Seminar Banners**

The ANG Web site maintains a listing of all chapters with information about their meeting times and city locations. In addition, there is space within the listing for a picture of the chapter name tag. A chapter that wishes to have its name tag/logo placed on the Web site should do the following:

- Stitch a name tag with the chapter logo if the chapter has one, leaving the area for the members' name blank, and finish it with felt on the back, without hanging cords or fasteners.
- Mail it to the VP for Chapters/Areas (name and address inside the back cover of *Needle Pointers*).
- The name tag will be scanned and the scan sent to the Internet Committee and posted on the Web site.

- The VP for Chapters/Areas will retain the name tag for placement on the area banners which are hung in the Exhibit each year at the national seminar.

### **Pending vs. Chartered Chapters**

A chapter in the process of formation is considered a “chapter pending charter” when the VP for Chapters/Areas receives its election report, list of initial members, etc. The national membership office is then called to assign a chapter number. The chapter retains this status until its bylaws are written and approved by the National Bylaws Chairman.

When the VP for Chapters/Areas receives the approved bylaws, the chapter charter is printed with the date of the bylaws approval. That becomes the chapter’s charter date and will be the anniversary date used for determining certificate dates, etc.

When the VP for Chapters/Areas receives the bylaws, the Chapter Project Book chairman is notified to mail the chapter the current CPB and at least one of the past issues, if available.

So, remember the terms:

CHAPTER PENDING CHARTER: assigned a number, functioning as a chapter, but no approved bylaws.

CHARTERED CHAPTER: a chapter that has approved bylaws and is a fully qualified chapter.

Bylaws should be approved within six months of receiving pending status.

Bylaws can be completed via email, since the Bylaws Chairman has both PC and Mac versions that can be sent as attachments. The chapter and the Bylaws Chairman confer by email until they resolve all problems. The chapter votes on the bylaws, and a signed (by the president) hard copy is sent to the Bylaws Chairman for final approval.

### **Report Forms on the Web site**

The “Annual Chapter Update”, a new shortened form replacing the Annual Report and the Officer Election Report, is now available on the ANG Web site and can be downloaded, printed, and completed or it can be completed and sent electronically. By entering the correct chapter code, i.e. CA-01, the electronic report will be automatically e-mailed to the correct recipients.

### **Retention of Chapter Records**

Q: My chapter has been in existence nine years. How long do you think we need to keep records from membership, secretaries’ minutes, treasurer’s reports, etc.? Let me know if ANG has a policy on this.

A: According to our National Bylaws Chairman, the minutes of chapter meetings are the permanent history of the chapter and should be retained during the life of the chapter. Treasurer’s records should be retained for seven years in case of queries by the IRS. Membership records are internal and retention should be the decision of the chapter, but remember that rosters give you a

historical record, too. Retention of most records is at the discretion of the chapter, but keeping some of them is helpful to succeeding officers.

### **Unsolicited Emails to Chapters**

Although ANG cannot prevent mailings to chapters for commercial purposes, this is the text of a message sent recently to a company making these mailings. As soon as the VP for Chapters/Areas is aware of a mailing, this type of message is sent.

To whom it may concern:

One of our ANG chapters has contacted me concerning your mailing to their official chapter address, found on the ANG Web site.

We appreciate your generosity in offering materials to our chapters; however, it is against our ANG policy to use the ANG mailing list or any other official channel for non-solicited emails and other materials.

I'm sure that you will understand that the volume of material and danger of viruses and unsavory material that are sent via the Internet causes apprehension in our chapters when they receive mail from unknown sources.

Please do not use this method of dissemination in the future. If you are interested in offering your designs to our chapters, I suggest you advertise in our organization's magazine, *Needle Pointers*. I will be happy to furnish you information about this if you will contact me.

Sincerely,

VP for Chapters/Areas, American Needlepoint Guild

### **Use of the ANG Logo**

Q: We will be donating a gift to a local charity group. In preparation, I am having a plaque made to be placed next to the needlepoint item. I asked (my Area Rep) about the use of ANG logo on the plaque. We were not sure about the guidelines on the use of the logo.

Basically, I would like the ANG logo to appear on the plaque. My question is, does our chapter name have to be the same size or larger than the ANG logo? My AR is interpreting the guidelines to say that the chapter name must be the dominant name. In other words, the chapter name must be the same size as, or larger than, the American Needlepoint Guild logo.

The guidelines state: If a chapter wishes to use the name or the logo, the chapter name must be in letters equal to or larger than the type size used for "American Needlepoint Guild, Inc." My confusion about it is that I am referring to using the logo. The wording in the guidelines sounds like the chapter name must be same size or larger than the words American Needlepoint Guild. Also, I know we cannot change the logo, but can it be reduced to fit on the plaque if necessary?

A: The reason for this stipulation is to ensure that the use of the ANG logo is not interpreted to mean it is a gift from or originated from the national organization. By making the ANG logo the same size or smaller, it indicates that the chapter is a member of the national organization, but the chapter is the originator or donor of the gift.

You certainly can reduce the size of the logo to fit into your design. The logo itself cannot be changed, but it appears in *many* sizes throughout the guild. Just look at the jewelry pages to see all the different sizes. Feel free to adjust it to meet the “equal or smaller than” requirement.

## APPENDIX A

### Setting Up Workshops with Traveling Teachers By Carole Lake

So your Chapter has decided you want to have an outside teacher come in to do a program and/or class for you. How do you go about finding teachers who are willing to come? How much should you pay? How should you plan on hosting the teacher?

The first thing to do is to talk to your Chapter members and get some ideas about what a successful class would be. If you have a member going to National Seminar, make sure he or she goes to Teachers' Showcase to pick up information on teachers, including contact information. If you have members who have taken classes from particular teachers, the teacher contact information will be on their instructions. You can get addresses from the National Embroidery Teachers' Association, or, in the case of certified teachers (ANG, EGA or NAN), from their certifying organization.

Do you want weekend or weekday classes? One-day, two-day or more? Do you want a program for your meeting as well? Do you want a project class or a notebook? Your members will have some suggestions for teachers they might like to have come to visit. Talk about possible dates. Do you want a class in conjunction with a meeting? Are there particular months that are good for your members?

Plan ahead. Many teachers are already booked for this year, and possibly even for next year. Decide on some dates well in advance that would be good. Two years may sound impossibly far away for you, but many traveling teachers, who have seminars, other bookings and commitments, and families to consider, will be delighted to schedule your Chapter at that time. Also, by planning far in advance, you will be more likely to get your first choice of teachers.

The next step is to contact teachers. It is never a good idea to send a form letter to a large number of teachers. Teachers get a lot of these: it feels like a "cattle call" because they know you are not specifically interested in them, but are collecting proposals. Those go to the bottom of the pile of mail waiting to be answered. You are much more likely to get a positive response if you let a teacher know you are sincerely interested in him or her, and that you are not just trying to see how many responses you can get.

Choose one, two or maybe three teachers that you know would make your members happy and write a personal letter to them, either by letter or email.

Include in your letter:

- the general dates your Chapter is interested in
- the types of classes your Chapter is interested in (how many days)
- whether you want a program plus a workshop, or only one of them
- your contact information, address and email, if you have one
- ask the teacher for her fees and other requirements

For example:  
Dear Trudy Teacher,

The Knowsalot Needlepoint Chapter is interested in having you come and teach for us. We are looking for a teacher in November of 2003 or April of 2004. We would like to have you come and do a workshop the weekend before the second Tuesday, which is our meeting day, and to have you stay over and also do our Tuesday program. We think that two one-day classes or a two-day class would be the best for our group.

Do you have time available, and if so, could you let me know what classes you could teach? If you have other times available, our Chapter is very interested in having you come to teach, so we would be willing to be flexible on dates. If you send me class proposals at the above address, I will get them back to you as quickly as possible.

Thank you,  
Polly Program Chairman

You should receive a reply within a few weeks, but bear in mind that teachers who travel to Chapters are often out of town, and that it is time-consuming (and costly!) to put together submissions. The teacher may be waiting for proposals to come back from another Chapter or group rather than creating a new set of proposals for you.

Keep in mind that some teachers do not travel to Chapters, or have limited the number of times they travel in a year. Some teachers teach *only* at seminars or for Chapters only in their part of the country. If you are interested only in a specific piece, understand that the teacher may be contractually obligated by a seminar not to offer it to Chapters for a certain period of time.

When you receive a positive response from a teacher, acknowledge it right away. Let him/her know that you have received the proposals, and when you will decide whether and when you will have him/her come to teach. You are not obligated at this point, but neither is the teacher, and the time that you want may not be available if you delay.

If you don't hear from a teacher, there are several possible reasons:

- the teacher may be out of town
- the teacher may not be teaching any more or may not teach for Chapters (consider enclosing a self-addressed, stamped reply envelope)
- your letter may be lost in a pile of paperwork
- the post office never delivered your letter

Teachers should answer all their inquiries, but sometimes life intervenes. If you have not heard after a month, you have two choices. If you are really set on having Trudy Teacher, try calling her or sending email, asking if she received your letter. If you have other teachers in whom your members are interested, you can send letters to them.

Once you have heard from Trudy Teacher that she would love to teach for your Chapter in April of 2004, take her proposals to your Chapter meetings or Board meetings and decide what classes you want. Call Trudy or email her and confirm the dates. Ask if she has a contract, or perhaps your Chapter has one.

How much will you pay? Trudy will tell you her fee. Fees are set by the individual teacher and may vary widely. This is not generally a negotiable point. She will also expect you to pay for her

travel and for her lodging (which may be with a member or may be in a hotel) and for her food while she is with your Chapter.

Always have a contract. Include teaching fee, dates, travel arrangements, room and board, names of classes, kit fees, minimum and maximum number students, and so forth. Make two copies: your Chapter and Trudy should each have a signed copy. Having a contract avoids misunderstandings, and it also locks in the teaching fee and dates. If the class is over a year away, you may want to include a clause allowing a change by a specified date in the particular workshop you have selected, because Trudy may come out with some new class in the intervening time.

About this time, perhaps you may hear from Sam Stitchwizard that he would also like to come teach for you. You are committed to Trudy for April of 2004, but perhaps Sam can come in November of 2003 (your other date) or (if you don't want to have two classes so close together) perhaps November of 2004. Make all the arrangements in the same way.

Suppose you look at what Sam Stitchwizard has sent, and for whatever reason, you decide not to have him come to teach at this time. Send his materials back with a nice letter saying "maybe another time." Do not keep the materials and do not fail to write back to him. If you think you might like to schedule him, but not right now, you can ask to keep the materials or to copy pertinent parts, but you need to respond to him as quickly as possible.

If you continue to schedule a year or two in advance, you will have a nice selection of teachers and a sound educational program for your members. Your workshop chairman should keep a file of teacher names and addresses submitted by members and should continue to make sure your Chapter has teachers scheduled in advance.

### The Care and Feeding of a Visiting Teacher By Carole Lake

So the time has come at last and Fran Famous is coming to your Chapter to teach. You want to impress her with your Chapter's warm, but professional way of dealing with a traveling teacher.

Travel arrangements should be made well in advance. Be sure to notify the teacher as soon as you know that the class has "made." He or she can then begin to make travel arrangements. Be sure to specify which airport to fly into, or which route to drive, depending on the distance. The teacher will also want to know a preliminary number of kits so that supplies can be assembled. If (horrors) the class doesn't have enough people to be held, let the teacher know as soon as possible also. Time limits for these things should be detailed in your contract.

If the teacher is driving, provide a map with directions. If the teacher is flying in, meet him or her at the airport and be prepared to help with luggage. If the person picking the teacher up has never met him or her, make a little sign to hold up or settle on a signal (I'll be carrying a bright yellow needlepoint bag!). It is acceptable, particularly in these days of tight airport security, to arrange to meet at baggage claim or even at the curb outside baggage claim. In the latter case, it's quite helpful to exchange cell phone numbers to make contact.

A teacher can be housed with a member or in a hotel. Some teachers require a hotel; others are happy to stay with a member (but no one ever objects to staying in a reasonably priced hotel or motel). The teacher will make sure this is included in the contract. If Fran Famous is willing to stay with a member, she must be provided with a private sleeping room and bathroom. Find out in

advance whether she is a smoker or a non-smoker, and make sure the member with whom she stays is the same.

It is important to let the teacher know where she will be staying in advance, so that she can leave emergency contact numbers with her family.

You will provide all of the teacher's meals while she is with you. If she is staying in a hotel, you can either arrange for members to take her to meals or you can pay her an amount per day for meals she has on her own. If she stays in the home of a member, the member is responsible for fixing her breakfast. Usually a member in the class will volunteer to bring or hostess the teacher for lunch. A group may get together for dinner, and the Chapter picks up the teacher's bill. Find out in advance if the teacher has special requirements or food allergies and be prepared to meet those needs. For example, a diabetic teacher may need snacks at break time.

If you put a teacher in a hotel, arrange to have the Chapter direct-billed or pay for her room in advance. She will pay for her incidental charges (phone, room service, etc.), unless you have an agreement otherwise, such as having her charge her breakfast to the room, but you should pay the room charges direct rather than expecting her to pay them and then bill you. In some states, a Chapter with tax-exempt status may be exempt from some room taxes if it pays direct. Check with your local authorities.

It is important that the teacher stay in the same place throughout her visit with your Chapter. It is not acceptable to move her from house to house unless there is an emergency or previous arrangements made.

While Fran Famous is with your Chapter, your members will want to entertain her and show her the wonderful landmarks that make your city special. However, remember that she is traveling and working hard all day. Teaching is a high-energy activity, and Fran will be tired. You may want to drive her around to see the sights, but don't expect her to want to climb to the top of the mountain to see the view.

All teachers need some downtime in the evenings, so don't plan hours of activities after class. If you want to take Fran to a restaurant in a group, make an early reservation and get her back home early. If you aren't sure what Fran would prefer to do, ask her. Give her the opportunity to go lie down and read or to sit and stitch a bit. She needs to recharge her batteries in order to be fresh for your class the next day.

On the last day Fran Famous is teaching for you, pay her for her class fees, the kits, travel and any incidentals that have previously been agreed upon. All of this should be detailed in your contract. She will have an invoice for you and your Treasurer or workshop chairman will want to go over the details with her to make sure everything is correct. It is never acceptable to plan to pay her "later."

If the teacher is coming to you from another Chapter or going from you to another Chapter, be sure to make those arrangements in advance so that the transfers are smooth. Often Polly Program Chairman from one Chapter will meet Wendy Workshop Chairman from another Chapter halfway. Make sure the teacher is securely in the custody of the next Chapter before you leave her. If your transfer occurs at mealtime, make sure you are clear about where and with whom she will eat.

In all of your arrangements, think about how you would feel if you were a visiting teacher among strangers in a strange place. Make sure your teacher is comfortable, warm enough when it's cold or cool enough when it's warm; make sure she has something to drink while she's teaching; make sure she knows where she is supposed to be; make sure she gets her breaks during the class rather than using the extra time to answer questions; help her carry her supplies; offer to take her places, but listen when she says she'd rather rest; make sure all of her transportation to and from your location is smooth; make sure she gets fed, watered and paid. Treat her as if she's the best teacher you've ever had, and as if you want her to come back. Treat her like a friend!

APPENDIX B  
INSTALLATION INFORMATION AND CEREMONIES

A suggested book containing many ceremonies:

*Installation Ceremonies for Every Group* by Pat Hines  
Brighton Publications  
P. O. Box 120706  
St. Paul, MN 55112-0706  
(612) 636-2220

CEREMONY FOR INSTALLATION, INCLUDING COMMITTEE CHAIRMEN:

NEEDLEWORKER'S INSTALLATION CEREMONY

Would the newly elected and appointed officers and committee chairpersons of the (Little London Stitcher's) please come forward when your name is called.

CEREMONY WITH PRESENTATIONS

Ladies of (Little London Stitches), I present to you your newly installed officers.

(Name) Publicity

(Name), your job is to let the public know about our chapter and its activities. I present you with this card of Encore. It's beauty lies in the multiple colors and stories it has to tell, as will the announcements you send out on our behalf, over and over again.

(Name) Ways & Means Ad Manager

(Name), your job is to gather advertisers for our newsletter. I present you with this card of Silver Gold Rush. It is symbolic of the money that you will help bring to the chapter for the printing of the newsletter which we are all in a rush to receive.

(Name) Newsletter

(Name), your job is to edit and publish our chapter newsletter. I present you with this card of Designer's Dream. It is the color of the ink on your paper and symbolic of your ability to design a newsletter that meets our chapter's needs. Keep up the good work.

(Name) Outreach/Parliamentarian

(Name), your job is to coordinate our charitable programs and advise us on rules of order. I present you with this card of Patina. It is symbolic of the luster of goodwill and fine character that you will help our chapter achieve through its charitable efforts.

(Name) Librarian/Historian

(Name), your jobs entails organizing the chapter's library and historical records. I present you with this skein of Impressions. It combines wool and silk, two of the most recorded and historical

fibers known to man. May it serve to remind you how highly we regard your record keeping skills.

(Name) Secretary

(Name) your job is to record the minutes of our meetings and handle our correspondence. I present you with this skein of Wildflowers. It is a smooth fine thread that is essential to the beauty of many designs. Your job is essential to this chapter, may it be as easy to handle as this fiber.

(Name) 2nd Vice President (Membership)

(Name), your job is to bring in new members to the chapter and keep track of current members. I present you with this card of Fiesta. It is a bright, cheerful and strong fiber which is symbolic of the vitality needed to do this job. May it help you approach your job with zest and good humor.

(Name) 1st Vice President (Programs)

(Name), it is your job to arrange programs and stitching opportunities for our members enjoyment and enrichment. I present you with this skein of Watercolours. It's blended colors are symbolic of the way you offer us a blend of hands-on programs, lectures and workshops. It is multi-stranded, as your programs have been multi-faceted.

(Name) President

(Name), your job is to lead the Chapter and Board meetings and to be available to your officers for encouragement and guidance as needed. I present to you this small wooden drumstick. It is to use when calling the meetings to order. Each of your officers and committee chairpersons has received a fiber symbolic of their office. Often times, as stitchers, we use our remaining project fibers to create tassels. This tassel is symbolic of the combined talents that you and the ladies on your Board possess. May the tassel be worth the hassle.

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CEREMONY FOR INSTALLATION OF ELECTED OFFICERS, ONLY

Purchase skeins of Lois Caron threads for this installation...one for each officer. All skeins are the same color...”Flame”, “Passion”, etc. - they blend different colors together representing the differences in members and the jobs. For the treasurer, use a skein of gold DMC metallic.

These are “notes” for each office.... ad lib a little to personalize, if you like.

SECRETARY \_\_\_\_\_

Wildflowers - a smooth, fine thread that is easy to handle. Does not require special treatment. Keep the minutes. No special treatment required, but essential.

TREASURER \_\_\_\_\_

DMC is the most common thread known in the stitching world. But takes a luxurious turn when made in gold metallic...takes a routine job and adds sparkle

- VP MEMBERSHIP \_\_\_\_\_ Watercolours - brightest and most vibrant of the skeins  
Required to encourage and bring in new members
- VP PROGRAM \_\_\_\_\_ Waterlilies – smoothest of the threads, brings different  
Colors together as is required to coordinate programs  
and make them effective
- PRESIDENT \_\_\_\_\_ Impressions – silk and wool combines smooth and  
rough. Required of a president as she brings all facets of  
the chapter together – leading without dictating, guiding,  
stimulating, and encouraging.

Do officers accept responsibilities of their jobs?

Do the members accept their new officers?

You are now installed as officers of the \_\_\_\_\_ Chapter for the years  
\_\_\_\_\_

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If the chapter has a gavel which is passed from president to president, this is a ceremony which incorporates the passing of the gavel.

1. Obtain a taper candle with a different color of ribbon loosely tied to the bottom for each officer to be installed, except the president.
2. Have the president stand at the front of the room, holding the hammer part of the gavel with the handle extended. The other officers stand to the side with candles lit.
3. As each officer is called, ask if he/she will accept the responsibilities of the job.
4. He/she approaches the president, slides the ribbon off the bottom of the candle, and slips the loop over the handle of the gavel.
5. When all ribbons have been transferred, ask the president if he/she will accept the promise of the officers.
6. If so, ask if he/she accepts the responsibilities of the office of president.
7. Ask the chapter members if they accept their new officers.
8. State that the officers have been installed.

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### SPRING INSTALLATION USING FLOWERS/SEEDS

Spring is a time for new beginnings. Everything is renewed and in bloom. So, to spur you on to “bloom” as a member of the (\_\_\_\_\_) Board, I give you these seeds.

**CORRESPONDING SECRETARY:** Daisies. Even though daisies don’t tell, you will tell when a member needs to hear from his/her fellow stitchers, whether the occasion be happy or sad.

**RECORDING SECRETARY:** 4 O-Clocks. Here’s best wishes that you have your minutes ready for the Board and General Meetings long before the bewitching hour of 4:00.

**TREASURER:** Marigolds. Since it will be your job to take care of “our gold”, the treasury, here’s a little flowering gold. May it increase and multiply.

VICE PRESIDENT MEMBERSHIP: Forget-Me-Nots. Since it will be your job to remind us to pay our dues in a timely manner, so we won't miss out on one edition of *NeedlePointers* or our chapter newsletter, remind us to forget our membership----NOT!!!

VICE PRESIDENT WAYS AND MEANS: Impatiens. You will be so good at offering our members such wonderful things to buy that they will be impatient to see your mini-store each month.

VICE PRESIDENT PROGRAMS: Annual Flower Mixture. It is your job to find monthly programs that will keep the membership excited about attending our chapter programs and bring new skills, projects, and friends together.

PRESIDENT: Giant Sunflower. Like the giant sunflower, you must be strong in the winds that will sway you. Yet your sunny disposition will keep everyone inspired to reach as high as you are and be as strong.

To all of you: BLOOM and GROW in the sunlight of friendship and inspiration. May the rest of the BOARD that joins you today be as supportive and ever-blooming.

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#### *Chapter Board Member's Survival Kit*

This is shared by one our newest chapters, Little London Stitchers, of Colorado Springs, Colorado. The president presented packets containing these items to the board members to help them during their terms.

#### BOARD MEMBER'S SURVIVAL KIT

This SURVIVAL KIT was specially prepared for your use. Store in a handy place. Feel free to use any or all of it during your term on the Board.

Threaded Needle in Canvas: To remind us to try not to "needle" each other, but rather, to needle the canvas and make something lovely out of nothing.

Button: Let's remember that buttons, like people, come in all shapes, sizes, and colors and with various useful talents. We should explore those talents and make use of them. It could help us stay together.

Hershey Hug: We all need a kiss, a hug, or a word of encouragement from time to time.

Candle: To help us keep it light while guiding others through the tunnel of understanding.

Magnifier: To remind us to focus on the issues and look at the bigger picture.

Balloon: When we feel like blowing up something, we can feel happy about letting it go.

Rubber Band: Let's stretch our imaginations for the good of our Chapter. It will bind us.

Coin: To remind us that thoughts, like money, have value and that they do more good when they are shared.

Paper Clip: For those times when we feel we would like to get a good grip on things.

Eraser: To remind us that most mistakes do not have to be permanent.

Toothpick: To remind us to “pick out” the good qualities of others and ourselves.

Band Aid: In case any feelings are hurt, apply this and remember that someone cares.

Smiley Face Sticker: To remind us to keep a sense of humor close at hand.

Ruler: To help us learn patience by rechecking the “measure” of our differences carefully.

Blank Piece of Paper: Each day is a blank page on which we can begin life all over again.

Ribbon: To tie around a finger to remind us to get our reports in and attend as many meetings as possible.

Lifesaver: If it comes down to sink or swim, grab this and SWIM!

Tissue: Whether used to wipe a tear, torn into confetti, or made into a flower, it never takes itself too seriously because it will be replaced by another eventually. SO WILL WE.

APPENDIX C.  
Chapter Newsletters  
Denise Beusen

(See separate Document)

APPENDIX D  
Form from Sunwest Publishers  
for reporting chapter news for *Needle Pointers*

(See separate Document)