

**PROCEDURES  
FOR  
THE PUPPETEERS OF AMERICA,  
INC.**

**Updated June 2011**

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## **PROCEDURES FOR THE PUPPETEERS OF AMERICA, INC.**

A Guide for the Board of Trustees, Appointed Officers, Committees, Guilds and Regions.

In all matters the Puppeteers of America, Inc Code of Regulations (By-laws) takes precedence over the Procedures. The Code should be consulted first. The Code may only be changed by a vote of the membership. The Procedures may be changed by a vote of the Board of Trustees.

*It is understood that in this document "Puppeteers of America, Inc," "Puppeteers of America" and "PofA" all refer to the exactly the same organization. The term "board" refers to the 9 member Board of Trustees who are responsible for the organization,*

### **1. PROSPECTIVE TRUSTEES & NEWLY ELECTED TRUSTEES**

1. Shall fulfill the requirements of the Code of Regulations of the Puppeteers of America, Inc. for becoming a candidate.
2. Shall familiarize themselves with the operations of Puppeteers of America by reading the Code of Regulations, the Procedures, minutes of previous meetings, and the current budget.
3. Newly elected Trustees shall attend all board meeting and training sessions required by the Board. New Trustees will join the remaining Trustees to form the new Board as soon as they have been presented to the membership at the annual general membership meeting.

### **2. MEMBERS OF THE BOARD**

Trustees are required by law to act with their authority to exercise due care and to observe fiduciary responsibilities. Trustees do not have individual power or authority. The power and decision-making ability lie with the full Board *of Trustees*. The Trustees are legally responsible for the financial and legal affairs of Puppeteers of America, Inc.

- 1) Shall attend all regular meetings of the Board of Trustees immediately following their election and for the duration of their term on the Board. Emergency situations may arise and the President may excuse a trustee from a regularly scheduled meeting with approval from the Board.
- 2) Should reply to all correspondence (in any form) from another Board member or an officer within 20 days of the posted date.
- 3) Copies of correspondence between Board members (relating to business of the Puppeteers of America, Inc.) must be sent to all other Board members. Where the

subject of such correspondence is of relevance, copies shall also be sent to members of the Executive committee (Appointed Officers and Regional Directors). (Under Review)

- 4) Members of the Board shall be expected to assume the costs of postage, duplication of their correspondence, travel to meeting sites, and other expenses, unless specially authorized by the President. The Budget and Finance Committee shall authorize the Treasurer to reimburse Trustees for phone and postage expenses from the past year at the annual meeting in a set amount.
- 5) Members of the Board are not to discuss matters on the table before the Board publicly unless the Board has agreed to solicit opinions from other members of the organization. An opinion expressed by an individual Board member, before the matter is voted upon, may otherwise be interpreted as being the official opinion of the Board and thus an official policy of the Puppeteers of America, Inc. Committees are prohibited from publishing material without Board approval. Official announcement of Board decisions should be made at such times in such ways as the Board decides.
- 6) Meetings of the Board must be announced publicly with the date, time, and site available to all members. Meetings of the Board are open to all members of the Puppeteers of America, Inc. unless the President chooses to call an Executive session which is open only to the members of the Board and any other specifically invited person. These sessions should be rare and only for the discussion of matters that might be sensitive personally to a person or group. A quorum of the Board is six members. A Board member in attendance at a meeting site may be excused from a meeting for legitimate reasons. A Board member not attending a regular meeting without a legitimate excuse may be replaced by the President for the remainder of that trustee's term.
- 7) Members of the Board of Trustees should support the policies of the Puppeteers of America, Inc., once the Board has determined these, at least during their term of office, even though they may have not fully agreed with the decision. They may request that a minority statement be added to the announcement of such policies, but should, by their actions and public statements (or lack of public statements) give support to the majority decision.
- 8) Members of the Board should attempt to avoid personal biases, prejudices, personality conflicts, and emotional concerns in discussing or deciding upon matters before the Board. Their primary concern should be the best interests of the Puppeteers of America, Inc. and its membership, rather than any personal interest or concern. Their actions and attitude during meetings and in correspondence should reflect this attitude. Board Members should attempt to solicit opinions from a wide range of the membership on various issues. Although they may be influenced by the interests of the region from which they come, they should be concerned with the best interests of the members of all regions represented in the Puppeteers of America,

Inc. We are a national association, and this should be reflected in the thinking of all Board members.

- 9) Each member of the Board has a specific designated area of responsibility but they should attempt to promote the best interests of puppetry and of the Puppeteers of America, Inc. in all their activities during their term of office. They should attempt to do so in such ways as increasing membership, publicizing the organization and its activities, reporting potential performers and workshop personnel of high caliber to the proper officers, and lending their support to regional and guild activities in their area. They should be willing to accept responsibilities with their ability for participation on committees when requested by the President.
- 10) Trustees shall keep all members of the Executive Committee informed about the progress of their various committees in a timely fashion.
- 11) Any Member of the Board may submit motions at any time during his/her term. If the motion is made outside of an announced meeting a copy of the motion should be submitted to the President and the other Trustees in writing. The President should require a Second, in writing, by any other Trustee. Time for discussion, either verbal or written should be allowed. At a predetermined time, agreeable to the majority of Trustees, the vote should be taken. If this vote is verbal it must be followed by a written confirmation for the records. All motions passed during the year should be read into the minutes at the next meeting of the Board. (In "writing" may be by email).
- 12) Term of office: New Trustees should join the remaining Trustees to form the new Board as soon as the election results are announced. The New Board will then meet as soon as conveniently possible to elect their officers: President, Vice-President, and Secretary.
- 13) At the end of the term of office each Trustee shall surrender all supplies, documents, property and equipment of the corporation to the successor of that office. They should include a summary of actions taken under their area of responsibility, a list of committee chairs and members, any pertinent committee procedures, any pertinent job descriptions, a report on any on-going, unfinished, or future projects.
- 14) Trustees should not use their title indiscriminately - such as writing recommendations, etc. The use of stationery by Trustees on behalf of the Puppeteers of America, Inc. should be used for official purposes and with discretion. Trustees are encouraged to use the stationery to offer thanks, congratulations, encouragement, and acknowledgment to anyone inside or outside of the organization, who has performed a service for Puppeteers of America, Inc. or for the art of Puppetry. Trustees should never indicate that they are writing on behalf of the Board without being authorized to do so.

(LETTER TO TRUSTEE CANDIDATES, see appendix)

## 2.1. THE PRESIDENT OF THE PUPPETEERS OF AMERICA, INC

- 1) Shall abide by the description of the office as defined by the Code of Regulations of the Puppeteers of America, Inc.
- 2) Members of the Board of Trustees will meet in executive session shortly after the election of the new Board Members in order to elect the President for the coming year. The retiring President shall preside over this meeting (including the election) until the new President has been elected. At this point the gavel will be passed to the newly elected President who will chair the election of the Vice-President and Secretary for the coming year. The retiring President shall preside at all public functions until the new President has been presented to the membership. This announcement should be made at the earliest appropriate moment.
- 3) The new President should prepare a message to the membership to be published in the first official publication following the election.
- 4) The President is the spokesperson in matters of policy. In such matters the President's announcement should follow consultation and majority approval of the members of the Board, unless, in cases of emergency, the President may make a tentative appointment or decision that must then be ratified by the Board as soon as possible. Such tentative action must be clearly stated as such, and not as a final and authoritative decision.
- 5) The President shall be in frequent contact with the members of the Board and the appointed officers and be aware of their activities and be able to contribute to them.
- 6) The President shall be an ex-officio member of all committees, except the Nominating Committee and Endowment Fund Committee, and should be informed of all meetings and receive copies of all committee communications.

Change to: The President shall be an ex officio member –agreed to by Procedures committee July 2005- under review-The President shall be an ex-officio member of all committees, *except the Nominating Committee and Endowment Fund Committee*, and should be informed **by each designated Trustees liaison of all committee progress**

- 7) The President is a member of the Budget and Finance Committee as dictated by the Code of Regulations.
- 8) At General Meetings, the President shall preside unless he is incapacitated, in which case the Vice-President shall take over. The President shall preside over all meetings of the Board. Robert's Rules of Order shall be followed in all matters of procedure. A copy should be available at all Board and General Meetings for reference.

- 9) Unless otherwise arranged, the President shall preside over all public functions (Banquets, Receptions) at the National Festival.
- 10) The President along with the Secretary is the co-signer of all official documents.
- 11) The President may authorize the Treasurer to reimburse legitimate expenses incurred in regard to business of the Corporation up to \$50. Any expense over \$50 must have reimbursement authorized by the Board. Any expenses not budgeted should be authorized with caution.

Agreed to by procedures committee, July 2005-under review-change to The President may authorize the Treasurer to reimburse **previously unbudgeted** legitimate expenses incurred in regard to business of the Corporation up to \$50 **from the Executive budget**. Any expense over \$50 must have reimbursement authorized by the Board. Any expenses not budgeted should be authorized with caution.

## 2.2. THE VICE-PRESIDENT

- 1) Shall abide by the description of the office as defined by the Code of Regulations of the Puppeteers of America, Inc.
- 2) Should stay informed concerning all activities that the President is handling as well as all the activities of the organization itself.
- 3) Will act as the coordinator of Regional and Guild activities.
- 4) Shall serve as President in case of the illness, absence, or resignation of the President.
- 5) Will act as liaison between Regions and the Board of Trustees, shall meet with and continue to be in touch with the Regional Directors.
- 6) Is responsible for supervising and awarding Charters to new Guilds. Should solicit the names of guild Officers and member names for the Charter and submit these to be lettered to a qualified person. Should have on hand and be responsible for blank copies of the Charter. Current acceptable guild constitutions and by-laws will be kept on file by the Vice President of Puppeteers of America and reviewed periodically
- 6) Should solicit and read newsletters and other Guild publications. Be aware of Guild happenings through reading and other contacts. Contact all the Guilds by letter as often as possible.
- 7) Should provide Regions and Guilds with guidelines for activities, services available from the Puppeteers of America, Inc. and organizational materials where needed.

- 8) Will inform the President and the Journal of changes in personnel throughout the organization and in Guilds.
- 9) Shall solicit and compile the annual Guild and Regional reports and submit this compilation to the Board of Trustees.

### 2.3. SECRETARY

- 1) Shall abide by the description of the Office as defined by the Code of Regulations of the Puppeteers of America, Inc.
- 2) Should have available at all times the official Seal of the Puppeteers of America, Inc.
- 3) Along with the President, is the co-signer of all official documents of the corporation.
- 4) To insure continuity from one Board to another, the Secretary will keep copies of all procedural materials, printed documents, minutes, etc. and see they are turned over to the appropriate person on change of officers.
- 5) Shall see that copies of all appropriate materials will be placed in the Archives of the Puppeteers of America, Inc.
- 6) Shall see that the Executive Committee names, addresses, phone numbers, electronic addresses are collected and distributed as soon as possible after the Annual Meeting of the Puppeteers of America, Inc. The Executive Committee consists of the current 9 Trustees, the Appointed Officers, The Regional Directors, and the Chair of the Budget and Finance Committee.

## 3. APPOINTED OFFICERS

An appointed officer shall be an individual or an entity. The Appointed Officers shall abide by the Code of Regulations and are answerable to the designated Trustee. All appointed officers, except the National Festival Director, are appointed to serve a term of three years or, in the case of an unexpired term, until a qualified successor has been approved by a majority vote of the Board of Trustees. They may be re-appointed. Appointments shall be made on a calendar year with a review made 6 months prior to the end of the term. At such time reappointment may be made.

### Reappointment of officers

If the current officers are to be re-appointed at the end of their 3 year term, the office need not be advertised. If the current officers are not to be re-appointed or choose not to seek reappointment then the opening should be advertised along with the requirements of the office in an official publication with enough time for applications to be sent to the

appropriate people for consideration and to be presented to the Board for official appointment.

*Added July 2005*

Appointed officers serve as the volunteer staff of Puppeteers of America. When honorariums are provided by the Puppeteers of America, it is understood that payment is in appreciation of services that are of great value to the organization. As such, it is of vital importance that the Trustees and the Appointed Officer have a respectful working relationship. In reviewing the re-appointment of appointed officers, the trustees and the officers will consider:

Has the appointed officer followed the job as presented in the procedures?

Has the appointed officer made every attempt to manage the office within its yearly budget?

Have the trustees supported the work of the appointed officer, by providing all necessary information, and funding adequate to fulfill its requests?

Has the appointed officer responded in a timely manner to suggestions and requests?

Have the trustees responded in a timely manner to suggestions and requests?

The Appointed Officers will submit a budget request, relevant to the operation of their office, for the coming year to the Budget and Finance committee at the appropriate time. After the budget is approved, it is the responsibility of the appointed officers to operate within the approved budget.

At the end of the term of service each officer shall surrender all supplies, documents, property, and equipment of the corporation to the successor of that office or do as instructed by the Board of Trustees.

### **3.1. CURATOR OF THE AUDIO-VISUAL LIBRARY**

- 1) The Curator of the Audio-Visual Library is an appointed officer and shall comply with the requirements of that office as defined in the Code of Regulations.
- 2) The Curator of the Audio-Visual Library of the Puppeteers of America, Inc. shall see that the library is maintained as a resource center and archives for the recorded history of puppetry. The curator shall preserve the materials and make them available to the membership in such a fashion as determined by the Board of Trustees.

### **3.2. ENDOWMENT FUND SECRETARY**

- 1) The Endowment Fund Secretary is an appointed officer and shall comply with the requirements of that office as defined in the Code of Regulations.

- 2) The Endowment Fund Secretary, with committee, supervises the disbursement of funds in the form of grants as prescribed by the Code of Regulations. The Fund Secretary shall chair a committee appointed by the Board of Trustees that will solicit funds, acknowledge their receipt, and determine the amount of money available for the grants that are issued to deserving recipients who have met the qualifications as set forth by the Code of Regulations.

### 3.3. THE JOURNAL EDITOR

- 1) The Journal Editor is an appointed officer and shall comply with the requirements of that office as defined in the Code of Regulations.
- 2) The Journal Editor shall oversee the official periodical of the Puppeteers of America, Inc. known as the Journal on a publication schedule established by the Board of Trustees.
- 3) The Journal Editor shall consult with the Publications Committee at their discretion.
- 4) The Journal Editor will select an Editorial Board and Production Staff that will aid in the timely publication of the Journal and protect the same by US copyright. The Editor(s) shall protect for the corporation the exclusive use of the name, logo, device and identity of the Puppeteers of America, Inc.
- 5) The Journal Editor shall provide advertising rates and issue deadlines for prospective advertisers. The Editor shall provide a classified ad service for members. The Editor shall collect fees for display and classified ads and forward these moneys to the Treasurer.
- 6) The Journal Editor shall maintain the contract with University Microfilms International as exclusive agent for reprint rights. The editor shall forward the annual reprint royalty check to the Treasurer. The Editor shall preserve the U.M.I. complete microfilm of each volume year.
- 7) The Journal Editor shall preserve 1 copy of each journal issue for the PofA Archive.
- 8) The Editor shall maintain records of printing, mailing, sale of replacement copies, and direct sale copies for each issue as data for annual settlement of ownership and postal audit.
- 9) The Editor shall forward USPS postage due address corrections to the Membership office and contact those delinquent members with the method of buying a replacement copy for the destroyed issue along with a reminder of the 60 day notice to membership for address corrections.

- 10) The Editor shall provide complimentary copies of the journal to surviving P of A charter members and to those whose contributions have merited Board of Trustee Life Membership status.

### 3.4. MEMBERSHIP OFFICER

- 1) The Membership Officer is an appointed officer and shall comply with the requirements of that office as defined in the Code of Regulations.
- 2) The Membership Officer shall maintain a current updated list of the membership. This officer shall provide mailing labels only as authorized by the Board of Trustees. The Membership Officer shall prepare, mail, and receive renewal notices for the annual payment of dues, in a timely fashion. The Membership Officer shall collect the dues and deposit them in a manner agreed upon with the Treasurer.
- 3) The Membership Officer shall provide the most current list of members to the head teller at the annual meeting of the corporation to validate the ballots in the election.
- 4) The Membership Officer shall submit to the Budget and Finance committee an operating budget for the coming year at the appropriate time.
- 5) The Membership Officer shall answer in a timely fashion all inquiries about membership and work actively with the Membership Advisory Committee to increase the membership in the corporation.
- 6) With the approval of the Board of Trustees, mailing labels may be sold or provided at minimal cost to persons requesting them when it is deemed to be an advantage to the Puppeteers of America and/or its members. Members may request that their name not be included on such a list and their confidentiality shall be respected.
- 7) The Membership Officer shall collect fees, maintain records, and provide separated labels for all special (first class, air and overseas air) classes of mailing.
- 8) The Membership Office shall see that a membership directory is printed and distributed to the membership according to the wishes of the Board of Trustees

### 3.5. THE NATIONAL FESTIVAL DIRECTOR

- 1) The National Festival Director shall abide by the description of the office as it appears in the Code of Regulations except that the term shall end when the festival is complete, the books are closed and a complete report with a financial accounting has been made. Copies of all printed material and programs shall be sent to the Archives.
- 2) The Board of Trustees shall authorize National Festival Directors to plan and organize a designated National Festival. The person(s) appointed to this position

must be a member in good standing of the Puppeteers of America, Inc. and must have demonstrated, to the satisfaction of the Board, the ability to oversee the operation of a National Festival that promotes and enhances the art of puppetry. The National Festival Director is the one directing the most immediate National Festival, but there may be future National Festival Directors beginning to organize future festivals. These directors should be included in all correspondence that is sent to the executive committee.

- 3) The Festival Director shall have fiduciary responsibility for the festival and shall be fully aware of the financial standing at all times. The Festival Director and Business Manager shall be bonded.
- 4) The Festival Director should have a copy of the official Festival Director's manual. This manual contains expressed policies of the Puppeteers of America and the Director will attempt to follow recommendations as stated in the manual. The Director should keep notes to add to the information that is then passed on to the future director. (Under review)
- 5) The Festival Director shall submit, to the Budget and Finance Committee for approval, the site; key personnel (artistic director, workshop director, and business manager); and budget for the festival as explained in section 7, "Festival Financial Requirements". The Budget and Finance Committee will then submit this to the Board of Trustees with its recommendation.
- 6) The year prior to the Festival the Festival Director will report to the Board of Trustees, through the President, on at least a monthly basis. Festival financial reports must be submitted as outlined in section 7, "Festival Financial Requirements". The Board may require specific reports at any time.
- 7) The Festival Director is responsible for seeing that all areas of the festival are proceeding in a timely fashion for a successful festival. If the Board of Trustees determines there is a lack of communication or a significant lack of progress the Board will be able to consider a change in management of the festival.
- 8) The National Festival Director for the next immediate festival shall attend the preceding festival to observe, discuss, learn, make contacts, etc. The future festival will pay this expense from its account. If no account has been established the Board of Trustees will authorize the Treasurer to advance the amount as seed money to be eventually paid back from the future festival receipts.

### 3.6. PLAYBOARD EDITOR

- 1) The Playboard Editor is an appointed officer and shall comply with the requirements of those offices as defined in the Code of Regulations.

- 2) The Playboard Editor shall publish the official newsletter of the Puppeteers of America, Inc. on a publication schedule established by the Board of Trustees. The Board may, from time to time, require a special edition of the Playboard that the Editor shall edit and publish. One special edition of the Playboard is the ballot for Board of Trustee election. The Editor shall see that this edition is published and mailed to meet the requirements of the Code of Regulations and the Procedures for the election process.
- 3) The Playboard Editor shall oversee the mailing of the publication to all eligible members of Puppeteers of America, Inc.

### 3.7. PUBLICITY DIRECTOR

- 1) The Publicity Director is an appointed officer and shall comply with the requirements of those offices as defined in the Code of Regulations.

The Publicity Director is responsible for seeking out ways to promote the Puppeteers of America, Inc. and the Art of Puppetry. Specifically the Director will assist and guide the Puppeteers of America, its regions and Guilds on developing professional web pages, exhibits, press kits, media relations and other informational and marketing packages.

Qualifications for this position include but are not limited to the following:

- 1) Demonstrated experience in preparing publicity materials for print and electronic media.
- 2) Demonstrated skills in writing for publication, particularly at a national level.
- 3) Computer and internet skills and direct access to each.
- 4) Experience in coordinating the production of posters, brochures and other advertising print materials.
- 5) An understanding of current copyright laws.
- 6) An ability to network with a diverse population, including groups and individuals who may not be aware of the activities of the Puppeteers of America, Inc. or familiar with the art of puppetry.
- 7) Resources to explore opportunities for contact with other organizations: i.e. storytellers, ventriloquists, etc for the purposes of a mutually beneficial relationship. (Under Review)

### 3.8. STATUTORY AGENT

The statutory agent shall be the person of record with the State of Ohio in which the Puppeteers of America was incorporated. This appointment by the Board shall meet with the legal requirements of the State of Ohio.

### 3.9. STORE DIRECTOR

- 1) The Store Director is an appointed officer and shall comply with the requirements of those officers as defined in the Code of Regulations.
- 2) The Store Director shall organize and operate the Puppetry Store of the Puppeteers of America, Inc. as directed by the Board of Trustees.
- 3) The Store Director shall at no time maintain a business, in which the officer would have a personal interest that is in any way similar to the Puppetry Store of the Puppeteers of America, Inc.
- 4) The Store Director, with the aid of the Store Advisory committee, shall maintain a reasonable inventory, as well as develop and maintain an adequate record keeping system. The officer shall submit to the Chairperson of the Store Advisory committee a quarterly report on the operations of the store.
- 5) The Store Director will organize and operate a puppet exchange at a National festival. This exchange may have a consignment area as well as books and articles carried by the Puppetry Store. The Store Director should consult with the Festival Director, as early as possible, on the location of the exchange, the hours, and any special events that will require notice in the festival program.
- 6) The Store Director will monthly submit any bills to be paid to the Treasurer, and regularly deposit moneys received into the proper accounts with duplicate deposit slips sent to the Treasurer on a monthly basis.
- 7) The Store Director will assist Days of Puppetry, Mini-Fests, Regional festivals, etc. by sending samples of inventory from the Puppetry store upon request and under pre-determined conditions.

### 3.10. TREASURER

- 1) The Treasurer shall perform the usual duties of Treasurer and Business Manager of the Puppeteers of America, Inc., subject to the directives of the Board of Trustees.
- 2) The Treasurer shall be responsible for the administration of the approved budget, the preparation of the annual financial report, and the counseling of all officers and committees in matters involving business transactions of the corporation.

- 3) The Treasurer is custodian of all moneys and funds of the Puppeteers of America, Inc.; shall collect all dues, bills, claims, and demands; and shall sign all checks and orders for payment as budgeted by the Board of Trustees and shall keep all accounts of the same.
- 4) The Treasurer shall deposit all funds belonging to the corporation in a bank account approved by the Board of Trustees, and shall report the financial status, activity, disbursements, and income to the membership at the annual meeting.
- 5) The Treasurer should be the Officer of Record with the insurance companies.
- 6) At the end of the term, the outgoing Treasurer shall surrender all moneys, funds, supplies, property and equipment of the corporation to the successor of the office in good and current condition.
- 7) The Treasurer serves as a member of the Budget and Finance committee.
- 8) The Treasurer shall call to the immediate attention of the President any irregularities or problems with funds of the budget that may appear in the daily running of the corporation.
- 9) The Treasurer shall surrender to the Audit committee all the necessary information for examination when requested to do so.
- 10) Each year the Treasurer shall record the property of each office, keeping the list current by making additions or deletions
- 11) The Treasurer shall be knowledgeable of the financial responsibilities of the organization and file, in a timely fashion, the proper local, state, and federal reports and returns.

### **3.11. INSURANCE OFFICER**

The Insurance Officer is an appointed officer and shall comply with the requirements of an appointed officer as defined in the Code of Regulations.

This officer shall oversee the administration of the membership insurance program. Insurance Officer shall see that the renewal forms are sent out at the proper time and that the premiums are forwarded expeditiously to the correct location. The Insurance Officer will occasionally check the policy to see that it is the best program available to the membership and make any pertinent recommendations to the Board of Trustees.

## 4. EXECUTIVE COMMITTEE OF PUPPETEERS OF AMERICA,

The Executive Committee of the Puppeteers of America, Inc. shall consist of the Board of Trustees, the Appointed Officers, the Chair of the Budget and Finance Committee, other designated committee chairs and the Regional Directors. At Board Meetings opinions may be expressed by anyone recognized by the President or presiding officer but only the members of the Board of Trustees may make motions, second them, vote or use any other parliamentary procedure.

### **PRESIDENT**

#### VICE-PRESIDENT-

Regional Directors

Guild Liaison, Guild Charters

#### SECRETARY-

Seal, Minutes

Procedures

Publications

#### TRUSTEE- Publicity

Publicity/Marketing

Web site advisory

#### TRUSTEE-Finances

Budget & Finance

Endowment fund

Fund Raising

Insurance

Membership

Store & Store Advisory

#### TRUSTEE-Honors

Scholarship

Nominations

Awards

TRUSTEE-Heritage

Archives

AV Library

Preservation

TRUSTEE –Festivals & Conferences

Festival Resource

Future Festivals

TRUSTEE-Services

Job Referral-web page, not a committee

Puppetry Centers

Puppetry Education Resources

Puppetry in Education & Therapy

## **5. COMMITTEES OF THE BOARD**

- 1) Committees shall be established by the Board in accordance with the Code of Regulations of the Puppeteers of America, Inc.
- 2) The standing committees shall be structured under these general headings. The chair of the committee reports to the designated Trustee. Also each Appointed Officer Reports to a Trustee.
  - A. President-Strategic Planning
  - B. Vice President- Guilds &Regions-Charters, Regions, Guilds
  - C. Secretary-Seal, Minutes, Procedures, Publications, Puppetry Journal, Playboard, Directory)
  - D. Trustee for Finances-Budget and Finance, Membership, Fundraising, Insurance, Endowment Fund, Store and Store Advisory
  - E. Trustee for Heritage-AV Library and Advisory, Archives, Preservations
  - F. Trustee for Honors-Awards, Nominations, Scholarship

G. Trustee for Festival- Festival Director, Future Festivals, Festival Resources

H. Trustee for Publicity and Marketing- Publicity, National Day of Puppetry, Web site advisory

I. Trustee for Services- Consultants, Puppetry in Education and Therapy, Puppetry Education Resources, Puppetry Centers

3) The President will oversee all of the general areas. The Vice-President will specifically oversee the guilds/regions area and the Secretary will specifically oversee the honors area. Each of the other trustees will oversee one of the remaining areas.

4) Each Trustee will select the chairpersons of the committees in his/her area. Exceptions will include the Budget and Finance Chair and the Endowment Fund Chair, which operate under separate Guidelines. Such appointments are subject to approval of the Board of Trustees.

5) Preferably, Trustees will not serve as chairpersons of committees, with the exception of the liaisons, but would coordinate the work of their respective areas.

6) The committee chairperson shall report the names of all committee members to their Trustee and the President not later than 30 days after the annual meeting. Additional appointments should also be reported as they occur.

7) Each Trustee shall submit to each of the other Trustees a Quarterly Report summarizing the activities of all areas under their responsibility. Reports are due Oct. 15, Mid Year Meeting, April 30, and at the Annual Meeting.

8) The President is a member of the Budget and Finance Committee. The President shall be considered an ex-officio member of all committees except the nominating committee and the Endowment Fund Committee.

9) The Chair persons of all standing and special committees appointed during the year should submit a written report to the Trustee responsible for that committee by an established date prior to the mid-year and annual meetings. Such reports may then be presented to the membership during the annual business meeting. The chairperson of the committee or a designated representative should give them, in order to be accepted in the minutes, but an alternative action (such as printing the report in an official publication) may be moved from the floor. Only official committees may make such reports during the meeting. All sub-committee reports should be included in the report of the main committee. No report should be presented unless authorized by the Board of Trustees, although matters of immediate concern and information may be added to the written report. Information not in the nature of an official report may be presented to the membership by use of a bulletin board or by duplicating it for general distribution.

- 10) All special committees appointed during the year by the President, with the approval of the Board of Trustees, should be for the period of one year, or terminating at the next annual meeting, unless otherwise specified when the committee is established. A special committee's activities shall terminate with presentation of its report, unless further action is required. In such case, the Board shall re-appoint the committee or set up a new one to continue the suggested action.
  - 11) Unless specially authorized, committees shall not publish material, initiate action, or incur bills in the name of the Puppeteers of America, Inc. without the approval of the Board of Trustees.
  - 12) The existence of special committees, the constitution of their membership, and the purpose of their appointment should be reported to the membership by the President in an official publication as soon as it is expedient to do so.
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## **6. STANDING COMMITTEES**

(Revised July 2005)

There are two types of committees, "Election Committees" and "Advisory Committees." The chair and members of Selection Committees have a limited number of members and serve a limited term defined by the procedures to insure fairness of the selection process. Selection Committees are Awards, Endowment, Nominating, and Scholarship. All other committees are Advisory Committees. Advisory Committees may be committees of one, or may include any number of members deemed appropriate for the task."

### **6.1. AV ADVISORY COMMITTEE**

The AV advisory committee shall consult with the Curator of the Audio-Visual Library. They shall aid in decisions to be made concerning the audiovisual collection of the Puppeteers of America, Inc.

### **6.2. ARCHIVES**

This committee shall work to preserve the history of the Puppeteers of America, Inc. along with the Art of Puppetry. Archive material shall be stored at the site of the official archives of the Puppeteers of America. The committee shall take appropriate action to ensure material is preserved. The Archives Chair shall follow the guidelines as set forth in the letter of agreement between the Puppeteers of America, Inc. and the Detroit Institute of Arts, the designated site of the official archives.

### 6.3. AWARDS

The Awards Committee is responsible for soliciting nominations for the various Awards and presenting a slate of recommended recipients to the Board of Trustees. This committee shall see that the guidelines for these awards shall be publicized along with the call for nominations.

THE PRESIDENT'S AWARD is given for outstanding contributions to the Art of Puppetry. Both members and non-members are eligible for award nominations.

THE TRUSTEE'S AWARD honors outstanding service by a member to the organization of the Puppeteers of America.

THE POFA AWARD recognizes contributions to the Art of Puppetry by persons or groups not immediately involved in the field.

THE JIM HENSON AWARD FOR INNOVATION is given for innovations in Puppetry which are technological, dramaturgical, or collaborative in nature. Both members and non-members are eligible for award nominations. (Formerly called the Vice President's Award for Innovation).

THE GEORGE LATSHAW AWARD FOR WRITING AND EDITING is given for outstanding accomplishment in the writing and editing for the art of the Puppet Theater. Both members and non-members are eligible for award nominations.

#### MARJORIE BATCHELDER MCPHARLIN PUPPETRY EDUCATION AWARD

This is an award to honor those who dedicate their time to helping others to create in the field of puppetry. The award should be given biennially at each National Festival when a qualified recipient can be identified.

#### Eligibility

Past and present members of P of A currently working in their area of puppet expertise in an educational setting shall be eligible for this award. Nominees shall have worked for a period of at least five years, dedicating their time to helping others to create in the field of puppetry. The work of candidates for this award can be as teacher, librarian, and puppeteer in residence, puppeteer in teacher training, recreational professional, or therapist in clinical or instructional settings. Nominees should exhibit the ability to inspire others with their personal skill or knowledge of puppetry as well as the ability to transmit that skill or knowledge to others.

#### Qualifications

The nominees shall have demonstrated an ability to reach others on a personal level, thereby allowing them to become expressive themselves through the art of puppetry. The

nominee shall have received recognition from his/her community, places of employment, and/or peers. The award should be given to a person who has contributed to the field of puppetry education over a considerable period of time. The award is not intended to recognize a single piece of work or project. Materials that document the excellence of the work of the nominee should support nominations.

Supporting Materials-Materials supporting a nomination should include articles by and about the candidate; copies of awards, citations, etc that can help to document the expertise and abilities of the nominee. Books, photos, videos or other materials that demonstrate the nominee has received recognition from his/her community, place of employment, and/or peers may be included.

Nomination-Any member of P of A or its units - Regions, Guilds may submit nominations for this award.

(Note: The board recommends including information about Marjorie Batchelder McPharlin) Marjorie Batchelder McPharlin (1903-1997) was a major contributor to puppetry education. A founding member of Puppeteers of America, Marjorie earned a Ph.D. in puppetry in 1939. As author and editor of numerous books and articles on puppetry, as an internationally respected scholar, and as a teacher of puppetry, she inspired many to use puppetry as a powerful form of expression.

- 1) The Board of Trustees at the Annual Meeting will approve the Committee and the Chair.
- 2) The Committee will submit a call for nominations for the various awards through The Puppetry Journal and the Playboard in the fall issues of those publications. The deadline for nominations should be at least one month before the mid-year meeting of the Board of Trustees. Guild Presidents, Guild Newsletters, Regional Directors, Trustees, and Past Award Winners among others should also be contacted for nominations.
- 3) The Committee will consider the nominations according to the procedure previously determined and send their list of recommended nominations to the Secretary of the Board.
- 4) The Board may accept or reject the Committee's list of nominations on an individual basis but they may not make substitutions.
- 5) The Chair of this committee, in conjunction with the Trustee overseeing this committee, will arrange the appropriate certificates and medallions for presentation at the appropriate Festival.
- 6) The specific procedures of this committee should be passed from one committee chair to the next.

## 6.4. BUDGET AND FINANCE COMMITTEE

- 1) This committee, as prescribed by the Code of Regulations, shall consist of the President, the Treasurer, one Trustee, and two regular members. One of these committee members shall have been a National Festival Director prior to service on the committee. The President shall appoint the committee chairperson and the Board of Trustees will approve. This committee shall always consist of five members and any necessary reappointment shall be made in keeping with the previous stipulations.
- 2) Every officer, of the corporation, who administers an account, is required to submit a proposed budget to the committee prior to the mid-year meeting of the Budget and Finance Committee.
- 3) The committee shall prepare a proposed budget for the up-coming year. This shall be submitted for approval by the Board of Trustees.
- 4) This committee shall also see that only funds budgeted are spent for the purpose allotted. Funds not spent in a budgeted area may be re-allocated by the Budget and Finance committee to other uses. The Budget and Finance committee must propose any additional or emergency funds in any budgeted area for approval by the Board of Trustees.
- 5) This committee shall receive in timely fashion and submit for approval to the Board of Trustees, budgets for National and Regional Festivals. The committee may suggest revisions before submission to the Board for their approval.

## 6.5. CONSULTANTS

- 1) The consultants are experts in various aspects of puppetry who agree to answer and advise, in a timely fashion, requests from the membership of the Puppeteers of America, Inc. These appointments are renewable on a yearly basis. The length of time a person serving in any consultancy has no prescribed limit although for the sake of a fresh approach the Board may suggest a change in personnel after ten years.
- 2) The chairperson of the consultant committee shall monitor the activities of the various consultants and their use by the membership. The areas of consultancy should be kept updated and current so as to meet the needs of the membership. New categories may be submitted to the Board of Trustees for approval, as well as suggested candidates for the consultancies.
- 3) If a consultant position becomes vacant the Chair should advertise, in a timely fashion, this position and any special requirements in the Playboard. The Chair should submit the list of applicants, along with a recommendation for filling the vacant position, to

the Board of Trustees as soon as it is prudent to do so. The Board should then act to fill the vacant position as soon as possible after receiving this report.

- 4) The general purpose of this service will be to assist in enhancing the proficiency of the art of puppetry in both professional and amateur terms.
- 5) The consultants serve the reasonable requests of members-in-good-standing for free. The members need to send a self-addressed stamped envelope for the reply. Non-P of A members will receive this service once as a courtesy and consultants should include a membership brochure with this reply.
- 6) Consultants may wish to maintain a list of referral people who have special skill knowledge, and experience within a field. A book list of suggested reading might be of great value to the correspondent.
- 7) All consultants should endeavor to promote the service at festivals and meetings and help make the service more "visible" to the membership. They should provide (or solicit) at least one article on their subject to The Puppetry Journal or Playboard.
- 8) Candidates for any consultancy, which requires certification for the field, should be scrutinized carefully for their suitability i.e. Therapy.

## 6.6. ENDOWMENT FUND

The endowment fund committee shall aid the chairperson of the endowment fund in raising money for the endowment fund. They shall advertise for and receive applications for those requesting grants from the endowment fund. They shall consider the applications and award grants on the basis of the moneys available as directed by the Code of Regulations of the Puppeteers of America, Inc.

## 6.7. FESTIVAL RESOURCE

The Festival Resource Committee shall act as a consulting committee to appointed future National and Regional Festival Directors. Members of the committee shall be appointed so that the various areas of expertise in managing festivals are represented. At least one past National Festival Director shall serve on the committee. The committee shall be responsible for maintaining and updating the Festival Resource Guidebook. This committee should collect and make available past festival reports that contain information on budgets, printed material used etc.

## 6.8. FUNDRAISING

## 6.9. FUTURE FESTIVALS

- 1) This committee shall solicit and investigate sites for future national festivals of the Puppeteers of America. They shall consult with and encourage proposals from groups willing to work toward having a national festival at a certain locale. The Chairperson shall distribute The Festival Manual to anyone considering serving as a National Festival Director
- 2) This committee should use the material and questionnaires available to determine the suitability of a site. They may then bring their recommendations and proposals to the Board of Trustees for their approval. They shall also be prepared to consult with the membership about the festivals and what changes are deemed necessary, and report to the Board of Trustees on their findings. They may aid the Regions in selecting sites for Regional festivals if it is necessary.

## 6.10. NOMINATING

- 1) The Nominating Committee shall function as directed by the Code of Regulations of the Puppeteers of America, Inc.
- 2) This committee shall consist of members-in-good standing of the Puppeteers of America. They shall provide a slate of candidates for the annual Board of Trustees election. This will be done through applications submitted by members in good standing of Puppeteers of America. Members may be notified of the Trustee positions through:
  - a) The official publications
  - b) Solicitation of qualified members by the Nominating Committee
  - c) A leadership forum held at the Annual Festival(s).

The committee is strongly urged to seek out candidates who have already served the organization in significant leadership roles.

- 3) The committee shall organize and hold a leadership forum at the annual festivals to inform members about the Puppeteers of America organization and opportunities to serve in positions such as committee members, chairpersons, regional directors, and trustees.
- 4) The Nominating Committee shall provide potential candidates with a description of the duties, privileges and responsibilities of service of a Trustee, and materials for application of candidacy. This application shall contain a biography written in the

third person, qualifications for office, and questions to determine the candidate's perspective, judgment, creativity and capacity to think things through

- 5) The Nominating Committee shall accept applications of candidacy from potential candidates filed from October 1 of each year.
- 6) They shall present the slate of candidates to the Board of Trustees and notify the applicants by November 1.
- 7) An Applicant not nominated by the Committee may be accepted as a candidate if a nominating petition signed by 25 regular members in good standing is submitted by the Nominating Chair by December 1.
- 8) This Committee shall see that the appropriate information for each of the candidates is submitted by January 15 to official publications.
- 9) If guidelines are not met, the President may take necessary action to ensure that the elections can go forward

## 6.11. PRESERVATIONS

- 1) Preservations Committee shall attempt to preserve the history of puppetry in various formats. Through interviews with various puppeteers in all aspects of puppetry this committee shall record those events, experiences, etc. which might not be preserved in any other format.
- 2) Preservations will maintain and update the Timeline Project.

## 6.12. PROCEDURES

- 1) This committee shall be responsible for maintaining, up dating, and distributing the procedures of the organization as directed by the Board of Trustees.
- 2) When the minutes of the Annual Meetings and Mid-Year Meetings are distributed, the Procedures Chair, the President, and the Secretary will review all motions from the recent meeting. Motions that apply to the Procedures will be added to the Procedures. If the motion requires changes or modifications in existing sections of the Procedures, this committee is empowered to make those revisions if all 3 members agree. Corrections in grammar and spelling may be made with out discussion. If the three members do not agree, or require more clarifications, the unresolved wording will be designated "under review." The Procedures require constant up dating. After each meeting of the Executive Committee the revised Procedures will be posted on the web site.
- 3) The Secretary will maintain print copies for distribution. Each member of the Executive Committee, Candidates for Trustee and all Committee Chairs should have a

current print copy of the Procedures. The Secretary will print copies to those that cannot get copies from the web site.

- 4) Trustees will inform all Officers and Committee Chairs in their area of responsibility, about any pertinent changes in the Procedures.
- 2) The Secretary will distribute copies of the Procedures, as they are up-dated to all members of the Executive Committee as well as copies to Board Candidates subsequent to their nomination.

### 6.13. PUPPETRY CENTERS

This committee shall maintain a list and report to the board on activities of puppetry centers, permanent theaters, museums, and other presenters. Liaisons to UNIMA, The Jim Henson Foundation, BIMP, The National Puppetry Conference and the Center for Puppetry Arts report to the committee chair

### 6.14. PUPPETRY IN EDUCATION AND THERAPY

#### **PROCEDURES**

- 1) This committee shall be responsible for maintaining, up dating, and distributing the procedures of the organization as directed by the Board of Trustees.
- 2) When the minutes of the Annual Meetings and Mid-Year Meetings are distributed, the Procedures Chair, the President, and the Secretary will review all motions from the recent meeting. Motions that apply to the Procedures will be added to the Procedures. If the motion requires changes or modifications in existing sections of the Procedures, this committee is empowered to make those revisions if all 3 members agree. Corrections in grammar and spelling may be made with out discussion. If the three members do not agree, or require more clarifications, the unresolved wording will be designated “under review.” The Procedures require constant up dating. After each meeting of the Executive Committee the revised Procedures will be posted on the web site.
- 3) The Secretary will maintain print copies for distribution. Each member of the Executive Committee, Candidates for Trustee and all Committee Chairs should have a current print copy of the Procedures. The Secretary will print copies to those that cannot get copies from the web site.
- 4) Trustees will inform all Officers and Committee Chairs in their area of responsibility, about any pertinent changes in the Procedures.
- 2) The Secretary will distribute copies of the Procedures, as they are up-dated to all members of the Executive Committee as well as copies to Board Candidates subsequent to their nomination.

## 6.15. PUBLICATIONS

- 1) The publications committee will be responsible for review of materials produced in the name of the Puppeteers of America on behalf of the Board of Trustees. The Board of Trustees should give final approval to any materials produced that might prove controversial or for which special funding is necessary. This committee shall consist of the Journal Editor(s), Playboard Editor(s), and 3 members-at-large.
- 2) Editors of printed publications should consult the Publication Committee on articles or subjects on which they might need advice as to the appropriateness or merely another opinion. The committee should be consulted on any other publications: videos, books, pamphlets etc. fall into this category.

## 6.16. SCHOLARSHIP COMMITTEE

- 1) The Scholarship Committee shall consist of the chair and four members, each appointed by the P of A Board for a term of six years covering three national festivals. Ideally there is a rotation of the committee members so that new and experienced members will serve together. The Board will attempt to have geographic diversity on the committee.
- 2) The Scholarship Committee shall administer the Mike and Francis Oznowicz Youth Scholarship Fund and the Emma Louise Warfield Memorial Fund.
- 3) The scholarships shall cover registration to National P of A Festivals. Scholarship recipients will be responsible for paying their own expenses for room, board, and travel. The P of A Treasurer will send the registration fees directly to the registrar for the Festival.
- 4) The Scholarship Committee in consultation with the finance committee will determine the number of Mike and Francis Oznowicz Youth Scholarships given out for each festival. All donations to the Circle of Support will be used for Scholarship funds.
- 5) The Emma Louise Warfield Fund (ELW) is an endowment, drawing only on the interest and donations. The amount of funds available over the Endowment will determine how many ELW scholarships can be awarded.
- 6) Applicants to Mike and Francis Oznowicz Youth Scholarship must be from 12-21 years of age. They need not be P of A members to apply, but if chosen they must become P of A members. If the recipient is under 18 years old s/he must be accompanied by a parent or guardian and turn in a signed liability waiver.
- 7) Applicants to ELW must be 22 years or older and members of P of A.

- 8) Recipients of scholarships will be asked to submit an evaluation or reviews of the festival. These may be used to publicize the program through the Journal or newsletters.
- 9) Notices of the scholarships and deadlines will be publicized in the Journal, Playboard, regional and local newsletters.
- 10) Scholarship Committee members and their immediate family members and P of A Board members and their immediate family members are not eligible to apply for scholarships.
- 11) Scholarship winners will be chosen by a majority vote of committee members. The vote can take place at a meeting or by phone or mail, as decided by the committee chair. The recipients will be chosen on merit (talent, motivation, etc.) and need. There will be an attempt to encourage geographic diversity, a balance of male and female recipients and to encourage ethnic diversity.

Addendum: Sample Application forms, sample waiver.

## 6.17. STRATEGIC PLANNING COMMITTEE

## 6.18. STORE ADVISORY

This committee shall oversee the operations of the puppetry store. They shall consult with the store director on the make-up and direction of the store. They shall receive reports on store operations and offer aid where it is necessary to help the store achieve its objectives of offering a service to the membership.

They shall be responsible for soliciting viable candidates for the position of store director if the position becomes open and presenting their recommendations to the Board of Trustees who vote to fill the position.

## 6.19. WEB SITE ADVISORY

The chair will periodically review and edit the contents of the PofA web site. Web site contents should be accurate, current and coordinated with PofA policies. The chair, with the advice of the committee, will work with the current web master and all appropriate members of the Executive Committee, Committee Chairs, Festival Directors and guild contacts to implement this goal. The chair will also report to the Board recommendations for the future direction of the web site.

## 7. FESTIVAL FINANCIAL REQUIREMENTS

There is a single festival budget spreadsheet supplied by the Budget and Finance committee that must be used for submission of a proposed festival budget and for all subsequent financial reporting. There are not different spreadsheets for different reporting purposes.

### 7.1. Festival Budget Approval Process

- 1) To apply for authorization to present a national or regional festival, the Festival Director must submit the festival budget to the Budget and Finance Committee for review. The proposed festival budget must be submitted on the spreadsheet supplied by the Budget and Finance committee. In the case of a regional festival, the Regional Director(s) of the regions sponsoring the festival must review and approve the budget prior to submission to the Budget and Finance Committee. It is advised that the Regional Executive Committee(s) also review the budget for submittal.
- 2) The Budget and Finance committee is responsible for submitting the budget to the Board of Trustees with their recommendation. The Budget and Finance committee may seek clarifications and revisions to the budget from the Festival Director before submitting the budget to the Trustees. In the case of a regional festival, the Budget and Finance committee must also verify that the budget has been approved by the Regional Director(s).
- 3) Only after the Board of Trustees have approved the festival including the Festival Director, Business Manager, and budget, is the festival director authorized to open a festival bank account using the Puppeteers of America non-profit tax number and to enter into financial contracts.
- 4) A revolving fund for Festival Advances may be available from The Puppeteers of America, Inc. to help finance Regional and National Festivals. The Board of Trustees of The Puppeteers of America, Inc. will allocate from this fund as needed only after a festival has been authorized. The allocated amount shall be repaid to The Puppeteers of America, Inc. from the Net Proceeds of the festival. In the event of unusual expenses, the Festival Director may submit a request for additional funding to the President of The Puppeteers of America, Inc.
- 5) After the budget is approved the anticipated expenditures will become clearer as festival details are planned. If the anticipated expenditures increase by more than 5% of the approved budget a revised budget must be reviewed by the budget and finance committee and approved by the Board of Trustees.

## 7.2. Pre-Festival Financial Reporting

All financial reports must be submitted on the spreadsheet supplied by the Budget and Finance committee. For national festivals, all financial reports should be sent to the Budget and Finance committee and the President of P of A. For regional festivals, the financial reports should also be sent to the Regional Directors of the regions sponsoring the festival.

- 1) Quarterly financial reports must be submitted from the time the festival is authorized. For each item on the budget, the quarterly reports must include:
  - The original approved budget figures – These numbers are not to be changed in the course of the festival planning.
  - The current anticipated budget figures – As festival plans progress, the expected income and expenses should become better known and may increase or decrease in the process.
  - The income and expenses to date – These number represent the total income received and expenses paid in each category.
  - The current contracted expenses – Knowing which expenses have been finalized with signed contracts and which expenses remain somewhat flexible is very important to understanding the current financial state of the festival.
- 2) Yearly financial reports must be submitted by January 31<sup>st</sup>. The yearly financial reports are specifically a requirement of the Internal Revenue Service for all non-profit corporations. The yearly financial reports should include the total actual income and expenses in each category that were received or paid in the previous calendar year. The name and address of the banks should be included along with the numbers of the accounts. A yearly report is required for each calendar year in which the festival bank account was open. If the festival bank account is not closed until after the calendar year in which the festival was held, a final yearly financial report is required for the calendar year in which the account is closed.
- 3) For the final six months prior to the festival, financial reports are to be submitted on a monthly basis. The reporting requirements for the content of the monthly financial reports are the same as for the content of the quarterly reports.

## 7.3. Post-Festival Financial Requirements

- 1) A final festival financial report must be submitted with the final festival report submitted by the Festival Director to the Board of Trustees and the Budget and Finance committee. The final financial report must be submitted on the festival budget spreadsheet used for all previous reporting. The final festival report should also include written text explaining the final financial report and covering any lessons learned regarding the fiscal operation of the festival.

- 2) When the festival bank accounts are closed a copy of the statement verifying the closing of the accounts should be sent to the Budget and Finance committee.
- 3) Any seed money authorized by the Board of Trustees must be repaid to the P of A.
- 4) Any profits made by a national festival are paid to the P of A when the festival bank accounts are closed. Distribution of any profits made by a regional festival is decided by the Executive Committee(s) of the regions sponsoring the festival.
- 5) In the event of a financial shortfall from a national festival, the P of A is responsible for any debt incurred by the festival. In the event of a financial shortfall from a regional festival, the regions sponsoring the festival are responsible for any debt incurred. If the regions do not have sufficient funds to cover all debts, any remaining debt is the responsibility of the P of A.

## 8. GUIDELINES FOR THE REGIONS

*Revised 2003*

To serve the regional and local needs of the membership of Puppeteers of America, the Board of Trustees shall divide the North American continent into geographical sections to be known as Regions.

- (1) The Board of Trustees of The Puppeteers of America shall determine regional boundaries and every three years shall review them and readjust them if necessary.
- 2) The purposes of establishing regions and regional executive committees are:
  - (a) To encourage cooperation and communications of all PofA members in the region.
  - (b) To encourage cooperation and communications among all the guilds of the region.
  - (c) To assist in organizing and promoting regional festivals including identifying members from the region willing to serve as regional festival director and festival staff.
  - (d) To maintain accurate regional accounts of the Puppeteers of America, Inc. And provide an annual report on regional accounts and regional festival accounts.
  - (e) To communicate with membership through Playboard, Regional newsletters, e-mails and phone.
  - (f) To serve the needs of all members of Puppeteers of America in the regions by establishing regional awards, scholarships and finding opportunities to learn about puppetry.
- (3) Each Region shall have a presiding officer known as a Regional Director. The Regional Director must be a member in good standing of Puppeteers of America. Regional Directors function as committee chairs responsible to the Board of Trustees of Puppeteers of America and report to the Vice President. Regional directors are non-voting members of the Executive Committee of Puppeteers of America.
- (4) Each region shall have a Regional Executive Committee, which shall consist of the Regional Director and the President of each active chartered guild or an appointed alternate. Each of these committee members shall have one vote. All regional business shall be conducted through the Regional Executive Committee. As a committee chair of the Puppeteers of America, the Regional Director serves as the representative of all the members of the region including those members not affiliated with a guild.

(5) Each region shall have a Regional Treasurer. The Regional Treasurer must be a member in good standing of Puppeteers of America and will be appointed by the regional executive committee. The name shall be submitted for approval to the Board of Trustees of Puppeteers of America. The Treasurer is not a voting member of the Executive Committee of the Region.

(6) Anyone wishing to serve as a Regional Director should contact the current Vice President of Puppeteers of America, the current Regional Director. To qualify for the position, a member in good standing may submit a petition, signed by 10 members of the region who are members-in-good-standing of the Puppeteers of America, Inc. If only one qualified person volunteers to serve the region, the membership may elect them by acclamation at a Regional Meeting. The new Regional Director will assume office immediately after approval by the Board of Trustees of Puppeteers of America, Inc

(7) If more than one qualified person volunteers for this office, a regional election may be held in each region, as defined by the Puppeteers of America. All members of the Puppeteers of America, in good standing, shall be eligible to elect their Regional Director by ballot. The Regional Director will be approved by the Board of Trustees based on recommendations from the Regional Executive Committee. The Regional Director will assume office immediately upon election and approval by the Board of Trustees.

(8) Should a region be unable to elect a Director, the President of Puppeteers of America, Inc. with the advice and consent of the Board of Trustees, shall make an appointment from a list of eligible members of that region.

(9) The term of office of the Regional Director shall be two years. A Regional Director may serve no more than two consecutive terms. The term of the office of Regional Treasurer is determined by the President, the Budget and Finance Chair of Puppeteers of America. The position of Regional Director and Regional Treasurer should not be held by the same person.

(10) The Annual Meeting of the region may be held at a time and place determined by the Executive Committee of the region, and shall be conducted by the Regional Director or a predetermined representative. Notification of this meeting shall be published with sufficient advance notice so that all members of the region are duly notified. Regional meetings are usually held at National and Regional Festivals and should be presided over by the Regional Director or the Regional Director's appointed representative.

(11) All use of regional funds must be approved by a simple majority vote of the Executive Committee of the region. If budget permits and with the approval of the Executive Committee of the region, regional funds may be used for regional newsletters and a limited amount of travel expenses for the Regional Director. Regions may use funds for regional awards, and the creation of regional scholarships. Regions may not ask members for dues.

(12) It is advised that the Regional Festival Director seek approval of the festival budget by Regional Executive Committee before submitting the budget to the Budget and Finance Committee of PofA.

(13) Funds may be released for seed money and deposits for Regional Festival, only after the Regional Festival Budget has been approved by the Board of Trustees of the Puppeteers of America, Inc... This money should only be used if the Executive Committee has voted to use the funds in this manner.

## 8.1. THE DUTIES OF THE REGIONAL DIRECTOR

*Revised 2003*

The Regional Director is part of the National Leadership of Puppeteers of America. The duties are:

1. To maintain contact with the Board of Trustees of Puppeteers of America is a non voting member of the Executive Committee.
2. To submit a report to the vice president of Puppeteers of America prior to the Annual Business Meeting with copies for all members of the executive committee. Reports should include information on the region and regional festival as well as on the guilds of the region.
3. To keep in close contact with all PofA members and all active guilds within the region, using regional newsletters and email.
4. To chair the Regional Executive Committee, and see that regional activities such as regional newsletters and festival planning are on track as well as regional awards and scholarships (if applicable).
5. To endeavor to bring together local chartered guilds for their mutual benefit and to coordinate regional activities and projects, particularly Regional Festivals.
6. To offer information and guidance for new guilds that are forming within the region, and for inactive guilds working on charter requirements.
7. To maintain contact with other Regional Directors and coordinate activities between the regions.
8. To encourage participation in National and Regional Festivals.
9. To chair general regional membership meetings.
10. To attend, if possible, at least one meeting per year of each guild in the region.

11. To try to recruit and encourage new members for the Puppeteers of America, Inc.

## 8.2. REGIONAL TREASURER

**Added 2003**

The Regional Executive Committee shall appoint a Regional Treasurer. The regional Treasurer must be a member in good standing of the Puppeteers of America, Inc. The appointment shall be submitted to the Board of Trustees for of the Puppeteers of America for approval.

The Regional Treasurer shall submit an annual report including copies of current bank statements for all regional accounts. The name and address of the bank should be included along with the numbers of the accounts. These statements should be sent to the President of PofA and the Chair of the Budget and Finance Committee of Puppeteers of America, Inc. This report is a requirement of the Internal Revenue Service for all non-profit corporations. Report is to be submitted no later than January 31.

## 8.3. REGIONAL FESTIVALS

1. The Festival Resource Manual is a guide to how festivals authorized by the Puppeteers of America, Inc. should proceed. Regional Directors and Regional Festival Directors shall be thoroughly familiar with the Festival Resource Manual.
2. The Board of Trustees of Puppeteers of America, Inc. has final fiduciary responsibility for any festival it authorizes to be held in the name of the Puppeteers of America, Inc.

\*After the Board of Trustees approves a regional festival, the regional festival director is authorized to open a festival bank account using Puppeteers of America non-profit tax number. The Puppeteers of America Insurance Officer will be notified to allow the regional festival to be covered by the PofA policy. (*under review SA*)

3. The Regional Director has the authority within the Region to monitor the Regional Festival: how it is planned and how it is executed. The Regional Director has the responsibility to report to the Board of Trustees any problems or concerns about the Festival if they cannot be solved to the Regional Director's satisfaction.
4. The Regional Director shall be included in all planning for a Regional Festival
5. Once plans are developed to the Regional Director's satisfaction

A) The Regional Director shall apply to the Puppeteers of America, Inc. for authorization to hold a Regional Festival and may not proceed with contractual obligations without written authorization (including site, budget, and Director approval).

B) To apply for authorization of a Regional Festival the Regional Director and Festival Director must follow the procedures outlines in section 7, “Festival Financial Requirements”. Any excess money from a Regional Festival shall be disbursed as determined by the Executive Committee of the Region (or regions). (Mini-Festivals are not affected by this ruling)

6) No region may at any time charge any dues. A Regional Treasurer must be appointed by the Regional Director and Regional Executive Committee and approved by the Board of Trustees of the Puppeteers of America to administer the funds of the region. An annual report that includes copies of current bank statements for all regional accounts with the names and addresses of banks, and bank account number must be sent to the President of PofA and the Chair of the Budget and Finance Committee. The annual financial report is required by the Internal Revenue Service for all non-profit corporations and should be submitted no later than January 31.

## 9. GUIDELINES FOR ESTABLISHING GUILDS

### GUILDS

The Puppeteers of America, Inc. encourages its members to form local chapters to be known Guilds. The Board of Trustees shall issue charters for these Guilds. Chartered guilds are expected to support the Statement of Purpose of Puppeteers of America

#### 9.1. GUILD QUALIFYING PROCESS

1) Ten or more members of the Guild wishing to be chartered must be members-in-good-standing of the Puppeteers of America, Inc., and reside in the same geographic area.

2) Thereafter, in order to retain a Guild Charter, a minimum of (10) members must be members-in-good-standing of the Puppeteers of America, Inc. The President and all other officers of the Guild must be members-in-good-standing of the Puppeteers of America, Inc. All members of the Guild are strongly encouraged to be members of the Puppeteers of America, Inc.

3) Guild Constitution, by-laws (and articles of incorporation where applicable) shall follow the model of Puppeteers of America, with guild membership voting for guild officers

Before application, the Guild shall submit its written constitution and by-laws plus a list of Officers for careful review by the Regional Director of the area. (Copies of acceptable constitutions and by-laws may be obtained from the Vice-President or the Regional Director). The Regional Director shall review and submit the Constitution and by-laws to the Vice-President. After any necessary revisions, formal application for a charter shall be made to the Board of Trustees of the Puppeteers of America, Inc. Current guild constitutions and by-laws will be kept on file by the Vice President of Puppeteers of America and reviewed periodically. Guilds that intend to become non-profit corporations

should send proposed articles of incorporation to the Vice President of Puppeteers of America for review.

- 4) After a guild applies for a charter it shall meet the qualifying requirements for a minimum period of one year before a charter is granted
- 5) The Guild President will provide a list of Charter Members (Guild members-in-good-standing) to the Vice-President and Regional Director for the Charter.
- 6) Chartered guilds will be reviewed by the Board of Trustees to determine if the guild continues to meet charter requirements

## 10. GUILD RESPONSIBILITIES

- 1) The Guild shall sustain the requirements under which the charter was granted. Guild President, officers, and newsletter editor are required to be members of Puppeteers of America. It is the responsibility of the guild to monitor this charter requirement.
- 2) Each guild shall hold at least four meetings a year.
- 3) Each guild shall submit an annual written report to the Vice-President of the Puppeteers of America, Inc. and the Regional Director before the annual business meeting of the Puppeteers of America, Inc. The report shall include a current guild membership list with addresses, summary of guild activities, number of meetings and average attendance, newsletter information, current officers, summary of guild's finances, and other information about guild functions. The Vice President of Puppeteers of American will consult with the PofA Membership Officer. They will bring to the attention of the Board of Trustees guilds that do not meet the requirement that chartered guilds must have 10 members in good standing of Puppeteers of America
- 4) Each Guild shall publish a newsletter and submit copies of their newsletters (as they are financially able to do) to the President and Vice-President of the Puppeteers of America, Inc., the Regional Director, and the current keeper of guild news for Puppeteers of America, Inc. publications.
- 5) Each Guild shall carry on its Newsletter, Web Site, Letterhead, and Announcements, the following statement: Chartered by The Puppeteers of America, Inc.
- 6) As a member of the Regional Executive Committee, a Guild President must attend the Annual Meeting of the region or assign a representative. They should attend all regional meetings, and any specified business or Board Meetings of the Puppeteers of America, Inc.
- 7) The Guild shall inform the regional Director and the Vice-President of Puppeteers of America, Inc. of any change in the officers of the Guild immediately. The Guild will give the President, the web master of the Puppeteers of America web site, and the editor of the

Membership Directory, up-dated, accurate contact information for the guild president and guild newsletter editor.

8) Each Guild shall engage in Public Relations for the Art of the Puppet Theater and the Puppeteers of America, Inc. They shall actively promote membership in the Guild and The Puppeteers of America, Inc.

9) If an active chartered Guild fails to continue to meet the requirements, which were necessary to qualify for a charter, it should be declared, inactive by the Board of Trustees. A chartered Guild, which is inactive, may be re-activated by the Board of Trustees if the qualifying process is met for a period of one year.

10) A Guild may change its name if the members-in-good-standing of that Guild vote to do so and the Board of Trustees of the Puppeteers of America, at the request of the Vice-President, have no objections.

### 10.1. RESPONSIBILITIES OF GUILD PRESIDENT to Puppeteers of America

1. Abide by the Constitution and By-Laws of the Guild
2. Be a member in good standing of Puppeteers of America immediately upon election as Guild President.
3. Submit an annual written report to the Vice President of Puppeteers of America and the Regional Director before the annual business meeting of the Puppeteers of America Inc.
4. Serve as a member of the Regional Executive Committee, which oversees regional funds and regional festivals.
5. Attend the Annual Regional Meeting and all other regional meetings and board meetings or assign a representative to attend.
6. Attend specified meetings of the Puppeteers of America or assign a representative to attend.
7. The guild's annual report to Puppeteers of America will include a complete list of names and addresses of current guild members. This information will assure that guild members who are not members of PofA will receive festival mailings

The report shall include a current guild membership list, the number of guild members with membership in PofA, summary of guild activities, number of meetings and average attendance, newsletter information, current officers, summary of guild's finances, and other information about guild functions

8. Maintain close communications with the Regional Director, and the Vice President of Puppeteers of America

## 10.2. RESPONSIBILITIES OF GUILD NEWSLETTER EDITOR to Puppeteers of America

1. Each Newsletter shall carry the statement “Chartered by the Puppeteers of America Inc, “ and include contact information for joining Puppeteers of America.
2. As Guild Officers, Newsletter Editors, will be members in good standing of Puppeteers of America.
3. Newsletter Editors will publish announcements and information from the Puppeteers of America, as requested including information on scholarships, grants, awards and festivals.
4. Editors are encouraged to publish an accurate membership form for the Puppeteers of America.
5. Editors are strongly encouraged to promote the activities of the Puppeteers of America.
- 6 As editor of the newsletter of a chartered guild, the editor is viewed by many as the local voice of Puppeteers of America. While the Puppeteers of America is not responsible for the contents of a guild newsletter, the editor is expected to maintain high standards for the design and content of the publication.
7. For guild elections and for election of Regional Directors guild newsletter editors are expected to be present candidate information in a fair, neutral and unbiased manner

## 10.3. SUGGESTED GUILD FUNCTIONS

- 1) Each Guild shall promote community involvement by participating in public events and civic organizations.
- 2) Each Guild shall assist in the organization and support of local, regional, national, and international puppetry festivals.

Guilds may expect from the Puppeteers of America, Inc.: Aid in organizing for their charter, help in writing a newsletter, tips for interesting meetings, encouragement in maintaining membership, and any other available resources. Their direct contact and liaison with The Puppeteers of America, Inc. is the Regional Director of their Region.

## 11. GUIDELINES FOR CANDIDATE INFORMATION AND BALLOTING

Email ballots are under review. Email balloting will not be available for the 2004 election.

1. A special issue of the Playboard containing only election news, ballot, and return envelope will be distributed by First Class mail by April 1. The ballot will also be available on the Puppeteers of America web site. The ballot will be received no later than May 15, before the membership renewal deadline. A ballot can be submitted by regular mail, e-mail, fax, or hand delivery. Each ballot or envelope containing a ballot should be clearly identified by the member's name or membership number. E-mail ballots shall be printed out upon receipt.

## 12. PROCEDURES - BALLOT COUNTING

1. The Board of Trustees shall appoint an impartial Head Teller.
2. The Head Teller shall receive the ballots at a designated location. With a current membership list provided by the Membership Office, the Head Teller will validate the ballots. Such validation shall be accomplished by checking the name of the membership number against the list. The Head Teller and another impartial teller shall count the ballots. Duplicate ballots will not be counted. The total votes are ranked in order from the highest to lowest and are recorded next to the names of the candidates on one official list. The list is signed by both of the tellers. The Head Teller will sign a sworn affidavit attesting to the validity of the count and the election results, signed by Notary. The election results and affidavit will be turned over to the President of the Puppeteers of America, Inc.
3. In case of a tie the winning candidate will be decided by the toss of coin at a location and time agreed on the candidates involved.
4. All voided ballots are sealed in an envelope and placed with the other ballots in a large envelope, signed, sealed, and delivered to the President. The President shall retain these sealed packets until such a time that it is clear there will be no challenge to the election results.
5. If a challenge is issued, the President shall appoint three members at large, along with the candidates involved (or their representatives) as observers to open the packages and examine the ballots. This Committee shall present the results to the Board of Trustees, which shall determine the disposition of the challenge.

ITEMS BEING CONSIDERED BY THE BOARD FOR CHANGE

IN THE NEAR FUTURE ARE MARKED (UNDER REVIEW)

**PROCEDURES FOR THE PUPPETEERS OF AMERICA, INC.**

**AMENDED BY THE BOARD OF TRUSTEES JULY 2005**

## APPENDIX 1: LETTER TO TRUSTEE CANDIDATES

For Candidates and new Trustees:

Thank you for considering serving as a Trustee. Your interest in the future of our organization is greatly appreciated. It is an honor to serve as a Trustee of Puppeteers of America, but it is not an honorary position.

This is a hard working board that volunteers time and energy to Puppeteers of America.

Under the laws of incorporation the Board of Trustees has the responsibility to exercise due diligence in the conduct of the affairs of The Puppeteers of America, Inc.

During a three-year term as Trustee you will be expected to attend 6 meetings. Three annual meetings are held during the summer at a festival and 3 mid-year meetings usually held in Jan or Feb.

The organization can only offer a small token reimbursement for expenses for travel, telephone, postage, and copies. You will be expected to cover most of these expenses.

Current policy on trustee reimbursement:

The Puppeteers of America pays for a Trustee's festival registration where an annual meeting is held.

The Trustee pays for transportation, lodging and meals. If there is money available in the Traffic Fund (Trustee travel), a trustee may apply for \$200 towards the expenses of travel, lodging and meals for each meeting attended.

Trustees may also apply for \$75 each year for phone, postage, and copying expenses

Trustees are legally and financially responsible for The Puppeteers of America, Inc.

As a Trustee you will be asked to vote on budgets for regional and national festivals as well as the yearly budget for The Puppeteers of America, Inc.

The "Constitution" of The Puppeteers of America, Inc is the Code of Regulations. This 8-page document can only be changed by a vote of the membership.

The Procedures of The Puppeteers of America, Inc. are up dated by the Trustees on a regular basis and provide a guide to the day to day workings of the organization.

Please become familiar with both documents. If you read these you will find the answers to many questions about how the organization actually functions.

The Festival Resource Manual represents The Puppeteers of America, Inc policy for festivals.

Each Trustee is responsible for certain committees and Appointed Officers. Trustees will submit a written report about these areas of responsibility at each annual and mid-year meeting.

Each year the nine Trustees choose 3 Trustees to serve in the offices of President, Vice President and Secretary,

The business of the Puppeteers of America goes on through out the year and not just at meetings. Between meetings Trustees will be asked for votes and opinions as needed. This business is often conducted by Email.

Trustees should expect to be in contact with other Trustees, Regional Directors, Appointed Officers, Festival Directors, committee chairs, guild presidents, and members about all sorts of questions.

As a Trustee you will have a unique opportunity to gain a complete overview of Puppeteers of America

and you are expected to act in the best interest of the entire organization.

## APPENDIX 2: PAST TRUSTEES AND TIMELINE

1936 Detroit, MI 170 attending

Temporary Committee Tony Sarg (Honorary President) Rufus Rose, Helen Haiman Joseph, Paul McPharlin, Ed Mabley/ Festival: Paul McPharlin

Advisors: Remo Bufano, Perry Dilley, Sue Hastings, Martin Stevens, Bruce Inverarity, Ralph Chesse, W.A. Dwiggin, Pauline Benton, Marjorie Batchelder, Forman Brown, Edward Gordon Craig

1937-38 Cincinnati, OH Puppeteers of America founded-: Festival Martin & Olga Stevens 125 attending

Council: Paul McPharlin (Honorary President) Helen Reisdorf (sec), William Duncan (treas), Rufus Rose, Romain Proctor, Blanche Hutto, George New, *First Grapevine Nov 1937*

1938-39 Chicago, IL- Don Vestal 162 attending

Marjorie Batchelder (Honorary President) Helen Reisdorf (sec), William Duncan (treas), Don Vestal, Romain Proctor, Catherine Reighard, Paul McPharlin, David Pritchard  
*Grapevine #3 Aug 1938*

1939-40 New York City, NY- Catherine Reighard  
Marjorie Batchelder-(appointed acting president) Helen Reisdorf (sec), John F Hall  
(treas), Romain Proctor, Rufus Rose, Don Vestal, Paul McPharlin, Catherine Reighard,  
*Grapevine #6 Sept 1939*

1940-1941 St Paul, MN, Dell Wheeler (170 members-81 attending)-  
Martin Stevens (president), Helen Reisdorf, John F Hall, Emma Pettey, Catherine  
Reighard, Rufus Rose, Paul McPharlin, Don Vestal *Grapevine #11 July 1940*

1941-42 St Louis. MO (195 members-120 attending)  
Martin Stevens, Helen Reisdorf, John F Hall, Emma Pettey, Cherry Jerry, Romain  
Proctor, Rufus Rose, Paul McPharlin/ Festival: Romain Proctor  
*Grapevine #16 July 1941 Yearbook 1941 vol 12*

1942-43 No Festival (regional festival Springfield IL) 56 attended  
Romain Proctor, Merle Dilley, Emma Pettey, Lem Williams, Paul McPharlin-  
*Grapevine #22 July-Aug 1942*  
Jan 1943 Marjorie Batchelder becomes editor of Grapevine (Paul McPharlin is in the  
army) issue # 24

1943-44 No Festival (Regional festival- Aurora IL) 50 attended  
Lemuel Williams, Merle Dilley, Rufus Rose, Sister Mary Anthony, John Hall, Paul  
McPharlin, Marjorie Batchelder *Grapevine #27 July-Aug 1943*

1944-45 No Festival (Regional Festival Chicago IL) 63 attended  
Lem Williams, Leona Thompson, Vivian Michael, Bruce Inverarity, Paul McPharlin  
*Grapevine #33 May-June 1944 Yearbook- Jan 44-June 45 Vol 15*

1945-46 No Festival  
Herb Scheffel, Leona Thompson, R Bruce Inverarity, Vivian Michael, Paul McPharlin,  
Marjorie Batchelder, Rufus Rose *Grapevine #38 May-June 1945,*

1946-47 Waterford, CT  
Romain Proctor, Ellen Proctor (sec-treas), Lem Williams, Vivian Michael, Paul  
McPharlin, Marjorie Batchelder/ Festival: Rufus & Margo Rose-*Grapevine # 42 July*  
*1946 Grapevine #45 April-May 1947 St Louis Guild Edits Grapevine*  
*Yearbook Dec 45-June 47 Vol 16 (final)*

1947-48 St Louis, MO  
Jean Starr Wiksell, Leona Thompson (sec), Rufus Rose, Vivian Michael, Paul McPharlin/  
Festival: Leona Thompson *Grapevine #46 June 1947*

1948-49 Oklahoma City, OK membership 155 attending  
Ed Johnson, William Duncan (first vice president) Jean Starr Wiksell (sec), Lem  
Williams, Romain Proctor, Rufus Rose, Martin Stevens, Margaret Trent, Sec: Mrs. Paul  
Entricken/ Festival: Margaret Trent/ *George Latshaw edits Grapevine #50 Sept 1948*

1949-50 Detroit, MI membership 250- 295, about 155 attending festival  
William Duncan, George Latshaw, Margo Rose, Spence Gilmore, Joe Owens, Vivian Michael, Sec: Helen Kingston/ Festival: Ed Johnson  
*Puppetry Journal Volume One George Latshaw, Editor*

1950-51 Oxford, OH (first time at college) 600 members 275-300 attending festival  
George Latshaw, Jean Starr Wiksell, Olga Stevens, Margo Rose, Joe Owens, Spence Gilmore, Barbara Amundson, Marjorie McPharlin/ Festival:  
Executive Secretary: William Duncan  
June 1950 *Puppetry Journal* passes to Vivian Michael, Ashville, OH (serves until 1970)

1951-52 Oxford, OH-new constitution approved  
Jean Starr Wiksell, Meredith Bixby, Basil Milovsoroff, Alfred Wallace, Sally Sellers, Marjorie McPharlin, Barbara Amundson, Olga Stevens/ Festival: William Duncan

1952-53 Baton Rouge, LA  
Alfred Wallace, Sally Sellers, Meredith Bixby, Basil Milovsoroff, Romain Proctor, Rena Prim, Marjorie Shanafelt, John Shirley/ Festival: Wesley & Jean Starr Wiksell  
1952 Paul McPharlin papers (including early PofA records) given to Detroit Institute

1953-54 Minneapolis, MN 230 attending-  
Joe Owens, Rena Prim, Romain Proctor, John Shirley, Marjorie Shanafelt, Lewis Parsons, William Duncan, Fern Zwickey/ Festival: Lem Williams & John Shirley, Barbara Admundson, Executive Sec

1954-55 Dartmouth, NH-600 members  
Alan Gilmore, Archie Elliot, Lewis Parsons, Fern Zwickey, Joe Owens, George Merten, Ellen Proctor, George Latshaw/ Festival: Basil Milovsoroff, Executive Secretary: Rena Prim (serves until 1966)

1955-56 Bowling Green, OH 358 paid registrations  
Archie Elliot, Ellen Proctor, Lewis Parsons, Alan Gilmore, Ron Herrick, Milton Halpert, Bruce Bucknell, George Merten/ Festival: Archie Elliot

1956-57 Evanston, IL (first 6 day festival)  
George Merten, Romain Proctor, Lewis Parsons, Ron Herrick, Bruce Bucknell, William Jacoby, Olga Stevens, Rod Young/ Festival: Ann Thurman  
1957 *Puppetry Store* begins: Vivian Michael, Ashville, OH

1957-58 UCLA Los Angeles, CA 785 members  
Romain Proctor, Elizabeth Merten, Helen Haiman Joseph, William Jacoby, Rod Young, Vernone Tracey, Lettie Connell, John Zweers/ Festival: Melvyn Helstein & John Zweers

1958-59 Chapel Hill, NC

Ron Herrick, Elizabeth Merten, Willis Bauer, William Jacoby, Romain Proctor, Gil Oden, Lettie Connell, John Zweers/ Festival: George Merten

1959-60 Oxford, OH

Gil Oden, John Zweers, Nancy Hazell, Willis Bauer, Ron Herrick, Romain Proctor, William Jacoby, Roberta Mack/ Festival: George Merten

1960-61 Detroit, MI

John Zweers, Nancy Hazell, Willis Bauer, Margaret Fickling, Bill Jones, Lewis Mahlmann, Joe Owens, Ellen Proctor/ Festival: Dorothy Odin

1961-62 Asilomar, CA BOARD OF TRUSTEES PUPPETEERS OF AMERICA, INC  
Aug 1961

Lewis Mahlmann, Joseph Owens, Margaret Bennington, Nancy H Cole, Donald Coleman, Margaret Fickling, Bill Jones, Gregory Samanisky/ Festival: Lettie Connell Schubert

1962-63 Oxford, OH

Jim Henson, Greg Samanisky, Nancy H Cole, Mollie Falkenstein, Milton Halpert, Lewis Mahlmann, Ellen Proctor, Emma Louise Warfield/ Festival: Ron Herrick

1963-64 Hurleyville, NY

Lewis Mahlmann, Mollie Falkenstein, Ellen Proctor, Milton Halpert, Jero Magon, Gordon Bennett, Bruce Bucknell, Jim Henson/ Festival: Jim Henson

1964-65 Miami, FL

Rufus Rose, Ron Herrick, Gordon Bennett, Audley Grossman, Jero Magon, Lewis Mahlmann, Greg Samanisky, Olga Stevens/ Festival: Jero Magon

1965-66 Detroit, MI

Audley Grossman, Olga Stevens, Gordon Bennett, Fay Ross Coleman, Mollie Falkenstein, Rufus Rose, Lea Wallace, Jim Henson/ Festival: Audley Grossman

1966-67 San Diego, CA

Archie Elliot, Mollie Falkenstein, Audley Grossman, Lewis Mahlmann, Rufus Rose, Ken Wyndham, Lea Wallace, Pat Platt/ Festival: Pat Platt  
Executive Secretary: Olga Stevens, Ojai, CA (serves until 1977)

1967-68 Waterloo, Canada

Daniel Llords, Greg Samanisky, Archie Elliot, Milton Halpert, Tom Harrison, Pat Platt, Nancy Laverick, Larry Smith/ Festival: Ken Wyndham

1968-69 St Louis, MO

Daniel Llords, Greg Samanisky, Don Avery, Archie Elliot, Carol Fijan, Jim Gamble, Milton Halpert, Tom Harrison/ Festival: Don Avery

Awards-PofA creates first Presidents Award/ In 1968 the store carried 14 books

1969-70 Salt Lake City, UT

Ken McKay, Joseph Owens, Archie Elliot, Carol Fijan, Jim Gamble, Nancy Laverick, Daniel Llords, Mike Oznowicz/ Festival: Nancy Giles & Glenn Bealey

Puppetry Journal passes to Don Avery, Fenton, MO (serves until 1982)

1970-71 Storrs, CT over 650 registered 17 active guilds

Ken McKay, Frank Ballard, Hazel Darling, Nancy Henk, Mike Oznowicz, Daniel Llords, Caroll Spinney, Nancy Laverick/ Festival: Carroll Spinney

1971-72 Nashville, TN

Frank Ballard, Nancy Laverick, Bob Brown, Arlyn Coad, Nancy Henk, Tom Nankervis, Mike Oznowicz, Caroll Spinney/ Festival: Tom Nankervis

1972 Puppetry Store passes to Marie Samanisky Minneapolis, MN (The store carries 32 books)

1972-73 Mills College, Oakland, CA (articles of incorporation, amended Aug 17) 486 registered

Frank Ballard, Mike Oznowicz, Bob Brown, Arlyn Coad, Tom Nankervis, Lewis Mahlmann, Gayle Schluter, M'El Reum/ Festival: Lewis Mahlmann

1973-74 East Lansing, MI more than 600 registered at festival (2<sup>nd</sup> largest) almost 1,800 members

Frank Ballard, Gayle Schluter, Stephen Brezzo, Nancy A Cole, Allelu Kurten, Lewis Mahlmann, Doris McBride, M'El Reum/ Festival: Rhea Dow & Phyllis Maner

1974-75 New Orleans, LA-2000 members-21 active guilds and 4 guilds forming

Mike Oznowicz, Allelu Kurten, Stephen Brezzo, Nancy A Cole, Doris McBride, Rufus Rose, Peter Zapletal, David Syrtotiak/ Festival: Nancy Staub/ IRS 501c3 letter

1975-76 St Louis, MO (501 C 3 is granted)

Mike Oznowicz, Nancy Staub, Mel Biske, Arlyn Coad, Steve Hansen, David Syrtotiak, Bob Vesely, Peter Zapletal/ Festival: Marilyn Myers

1976-77 New London, CT more than 1000 registered?!

Nancy Staub, John Miller, Mel Biske, Arlyn Coad, Nancy A. Cole, Alan Cook, Steve Hansen, Bob Vesely/ Festival: Frank Ballard

Endowment Fund created to honor Rufus Rose

1977 Audiovisual Archive and Library established by Norm Gibson served until 1997

1977-78 San Luis Obispo, CA

Nancy Staub, John Miller, Vince Anthony, Bruce Chesse, Alan Cook, Nancy A. Cole, Aurora Valentinetti, Molly Jameson/ Festival: Gayle Schluter

Treasurer (later called membership) Gayle Schluter 5 Cricklewood Path Pasadena, CA (serves until 1999)

16 charter members given Life membership

1978-79 Lubbock, TX

Vince Anthony, Aurora Valentinetti, Bruce Chesse, Molly Jameson, Alan Cook, Kathy Piper, M'El Reum,

R.D.Tilroe/ Festival: Peggy Bright Executive Director: Nancy Staub

1979 Puppetry Store passes to Jennifer Ukstins, Silver Spring, MD

1979-80 Kent State, OH

Vince Anthony, M'El Reum, Alan Cook, Nancy Henk, Kathy Piper, Ralph Strane, R.D. Tilroe, Aurora Valentinetti/ Festival: Roger Dennis

1980-81 Washington DC World Puppet Festival UNIMA XIII

Vince Anthony, M'El Reum, Judy Brown, Aurora Valentinetti, Bruce Chesse, Ralph Strane, Nancy Henk, Alison Vandergun/ Festival: Nancy Staub

PofA Archives storage established at Detroit Institute of Art

1981-82 San Luis Obispo, CA

Judy Brown, M'El Reum, David Adams, Donald Ave, Jesus Calzada, Bruce Chesse, Jean Mattson, Alison Vandergun/ Festival: Don Ave

1982

M'El Reum (Pres), Bruce Chesse (vp) Executive Director: Judy Brown

Puppetry Journal passes to Maureen Casey Treasurer: Vince Anthony

1982-83 Atlanta, GA (change in Journal Format)

Kathy Piper, Jean Mattson, David Adams, Jesus Calzada, Nick Coppola, Peter Allen, Mary Churchill, Larry Engler/ Festival: Carol Daniel

Puppetry Store passes to Pat Lay Wilson

1983-84 Ames, IA

Kathy Piper, Mike Oznowicz, Fred Cowan, Nick Coppola, Mary Churchill, Peter Allen, Jackee Marks, Jean Mattson/ Festival: Steve Schutt,

Puppetry Journal passes to George & Pat Latshaw, Macedonia, OH (serves until 1999)

Jan Thronson (later Berckfeldt) appointed Treasurer (serves until 1999)

1984-85 East Lansing, MI

Kathy Piper, Fred Cowan, Jackee Marks, Peter Allen, Mary Churchill, Jean Mattson, Marilyn Myers, Mike Oznowicz/ Festival: David Holquist

1985-86 Claremont, CA

Kathy Piper, Peter Allen, Jackee Marks, David Smith, Gary Busk, Mary Churchill, Paul Eide, Marilyn Myers/ Festival: Lettie Connell Schubert

Auditor-Don Schluter serves until 2000 Mid-Year Meeting Feb 1986 Brookline, MA

1986-87 Vancouver, Canada

Paul Eide, David Smith, Jackee Marks, Gary Busk, Tam London, Marilyn Myers, Geroge Neff, Jewell Perkins/ Festival: Luman Coad

Single renewal date begins May 31, 1987 Mid-Year Meeting Tampa,FL

1987-88 Cincinnati, OH (Ft Mitchell KY) 50<sup>th</sup> Anniversary Festival

Paule Eide, David Smith, Joyce Berty, George Neff, Jewell Perkins, Tam London, Marilyn Myers, Drew Allison / Festival: Kathy Piper-First festival Traffle

Mid-Year Meeting: Feb 1988 San Diego, CA Circle of Support established

1988-89 Denver, CO regional festival (beginning of alternate year festivals)

Paul Eide, David Smith, Joyce Berty, Drew Allison, Norma Bigler, Tam London, George Neff, Lettie Schubert

Puppetry Store passes to Rick Morse Mid-Year Meeting Jan 1989 Tahlequah, OK

1989-90 MIT Boston

Joyce Berty, Lettie Schubert, Drew Allison, Tom Tucker, George Neff, Tam London, Norma Bigler, Jewell Perkins/ Festival: Nancy Laverick

1989 Procedures Manual created

1989 Puppetry Store passes to Jeanine & John Bartelt, Seattle, WA Mid-Year Meeting: Feb, Tampa, FL Mail in ballot established/ First Playboard-Paul Eide

1990-91 Berkeley, CA regional festival

Joyce Berty, Lettie Schubert, Robin Hartzler, Drew Allison, Pat Minnaugh, Mike Oznowicz, Jewell Perkins, Tom Tucker

Puppetmakers Referral-Ed Johnson, passes to Michael Massey 1994, Committee ended 1999 Mid-Year Meeting: Jan, Charlotte, NC

1991-92 Tahlequah, OK

Tom Tucker, Lettie Schubert, Robin Hartzler, Joe Cashore, Jewell Perkins, Dorlis Grubidge, Stephen Carter, Mike Oznowicz/ Festival: Jim Malone

Insurance Service started by Tom Tucker

Mid-Year Meeting: Feb, Seattle Youth Scholarship funded with surplus from Tahlequah Seed Money fund established for future festivals

1992-93 Charleston SC regional festival

Tom Tucker, Dorlis Grubidge, Stephen Carter, Mike Oznowicz, Karen Larsen, Jim Malone, Bob Nathanson, Jewell Perkins

Youth Scholarships and Emma Louse Warfield Scholarships approved

Mid-Year Meeting: Feb, Houston, TX

1993-94 San Francisco limited to 600 registrations

Jim Malone, Karen Larsen, Judy Pankratz, Tom Fogarty, Joe Selph, Marianne Tucker,  
Mike Oznowicz, Bob Nathanson/ Festival: Mike Oznowicz

Mid-Year Meeting: Feb, Phoenix, AZ

1994-95 St Paul, MN Mini-National

Jim Malone, Karen Larsen, Bev London, Marianne Tucker, Tom Fogarty, Kurt Hunter,  
Joe Selph, Wilma Stutheit

Mid-Year Meeting: Feb, Pasadena, CA

1995-96 Bryn Mawr, PA

Jim Malone, Kurt Hunter, Bev London, Marianne Tucker, Tom Fogarty, Karen Larsen,  
Evey Brown, Wilma Stutheit/ Festival Tom & Marianne Tucker

Insurance program passed to Fred Sauers

Mid-Year Meeting: Feb, Orlando, FL

1996-97 Columbus, OH regional festival

Bev London, Kurt Hunter, Tom Fogarty, Marianne Tucker, Evey Brown, Steve Abrams,  
Jody Wren, Ginger Lozar

Mid-Year Meeting: Feb, Vancouver, Canada

1997-98 Toledo, OH

Bev London, Rick Morse, Gigi Sandberg, Steve Abrams., Jody Wren, Evey Brown,  
Ginger Lozar, Wendy Passmore/ Festival: Joyce & Chuck Berty

First Outstanding Guild Citations

Beth Fernandez appointed publicity officer, PofA web site established

Audiovisual Archive passes to Gary Busk, Jim Rose-Statutory Agent

Mid-Year Meeting: Feb, Las Vegas, NV

1998-99 Atlanta regional festival (first 9 member board)

Rick Morse, Steve Abrams, Gigi Sandberg, Jody Wren, Wendy Passmore, Alice Rhodes,  
Shirley Schaaf, Mike Oznowicz. >Jean Hasselschwert

New brochure Mid-Year Meeting: Feb, Dallas, TX

1999-2000 Seattle

Steve Abrams, Alice Rhodes, Gigi Sandberg >Jane Henson, Jody Wren, Jean  
Hassleschwert, Wendy Passmore, Elise Handleman, Lisa Sturz, Shirley Schaaf/ Festival;  
Stephen & Chris Carter,

Puppetry Journal passes to Paul Eide vol 51 Fall 1999

Playboard passes to Fred Thompson

Mid-Year Meeting: Feb, Atlanta, GA

Membership passed to Joyce & Chuck Berty –spring 2000 Parma Ohio address for PofA

Treasurer passes to Mabs Buono

2000-2001 Kansas City, MO regional festival  
Steve Abrams, Alice Rhodes, Jody Wren, Wendy Passmore, Jean Hasselschwert, Elise Handleman, Lisa Sturz. Lewis Mahlmann, Nancy Smith  
Mid-Year Meeting: Feb, Phoenix, AZ

2001-2002 Tampa  
Jean Hasselschwert, Alice Rhodes, Matthew Bernier, Lewis Mahlmann, Nancy Smith, Larry Gilliend, Wendy Passmore, Lisa Sturz, Elise Handleman, Festival: Jody Wren  
Mid-Year Meeting: Feb Pasadena-Store Passes to Idaho

2002-2003 Regional Festival Detroit/Dearborn  
Jean Hasselschwert, Alice Rhodes, Matthew Bernier, Lewis Mahlmann, Nancy Smith, Larry Gilliend, Marie Thompson, Christopher Hudert, Pix Smith>Karen Backes  
Store passes to Great Arizona Mid-Year Meeting: Atlanta

2003-2004 Tahlequah, OK  
Jean Hasselschwert, Karen Backes, Marie Thompson, Matthew Bernier, Larry Gilliend, Christopher Hudert, Paul Mesner, Wayne Krefting, Yostie Ashley, Festival: Jim Malone  
Mid-Year Meeting: Feb Las Vegas

2004-2005 regional festival-Storrs, CT  
Paul Mesner, Karen Backes, Marie Thompson, Matthew Bernier, Wayne Krefting, Christopher Hudert, Yostie Ashely, Kathy Bolch , Jovanna VanPelt  
Mid-Year Meeting- Minneapolis-Membership- Monica Leo

2005-2006 St Paul MN  
Paul Mesner, Karen Backes, Marie Thomposn, Matthew Bernier, Wayne Krefting, Yostie Ashley >Mary Decker, Kathy Bolch, Jovanna VanPelt, John Scollon, Festival: Kurt Hunter Membership: Jean Newkirk, Store Cathy Shapelle (Great Arizona)

2006-2007 Tacoma WA  
Wayne Krefting, Matthew Bernier, Kathy Bolch, Karen Backes. Marie Thompson, Jovanna Van Pelt, John Scollon, Mary Decker, Anna Vargas

## APPENDIX 3: REGIONAL DIRECTORS

(Regions created 1960/ First regional Festival: California 1960 Lettie Connell Schubert)

**Eastern Canada:** Ray Palmer (Da Silva) 60-62/ Nancy A Cole 62-70/ Pat Hardy 70-72/ Ken McKay 72-74/ Nikki Tilroe 74-77/ Jeff Essery 77-81/ David Smith 81-86

**Great Lakes:** Gene Scrimpsheer 60-61/ William Duncan 61-62/ George Cole 69/ Jay Marshall 70/ Michael Deller 71-73/ Larry Smith 73/ Nancy Henk 74-76 / Susan Marcus 79-81/ Kathy Piper 81-83/ Joyce Berty 83-87/ Chuck Berty 87-90/ Debbie Stutzman 90-92/ Joan McCarthy 92-94/ Clair Uldrich 94-95/ Ken Davidian 95-96/ Jean Hasselschwert 96-99/ Laura Sweney 99-03/ Aretta Baumgartner 03-06/

**Great Plains;** Jean Jeffers 60-64/ Beverly Stanford 69-73/ Tom Bonham 73-75/ Marilyn Myers 75-77/ M’El Reum 77- 79/ Marilyn Myers 79-81/ Doris Benz 81-85/ Robert Graff 85-89/ Kurt Hunter 89-91/ Wilma Stutheit 91-95/ Marie Thompson 95-99/ Coyote SchAAF 99-03 / Diane Rains 04

**Northeast & Mid-Atlantic:** Milton Halpert 60-61/ Andy Kruse 61-63/ Edgar Rice 63-69/ Emma Louise Warfield 69-73/ Nancy Laverick 73-75/ Emma Louise Warfield 75-77/ Kathryn “Casey” Hawn 77-81/ George Neff 81-85/ Tom Tucker 85-89

**Mid-Atlantic** (created 1986) Tom Tucker 86-89/ Marianne Tucker 89-93/ Steve Abrams 1993-97/ Christopher Piper 97-02/ Elizabeth Evans 02-04/ Liz Joyce 04-07

**Northeast** (separate 1986) Tom Tucker 86-89/ Barbara Fay Wiese 89-93/ R.D. Tilroe 93-96/ Karen Larsen 96-97/ Tom Fogarty 97-01/ Karen Larsen 01-04/ Judith O’Hare 04

**Pacific Northwest:** Josie Robbins 62/ Lois Luddington -70/ Diana Hay 70-79/Aurora Valentinetti 79-81/ Reg Bradley 81-85/ Jean Mattson 85-88/ Chris Carter 88-92/ Bev London 92-94/ John Miller 94-97/ Bob Burns 97-98/ Bre Pettis 98-00/ Peggy Meinholtz 00-02/ Doug Stephens 02-06/ Sherry Johns 06-

**Pacific Southwest:** Mollie Falkenstein 60-61/ Margaret Fickling 61-68/ Gayle Schluter 68-69/ Lewis Mahlmann 69-71/ Gayle Schluter 71-3/Mike Oznonicz 73-75/ Beth Fernandez 75-79 / Don Ave 79-81/ Lewis Mahlmann 81-83/Lettie Schubert 83-88/ Gayle Schluter 88-90/ Peter Allen 90-93/ Kathy Felker 93-96/ Randel McGee 96-00/ Mary Decker 00-02/ Sean Johnson 02-04/ Diana Big Mountain 04/ Kamala Kruska 05

**Southeast:** Fred James 60-62/Hazel Darling 62-71/Bob Howard 71-73/ Peter Zapletal 73-75/ Peggy Callahan 75-77/Jody Wren 77- 81 / Barbara Goltz 81-83/ Norma Bigler 83-87/ Pat Minneagh 87-89 /Jody Wren 1990-93/ Yostie Ashley 93-96/ Walter Starck 96-97/ Yostie Ashley 97-98/ Peter Effaldana-98-01 /Susan Kinney 01-03/ Ben Snead 04/ Susan Vande Weghe 05-

**Southwest:** Charles Long 1960-71/ Molly Jameson 71-73/ Tom Maud 73-77/ Margaret Rucker 77-79/ Willa Evans 79-81/Grace Schmidt 81-83/ Pix Smith 83-85/Joanne Schroeder 85-88/ Jim Malone 88-92/ Terry Tannert 92-94/ Jan Wolfe 94-96/ Jim Malone 96-01/ Grace Morrison 2001/ Roger Thomas 01-03/ Chuk Kubricht 03-07

## APPENDIX 4: ROBERT’S RULES OF ORDER

Michael Nelson wrote this insightful guide to Robert’s Rules. “The purpose of using these rules is to serve the organization; to allow us to make the best use of our limited time together, to help us to keep to task, and to allow our secretary methods of clearly recording our resolutions. I chose to conduct the meetings with a somewhat modified and slightly less formal approach to rules, providing there was no objection. It was my desire

to choose the rules that best served our interests and fall back on the rest only if we got bogged down. It is my hope that including this will help future Chairs in conducting productive meetings.”

“Since the Chair of the meetings (usually the President) is not allowed technically to make motions or take part in debate, I am including here a brief outline of some procedures that will hopefully help the Board all work together in this system. Please realize that it is the Board’s responsibility to initiate the procedures and produce the forward motion in considering the various business presented at the meetings”

Michael Nelson 1997

## **FROM ROBERT’S RULES OF ORDER**

The PRIMARY RULE is only one principal or main motion at a time.

Procedure for a Motion:

(Note: Some motions take precedent over others, and must be considered first when they are raised. Most editions have a chart of these motions and their priority. The Chair should always have a copy of Robert’s Rules on hand to refer to.)

1. A person is recognized by the chair and makes a motion: I move that...”
2. Another person seconds the motion.
3. The Secretary writes the motion and it is then read by the chair
4. Debate is open, and first comments go the maker of the motion.
5. Each board member is allowed to speak once. Once all who wish have spoken once, members may speak again.
6. When all who wish have spoken twice on the subject the motion is put to vote.

The MOTION can be AMMENDED (changed) and the AMENDMENT can be AMENDED once. Each amendment is voted on separately.

## **COMMITTEE REPORTS**

Committee reports are read by the chair of the committee. After the reading a MOTION must be made to either:

- “Accept” the report (accept it as a part of the records of the organization)
- “Adopt” the report (adopt any all resolution of the report as though they were motions)

## **HOW TO END DEBATE/DISCUSSION ON A QUESTION**

1. Move an objection to the consideration of a Question-allowable only when the question is first put
2. Move to lay on the table-tables the motion until the majority resurrects it
3. Move the pervious question (end debate) - if adopted, ends debate

## **DISCUSSION**

One of the functions of Robert's Rules is to discourage general discussion (which is best done in committee so that thought-out proposals are presented to the board). Two methods of allowing general discussion are as follows:

#### COMMITTEE OF THE WHOLE

When material is not sufficiently digested, the whole board can act as a committee:

1. A motion is made: "That the assembly does now resolve itself into a committee of the whole to take under consideration (topic)"
2. The chair then calls another chair to preside and takes his/her place as a member of the "committee"
3. Within Committee of the Whole, the only motions are "amend" or "adopt" or "rise and report" (No Yea and Nay votes allowed). At the conclusion of the discussion the chair of the committee retires and the chair of the assembly takes over again for the committee chair's report, motion or whatever.

#### INFORMAL CONSIDERATION OF A QUESTION

(The Assembly can informally act as a committee of the whole)

1. The chair presides and makes report at the end.
2. The chair makes the report and the chair's report goes in the minutes, the discussion does not.

#### OTHER HELPFUL MOTIONS

Motion to form a committee to draft a motion. When informally discussing, it is common to have a small select committee (committee formed for the specific purpose, and whose term expires at the conclusion of the designated task) be excused to draft a motion form the current discussion.

Motion: I move that a committee be appointed to draft a resolution expressive of the sense of this meeting ;( Discussion etc)"

Motion to refer to committee

When the materials need further study or consideration before it is ready to be put before the board as a motion, it can be referred to committee.

Motion: "I move that this matter (whatever it is) be referred to committee (to report back at such and such a time, or whatever)"

#### FOR YOUR INFORMATION

Types of Committees

Action Committee-small committee and all in favor (of committee subject)

Debate Committee-large committee and all sides of issue represented

Standing Committee- indefinite of for term (1year etc)

Select Committee-for a project with a specific termination point

NOTE: added by Steve Abrams

In PofA we have used the designation "Standing Committee" for on going work from year to year. The committees referred to as "action committees", "debate committees", "select committees", or "committees to draft a motion" are usually referred to as "ad hoc" committees. An ad hoc committee may exist for an hour, for the duration of the meeting,

for a few months, or six months or a year depending on the nature of the task. When the work is done the committee is dissolved.-SA

NOTE: added

Not every issue needs to have a formal motion. The President, a trustee, appointed officer, or a committee chair may have questions for the board and ask for guidance. At times it is appropriate to ask for a “sense of the board.” This is accomplished by polling the trustees, asking each voter to respond to the question submitted to the board.-SA

#### Motions Classified

1. To modify or amend
  - a. Amend
  - b. Commit of Refer
2. To defer action
  - a. Postpone to a certain time
  - b. Lay on the table
3. To suppress debate
  - a. Previous question
  - b. An order limiting or closing debate
4. To suppress the question
  - a. Objection to its consideration
  - b. Postpone indefinitely
  - c. Lay on the table
5. To consider a question the second time
  - a. Reconsider
6. Order and Rules
  - a. Orders of the day
  - b. Special orders
  - c. Suspension of the Rules
  - d. Question of order
  - e. Appeal
7. Miscellaneous
  - a. Reading of papers
  - b. Withdrawal of a Motion
  - c. Questions of privilege
8. To close a meeting
  - a. Fix a time at which to adjourn
  - b. Adjourn

If a board meeting goes on through lunch and into the next day adjournment is only at the very end. For other breaks (same meeting, different day) “the board is in recess.”

## APPENDIX 5: AGENDA

The President prepares the agenda well in advance of the meeting. Voting members, appointed officers and committee chairs are asked to submit reports and items for the agenda. In very formal organizations, a change in the content or order of the agenda

requires formal board approval (a motion). The purpose of the agenda is to organize the meeting and allow participants to prepare for issues to be discussed. Advance preparation is the key. The president or chair should be aware of every item that is to be presented. It is not appropriate to present brand new issues, especially ones that might be controversial, at the very last minute. As a matter of fairness and courtesy all voting members need to be fully informed, and given the opportunity to study new initiatives.

To facilitate a meeting, it is appropriate to sketch in the amount of time that will be given to items on the agenda

## **Sample Agenda**

### 1. Welcome and Introduction

#### Reports From Officers of the Board

- a. President's Report
- b. Vice-President's Report (general view, report on regions & guilds presented later)
- c. Secretary's Report- Seal, Reading, corrections and approval of Minutes

#### Organization over-view

- a. Treasurer's Report
- b. Membership Report

### **A. Heritage**

1. Archives
2. Audio-Visual
3. Preservations

### **B. Honors**

1. Awards
2. Nominations
3. Scholarships

### **C. Guilds and Regions** (regional reports presented by regional director, if present, or by vice president)

1. Great Lakes
2. Great Plains
3. Pacific Northwest
4. Pacific Southwest
5. Northeast
6. Mid-Atlantic
7. Southeast
8. Southwest Region

### **D. Finances**

1. Budget
2. Endowment Fund-
3. Insurance-
4. Fundraising

### **E. Services**

1. Consultants
2. Puppetry Centers

3. Education

**F. Publications**

1. Puppetry Journal

2. Playboard

3. Directory

**G. Promotions and Marketing**

1. National Day of Puppetry

2. Web Site

**H. Festivals and Conferences**

1. Festival

2. Future Festivals

3. Festival Resources

**I. Procedures**

**J. Strategic Planning**

Old Business:

New Business:

## APPENDIX 6: A SAMPLE CONSTITUTION AND BY-LAWS

Contact President, Vice President, or Secretary for other samples or additional information.

Constitution and by-laws of the *Columbia Association of Puppeteers*

**Article I - NAME**

The name of this association shall be the **COLUMBIA ASSOCIATION OF PUPPETEERS** (hereinafter referred to as CAP).

**Article II - PURPOSE**

The purpose of CAP is to bring together all persons interested in puppetry to share experiences, skills and resources, to promote excellence in puppetry; and to enhance its public image as a performing art and an educational tool.

**Article III - MEMBERSHIP**

Membership in CAP shall be open to any person or group interested in promoting CAP purposes, subject to payment of annual dues.

**Regular Membership**

Persons age 14 or over, may apply for membership regardless of race, religion, creed or ethnic origin. Upon payment of annual dues, they may vote on CAP business matters, attend all meetings, receive all CAP publications, and are encouraged to participate in all regular and special events of the CAP calendar.

### **Honorary Membership**

Upon the quorum vote of a regular meeting, CAP may elect to recognize the contribution of a member of long standing by naming this person(s) to an Honorary Membership. Such membership has all the privileges of a Regular Membership, but does not need to pay annual dues.

### **Article IV - OFFICERS**

The officers of CAP shall be President, Vice President in Charge of Programs, Vice President in Charge of Membership, Secretary, Treasurer, and Publications Editor. All officers shall be members of the Puppeteers of America, Inc. These officers shall comprise the **Executive Committee**.

### **Article V - DUTIES OF OFFICERS**

#### **President**

The President shall advise and oversee CAP activities, preside at all meetings, decide on points of order, and appoint all committees (except the Nomination Committee). In the event of an office vacancy, the President shall appoint a new officer to fill the unexpired term, with the approval of the Executive Committee.

#### **Vice President - Programs**

This person shall assume all presidential duties in the absence of the President, and shall arrange the program agenda for the regular or special meetings of CAP during his/her term of office.

#### **Vice President - Membership**

This person shall distribute CAP information to prospective members and supervise the hospitable reception of guests and members (old and new) at CAP meetings. He/she shall keep a current member roster.

#### **Secretary**

The Secretary shall keep proper records of all CAP proceedings, attend to correspondence, and maintain a correspondence file. He/she shall submit an annual report from the Executive Committee to the Puppeteers of America, Inc. and shall read the minutes of the previous meeting at all regular CAP meetings, as well as, report on important communications.

#### **Treasurer**

The Treasurer shall collect dues and all other monies of CAP and may reimburse legitimate expenses incurred by CAP. However, any reimbursement over \$25.00 must be first approved by the Budget and Finance Committee. He/she shall present an accurate treasury account at each regular meeting, and present a comprehensive written breakdown at the May meeting.

## **Publications Editor**

The Publications Editor shall publish a monthly newsletter to be mailed to the membership no later than two (2) weeks before a regular meeting. He/she shall publish the CAP Directory as directed by the Executive Committee.

## **Article VI - TERMS OF OFFICE**

Term of office is one year. Officers will be installed at the May meeting, effective June 1, and may be re-elected for one additional consecutive term in the same office. After two consecutive terms in the same office, an officer may serve in another position and return to the original office after one year's absence.

## **Article VII - ELECTION OF OFFICERS**

The election of the officers shall be completed prior to the beginning of the CAP year, which begins on June 1 and continues through May 31. The Nominating Committee shall present one slate of officers for candidacy at the last regular meeting of the CAP year. At this meeting, nominations may be made from the floor if the nominated persons are present, or have submitted written permission for their nomination. If more than one nomination is made per office, the vote shall be by secret ballot.

## **Article VIII - AMENDMENTS TO THE CONSTITUTION**

The proposed changes shall be read at the regular meeting preceding the regular meeting at which the vote occurs, and must be mailed to all members at least 14 days before the voting date. The amendment must be passed by two-thirds of the members present.

## **BY-LAWS**

### **Article I - DUES**

Organizational dues shall be set by the Executive Committee, and adopted by the approval of two-thirds of the members present at the next regular meeting.

### **Article II - QUORUM**

A quorum shall be one-fourth of the dues-paying membership plus at least two officers.

**Article III – MEETINGS** Regular meetings will normally be held bi-monthly (to include reports from officers, discussion of important business, and a program/workshop/seminar whenever possible). Special meetings may be held at the request of the Executive Committee if notification of members is timely.

### **Article IV - COMMITTEES**

#### **Section 1- Special Committees**

Special Committees shall be appointed by the President, as needed, upon approval of the Executive Committee (e.g., Publicity, Hospitality, Historical, Newsletter, etc.).

#### **Section 2 - Budget and Finance Committee**

A Budget and Finance Committee of five members shall be formed at the beginning of each new CAP year, consisting of the President, Treasurer, and three members elected by

the membership. The chairperson shall be appointed by the President. This committee shall establish a budget for the upcoming year. The budget shall become official by approval of two-thirds of the members present at that meeting. This committee shall approve any expenditure over \$25.00 or any expenditure over the approved budget. The budget may be amended by a majority vote of the committee members.

### **Section 3 - Nominating Committee**

The Nominating Committee of five members shall be elected by the members present at the March meeting. The committee shall elect its own chairperson.

### **Section 4 - Program Committee**

The Program Committee of five members shall be headed by the Vice President in Charge of Programs. This committee shall be formed at the May meeting of the CAP year, and present a program calendar at the September meeting.

### **Article V - AMENDMENTS TO THE BY-LAWS**

The By-Laws may be amended by a two-thirds vote of members present at any regular meeting.

## **APPENDIX 7: PRESIDENT'S DIARY - OR WHAT TO DO WHEN**

(additional notes, not part of procedures) based on the contribution by Kathy Piper

**FESTIVAL FRIDAY** - New Board meets in a closed session to elect officers from within the group: President, Vice President, and Secretary. The retiring President presides over the election of the new President. Provision should be made for voice and written ballots. The retiring President should retain and remand to the archives any written ballots. The new President presides over the election of the other officers. The new officers are introduced at the first appropriate setting - usually the festival closing ceremony.

**FOLLOWING THE FESTIVAL** – The newly elected President chairs the new Board and executive committee meeting. Leftover business probably will have been tabled to this new Board for its decision. The retiring President is responsible for providing a secretary for the duration of this meeting if it has been deemed necessary. The Secretary should take notes on the motions.

\*\*The primary purpose of this meeting is the appointment of all Board duties, committee assignments, and goals for the upcoming year. Each person departing from this meeting should have a firm notion of what will be his/her responsibility for the year.

If possible the date and location of the winter meeting should be determined or at least discussed.

Members of the Budget and Finance Committee should be appointed as dictated by the Code of Regulations.

IMMEDIATELY AFTER THE FESTIVAL- Names of the Candidates for the Board next year should be well in the process. The previous Board should have had the committee working throughout the festival. (In a year where there may not be a 7-day National Festival this might be more difficult and the committee needs to work at Regional Festivals). Ideally there are at least 6 names on the Ballot for the next election.

Communication is required. If all business was not completed at the festival meeting, additional discussion and motions are needed. If results are not immediately required a straw vote can be taken by the President to determine the general opinion of the Board.

Thank you notes are appreciated by everyone. Letters of encouragement and instruction will be needed for every committee chairperson. At the President's direction, these can be prepared and sent by the Board members who oversee the committees.

Copies of the complete minutes will have to be distributed to everyone in attendance at all the Board meetings, both before and after the festival.

The President needs to prepare an article for the next publication, which will reach the membership. This article should introduce the new officers and the Board as well as give a synopsis of the business transacted by the Board and the general membership meeting.

Each year the President needs to make sure that deadlines for nominations are published in a timely fashion.

The President needs to make sure that deadlines for awards, scholarships and the endowment are published in a timely fashion.

Mid-year reports should be required and may be submitted at the mid-year meeting. The nominating and award deadlines also are at this same time.

The Code of Regulations provides for communications via mail (or email). On any issue, the President may act upon receipt of ballots from seven other Board members. Seven is a quorum of the Board of Trustees.

At any meeting, the President provides the agenda. All follow up on any business raised as well as seeing the minutes are distributed is the President's responsibility. In some cases it might be useful for the President to make arrangements to tape record or video tape meetings or to provide a recording secretary.

The appointed officers should communicate with the President regularly. Most do, without being reminded. Usually the communication is in the form of copies of letters and materials like financial statements and not a comprehensive report. The regular flow of items will assure that the job is being done.

The nominating and awards committees are generally a nagging problem. The nominating committee works well if it is in place before the festival season starts.

The awards committee must solicit nominees along with legitimate reasons. Making use of the regional Directors and Guild Presidents will make the job somewhat easier. It is sometimes necessary to check with these committee chairs and make certain they are proceeding on schedule - sometimes they lose sight of time and deadlines. The award plaques need to be proofread by someone intelligent before they are sent to the meeting site to check for miss-information, miss-spelling, or damage.

**MID-YEAR MEETING-** The President needs to make sure that accommodations are made for the mid-year meeting. The date should be a consensus among the Board but the Budget and Finance Committee must be able to attend.

The Budget and Finance Committee will meet to prepare the Budget for the up-coming year. The President needs to remind all officers who administer an account they must submit to the Budget and Finance Committee, statements of proposed income and expenses for the coming year. These must be accompanied by worksheets that explain the expenditures completely. These should be submitted prior to the annual Budget and Finance Committee meeting.

The "Executive Officer" is the President's Budget. One item is staff which is the secretary hired or the person who transcribes the tapes.

The President also administers the "Trustees" account. Over the past few years the cost of operations mandated by the Board has been put under this heading: the corporation's insurance, the cost of awards, telephone and postage for Board members, as well as, any reimbursement approved by the Board for members-at-large who incur expenditures in pursuit of duties authorized by the Board of Trustees. Also in this account are the expenses for travel and board by the Budget and Finance Committee to their meeting.

The Budget is monitored by the Treasurer and the Chair of the Budget and Finance Committee.

The Audit Committee (*committee eliminated July 2005*) consists of four persons who live within a reasonable distance of each other so they may get together to examine the books at no cost to P of A. They are charged with making certain the Treasurer's books are properly kept and in good order. They have the power to go directly to the Board with any recommendations, including a personal belief that the Budget and Finance Committee has allowed foolish allocations. They are a check-and-balance from within the organization.

**BALLOT AND ELECTION** - The election procedures are spelled out in detail in the Code of Regulations. In the Spring the President should see that the Playboard will publish the ballot within the appropriate time frame. The address for receipt of ballots should be arranged. Some disinterested and trusted person should receive and store the

ballots as they arrive. They are never to be opened until the ballots are counted by the tellers at the annual meeting. The President appoints the Head Teller and tellers to represent as many regions as possible.

FESTIVAL OR ANNUAL MEETING-The President is to schedule all meetings. The Festival Director will see that these are printed in the Festival Book. There should be no meetings scheduled at a festival without the prior consent of the President. This does not rule out informal little get-togethers but it will keep things from getting out of hand.

MEETINGS AT THE ANNUAL MEETING- The 7-day national year (adjustments for an all regional year.)The Saturday prior to the Festival the Board and executive committee meet. Annual reports are written, copied, and presented. Sunday is available if all of the business is not taken care of on Saturday.

Tuesday and Thursday are the General Business meeting days of the Corporation.

Saturday following the festival the new Board and Executive Committee meet.

Meetings which are useful but not mandatory.

Forum - an open discussion of the Board and membership - President presides and the full Board attends.

Guild President meeting- Vice-President presides and the Board and Regional Directors should attend. Could be combined with Guild Newsletter Editor Meeting

Consultants Meeting-Consultant chair presides - Consultants and Board attend

Regional Meeting-usually the Monday of the Festival. Regional Directors preside

UNIMA-USA - May have its Board meeting prior to the festival and one general business meeting during the week. They sometimes have a small reception. P of A provides the space as long as it is of not additional cost to the festival. If it costs then UNIMA pays. The President must authorize UNIMA use of facilities in writing with festival director.

All of the above meetings may be authorized and listed as a part of the festival program. No other meetings should be scheduled without the written consent of the President. Little ad hoc get-togethers happen but cannot be allowed to seem organized.