

Structure

Although guild leadership starts with a Board of Directors, where possible, a guild may seek to hire paid staff, generally starting with an executive director. In other states, particularly those with a limited number of breweries capable of supporting guild activities, the guild may engage a management company or other outside consultant, who can represent the guild's interests on a contract basis. In either case, these people report to the board. Roles and responsibilities of board members, paid staff, and/or outside consultants should be clearly documented and understood throughout the organization.

Overview of Craft Brewers Guild Roles & Structure

Governance: the guild is governed by the membership through an elected board of directors and supported by committees and task forces. BoardSource.org has excellent resources on recommended governance practices.

Members: Defined in the guild's bylaws, multiple tiers of membership diversify the organization's fundraising and knowledge source streams. Voting members are often defined as breweries, meet specific production criteria, and actually brew beer. Members attend applicable meetings, voice opinions, vote on leadership annually and as allowed by member category, attend and support applicable guild-produced events, serve on a committee if desired, assist in guild efforts with ideas, connections, and resources. Read more in the Membership chapter.

Board of Directors: The compass of the organization, the board of directors are the fiduciaries responsible for directing the guild's future through sound, sustainable and legal governance and fiscal management. Board members are volunteers that are also responsible for ensuring the guild has the proper resources to advance the mission. It is crucial that all Board members understand that they represent the interests of all guild members in this leadership capacity and not individual business interests.

The board consists of an executive committee and occasionally directors-at-large. Read more at CouncilofNonProfits.org.

Executive Committee: The executive committee consists of the officers of the organization:

- Chair/President – chairs meetings of the Board of Directors, prepares the agendas, and coordinates the activities of the board; document and check signer; primary employee manager (where applicable).
- Vice-Chair/President – chairs meetings in the absence of the Chair/President; assists in the preparation of agendas, and the coordination of board activities.
- Secretary/Treasurer - ensures each Director is provided with written notice of meetings as provided in the bylaws, ensures the recording and distribution of the



minutes of the meetings, and oversees the maintenance of required records of all proceedings of the Board of Directors. The Secretary/Treasurer also keeps an account of all moneys received and expended and shall make a report on the financial position of the guild when called upon to do so at the Board of Directors meetings.

Board Members at Large: Attend all membership and leadership meetings. Main voting group on applicable initiatives.

Committees: All committees have a board member designated as a board liaison and a staff liaison within the guild. See common committees below.

Employees: Where a guild hires paid staff, the primary (and often only) position is a Guild Executive Director or Operations Manager. Additional staff may be hired to support this position. Paid staff usually have primary responsibility in working to meet the mission, although board members, other members, and outside consultants often play important roles as well. Typical duties include developing programs, budgeting, building the annual calendar, meeting scheduling/reminders/organizing, running meetings, coordinating outside contractors, basic organizational accounting and bill paying, communications, membership development and support, fundraising, event management, lobbying and more. Reports to guild board/leadership.

Other staff and contracted support for guilds may include:

- Deputy/Assistant Director or Operations Manager
- Events & Marketing Manager
- Membership & Communications Manager
- Business Development Manager
- Lobbyist (usually contract)
- Legal Counsel (usually contract)
- Accountant (usually contract)

Structure, In Detail

Board of Directors (BOD) and Officers

The BOD should be elected by a vote of all voting brewery members. The BOD is generally between 5-9 people and is most often composed of owners, principals, and sometimes brewers. Because most guilds do not start with a paid staff, the BOD are the people who will do the bulk of the work in organizing events and programs, at least until a paid staff member is hired or consultants retained.

Officers, such as chair/president and vice chair/president, are often elected from within the BOD. You may also want to elect a secretary (responsible for taking meeting minutes and communicating the BOD's work to the membership) and a treasurer.



Beyond the BOD, you may want to consider forming committees to handle programs and projects like membership recruitment and government affairs. The appropriate number and types of committees will vary widely, based on the guild's size and needs.

Executive Directors

To assist guilds that wish to hire an executive director, we've created a document (compiled from the input of several state guild executive directors) that outlines the functions and duties guilds perform through the year and so representing the typical responsibilities and work products of an executive director. Hiring paid guild staff imposes additional paperwork requirements that you will need to learn about by contacting your state's Department of Revenue. Some guilds hire executive directors as independent contractors.

The search for an executive director by its very nature provides the guild's BOD with a chance to reassess the guild as a whole and to reevaluate its needs, goals, strengths, and challenges. Hiring paid staff is one of the most important actions that a guild may take. After hiring, the board generally must depend on paid staff for day-to-day operations to achieve the guild's purposes and objectives within the limitations of its budget. This is not an easy task to accomplish, year after year!

In addition, the working relationship between the director and the board, owners, brewers, promoters, affiliate members, sponsors, state associations and other agencies can significantly influence the guild's effectiveness and reputation in the community.

Hiring a director is a similar process to hiring a staff member for your brewery. You'll organize the hiring committee, create a duties/job description document, outline the profile of your ideal candidate, advertise the position, qualify your prospects, gather references, interview candidates, select your finalist, make the offer and start the work.

Numerous guilds have found that they already have an outstanding prospect without going through a formal search. Keep your eye out for these folks—sometimes they already promote the festivals you've attended or come recommended by someone in the industry.

It is imperative that state guilds remain strong and unified in order to promote and protect the small brewer interests in each state, and to elevate the greater community of the nation's brewers. If you find that important industry or guild opportunities are slipping by, meetings are no longer being held, or administrative tasks are being neglected within your association, perhaps it's time to discuss the hiring of paid staff support or retaining consultants who can take over vital functions.

Committees

Just as every board is unique, every board's committee structure is unique too. Thought should be given to the committee structure and include committees that are most relevant to the guild and membership with definitive goals and objectives and a regular meeting schedule.



Organizations should avoid the temptation to form too many committees. To be effective (and to avoid burnout), board members should generally not serve on more than two committees.

Ideally, committees are chaired by either a member of the board or a non-board member with expertise in issues falling under the particular committee's jurisdiction. The bulk of the board's work should be done through its standing committees. Examples of standing committees follows:

Executive: Oversee operations of the board; often acts on behalf of the board during on-demand activities that occur between meetings, and these acts are later presented for full board review; comprised of board chair, other officers and/or committee chairs (or sometimes just the officers, although this might be too small); often performs evaluation of primary staff person.

Finance: Oversees development of the budget; ensures accurate tracking/monitoring/accountability for funds; ensures adequate financial controls; often led by the board treasurer; reviews major grants and associated terms.

Governance: As a general rule, responsible for board recruitment, orientation of new board members, board assessment, and board management.

Government Affairs: Monitor and ensure a healthy brewing industry within the state by developing and articulating to the industry a consensus from within guild membership as it relates to regulatory, legislative, and other governmental affairs.

Fundraising/Sponsorship: Oversees development and implementation of the Fundraising Plan; identifies and solicits funds from external sources of support.

Marketing: Oversees development and implementation of the Marketing Plan, including identifying potential markets, their needs, how to meet those needs with products/services/programs, and how to promote/sell the programs.

Events: Plans and coordinates major events, such as fundraising, beer weeks, technical conferences, annual meeting, etc.

Membership: Develops criteria for membership, overseeing elections, and developing and delivering programs/benefits for the members. Membership Committees usually keep closely connected to the guild's membership and work with the staff to identify and develop programs that meet the changing needs of the membership.

Sustainability: Determine and reduce the environmental footprint of brewing in the state, engage brewers, share best practices that drive resource efficiency and waste reduction, create strategic partnerships with state policy makers, identify potential sources of sustainability-related tax and business credits.



Diversity: Bring together members of the state's brewing community who are engaged in diversity outreach initiatives. Establish strategic objectives related to increasing underrepresented minority participation in all things craft beer. Discuss, communicate and create collaborations in ongoing and new initiatives and events that support the goal of enhancing diversity, inclusion and equity across the state's beer industry.

Technical/Safety: Determines and recommends solutions regarding pipeline and/or safety technical issues specific to the brewing industry.

Nominations: Identifies needed board member skills, suggests potential members and orients new members; sometimes a subcommittee of the Governance Committee.

Public Relations: Represents the organization to the community; enhances the organization's brand and image, including communications with the press.

A board does not always need to add new committees to get its work done, nor must committee members always be members of the board. A **task force** can be formed if there is an objective that can be achieved in a relatively short period of time. Special events planning or analyzing a proposed merger are examples of work that can be handled by task forces. **Advisory councils** assist boards in carrying out their work by providing expertise and advice in selected areas. Advisory councils do not have any governance responsibilities and are a good way to include former board members, potential board members, subject matter experts from outside the brewing industry, and others who may be ineligible for a board seat in the work of the board. Not every volunteer makes a good board member. Sometimes a task force or advisory council is a better use of the volunteer's talent, experience, and time.

If the committee structure has not been revisited in a few years, the board should consider looking at the current committee structure and what the committees actually do. If there are overlapping responsibilities or no work being done, then it is time to realign the committee structure. If you host an annual board retreat, this is a good time to review the committees and see if any need to be retired or added.