

American Statistical Association

Council of Chapters



Chapter Officer Handbook

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1. CHAPTER PURPOSE AND ORGANIZATION

Chapters are the grassroots of the American Statistical Association. It is in the Chapters that local members of the statistical profession come together to identify common interests and achieve common goals. A Chapter is the local organization of the Association.

1.1 Chapter Objectives

The broad objectives of a Chapter, like those of the Association itself, are to promote statistics and its applications and to increase the contributions of statistics to human welfare. More specifically, the objective of a Chapter is to increase the unity and effectiveness of all those in its area who are interested in or concerned with statistical problems. To this end the Chapter may engage in many of the activities that the Association engages in worldwide. These include holding meetings; producing publications; participating in educational efforts for its members and for various public groups; providing information concerning the application of statistics; and, in general, making statistics of service to society and making society aware of statistics as a science.

1.2 Becoming a Chapter

There are specific guidelines for the establishment of new Chapters of the Association outlined in the ASA Constitution and the Charter of the Council of Chapters. The Charter can be found at <http://www.amstat.org/chapters/coc.cfm>.

Guidelines for Establishing a New Chapter: From time to time, groups of ASA members and others interested in statistics believe it is desirable to form new Chapters of the American Statistical Association. These groups are typically located in geographic areas not served by an existing Chapter of the Association, but on other occasions members of a Chapter that serves a wide geographic area decide to form a new Chapter within that area. Through formal or informal communication with the ASA office, a group will let their intentions be known. In turn, the ASA office will provide advice and guidance to the prospective Chapter. This assistance will include listings of present ASA members within the desired service area and information on all present ASA Chapters within the immediate areas, including lists of Chapter officers. The ASA office will also provide copies of this handbook.

In particular, the ASA office will communicate the following guidelines to the organizers. The purposes of these guidelines are to outline the necessary steps to becoming a Chapter and to stress that support will be provided by the ASA office, by the Council of Chapters Governing Board, and particularly by the Vice Chair of the District concerned.

In order to implement a full commitment to helpfulness, Chapters will be considered “new” for the first two years after the granting of their charter. New Chapters will receive special attention and support from the ASA office and from their District Vice Chair.

A group of members or prospective members of ASA who desire to form a local Chapter of ASA should do the following:

- Call a meeting of all persons in the area who might be interested in supporting a Chapter of ASA.
- If sufficient interest exists, elect officers, including a President, Secretary, Treasurer and Chapter Representative. Other officers (such as President-Elect, Vice President, and Treasurer) may also be elected at the discretion of the Chapter. Note that the President, Secretary, Treasurer, and Chapter Representative must be full members of ASA.
- Submit a petition signed by at least 10 ASA members, including new members, and by all elected officers of the Chapter to the ASA Chapters and Sections Liaison.
- The petition should include the names, mailing addresses, business affiliations, email addresses, and telephone numbers of all members. At this time, a proposed constitution should also be forwarded using the style provided in this document. A membership

application and dues payment for each new full ASA member must proceed or accompany the petition.

- Together with the petition discussed above, submit a statement (in a covering letter) detailing the members' reasons for wishing to form a new Chapter along with an outline of plans for the Chapter's program during its first three years of existence. This letter should also include a statement of the benefits of forming a new Chapter and it should indicate how the nearest existing Chapters are unable to meet their needs.
- Also submit to the Chapter and Section Relations Liaison, letters stating opinions on the advisability of founding the new Chapter. These letters should be obtained from the Presidents of the three nearest Chapters of the proposed Chapter. In case of disagreement, the letter from the President of the existing Chapter should include specific means by which the needs of the group have been addressed in part.

On receipt of the petition and supporting materials, the ASA Chapters and Sections Liaison will forward the materials to the District Vice Chair in whose District the proposed Chapter resides, as well as to the Committee on Chapter Status. The District Vice Chair will speak with the proposed Chapter President and discuss the duties and responsibilities of the Chapter and its officers. If disagreements exist among present Chapters as to the desirability of the Chapter being chartered, the District Vice Chair will attempt to resolve the disagreement with all disagreeing Chapters. The Vice Chair will explain the policy of special aid to "new" Chapters and will encourage the new Chapter President to take full advantage of the benefits. The Vice Chair will then make a written recommendation to the Committee on Chapter Status, which will in turn pass this information on to the Governing Board, along with any additional comments this committee may wish to make a majority vote of the Council of Chapters Governing Board will determine the decision on the petition.

Each new Chapter must have a constitution that is consistent with the ASA Constitution and Bylaws. Each Chapter's constitution shall provide for:

- Regular and special meetings
- Officers' duties and election
- Membership qualifications, duties, and dues
- Committees
- Procedures for amending the constitution

National Constitution: Any and all applicable provisions of the Constitution of the American Statistical Association shall be considered a part of a Chapter's Constitution.

Amending a Chapter's Constitution: A Chapter Constitution may be amended by an affirmative 2/3 (two-thirds) vote of the voting Chapter members at any meeting, provided notices of such a meeting and the proposed amendment shall have been sent to each regular and associate member at least two weeks prior to the date of such a meeting. In the event of a mail ballot, the votes of the members responding will be considered the same as the vote of a member voting at the meeting.

Sample Chapter Constitution
Constitution of the Chapter the American Statistical Association

Article I - Name

This organization shall be known as the Chapter of the American Statistical Association.

Article II - Purpose

The purpose of this organization shall be to foster in the broadest manner statistics and statistical applications, and to promote unity and effectiveness of effort among all groups in the area having an interest in or being concerned with statistics.

Article III - Membership

The membership of this organization shall consist of three categories:

Regular Members: Persons admitted to membership who holds membership in the American Statistical Association.

Associate Members: Persons admitted to membership who are interested in statistics in general or in the organization in particular, but who are not members of the American Statistical Association.

Student Members: Persons admitted to membership who are full-time undergraduate or graduate students at a local college or university. This will include persons who are ASA student members. While these members are not required to pay dues they will not be permitted to vote in Chapter matters. (They may apply for either Regular or Associate Membership if they choose to pay the annual dues.)

1.3 Roles and Duties of Chapter Officers

President: The President presides at all meetings of the Chapter, appoints such committees as designated in the Chapter constitution, is chief spokesperson for the Chapter, and sees that the Chapter has an active program of meetings and projects during his or her term of office.

Secretary: The Secretary generally keeps minutes of the Chapter meetings, sends notices of meetings, and maintains the Chapter's records and documents.

Treasurer: The Treasurer handles the Chapter's finances. This includes receiving dues from headquarters and from individual Chapter members, maintaining bank accounts as needed, paying bills as authorized by the Chapter constitution, and making financial reports to the Chapter annually or as requested. It is permitted for Chapters to combine the offices of Secretary and Treasurer as necessary.

Each time a new Treasurer takes office, the President shall appoint at least two auditors who will audit the outgoing Treasurer's books. In addition, an audit will be performed whenever three years or more have elapsed since the last audit. The auditors shall submit a written report of their findings to the membership by the second regular meeting after their appointment. Auditors may be chosen from among Chapter members, excluding the current and most recent Treasurer, and need not be professional accountants.

Chapter Representatives: The Chapter Representative is the official representative of each Chapter to the Council of Chapters of the American Statistical Association (ASA), and as such, is the crucial communication link between the Chapter, the Council, and ASA as a whole. The Council of Chapters consists of one representative from each Chapter and the members of the Governing Board. The Chapter

Representative is designated as a member of the Council of Chapters and votes in elections for the Council of Chapters Chair-Elect and for the Vice-Chair of the Chapter's District. This officer is also eligible for election as a District Vice-Chair.

The duties of the Chapter Representative are to:

1. Encourage and serve as the communications link between the local Chapter and the Council of Chapters.
 - a. Complete and return the Annual Report of Chapter Activities to the Council of Chapters Governing Board.
 - b. Disseminate communications from the Council to local Chapter members and insure Chapter follow-up.
 - c. Present to the Council the needs and concerns of the local Chapter.
 - d. Encourage Chapter participation in Council programs and initiatives.
 - e. Insure that someone from the Chapter notifies ASA's Chapters Liaison of their election results within 30 days of the election.
2. Attend the Business Meeting and Workshop of the Council of Chapters at the Annual Meetings of the ASA.
3. Participate in the election of the Chair-Elect of the Council of Chapters.
4. Participate in the election of the Vice Chair for his or her local District.

Although the method of selection of the Chapter Representative is the prerogative of the local Chapter, the Chapter Representative must be a member of the American Statistical Association. The term of office is three years, as specified in the Charter of the Council of Chapters. The Chapter Representative is an officer of the local Chapter and a member of its Executive Committee. As liaison between the Chapters and the Council of Chapters, the Chapter Representative is encouraged to keep the Council and other Chapters current on Chapter activities.

1.4 Election Requirements and Terms of Officers

The President, Secretary, Treasurer, and Chapter Representative must be **full members of ASA**. The Chapter Representative must serve a three-year term, as specified in the Charter of the Council of Chapters. The terms of the other officers are set by the Chapter. Many Chapters have found that having a President-Elect who succeeds to the office of President and electing the Secretary-Treasurer to a multiple year term provides for continuity and strengthens the Chapter and its programs.

The Chapter constitution specifies the terms of office and the election procedures for the Chapter officers. To be in unison with ASA and the Council of Chapters, it is recommended that the terms of office coincide with the calendar year and that elections be held in late spring or summer.

1.5 Chapter Activity Status Guidelines

The following are procedures for determining the activity status of an ASA Chapter. The Chapter activity status will be evaluated by the Council of Chapters Governing Board Committee on Chapter Status at its twice-yearly meetings.

Chapter in Good Standing: An ASA Chapter will be considered active and in good standing providing it fulfills the following conditions:

- Elects officers according to Chapter Constitution.
- Holds at least one Chapter meeting per calendar year.
- Reports names and addresses of Chapter officers (especially the President, Secretary, Treasurer, and Chapter Representative) to the ASA office on an annual basis.
- Ensures that the President, Secretary, Treasurer, and Chapter Representative are ASA members.
- Completes the annual report of Chapter activities report that is requested by the Council.
- Maintains a current Constitution on file at the ASA office.

Chapter on Watch Status: An ASA Chapter may be placed on "watch" status if, in the judgment of the Committee on Chapter Status the Chapter appears to be experiencing problems that might, if they continue, result in the need to place the Chapter into delinquent status. The appropriate Council Vice-Chair will attempt to contact the Chapter placed on watch status to offer advice or assistance. "Watch" status is simply a means for assisting chapters, and a chapter being "watched" is still considered to be in good standing unless action to place the chapter in delinquent status.

Delinquent Chapter: An ASA Chapter will be considered delinquent if it has not met all of the guidelines for a Chapter in good standing for a period of one year. The Committee on Chapter Status, with the help of the ASA office, will monitor each Chapter. When a Chapter becomes delinquent, the appropriate Council Vice-Chair will work with the Chapter officers and seek to return the Chapter to active status. In the event that the Chapter is not holding at least one meeting a year, or no officer structure is apparent, the Council Vice-Chair will seek to re-stimulate Chapter activity through contact of ASA members located in the area surrounding the Chapter.

Probationary Chapter: If a Chapter has been delinquent for at least two consecutive years, and does not appear to be meeting the needs of its constituency, the Chapter will be considered on probation. The probationary period will last for at least one, but no more than two consecutive calendar years. During this time, all ASA members in the geographic area will be notified to allow for an opportunity to respond and attempt to revitalize the Chapter. After the one-year probationary period, the status of the Chapter will be reassessed by the Committee on Chapter Status and will report to the Council of Chapters Governing Board.

Dissolved Chapter: After a period of at least one year on probation, the Council of Chapters Governing Board may initiate proceedings, as described in the ASA Constitution, to declare the Chapter dissolved and their Charter revoked. If such proceedings are initiated, services to the Chapter from the Council and the ASA office will be discontinued and steps for dissolution will be followed.

Upon the dissolution of the Chapter, assets shall be distributed to the AMERICAN STATISTICAL ASSOCIATION, 732 N. Washington Street, Alexandria, Virginia 22314.

1.6 Tax Exempt Status

ASA and its Chapters are separate legal entities. It is therefore necessary that the Chapters obtain their own tax-exempt status unless they are included in the ASA's group exemption. Under the group exemption, Chapters of ASA are exempt from federal income tax under Section 501(c) (3) of the Internal Revenue Code. Donors may deduct contributions to the Chapters as provided in Section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to Chapters for their use maybe deductible for federal estate and gift tax purposes if they meet applicable Code provisions. However, payment of dues and subscriptions are not deductible as charitable donations. Please note that 501(c) (3) status simply grants exemption from federal income tax. It does not automatically exempt a Chapter from either state income tax or collection or payment of state sales and use tax. This is determined on a state-by-state basis and you must contact the state in which your Chapter does business.

1.7 General Information for Chapter Treasurers

The main function of the financial officer of any organization is to track and safeguard the assets of the entity with which he or she is affiliated. Below is a basic list of duties and responsibilities for all Chapter Treasurers:

Maintain the financial records of the Chapter: It is the responsibility of the Chapter Treasurer to maintain accurate and timely financial records for the Chapter. All ASA Chapters participating in the ASA Chapter Group Exemption are encouraged to use the calendar year (January through December) as their fiscal year.

Select a financial management system that adheres to generally accepted accounting principles: The Chapter Treasurer has the responsibility to develop and follow a system of financial management that adheres to generally accepted accounting principles. These require the use of the accrual method of accounting, whereby income and expense items are recognized as they are earned or incurred, even though they may not yet have been received or actually paid in cash. There are many small accounting packages which will track this information quite easily for the Treasurer on the accrual basis.

Maintain a separate Chapter checking account: It is very important that Chapters have an independent checking account for all Chapter funds. These funds cannot be commingled with those of any other organization or person. The checking account must be in the name of the Chapter and use the Chapter's Employee Identification Number. Each Chapter is a separate entity from the others, as well as from the ASA, and may not use any individual's, other Chapter's, or organization's EIN. If you do not know your Chapter EIN, please contact the ASA office for the information. The ASA office will assist new Chapters in obtaining EINs as needed. Ideally, all Chapter checking accounts should require two signatures on checks; however, this is not always feasible. If a Chapter is unable to utilize two signatures, for whatever reason, another officer should always review and authorize payment of bills. Some Chapters, due to the limited funds on hand, maintain just a savings account to avoid the monthly bank fees. This is also acceptable, but the Chapter should still follow the guidelines on signatures, account name, and EIN.

File all required tax returns: The Chapter Treasurer is responsible for filing all financial paperwork for the Chapter. This may include the Federal form 990 series (visit www.irs.gov and download Publication 557, "Tax Exempt Status for Your Organization," for more information), state income tax returns (if required by the state), state sales and use tax returns (if the state has a sales and use tax and the Chapter is registered with the state), personal property tax return (if applicable), and business licenses. Care should be taken to ensure that a copy of the return is retained in your Chapter's permanent files. Chapters are separate entities and may not use another Chapter's, organization's, or ASA's tax exemptions, registrations, or business licenses.

Include disclosures on dues statements and solicitation letters: Dues notices should contain the following language: "Contributions or gifts to this organization are tax deductible as charitable contributions for federal income tax purposes. However, payment of membership dues and subscriptions are not tax-deductible as charitable contributions."

Forward financial information to the ASA office if included in the ASA Chapter Group Exemption: As part of the Group Exemption, ASA is required to report any changes affecting such exemption to the IRS each year.

Make available a copy of the Chapter's most recent 990 tax return (if one is filed for the Chapter): Many tax-exempt organizations must make available for public inspection a copy of their three most recent 990 forms (if a Chapter is required to file one). All schedules to attachments filed with the Form 990 must be made available, except for the list of contributors to the organization.

Make available a copy of the organization's application for federal income tax exemption: All tax-exempt organizations must make available for public inspection a copy of the organization's application for federal tax exemption, along with copies of any relevant documents sent to, or received from, the IRS. (IRS Notice 88-120). Inspection must be permitted during regular business hours at the organization's principal office, as well as any regional offices having at least three paid full-time employees. The organization is under no obligation to distribute a copy of the materials to a requester, but must either allow the requester to take notes freely or permit him or her to make copies. The organization may require a written request in order to provide copies, or it may choose to mail the information in lieu of an inspection.

Special considerations: In order for a Chapter Treasurer to be able to carry out these duties and responsibilities, he or she must be aware of the special characteristics of 501 (c) (3) organizations and how federal, state, and local laws relate to the operations and activities of ASA Chapters. It should be emphasized that all ASA Chapters are separate entities from ASA itself, as well as from each other,

although most Chapters have been granted 501(c) (3) status through an IRS Chapter Group Exemption under the parent organization of ASA.

501 (c) (3) status: ASA and its Chapters enjoy a special status as a 501 (c) (3) nonprofit charitable association. Not only are they exempt from paying federal income tax on *related business income* (RBI), but there is a distinct advantage to donors and contributors to ASA and its Chapters in that both individuals and corporations can deduct their contributions as charitable donations, as long as certain guidelines are followed. As a 501 (c) (3), ASA and its Chapters must also adhere to certain restrictions on their activities. The most important restriction prohibits 501 (c) (3) organizations from engaging in any type of political activity (local, state, or Federal). Any political activity done by either ASA headquarters or Chapters may result in the revocation of the 501 (c) (3) status. The other restriction placed on all nonprofits is that their UBI cannot exceed their RBI. UBI and RBI will be discussed in a later section.

Federal, state, local, and income taxes: As a 501(c) (3), ASA is exempt from federal income tax for RBI. However, nonprofits are not automatically exempt from state income tax. Once a federal income tax exemption is received by a nonprofit, it may also apply for an income tax exemption in the state(s) in which it does business. ASA has applied for and received an income tax exemption from the Commonwealth of Virginia. It is up to each Chapter to apply for a state income tax exemption.

States sales and use tax: Being exempt from federal and state income tax does not automatically exempt the nonprofit from state sales and use tax.

Personal property and real estate tax: Being exempt from federal and state income tax also does not automatically exempt the nonprofit from state or local personal property or real estate taxes.

Business licenses: Although a nonprofit, ASA, as a corporation and legal entity, must register to do business in the state and local jurisdictions in which it is located. ASA is registered with the Commonwealth of Virginia and the City of Alexandria. It is up to each Chapter to apply for a business license in the state in which the Chapter is domiciled.

Insurance: ASA annually purchases a general liability insurance policy covering Chapter volunteers. For more information or to obtain an insurance certificate for a Chapter-sponsored event, contact the ASA office.

Charitable donations/contributions versus business expenses: Under IRS regulations, payments to ASA and its Chapters may be classified as either business expenses or charitable contributions by the individuals or companies making them. This distinction is very important for the payee. Generally, payment of dues, publication subscriptions, meeting and conference fees, continuing education fees, advertising charges, etc., are considered to be business expenses. This means that individuals or companies may deduct them, as appropriate, on their tax returns as such. As mentioned previously, ASA and its Chapters are 501 (c) (3) organizations and can receive tax-deductible, charitable contributions from individuals and companies.

Legal authority to sign contracts: Only elected and appointed officers of ASA Chapters are legally authorized to sign contracts that commit the Chapter to fiscal expenditures or other binding agreements, unless the authority has been delegated by one of those officials to another party (delegation must be in writing to be legal). This means that no Chapter member may authorize expenditures or commit the Chapter to a course of action without proper authorization or approval. This includes requests for grants, purchases of goods and services, hotels for meetings, etc.

Postal permits and rates: The ASA, as a nonprofit, enjoys reduced postal rates for various types of mailings. Chapters may also apply for the special rates under their exemption; however, they cannot use ASA's federal ID number.

Fundraising solicitations: Most states require a solicitation license to solicit funds and donations from the *general public* (nonmembers) in that state. Please contact the ASA headquarters office for a copy of the ASA Development Policy, which provides guidelines on soliciting donations.

2. MEMBERSHIP

Two of the most important activities of a Chapter are recruiting and retaining members. Continual membership growth is needed to keep a Chapter healthy. New members bring fresh ideas and experience to the organization, and old members ensure vitality, continuity, consistency of purpose, organizational memory, and established leadership.

2.1 Recruitment

Below is a list of resources Chapters may use to recruit new members:

Lists from ASA: Chapter officers can obtain a list of current ASA members who are not members of the Chapter and reside within the Chapter's geographic service area at any time from the ASA website. This resource is available to Chapter officers in the Members Only area of the ASA website. This approach is particularly helpful if a Chapter is interested in expanding its programs or activities.

Chapter newsletter: Many Chapters use newsletters to keep current members informed of activities. These newsletters may be also sent to potential members or circulated in targeted organizations to provide examples of the Chapter's activities.

Chapter web site: Many Chapters maintain web sites. These serve some of the same functions as newsletters. Moreover, they reach interested individuals who may not be known otherwise. A list of Chapters with links to their web sites can be found at www.amstat.org.

Chapter brochure: Larger Chapters often use this technique. The brochure is published each year and contains a letter of invitation for participation, a list of the current Chapter officers, information about technical sessions and special meetings, and instructions for becoming a member.

Technical programs: Chapters can use popular technical sessions as a useful recruitment tool. Attendees can be asked to sign a roster giving their name and address and whether or not they are a Chapter member. Follow-up communications can be sent to those individuals who indicate that they are not Chapter members.

Work contacts: Chapter members can serve as liaisons between their work site and the Chapter. In this capacity they can answer questions about the Chapter, recruit new members, solicit comments concerning future Chapter programs, contact interested individuals, obtain volunteers for Chapter projects, and so forth.

University/college contacts: Individuals teaching in local universities and colleges make excellent contact sources for new members. They can recruit students from their classrooms, post membership applications on bulletin boards, and invite interested individuals to Chapter seminars or sessions.

Formal invitations: Many Chapters send an invitation to join to potential members uncovered from other sources, such as listings provided by the ASA. Included in the package may be a schedule of Chapter activities, a note on the history of the Chapter, and a statement of the dues structure. This method often is very successful, particularly if additional promotion is done through telephone or personal contact with the potential members.

Social functions: Chapters can sponsor social functions, such as a picnic, and invite potential members as their guests. Long-term members might serve as hosts at these occasions. This is useful in providing an opportunity for potential members to meet current Chapter members.

2.2 Dues

Annual dues should be established for the Chapter that will ensure the financial stability of the Chapter and serve as a commitment by the membership to the development of the Chapter. Free membership is discouraged, as this leaves most individuals with the impression that there are no expenses in Chapter operations. The opposite is true, since dues are needed to pay for postage, copying costs, speakers, membership campaigns, and so forth. For most Chapters the annual dues are very modest. An adequate treasury permits the Chapter to subsidize such events as judging of science fairs, student awards, and career days. Some Chapters have memorial funds, established in memory of deceased members. These funds are often designated for a specific purpose, such as science fair awards or speaker series and are paid for by the interest accrued on the fund.

2.3 Rosters

Membership rosters are very helpful in Chapter recruiting and retention efforts. Each Chapter is encouraged to keep a current list of the addresses, emails, and telephone numbers of its members, as well as a listing of their employer, Association membership status, and desired Chapter interests. This roster should be updated when the annual dues are collected. The ASA office can help make this task easier if they collect Chapter's dues. The roster can serve many purposes, including creating email groups, aiding Chapter mailing efforts, and determining organizations where large contingents of Chapter members work, facilitating the assignment of members to Chapter committees, and helping Chapter officers in planning interesting programs and activities.

3. COMMITTEES

Each Chapter will find it beneficial to designate committees to assist the Chapter officers in the organizational and administrative aspects of running a successful Chapter. In their areas of concern, these committees will consider objectives, discuss options, make recommendations, and implement Chapter decisions when called on to do so. Service on committees can also identify Chapter members who have special skills that may make them good officer candidates.

3.1 Purposes and Types of Committees

There are two basic types of committees: standing and ad hoc. Standing committees are formed for matters that demand constant attention and are of continuing vital concern to the Chapter. Ad hoc committees are formed for handling one-time special projects. Once the special project is complete, the committee is disbanded. According to most Chapter constitutions, a Chapter will have the following standing committees:

- Executive Committee
- Membership Committee
- Program Committee

It is highly recommended that these committees be formed, as attention to these areas may well be the difference between an active, effective Chapter and a passive, mediocre Chapter. Other standing committees may be formed depending on Chapter needs. For example, a Publications Committee may be responsible for the Chapter newsletter and other publications. Similarly, an Electronic Communications Committee may be responsible for maintaining the Chapter's web site and other forms of electronic communications between the Chapter and its members.

Examples of ad hoc committees are the Nominating Committee and the Local Arrangements Committee for a national, regional, or local meeting. Ad hoc committees might be used for revising Chapter constitutions and bylaws. The number of Chapter members to be placed on each committee is determined by the Chapter. The appointments of committee chairs will normally be made by the President but some Chapters have designated officers serve as the chairs of Program or Nominating Committees. Committee members will be selected by either the President or the committee chair with the approval of the President. In most cases, a small committee of three to five members will find it easier to assemble and achieve agreement than a larger committee.

3.2 The Executive Committee

The Executive Committee is the administrative and policy-recommending body for the Chapter. Its membership consists of the Chapter officers and the chairs of the various standing committees. Ad hoc committee chairs may also be members or be asked to attend committee meetings to report on their recommendations. It is the role of the Executive Committee to:

- Set the Chapter goals for the coming year.
- Provide broadly based direction on matters brought before it by the various committees, especially membership growth and the annual program.
- Establish Chapter policy for providing professional input into statistical problems in the local area.
- Determine annually the fiscal soundness of the Chapter and take steps to provide the necessary funds for carrying out Chapter programs, either through the annual membership dues or other means.
- Support national and local ASA activities. For example, if the annual Joint Statistical Meetings are to be held in the Chapter area, the Executive Committee will take the lead to name the members of the Local Arrangements Committee.
- Shortly after the election of Chapter officers and the naming of the chairs of the standing committees, the Executive Committee should meet to discuss Chapter plans for the coming year, to establish a strong working relationship within the committee, and to delegate responsibilities. The Executive Committee should meet as often as deemed necessary; quarterly is appropriate for some Chapters, but many meet more often. Meetings will usually be called by the President but might be requested by a majority of the committee members.

3.3 The Program Committee

The planning and implementation of the annual Chapter program is so vital to a Chapter that it will usually be handled by a standing Program Committee (except in large Chapters that have many multiple committees handling different program areas). The members of this committee should be representative of the employment and geographic characteristics of the entire Chapter membership.

This will facilitate the planning of programs which appeal to the diverse interests of Chapter members. At the beginning of each Chapter year, the Program Committee should meet to explore program possibilities consistent with the Chapter's financial status and make program recommendations to the Executive Committee. Once the annual program has been approved, various members of the Program Committee assume the responsibility of making the program arrangements (contacting speakers, reserving a location, selecting menus, coordinating publicity, etc.). It is appropriate for the chair of the Program Committee to report to the Executive Committee regarding the success of each program event and to the general membership at the annual business meeting at the end of the Chapter year. The Program Committee should also consider taking surveys to determine the speakers and topics, types of programs, and meeting times and sites of interest to the Chapter membership. In particular, if one segment of the membership fails to attend Chapter programs or meetings, that segment should be contacted to develop a satisfactory program arrangement that would gain their attendance. The tenure of the Program Committee will generally coincide with the Chapter year, but provision should be made for some continuity of leadership. Effective program planning will usually require planning beyond the tenure of the committee. Many Chapters are now using rotating assignments to be sure that some program planning expertise is always present.

3.4 The Membership Committee

Of concern to each Chapter must be the maintenance of its present membership and the attraction of new members. Consequently, it is recommended that each Chapter establish a standing Membership Committee to maintain the current Chapter membership list, if not handled by the ASA office, and to formulate and carry out an annual action plan for attracting new members. The number of members on the Membership Committee and length of term is determined by each Chapter. At the beginning of each Chapter year, the Membership Committee should meet to discuss current membership status and make recommendations for Chapter growth to the Executive Committee. Other activities in which the Membership Committee may wish to engage are:

- Sending a letter of welcome to new Chapter members and inquiring about their interests.
- Determining reasons why former members decided to drop Chapter membership and summarizing those for possible use.
- Providing follow-up (telephone, letter, email) contact with members who have not renewed as a Chapter member but have not dropped their ASA memberships.
- Writing a brochure describing Chapter activities and the benefits of Chapter membership for distribution to prospective members.
- Making ASA and Chapter membership information available at all Chapter programs.
- Participating in local Career Days.

It is appropriate for the chair of the Membership Committee to report to the Executive Committee at the end of the Chapter year regarding Chapter growth and to the general membership at the annual business meeting. The Membership Committee should meet as often as deemed necessary. The time of service of this committee will generally coincide with the Chapter year but some continuity across years is advisable.

3.5 The Nominating Committee

The Nominating Committee is an ad hoc committee charged with providing candidates for the election of Chapter officers at the annual business meeting. The manner in which this is done will depend on each Chapter's constitution and by laws. The Nominating Committee chair and its members are generally selected by the President, but some Chapter constitutions designate the Past President or some other officer to chair the committee. The number of members on the Nominating Committee will be determined by the Chapter; three is generally sufficient. Ideally, its membership will include people from each of the organizations comprising chapter membership (e.g. industry, academia, government).

Approximately two months before the scheduled election of officers, the Nominating Committee should meet to discuss potential candidates. Preference should be given to candidates with strong leadership ability, interest in Chapter affairs, and sufficient time available to devote to the office. The Nominating Committee must provide at least two candidates for each available office.

Generally, the chair of the Nominating Committee will conduct the election of officers at the annual meeting or by mail. Once the elections are over and notes and suggestions for the next year's committee are prepared, the duties of this committee cease.

4. PROGRAMS AND ACTIVITIES

4.1 The Traveling Course

The Council of Chapters Traveling Courses provides low cost, local courses for ASA Chapters. The Council of Chapters sponsors this activity by covering speaker travel expenses, honoraria, and course materials. The Chapter in turn covers advertising, local arrangements (including hotel and local travel), and registration (the larger of \$25 for each attendee or \$500 to go back to the ASA).

The Traveling Course committee, made up of at least one member of each of the six Chapter Districts and ASA staff liaisons, chooses the local Chapters and works with the speakers and Chapters to select dates for each course. Each course is typically given more than once in one trip by the speaker. The courses are awarded according to geographical proximity to keep travel cost low, with special consideration given to smaller Chapters and Chapters that have not had a traveling course recently. For more information visit the Chapters area of the ASA web site.

4.2 Chapter Visitation Program

The Chapter Visitation Program is probably one of the most visible means by which ASA shows its support and concern for its Chapters. The visitor is generally the ASA President, Vice President, Executive Director, or a Council of Chapters Governing Board member. The purpose of the visit is to communicate with the Chapters on issues of concern to the Chapter and the Association. The visit is also

expected to stimulate and revitalize Chapters by providing a prominent speaker. The visitor subsequently reports his/her perception of the status of the Chapter and identifies areas of strength or weakness.

The objectives will be met with one or more of the following:

- Providing a lecture, at minimum cost to the Chapter, which offers the maximum probability of attracting potential new Chapter members as well as current but inactive Chapter members.
- Providing a discussion format among Chapter members for exchange of information on current ASA issues or policy and Chapter concerns.
- Establishing goals and objectives for the Chapter to attain in the immediate future to improve and maintain the Chapter's status within the Association, as determined by the Council of Chapters' evaluation criteria.

Responsibilities of the chapter visitor: Once ASA headquarters has confirmed a Chapter visit, the Chapter visitor shall be responsible for:

- Coordinating travel plans with a Chapter contact person.
- Providing the title and abstract of the lecture along with biographical information to the Chapter contact person in sufficient time to allow adequate publicizing of the visit.
- Requesting that the scheduled visit include a meeting with Chapter officers to discuss specific Chapter concerns.
- Devoting some portion of the lecture to ASA announcements and items of concern to Chapters. Some time should also be allocated for questions and discussion of these issues. Also, the visitor should request and solicit individual comments on possible problems or recommended changes for the Chapter.
- Providing a program that will meet the needs of the Chapter, e.g. technical or non-technical.

Responsibilities of the visited chapter: The Chapter selected for the visitation shall be responsible for:

- Contacting the visitor directly and making specific arrangements for the visit.
- Offering transportation and lodging assistance to the visitor.
- Publicizing the visitation as a Chapter meeting and distributing the announcement to members in the area. ASA will assist the Chapter by identifying ASA members in the area who are not Chapter members.
- Reporting on the Chapter visitation in *Amstat News*.

Chapter selection criteria: All Chapters shall be eligible to request a visitation by completing the designated Chapter Visitation Application Form which is available on the ASA website. Requests may also be submitted by Vice Chairs for Chapters in their district which are in need of visitation. These requests shall be reviewed by the Council Chair, the Executive Director, and the Chapter Liaison. The Chapters will be ranked according to their need for visitation. The ranking procedure will consider these criteria, ordered according to importance:

- Highest priority consideration shall be given to any Chapter that is in immediate danger of being disbanded, provided that it has been established that there is a need for the continued existence of this Chapter, according to the Vice Chair's report.
- Chapters that are on probation.
- Chapters that report a large proportion of non-ASA members.
- New Chapters.
- Inactive Chapters or Chapters with large proportions of inactive members.
- Chapters located in areas with high potential for attracting new members.
- The number of Chapters to be visited will be determined by the availability of funds and Chapter visitors.

Visitor selection criteria: Chapter visitors shall be selected by the Executive Director and Chapter Liaison in consultation with the Council of Chapters Governing Board. All officers of the ASA Board of Directors and the Council of Chapters Governing Board shall be candidates for Chapter visitor. The selection criteria will focus on matching a Chapter's needs with the Chapter visitor's skills and ability to assist the Chapter.

Chapters in need of attracting new members in an industrial environment might receive a visitation from an officer who can attract industrial statisticians. A Chapter in need of attracting academic statisticians or revitalizing its primarily academic Chapter might require a technical lecture from an officer with a well-established technical reputation. A Chapter in immediate danger of being disbanded would require visitation from an officer with experience in Chapter needs and functions.

Visitation Budget And Expenses: Chapter visitations conducted by members of the ASA Board of Directors or by the Executive Director are funded primarily by the ASA. In addition to that, the Council of Chapters shall recommend a budget for Chapter visitation by the Council of Chapter Governing Board members (usually Vice Chairs) or their agents subject to approval of the ASA Board. The ASA Chapter Liaison shall be responsible for monitoring the distribution of the Chapter visitation funds.

Chapter visitors will be requested to subsidize their expenses whenever possible through the coordination of Chapter visits with other business. Chapters will be encouraged to seek funding sources, for example, through corporate sponsorship, whenever possible. Other methods for optimal use of visitation funds will include geographical considerations when matching Chapter visitors to Chapter requests, scheduling multiple Chapter visits within a given geographical area, and encouraging travel planning sufficiently in advance to take advantage of travel discount rates.

4.3 Chapter Service Recognition Award

The Council of Chapters sponsors one ongoing award program, the Chapter Service Recognition Award. Through this program, Chapters are asked to recognize one individual for dedicated service to the local Chapter. The program was set up for each Chapter to present an award once every three years. The program started in 1991 and included the oldest Chapters in each District in that year's awards. A rotation pattern was established to include all Chapters. New Chapters start the award in their third year of existence. The Office of Chapter and Section Relations inform the appropriate Chapters each year and will arrange for the preparation of appropriate certificates. The awards are announced at the Council annual business meeting.

4.4 JSM Chapter Events

The Council of Chapters supports three different programs for Chapters at the annual Joint Statistical Meetings:

- The annual business meeting
- A Chapter officer's workshop
- Invited sessions at the Joint Statistical Meeting

The business meeting is used to discuss with the Council members the activities of the Council during the past year, plans for the coming year, and to present the Chapter Service Recognition Awards and other Council-related awards. The workshop is used as a forum for Chapter officers to share experiences, learn how others have managed their Chapters, and become acquainted with resources available from the Association. The invited sessions are directed toward the general public and help in making society aware of statistics. An example of this is the effort by the Council to develop presentations on careers in statistics to be used by Chapters in promoting statistics at the secondary school level. Through these, and similar projects, the Council seeks to assist the Chapters in their local programs.

5. COUNCIL OF CHAPTERS

The Council of Chapters consists of one representative from each Chapter of the Association. The Governing Board manages the affairs of the Council and consists of 14 officers elected from among current and immediate past Council members. These officers are the Chair, Chair-Elect, Past Chair, three Board Representatives (to the ASA Board of Directors), and one Vice Chair from each of the six Districts of the Association, a Communications Officer, and a Secretary. The terms of office of the Chair, Chair-Elect, Past Chair, Communications Officer, and Secretary; all other members of the Council serve three years.

The Chair-Elect is elected by a majority vote of all voting members of the Council of Chapters. The Vice Chairs are elected by the Council members in the District that they serve, while individual Chapters appoint their Chapter Representative. The Board Representatives are elected by the full members of the Association. The Communications Officer and Secretary are appointed for one-year terms by the Chair-Elect for the year in which he or she is Chair. Chapter Representatives, Vice Chairs and Board Representatives are elected for three-year terms; elections are rotated through Regions 1, 2, and 3. No member of the Council of Chapters may serve in more than one capacity simultaneously (e.g., serve on the Governing Board and serve as a Chapter Representative).

One standing committee of the Council is the Committee on Nominations. The Committee on Nominations shall consist of six members, each representing a unique district. Each year, with the consent of the Governing Board, three members shall be appointed by the Chair to serve two year terms. Only Presidents, Past Presidents, Secretaries, and Treasurers of ASA Chapters as well as members of the Council of Chapters shall be eligible for appointment to the Committee on Nominations. Each Appointee must be a full member of ASA. The Committee on Nominations shall be chaired by an officer of the Council of Chapters. The Committee on Nominations shall make nominations for offices and positions as provided in Article VIII or in the Constitution and By-Laws of the Association. Members of the Committee on Nominations are not eligible for nomination by the Committee. The charge of this Committee is to submit to the Association and the Council Chair the nominees for Chair-Elect and the appropriate District Vice Chairs and Board Representative elections by December of each year.

Another standing committee of the Council is the Committee on Chapter Status. The committee is charged with reviewing proposals for new Chapters as well as monitoring the activities of existing chapters. The Committee consists of the six Vice-Chairs, the Communications Officer, and a Board Representative, appointed by the Chair. The annual business meeting of the Council is held during the annual Joint Statistical Meetings. At that time the actions taken by the Council Governing Board during the past year, as well as the plans for future activities, are presented for discussion and appropriate action. Between these meetings, Council business is generally conducted by email or telephone.

The Governing Board meets semiannually in late January or February and August. The winter meeting is used to plan and discuss the yearly activities of the Council; the August meeting during the Joint Statistical Meetings is used to prepare for the annual business meeting of the Council. The current Charter and Constitution were adopted in 1991. Amendments to the Charter need to be originated either by the Governing Board or by a petition signed by at least 10 Council members and submitted to the Governing Board.

6. CHAPTER SERVICES PROVIDED BY ASA

A Chapter, in its efforts to keep its membership both active and interested, looks to the Council and the ASA office to provide administrative and professional assistance. Once granted a charter, a Chapter can request the ASA office to provide the following:

- Collection and distribution of Chapter dues.
- Electronic access for current Chapter officers to process mailing labels, email groups, and membership lists of Chapter members.
- Notification of new ASA members in Chapter area to solicit for Chapter membership upon request.

Other services that Chapters can expect and request from ASA include assistance and advice regarding the following:

- Membership recruitment materials, including brochures and pamphlets, including "Careers in Statistics" and "What is a Survey?"
- Program ideas and Chapter meeting speakers from the Chapter Visitation Program
- The Council of Chapters-sponsored "Careers in Statistics: Opportunities and Possibilities" which can be downloaded from the web at www.amstat.org/careers/presentation.cfm
- Guidelines for conducting quantitative literacy workshops for teachers in grades 7-12 including using the CENSUS at SCHOOL program and the ASA student poster and project competitions

- Guidelines for starting a statistical literacy grassroots campaign in the Chapter's state
- Plaques with certificates for Chapters who nominate a recipient for their Chapter Service Recognition Award. A poster showcasing all the year's recipients and their citation is developed and then displayed during COC activities at the JSM
- Chapter officers may also apply to the Traveling Course Committee to bring a speaker to their Chapter and possibly other neighboring Chapters to defray costs. Details regarding this program may be viewed at <http://www.amstat.org/education/travelingcourses/index.cfm>
- Chapter officers may submit articles on their own Chapter activities in ASA's monthly magazine, *Amstat News*. They may also peruse the Chapter News section to gain knowledge of other Chapter's activities and apply them to their own. Other activities, particularly the program for Chapters at the JSM, are communicated directly to Chapter officers. Through cooperation between ASA and its Chapters, it is hoped that a cohesive and collegial relationship will reach the "grass roots" statistical community and make the public aware of the statistical profession and its contributions to society.