



TTRA Chapter Manual
for
Officers & Board Members

This manual is designed as a template to be used for chapter management. It should be continually updated and revised to reflect changes in your chapter, our industry, and the Travel and Tourism Research Association.

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*To all those who have tossed their name into the hat and awoke as a Chapter President,
Officer or Board Member - may this reduce your stress a little!*

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What Does TTRA Do?

- Facilitates access to numerous sources of information to support your travel and tourism research efforts.
- Educates members in travel research, marketing and planning skills through publications, conferences and networking.
- Encourages professional development and recognizes travel research and marketing excellence through its awards program.
- Creates opportunities to interact with your peers throughout the travel and tourism industry.
- Fosters development of travel and tourism research and related curricula in institutes of higher education.
- Promotes the development and application of professional research in the travel and tourism industry.

TTRA CHAPTERS

PURPOSE

International TTRA provides the reason for chapter existence, provides services that meet the broader needs and interests of a membership that spans the globe and tries to serve the many segments of our membership through information and education that draws members together under one common umbrella.

Chapters are the vital link in the functioning of TTRA International. Each one has an individual perspective particularly important to the members in that geographic area. Chapters are an association's way to be able to reach members on a personal level, one that can bring them closer to their fellow members and focus on local educational needs and services.

Primarily, Chapters:

- ... Are TTRA's tie with members at a local and area level;
- ... Are advocates for TTRA International and bring ideas to the International Board;
- ... Are a feedback mechanism to International TTRA on issues;
- ... Provide a forum for members to gain leadership experience;
Provide for an exchange of ideas among members, knowledge in the areas of travel research, and the establishment of friends and business contacts through meetings and regional conferences;

- ... Keep members informed of activities and policies of the international organization;
- ... Allow members to become directly involved in programs which will benefit them and to plan local/regional programs to meet their needs.

TTRA International Bylaws related to chapters:

Article IX: Chapters

A. The Board of Directors is authorized to recognize chapters by granting them a charter. Only organizations authorized by the Board may make use of the name of the Association in their activities. Chapters may hold meetings on a scheduled or irregular basis and may conduct other activities that advance the aims and purposes of the association and do not conflict with programs and activities of the association. Chapters may elect officers and a board of directors to assist them in conducting their activities. All chapter members must be members in good standing in the Travel and Tourism Research Association.

B. Pending chapters: A probation period of one year shall be required upon receipt of a written request for charter to the TTRA Board of Directors, which request shall include chapter bylaws, organizational plan, and list of board of directors. After this period, provided the chapter has proven commitment to the mission of TTRA and is functioning as a proper chapter, said charter request shall be voted upon by the Board of Directors of TTRA. Chapter dues may be collected, if applicable, and chapter rebates will be in effect for the chapter, beginning with the next full annual membership cycle.

C. Chapter bylaws and bylaw amendments must be ratified first by the chapter's Board of Directors, next by a majority of the chapter members voting, and finally by the TTRA Board of Directors before going into effect.

D. Chapters will be entitled to impose local dues. Dues and dues increases must be approved by the TTRA Board of Directors before the chapter is entitled to change them. Chapter membership dues are collected by TTRA headquarters at the time of International membership renewal which are then transferred to the designated chapter bank account.

E. Chapter organization and operations: TTRA requires chapters to organize and operate in a manner that is consistent with the practices and norms of TTRA International and its purpose and mission.

(1) Each Chapter must fully complete and forward to TTRA headquarters the Chapter Accountability Criteria in the form approved by the Board of Directors. If this report is not presented to TTRA headquarters in the time frame provided in advance to the chapters, the Board of Directors has the authority to withhold chapter rebate payments until such time as this information is provided.

(2) Chapters who submit acceptable and timely Chapter Accountability reports will receive regular quarterly chapter rebate payments as determined by the Board of Directors.

(3) Chapters are expected to be self-supporting.

(4) TTRA's Board of Directors have the ultimate authority to revoke the charter of any Chapter that fails to meet all Chapter requirements or otherwise acts in ways inconsistent with TTRA's mission and values.

F. A chapter may be dissolved or have its charter revoked only with the majority approval of the TTRA Board of Directors. In the event of dissolution, any chapter assets remaining after the payment of existing liabilities shall become the property of the Association. If the Chapter is not within the U.S., the assets shall be distributed to a charitable, educational or scientific not-for-profit society within their country.

Article X: Audit

TTRA shall procure an annual certified audit that will be made available to members on request. Chapters must be internally audited by their designee on a bi-annual basis.

CURRENT CHAPTERS

As of 2010 seven chapters exist within TTRA. Currently these chapters are designated through geographic areas as follows:

- **Canada Chapter:** All provinces and territories of Canada
- **European Chapter:** All countries within Europe
- **Greater Western Chapter:** The 12 states of Alaska, Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming
- **Censtates Chapter:** The 14 states of Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, Oklahoma, South Dakota and Wisconsin
- **Southeast chapter:** The 11 states of Alabama, Arkansas, Florida, Georgia, Louisiana, Maryland, Mississippi, North Carolina, South Carolina, Tennessee, Virginia and West Virginia.
- **Texas Chapter:** The state of Texas
- **Hawaii Chapter.** The state of Hawaii
- **Student Chapter:** California University of Pennsylvania students, PA

Any exceptions to these geographies need to be approved by the International TTRA board of directors.

REQUIREMENTS AND DEADLINES

Important due dates

The following is a list of annual required submissions to TTRA International by TTRA chapters and due dates for chapter submissions and meetings:

Document Type	Due date to TTRA International
Contact information of chapter officers and Board of Directors	Two weeks following elections
Chapter Accountability Report including: <ul style="list-style-type: none"> • Chapter tax ID number • Current list of Board of Directors • Current Bylaws • Financial statement ending Dec. 31 • Detail of each Board mtg. during the year (chapters must hold 2) • Program, marketing, and attendance to chapter annual conference • Chapter goals and approval process 	March 31
Internal Audit	Biennial (August 31 on even years)
TTRA International eNewsletter: each chapter submits updates on chapter news	Approximately the 15 th of Feb., May, Aug., and Nov.
Chapter-of-the-Year Award submission	March 31
Chapter due dates/president meetings	
Chapter President/ex. Director meetings	1) Meet at annual conference 2) Conference call: 2 rd Tuesday in September 3) Conference call: 2 rd Tuesday in January. 4) Conference call: 2 nd Tuesday in April

Relationships between TTRA International and TTRA Chapters

Current chapter membership lists are provided electronically by TTRA International to designated chapter representatives on a monthly basis; every attempt is made to distribute the lists prior to the 20th of each month.

Chapter rebates and dues distribution, if applicable, are remitted to chapters to coincide with quarterly membership lists. Chapter rebates are sent from TTRA International to the chapter treasurer with a copy of the list sent to their designated chapter representative.

It is preferred that the TTRA International Management Team interacts with the chapter president or designated chapter representatives only. The chain of chapter authority should be followed to maintain accurate communication and accountability.

Chapters do not send out their own invoices, re-label TTRA invoices or consolidate dues. All dues are billed by, and paid directly to, TTRA International as stated in the TTRA International bylaws.

The TTRA Management Team, with support of the Finance Committee, has full authority to enforce the chapter accountability criteria as approved by the board in October of 2000.

Note: these policies have been established for the protection of the Board and the Association, as each Board Member and Management Team Partner is responsible for ensuring that TTRA funds, rebated to and spent by chapters, are spent in accordance with TTRA's nonprofit requirements.

Failure by a chapter to provide accountability criteria or chapter board updates, or failure to follow the established accounting or reporting practices, will result in the permanent loss of the rebates accrued during that quarter and each subsequent quarter until compliance is established.

The TTRA International Management Team has the authority and autonomy to enforce chapter policies as established by the Board without intervention unless Board assistance is requested.

Chapter Dues

Chapters may, with approval from the TTRA International Board of Directors, charge chapter dues to members. All membership dues and chapter dues are paid directly to TTRA International headquarters, and forwarded on a quarterly basis to each chapter providing they maintain their accountability reporting responsibilities.

Chapter Board Members

All chapter board members must be members in good standing of TTRA International. Chapters may establish their nomination and election process and criteria for inclusion in their bylaws.

Chapter board members may serve concurrently on the TTRA International Board of Directors UNLESS they: 1) are currently serving as President of a Chapter; 2) are currently serving as Chairman of the Board of a Chapter, and within their chapter bylaws have the ultimate responsibility for leading the direction of the chapter; 3) would move into an executive leadership position within the chapter during their term on the TTRA International Board of Directors. Chapter board members may serve on the International Board only if they represent the chapter as a board member at large, or a past president with limited and decreasing leadership responsibility to the chapter. This will ensure continuity of leadership and continued success on the chapter level without populating the TTRA Board at the expense of the chapter.

Chapter Liaison Council

The chapter liaison council was established as a conduit between the chapter membership and the TTRA International Board of Directors. Formal members of the CLC include all chapter presidents or their designated representative; each chapter shall have only one designated representative on the CLC. Other members of the CLC include two members of the International Board of Directors, and the Board Representative to the CLC, elected every two years by CLC representatives.

The CLC shall have phone conferences as scheduled by the CLC Board Representative; in addition, the group shall meet each year during the TTRA Annual Conference. The CLC will serve as the organization which the Board of Directors shares relevant information with that is then to be conveyed on the chapter member level by their chapter representative.

TTRA International Annual Conference and Chapter Assistance

When TTRA International holds the annual conference within the regional boundaries of your local chapter, the president of TTRA and the chapter president will discuss how each entity can work with each other. In some instances, the International conference replaces the chapter annual conference and therefore financial arrangements could be discussed. In other instances TTRA International may ask the chapter for assistance in conference planning, sponsorships or other areas of the conference.

TTRA International will hold a session at the June board meeting with the chapter whose region will be the location of the next International conference. This meeting will provide the time to discuss the expectations for both the chapter and the International board in regards to the annual conference.

Chapter Achievement Award

The Award	The Travel and Tourism Research Association's chapter achievement award is presented to the chapter that best furthers the mission of TTRA through spirit, innovation, effectiveness and creativity.
Areas of Excellence	Chapters are asked to describe why they think their activities in the past year make them worthy of the Chapter Achievement Award. Areas of excellence might include membership recruitment and retention, member communications, programming and networking, member benefits or outreach, or some other activity.
How to Apply	Complete the simple form that follows, describe the Chapter's area of excellence in your own words, and submit the documentation to TTRA International in electronic or hard copy (see address below).
Selection	Entries will be assessed by a non-partisan panel of TTRA members, under the supervision of the TTRA Board's Chapter Liaison.
Deadline for Entries	March 31
Notification of Award	The winning Chapter will be notified at the Awards Luncheon during the annual conference.

Chapter Achievement Award –Entry Form

Chapter Name

Contact Person

Area of Excellence

Select one or more of the following or write in.

MEMBERSHIP RECRUITMENT AND RETENTION

(e.g., unique membership recruitment tactics; retention programs)

COMMUNICATION (e.g., newsletter, website, directory)

PROGRAMMING AND NETWORKING (e.g., educational opportunities, member meetings - annual conference, monthly luncheons, etc.)

MEMBER BENEFITS (e.g., new benefits and services added)

OUTREACH (e.g., student involvement, strategic alliances/ partnerships)

OTHER (awards, or your own category of excellence – write in)

Entry Framework

Using the framework below, submit a description of the project or activities you would like considered for the award.

Objectives - State your objectives for the entry

Action Plan - Summarize the action plan. Explain how your members were involved in implementing the strategy (if applicable).

Documentation - Provide samples of materials documenting your activity.

Results - State measurable results if possible

Summary - State in 50 words or less why you think your entry is a TTRA Chapter of the Year Award winner.

Chapter Management: Tenants for Success

A Successful President

- ◆ Sends agenda and supporting materials to members at least 10 days prior to the meeting.
- ◆ Begins and ends the meeting on time.
- ◆ Allows the group to become well acquainted.
- ◆ Provides time informally for members to discuss items that may not be directly related to their committee's work.
- ◆ Encourages each member to participate in discussion.
- ◆ Keeps the discussion directed to the agenda and toward the objectives.
- ◆ Avoids appearing as an expert but takes part in the discussion without being too aggressive.
- ◆ Summarizes the meeting of the Chapter Board and the actions taken.

A Successful Chapter Board

- ◆ Has a clear statement of purposes, both written as well as an oral charge by the President.
- ◆ Believes in and respects TTRA values.
- ◆ Allows the President to guide the process.
- ◆ Carefully selects members who are interested and qualified.
- ◆ Carefully plans the work to be done.
- ◆ Establishes priorities and works through the assignment one step at a time.
- ◆ Expresses opinions, asks questions, respects the opinions of other members, evaluates progress and "thinks through" the anticipated results.
- ◆ Works as a team rather than individual performers.
- ◆ Represents the various interests of members and TTRA.
- ◆ Evaluates its accomplishments regularly.

A Successful Board Member

- ◆ Is first and foremost willing to accept assignments to work on behalf of board goals and is an actively engaged participant in all board matters.
- ◆ Is receptive and open to ideas.
- ◆ Has perspective on the goal and purpose of the Chapter.
- ◆ Is familiar with the purposes of TTRA and agrees with them.
- ◆ Enjoys the give and take of Board discussion.
- ◆ Is able to express ideas clearly.
- ◆ Is willing to give the needed time for attending meetings.
- ◆ Has good judgment.
- ◆ Thinks about the welfare of the group rather than his/her own professional interest.

Board Composition

The composition and size of a chapter board is defined in each chapter's bylaws. It is suggested that a chapter have a president, treasurer and secretary. There is usually a Vice President or President-Elect. There should be enough Directors to provide diverse viewpoints and to accomplish the work of the Board. Chapters may impose a requirement that various components of the membership be specifically represented.

The following pages provide **sample** Job descriptions that may be modified to fit *your* chapter's needs and to reflect *your* chapter's bylaws. Chapters with executive directors will likely assign some of these suggested duties to the executive director rather than an officer of the board.

President

Term: One (1) year, but can be re-elected for an additional year if permitted.

Eligibility: Any member in good standing is eligible; it is preferable that the member has served on the Board of Directors.

Responsibilities: The President is chairman of the Board of Directors and Executive Committee.

The President's leadership responsibilities are to:

- ◆ Coordinate and direct all chapter activities toward achieving objectives.
- ◆ Supervise others as they work toward chapter goals.
- ◆ Act as official spokesperson of the chapter at TTRA functions and to the press, legislative bodies, related organizations and the general public.
- ◆ Know, support and defend policies adopted by the chapter and International board.
- ◆ Keep the chapter financially sound, adhere to the budget and follow financial procedures, including an annual audit.
- ◆ Report to members on chapter operations and Board actions through speeches, letters or publications and prepare an annual report.
- ◆ Preside at meetings of the Board, executive committee and membership.
- ◆ Preside at the annual meeting of the chapter and disseminate information to promote the welfare and increase the usefulness of the chapter.
- ◆ Communicate with members and make suggestions to promote the welfare and usefulness of the chapter.
- ◆ Serve as ex-officio member with right to vote on all committees except the Nominating Committee.

The President's administrative duties are to:

- ◆ Appoint all members of standing and special committees with the approval of the Board of Directors.
- ◆ Relieve any inactive committee members and appoint replacements, with the approval of the Board of Directors.
- ◆ Schedule and prepare agendas for Board meetings and, with the Secretary or executive director, prepare minutes of the meetings.
- ◆ Conduct the officer and Board orientation meeting held annually.

Time Commitment: Minimum of 3 Board of Director meetings - attendance at all Chapter meetings and events, attendance at President's meeting held in conjunction with TTRA's Conferences, plus 1 hour per week (average).

Skills Required:

- ◆ Leadership
- ◆ Vision
- ◆ Organization
- ◆ Team Building
- ◆ Time management
- ◆ Conflict Management
- ◆ Oral & written communication
- ◆ Management
- ◆ Ability to motivate people to perform at high level.

Vice President- or President Elect

Term: One (1) year and will succeed to the office of president.

Eligibility: Any member in good standing is eligible; it is preferable that the member has served on the Board of Directors.

Responsibilities: The President-Elect shall preside at meetings of the Board of Directors or Executive Committee in the absence of the President. The President-Elect is a member of the Executive Committee. The President-Elect shall:

- ◆ Coordinate the annual chapter conference.
- ◆ Oversee the activities of all the committees. Be familiar with the work of the committees under his/her jurisdiction. Ensure committee reports are filed in a timely fashion. Assist committee chairs and members in making plans and goals, and supervise and coordinate committee work.
- ◆ Maintain complete and accurate records of the Chapter's membership and reconcile reports monthly with TTRA International.
- ◆ Serve as an advisor to the President in the President's function of being the chief spokesperson of the Chapter. Be knowledgeable about Chapter activities in order to act as interim president or represent the President when necessary.
- ◆ Maintain Chapter By-laws and policy manual.
- ◆ Help identify future leaders.
- ◆ Serve as an advisor to any special event committee authorized by the Board of Directors.
- ◆ Perform any other duties assigned by the president or the Board of Directors.

Time Commitment: Minimum of 3 Board of Director meetings, attendance at Chapter meetings and functions, may be called to fill in for president at President's Forums held in conjunction with TTRA conferences (attendance as observer strongly suggested), attendance at committee meetings as necessary.

Skills Required:

- ◆ Leadership
- ◆ Vision
- ◆ Organization
- ◆ Team Building
- ◆ Conflict Management
- ◆ Time management
- ◆ Oral & written communication
- ◆ Management
- ◆ Ability to motivate people to perform at high level

Immediate Past President or Chairman of the Board
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Term: One (1) year but can be extended if President is re-elected

Eligibility: President during prior year or two years (if applicable)

Responsibilities: The Immediate Past President shall serve as a voting member of the Board of Directors and the Executive Committee. This individual may be appointed to serve as chairperson of the Nominating Committee. Additional responsibilities are to:

- ◆ Act as hospitality host at Chapter meetings.
- ◆ Publish Annual Report for his/her term.
- ◆ Perform any other duties assigned by the president or the Board of Directors.

Time Commitment: Minimum of 3 Board of Director meetings, attendance at all Chapter meetings and events plus committee meetings.

Skills Required:

- ◆ Leadership
- ◆ Vision
- ◆ Organization
- ◆ Team Building
- ◆ Conflict Management
- ◆ Time management
- ◆ Oral & written communication
- ◆ Management
- ◆ Ability to motivate people

Secretary (many times an executive director performs these duties)

Term: One (1) year, but can be re-elected for one additional year if permitted.

Eligibility: Any member in good standing is eligible; it is preferable that the member has served on the Board of Directors.

Responsibilities: The Secretary shall preside at meetings of the Board of Directors in the absence of other officers and shall serve as a member of the Executive Committee. The Secretary's responsibilities are to:

- ◆ Record and distribute minutes of all meetings of the Board of Directors, executive committee and general membership.
- ◆ Ensure copies of the minutes of each meeting are provided to the president, other officers, directors and International Headquarters as appropriate.
- ◆ Distribute committee meeting reports.
- ◆ Prepare and distribute information packets at each Board meeting.
- ◆ Ensure timeliness of proper and legal mailings to the membership.
- ◆ Make certain that records are maintained for all meetings of the membership, the Board of Directors and all committees.
- ◆ Maintain an accurate membership and Board of Directors mailing list.
- ◆ Maintain and hold all important correspondence for a minimum of two (2) years.
- ◆ Perform any other duties assigned by the president or the Board of Directors.

Time Commitment: Minimum of 3 Board of Director meetings plus 2 - 3 hours per month.

Skills Required:

- ◆ Knowledge of Chapter operations
- ◆ Timeliness
- ◆ Organization

Treasurer

Term: The treasurer is appointed by the Board of Directors annually and can be re-appointed each year if the Board deems the treasurer has performed satisfactorily.

Eligibility: Any member in good standing is eligible; it is preferable that the member has served on the Board of Directors.

Responsibilities: The Treasurer is Chair of the Budget and Finance Committee and serves as a member of the Executive Committee. It is the Treasurer's responsibility to:

- ◆ Oversee the Chapter's funds and financial records.
- ◆ Compiles and submits the annual audit to TTRA International.
- ◆ Collect all funds and/or all assessments and properly safeguard those funds.
- ◆ Supervise receipt and disbursement of Chapter funds.
- ◆ Maintain a timely system of paying all authorized invoices.
- ◆ Establish and maintain proper accounting procedures for the handling of funds.
- ◆ Prepare an annual operating budget and ensure compliance, once approved by the Board of Directors. Assist committees with budget responsibilities.
- ◆ Report on the financial condition of the Chapter at all meetings of the Board of Directors and at other times when called upon by the President.
- ◆ Ensure bank reconciliation is performed by someone other than the individual designated to make deposits.
- ◆ Ensure an annual accounting review is performed by a disinterested party.
- ◆ Comply with all governmental tax regulations including the filing of Chapter tax reports to TTRA, the IRS and the Chapter's home state as required. File IRS form 990 if gross receipts are \$25,000 or more. If receipts are less than \$25,000 an end of the year treasurer's report is needed.
- ◆ Responsible for keeping funds in such banks, trust companies and/or investments as are approved by the Executive Committee.
- ◆ Ensure the Chapter is Incorporated, according to Chapter Minimum Standards.
- ◆ Renew all permits and authorized post office boxes.
- ◆ Maintain all permanent financial records.
- ◆ Perform any other duties assigned by the President or the Board of Directors.

Time Commitment: Minimum of 3 Board of Director meetings plus 2 – 3 hours per month.

Skills Required:

- ◆ Knowledge of Chapter operations
- ◆ Familiarity with financial operations, budget and expense analysis

ORIENTATION OF NEW CHAPTER BOARD MEMBERS

The introduction of new chapter board members is a crucial process in deepening their interest and involvement on the board. As soon as new members have been chosen, the President should introduce them to the variety of responsibilities and procedures followed by the board. The following are some specific suggestions for an orientation program for new board members.

- ◆ Immediately after selection or election, new board members should receive a welcome and an offer of assistance from the President of the Chapter.
- ◆ Make certain that new board members are fully informed of the work of TTRA, your Chapter and their particular responsibilities on the board.
- ◆ Encourage questions on the part of new board members and be willing to spend time providing background information on the work of the Chapter and their fellow board members.
- ◆ An alternative orientation plan that is highly successful on many boards is to appoint an experienced member as a sponsor for each new member. This technique has the advantage of spreading the orientation responsibilities among the chapter board members and providing your experienced members with a refresher course.
- ◆ You may wish to hold an informal luncheon, cocktail party or dinner just before or after the first chapter board meeting that new members will be attending. The opportunity for new members to become acquainted with the Board makes for a smoother functioning board.
- ◆ Prepare a packet of material describing the chapter and TTRA for each new Board member. Include such items as: Bylaws, budget, board list, TTRA membership materials, strategic plans, schedule of events, etc.
- ◆ One of the most effective methods of initiating new members to a chapter board is to provide them with a task. The responsibility should be one that can be accomplished with their level of understanding of the board and the chapter and should be something that the individual wants to do. Actual participation and successful completion of a task is the best possible way to establish commitment on the part of new board members.

Board Transition

What is it?

- ◆ A meeting of both experienced and new board members, usually prior to new Board assuming office, to exchange information and chapter records.

Why should it be done?

- ◆ Helps provide for a smooth transition of officers. Contributes to orientation and training of new officers. Helps provide closure for outgoing officers.

Who should be responsible?

- ◆ Current President and Vice President or President-Elect

How should it be done?

- ◆ Identify the purpose of the session.
- ◆ Determine the format that best fits the chapter and its board. Some chapters may combine with other board events.
- ◆ Schedule and invite both sets of board members as early as possible to ensure maximum attendance.
- ◆ Develop an agenda. Let board members know what to bring and how they will contribute. Review the chapter's strategic plan and set goals for the new year as a group.
- ◆ Capture the "action" or "follow-up needed" items during the session.

When should it be done?

- ◆ Once per term (usually one year) of the board, usually just prior to new Board assuming office.

Considerations:

- ◆ Recognize accomplishments of the outgoing Board.
- ◆ Build enthusiasm through participation for continuation of special projects started by outgoing Board members.
- ◆ Provide time for individual officers to meet with their successors one-on-one.
- ◆ Use good meeting management skills before, during and after the session.

DEVELOPING A STRATEGIC PLAN

What is it?

- ◆ A strategic plan defines the chapter's vision for the future and determines measurements for success. Another way to look at it is a strategy to manage change.
- ◆ A strategic plan provides continuity to a chapter that allows the chapter to move forward toward its goals although the Board of Directors changes each year.

Why should it be done?

- ◆ Gives a clear reference point to judge / guide chapter choices (most committee decision can be made with reference to it).
- ◆ Encourages a consistency of chapter activities and a clear set of ideals for all to work toward.

Who should be responsible?

- ◆ President and elected Board of Directors

How should it be done?

- ◆ Include the chapter membership as well as leaders in the development and updating of the plan.
- ◆ Use sound group processes to develop the plan, possibly with an objective facilitator.
- ◆ Use action oriented wording and briefly describe the general methods to be used to achieve the plan.
- ◆ Publicize the plan to the membership after the board formally adopts it.
- ◆ Ensure each officer uses the plan as a guide for decisions and activities.

Frequency When should it be done?

- ◆ Not every year.
- ◆ This is a long-term vision that should cover three to five years.

Considerations:

- ◆ Involve long term members for their experience / perspective.
- ◆ Check for consistency with previous chapter plans and International TTRA plans.

- ◆ Have the board do a reality check before formal adoption (remember it's a multi-year plan, not just for use by one board.)
- ◆ Develop a vision and/or mission statement prior to the strategic planning process.
- ◆ Share the chapter's plan with National TTRA.

COMMITTEES AND TASK FORCES

How Does a **Committee** Differ From a **Task Force**?

A Committee —

Oversees more than one task or project to achieve annual goals. The number of committee members is determined by the complexity of the task and the time allotted to complete the assignment. Typically committees consist of five to seven members. It is the committee manager's responsibility to determine the precise number of members.

A Task Force —

Is assigned to accomplish a *specific* task in a specified period, usually in a relatively short time. A task force typically consists of two to three members. It is the task force chair's responsibility to determine the precise number of members if not already assigned. Task forces are disbanded when their task has been completed.

SUCCESSION PLANNING

What is it?

- ◆ Continuous planning for the replacement of chapter leaders.

Why should it be done?

- ◆ Ensures continuity of effective chapter leadership.

Who should be responsible?

- ◆ President with input from other officers and nominating committee.

How should it be done?

- ◆ Include both new and experienced representation on the chapter's board and committees.
- ◆ Plan for unexpected losses of chapter leaders and those assigned for future leadership.
- ◆ Keep lists used by nominating committees as a source for possible replacements.
- ◆ Establish suggested paths to key officer positions.
- ◆ Look to volunteers serving on committees as future officers.

When should it be done?

- ◆ A plan should be instituted then revised annually and updated whenever unexpected openings occur.

Considerations:

- ◆ Avoid too much recycling that causes burnout of willing volunteers.
- ◆ Beware of lining people up for offices so many years in advance that it causes the chapter to stagnate for lack of new style or inability to be flexible.

RECOGNITION AND AWARDS

What is it?

- ◆ A method of acknowledging volunteer contributions to the chapter.

Why should it be done?

- ◆ Recognizes and rewards member contribution.
- ◆ Promotes chapter involvement.
- ◆ Increases visibility of individual and group efforts.
- ◆ Enhances image of the chapter and of the profession.

Who should be responsible?

- ◆ Designated Board member or a committee.

How should it be done?

- ◆ Determine type of recognition and awards to be given.
- ◆ Determine criteria for receiving recognition or awards.
- ◆ Design a process for nominating/selecting those to receive recognition or awards.
- ◆ Provide recognition to all members who volunteer time in behalf of the chapter.
- ◆ Match the level of recognition or award to the level of the volunteer effort.
- ◆ Provide publicity for those receiving recognition or awards in all appropriate media (chapter newsletter, etc.)
- ◆ Establish and communicate eligibility criteria and a nomination and selection process for competitive or high profile awards.

When should it be done?

- ◆ Recognize volunteers frequently appropriately timed with their efforts.
- ◆ Special officer recognition is usually done once a year.
- ◆ Other awards might be annual, one time only, or whenever deemed appropriate.

Considerations:

- ◆ Consider individual and group awards.

- ◆ Recognize all honorees at a chapter meeting.
- ◆ Invite the managers of winners to an awards ceremony.
- ◆ Consider ongoing (annual) and special (one time) awards.
- ◆ Consider awards that promote/recognize chapter involvement, community involvement, contributions to the profession, contribution to employers, and efforts on a special project among others.
- ◆ Encourage members to share recognition/awards/honors they have received outside the chapter. Highlight them in a chapter publication and website.
- ◆ Provide periodic recognition for those serving in yearlong positions.
- ◆ Present awards during a chapter wide “bosses night” where all managers of chapter members are issued a special invitation to attend a chapter meeting.
- ◆ Discuss the competitive nature surrounding an award, if appropriate.

RECOGNIZING A JOB WELL DONE

Reward And Praise

Here is a good standard to strive for when it comes to showing appreciation to volunteers:

You can never thank them enough either by work or deed!

Reward risk taking.

- ◆ Set up clear rewards for taking charge of a tough decision. Offer something to counteract the obvious risks - a chance to work on an important project, verbal praise, whatever might motivate your volunteer.

Reward the individual.

- ◆ Not everyone values the same rewards. Learn what motivates people. If it's public recognition, that person's incentive for completion of Project A could be the chance to work on another highly visible project.
- ◆ Don't promise more than you can deliver, but be creative and be clear.

Give public praise.

- ◆ When a volunteer shows initiative and urgency in taking on an assignment, let the whole team know.
- ◆ Let the rest of the organization know if the work was truly outstanding.

Specific ways to reward your team:

- ◆ Thank volunteers with a note.
- ◆ Here are some examples of “one-liner” messages ...
 1. *“I wish I could send you through the copy machine and make duplicates, because I’d like to have 50 more volunteers just like you.”*
 2. Enclose a “Bar None” candy bar with a note that reads: *“You’re the greatest ... Bar None!”*
 3. Enclose a “Creme de Menthe” candy with a slip of paper that says: *“You’re the creme of the crop!”*
 4. Use the chapter newsletter to let the members know what your volunteers have done or accomplished.
 5. Send a note to the volunteer’s employer thanking them for letting them work on your committee or task force and say how valuable their contribution has been.

ADVANCEMENT OPPORTUNITIES

- ◆ Give more authority.
- ◆ Give volunteers the chance to take on work outside their strict job descriptions.
- ◆ Look for tasks at the edge of their abilities.
- ◆ Recommend them for a national committee or board position. The volunteer’s experience on your committee/task force will show you their capabilities.

RUNNING AN EFFECTIVE MEETING

Chapter meetings can be conducted as tele-conference meetings or in-person meetings. Voting can still occur over the phone but the president must always call for both the ‘Yeah’ and ‘Nay’ votes to be voiced after each vote.

- ◆ The most effective meetings have a written agenda distributed in advance to those persons who will be attending the meeting.
- ◆ The agenda should include time and place of the meeting, length of meeting and order of business to be conducted.
- ◆ The presiding officer calls the meeting to order, makes sure everyone has an agenda, and announces any changes to the order of business or length of the meeting--asking for approval of the group if a major change of substance or time is

involved.

- ◆ The secretary takes attendance and announces a quorum (51%). The presiding officer should be aware at all times of the number of votes it will take to carry a motion during the course of the meeting —and this information should be known by the group (voting body). If the bylaws call for a majority or two-thirds of those present and voting, the number required sometimes changes during the course of the meeting as people arrive late, leave early, etc.
- ◆ The secretary records approval with corrections or additions, of the minutes of the previous meeting--and is responsible for documenting the proceedings of the meeting now under way.
- ◆ Some organizations require that business requiring a vote of the board - or of the committee - which affects program or policy of the organization, be submitted in writing along with the agenda in advance of the meeting. It should be noted on the agenda that these matters require a vote, and it is the responsibility of the Board or committee members to read the material and come to the meeting prepared to discuss the issue from an informed point of view.
- ◆ If the matter under discussion cannot be brought to a vote within a reasonable period of time after it has been put on the table for discussion, it usually means that more information is needed, and the matter can be tabled or referred back to committee - or an ad-hoc committee can be formed to deal with the matter. Prolonged discussion and problem-solving at a board or committee meeting is rarely productive and is often destructive to the morale and energy level of the group.
- ◆ Protocol during discussion is to call on someone speaking in favor of the motion first, then against, then in favor of, etc. until everyone who wishes to speak has had a chance. Then previous speakers may be acknowledged by the presiding officer for a second time if they wish to speak again on the motion.
- ◆ Someone on the committee or board should be designated parliamentarian, and that person should have a copy of Robert's Rules with them at the meeting just in case. It is not necessary for the presiding officer to be well versed beyond the basics, but he or she should appoint someone to take on the responsibility. It's good training for future leaders, too.
- ◆ Some committee reports request a vote of approval, and some committee reports contain recommendation(s) that require action of the board. The latter should be placed on the agenda under old or new business as appropriate rather than lumped in with the whole string of committee reports submitted for information and approval.
- ◆ Develop a standard format for the agenda of your group. A very basic guideline is:

- ◆ Call to order
- ◆ Approval of minutes of last meeting
- ◆ Officer's Reports
- ◆ Old Business
- ◆ New Business
- ◆ Task Force or Special Committee Reports
- ◆ Standing Committee Reports
- ◆ Adjournment

It is very helpful to the group to be specific under each of these headings about exactly what issues are coming up under old business, new business, and committee reports.

- ◆ Make every effort to start the meeting on time and to end at the appointed time. If you need to go beyond the agreed to time of adjournment, you need the consent of the group.

Preparation of a Meeting Agenda

The **president of the chapter is responsible** for putting together an agenda for the chapter board meeting. Approximately **two weeks prior to the meeting**, the president emails an agenda planning form to all board members. The purpose is to solicit whatever topics and amount of time each board member will need on the agenda. It might also be helpful to have a section for each topic to indicate if it is to be a discussion or if a decision is needed.

The president provides a **deadline date** for returning the completed forms. A request is made asking that the form be returned even if the board member is not planning to be there or does not require time on the agenda. That will allow the Secretary and the President to follow up with that officer to arrange for someone else to present topics in their place.

When all of the forms have been returned, the president arranges a preliminary agenda following the chapter plan for board meetings. If the total time needed exceeds the time allowed for the board meeting, the president or secretary will call board members to see if less time might be possible, or a topic might be saved for a future board meeting.

The president emails copies to the board members prior to the meeting. The secretary also takes copies of the agenda to the meeting in case members forgot to bring their

copy. There may also be last minute changes, so the members would need an adjusted copy of the agenda.

BOB'S RULES OF ORDER

Chapter boards are professional people with a variety of personalities and ways of thinking. It is therefore recommended that board meetings follow Roberts rules of order or an acceptable subset of the meeting rules. Members of the executive committee should go to www.robertsrules.org or purchase the book as a resource for the board. Here are a few suggestions that make meetings run smoother:

Rules of debate (discussion)

- ◆ Motions are usually debatable.
- ◆ Debate begins after the motion is made.
- ◆ Debate should be limited to the motion before the assembly.
- ◆ Member who proposed the motion may speak to it first.
- ◆ Member who proposed the motion may not speak against his/ her motion, but may vote against it.
- ◆ Address remarks through the Presiding Officer, do not speak directly to other members during debate.
- ◆ Avoid personalities. The motion under discussion is the content not the individual.
- ◆ Presiding Officer should not enter into debate and cannot close debate.
- ◆ Obtaining the floor and processing a main motion.
- ◆ Member addresses the Presiding Officer.
- ◆ Presiding Officer recognizes member by calling his/ her name.
- ◆ Member proposes motion. *"I move that ..."*
- ◆ Another member seconds the motion.
- ◆ Presiding Officer states the motion. *"It has been moved and seconded that .."*
- ◆ Presiding Officer calls for debate.
- ◆ Presiding Officer takes the vote when the debate has ended.
- ◆ Presiding Officer announces the results of the vote.

ELECTIONS

Nominating Committee

The nominating committee is the key to well run elections, so it's important to choose the chairperson and members carefully. Here are some guidelines:

Chairperson:

In TTRA the past president is the nominating committee chairperson.

Members:

The composition of the nominating committee directly affects the election procedure. committee members are selected by the chairperson and approved by the chapter board of directors. Nominating committee members must possess the following qualifications:

- ◆ 3 - 5 Members
- ◆ Familiar with position requirements
- ◆ Familiar with members - their strengths and weaknesses
- ◆ Ability to keep confidences

Goals:

In order to be effective, the nominating committee must be aware of their purpose and goals:

- ◆ Determine candidates for next year's leadership
- ◆ Choose the most qualified candidates possible
- ◆ Consider the dynamics of the board of directors
- ◆ Choose members who appropriately represent all facets of the research industry
- ◆ Adhere to position qualifications per the chapter bylaws

Pre-Meeting:

Before the actual nominating committee meeting, the committee will "lay some groundwork" among the chapter members and **prepare for a successful meeting:**

- ◆ Committee members talk with peers/colleagues (informally) to generate candidate ideas
- ◆ Chairperson prepares and send out the agenda
- ◆ In most cases, the meeting will be a conference call.

Meeting of Nominating Committee:

As with any other kind of meeting, success or failure is the direct responsibility of the chairperson. Before the meeting begins, it's important to lay out the **ground rules:**

- ◆ Complete candor
- ◆ Honest analysis

- ◆ Confidentiality respected

It is then the nominating committee's responsibility to:

- ◆ Determine candidates/alternates
- ◆ Make certain candidates meet eligibility requirements (members of TTRA in good standing)
- ◆ Schedule a follow-up meeting (or conference call) to finalize any needed adjustments

Day After Meeting:

- ◆ Contact nominees (chairperson) to:
 - ◆ Congratulate them on being selected for election
 - ◆ Obtain their acceptance of the nomination
 - ◆ Handle any concerns/questions they may have
- ◆ Send out follow-up letter to nominees containing:
 - ◆ Details of election procedure
 - ◆ Campaign rules/restrictions (if allowed)
- ◆ After all nominees accept/decline, meet with committee to re-think any positions remaining open (if appropriate)
- ◆ Finalize slate of candidates

The Election Process

45 Days Prior to Elections (or as indicated):

- ◆ Provide written notification of candidate slate to chairperson
- ◆ Provide notification of alternate procedure for being slated (usually a petition signed by 10% or more of members in good standing)
- ◆ Email candidate fact sheets to nominees

30 Days Prior to Elections:

- ◆ Prepare candidate fact sheets
- ◆ Prepare ballot form for email vote

21 Days Prior to Elections:

- ◆ Email ballots to all members

On Due Date:

- ◆ Check:
 1. Number of ballots returned
 2. Make decision whether or not to leave open a couple extra days (for a grace period)
 3. Authorize ballot count on “X”-Day

When Results Returned:

- ◆ Make certain you have valid elections in each category (bylaws should stipulate majority vs. plurality and whether or not a quorum is required.)
- ◆ If invalid election, re-run.
- ◆ Once election is valid, call winner/non-winner(s) of each race beginning with the president (congratulate and console, as appropriate.)
- ◆ Tell all *non-winners* it was a close race so as not to pummel egos and/or lose a valuable future leader.
- ◆ Tell all *winners* it was a close race to keep them motivated/ humble.
- ◆ Send Thank You notes to nominating committee.
- ◆ Publicize next year’s officers to the membership.
- ◆ Notify National of election results. Within two weeks of election, submit to TTRA International the list of officers and Board of Directors including: name, company, address, telephone, fax, email for past president, president, vice president, secretary, treasurer. Include date in which term in office is complete.

Chapter Bylaws Approval Process

1. A chapter bylaw review committee is established.
2. The review committee provides the board with recommended changes.
3. Chapter board approves recommended change(s) to bylaws.
4. Chapter board sends these recommended changes to TTRA International. The recommendation should include the:
 - current section(s) of the bylaws (section reference and actual wording)
 - the wording of the proposed change(s)

- the rationale for the change
5. TTRA International management team reviews the recommendation for clarity and consistency with national bylaws. Any problems are referred back to the revision committee.
 6. Once reviewed, the recommendation is forwarded to the TTRA International board of directors for ratification.
 7. TTRA International board reviews the recommendation. They can ratify the change, ratify with changes stipulated or not ratify the recommendation stating their reasons.
 8. TTRA International management team sends notice of board action to the chapter.
 9. Once board approval is provided, the recommendation needs to be ratified by chapter membership and a copy of the new bylaws should be issued to each member*.

* Chapter leaders determine how the new bylaws are to be issued to members. The easiest course of action is to place the bylaws on the chapter website so all member have access to it.

EXECUTIVE DIRECTOR CONTRACT

Some chapters choose to have an executive director to help in the daily maintenance of chapter needs. This usually includes conference planning, financial reports, setting up board meetings, website updates, newsletters, gathering sponsorships, and other chapter obligations. Appendix A has an example of a contract used for the hire of an executive director (in this case CenStates). It is only an example but provides direction into what could be included in a director-board relationship.

FINANCES

Each chapter must **maintain** its own **financial records** in accordance with TTRA bylaws. These responsibilities are outlined in the bylaws included in this manual.

In addition, each year the chapter must develop an **annual balanced budget** that allows for the income and expenses anticipated in the chapter's annual plan.

It is important that the officers of a chapter look at running the chapter much the same way they would run a small business. This is a service organization, but it must be financially self-sufficient to be a sound, stable group. Each chapter needs resources to maintain the health of the chapter.

1. Just as the International Association of TTRA must have other sources of income other than dues to run the organization, so must the Chapter. Dues and chapter rebates rarely pay all the bills.
2. Chapters, if at all possible, should work to have reserve funds at the end of each fiscal year. Each chapter can build a maximum reserve fund of one year's budget.
3. Other income sources and services a chapter may use include:
 - a) Advertising in bulletins/newsletters
 - b) Educational materials sale
 - c) Member and non-members prices on services or products (members should have advantage in having paid to be members.)
 - d) Workshops or conferences. A one or one and a half day session is usually most effective and can enhance the chapter's budget to build other programs and projects.

BUDGETS

A budget is a description of the monetary requirements needed to accomplish the chapter's goals and objectives.

Process of Establishing a Budget (suggested timeline)
--

- | | |
|------------------|--|
| 6 months ahead | Board of Directors determines goals. Committees establish their objectives for the year. |
| 4-5 months ahead | Committees submit expected revenue and expenses relating to their objectives. |
| 2-3 months ahead | Budget and Finance Committee (Executive Committee) reviews all submissions and prepares complete budget. The Executive Committee then presents proposed budget with recommendations for revision to committee budgets. |
| 1-2 months ahead | Board of Directors approves budget |

The Budget and Finance Committee (Executive Committee) periodically reviews the budget vs. actual revenue and expenses.. After the budget is approved by the board, it cannot be changed, though if projections indicate available operating funds additional

expenses can be approved and added via notations. At the end of the administrative year (the end of your fiscal year), a communication of the chapter's financial situation should be given to all members.

Some sample forms follow which may help you prepare a realistic budget and may serve as a guide toward development of your financial program and reports.

Name Of Chapter
Approved Budget
Fiscal Year

Category	Proposed Budget	Previous Years Actuals	Previous Years Budget	\$ Increase over Previous Year Actuals	% Increase over Previous Years Actuals
Revenue					
Membership Dues	4,800	4,100	4,000	700	17%
Education Program Proceeds	4,000	3,100	3,200	900	29%
Special Fund Raising Event	2,000	1,250	1,200	750	60%
Advertising	1,000	250	200	750	300%
Interest	500	250	200	250	100%
Total Revenue	12,300	8,950	8,800	3,350	37%
Expenses					
Education Committee					
Program	2,000	1,100	1,200	900	82%
Food/Beverage	2,500	1,600	1,700	900	56%
Printing/Postage	1,300	400	500	900	225%
Total Education Committee	5,800	3,100	3,400	2,700	87%
Membership Committee	1,000	160	200	840	525%
Public Relations Committee	1,500	750	700	750	100%
Administration	1,000	250	200	750	300%
TTRA Educational Research Foundation	1,000	250	200	750	300%
Total Expenses	10,300	4,510	4,700	5,790	128%
Net Income	2,000	4,440	4,100	(2,440)	-55%

Name Of Chapter
Approved Budget Assumptions
Fiscal Year

Each line item should have a description that shows how you came to the number that is included in your budget. For an example see Membership Dues

Assumptions

Revenue

Membership Dues
160 Members at \$30 each = \$4,800

Education Program Proceeds

Special Fund Raising Event

Advertising

Interest

Expenses

Education Committee

 Program

 Food/Beverage

 Printing/Postage

Total Education Committee

Membership Committee

Public Relations Committee

Administration

TTRA Educational Research Foundation

Name Of Chapter
Budget vs. Actual

For Period Ending: (Enter Date of Report Here)

Category	Current Fiscal Year Actuals To Date	Current Fiscal Year Budget	\$ Difference	% Of Budget	Previous Years Actuals To Date	Previous Years Budget	\$ Difference	% Of Budget
Revenue								
Membership Dues	2,400	4,800	(2,400)	50%	2,000	4,000	(2,000)	50%
Education Program Proceeds	2,000	4,000	(2,000)	50%	1,600	3,200	(1,600)	50%
Special Fund Raising Event	1,000	2,000	(1,000)	50%	600	1,200	(600)	50%
Advertising	500	1,000	(500)	50%	100	200	(100)	50%
Interest	250	500	(250)	50%	100	200	(100)	50%
Total Revenue	6,150	12,300	(6,150)	50%	4,400	8,800	(4,400)	50%
Expenses								
Education Committee								
Program	1,000	2,000	(1,000)	50%	600	1,200	(600)	50%
Food/Beverage	1,250	2,500	(1,250)	50%	850	1,700	(850)	50%
Printing/Postage	650	1,300	(650)	50%	250	500	(250)	50%
Total Education Committee	2,900	5,800	(2,900)	50%	1,700	3,400	(1,700)	50%
Membership Committee	500	1,000	(500)	50%	100	200	(100)	50%
Public Relations Committee	750	1,500	(750)	50%	350	700	(350)	50%
Administration	500	1,000	(500)	50%	100	200	(100)	50%
TTRA Educational Research Foundation	500	1,000	(500)	50%	100	200	(100)	50%
Total Expenses	5,150	10,300	(5,150)	50%	2,350	4,700	(2,350)	50%
Net Income	1,000	2,000	(1,000)	50%	2,050	4,100	(2,050)	50%

*Supporting Analysis for each item should be attached to this document when submitted.

Statement of Financial Position
Chapter Name
As Of: (Enter Date Here)

Assets	
Current Assets	
Cash & Cash Equivalents	100
Accounts Receivable	10
Prepaid Expenses	10
Total Current Assets	120
Other Assets	
Investment Accounts	1,000
Total Other Assets	1,000
Total Assets	1,120 *
Liabilities & Net Assets	
Liabilities	
Current Liabilities	
Accounts Payable	20
Deferred Revenue	50
Total Current Liabilities	70
Other Liabilities	
Long Term Debt	15
Total Other Liabilities	15
Total Liabilities	15
Net Assets	
Unrestricted Net Assets	1,015
Temporarily Restricted Net Assets	10
Permantly Restricted Net Assets	10
Total Net Assets	1,035
Total Liabilities & Net Assets	1,120 *

*The "Total Assets" and "Total Liabilities & Net Assets" must equal each other.

Name Of Chapter
Statement of Activity
For Period Ending: (Enter Date Here)

Category	
Revenue	
Membership Dues	2,400
Education Program Proceeds	2,000
Special Fund Raising Event	1,000
Advertising	500
Interest	250
Total Revenue	<u>6,150</u>
Expenses	
Education Committee	
Program	1,000
Food/Beverage	1,250
Printing/Postage	650
Total Education Committee	<u>2,900</u>
Membership Committee	500
Public Relations Committee	750
Administration	500
TTRA Educational Research Foundation	500
Total Expenses	<u>5,150</u>
Net Income	<u>1,000</u>

FUND BALANCE/NET ASSETS

TTRA chapters' fund balance/net assets (herein referred to as net assets) will not exceed one year's operational costs.

The following will assist you in determining your fund balance/net assets, and give you some qualitative feedback on what it all means.

What is it?

Net assets are accumulated net income. They are the funds left over after expenses and liabilities have been deducted. **It is not necessarily the amount of cash on hand or in a bank account.**

The Internal Revenue Service believes that because we are a not-for-profit organization, making a profit should not be our focus. Thus, if we exceed the one year threshold, they **could** question our motives for accumulation and **could** revoke our not-for-profit status.

The premise behind having one year of operating reserves is that in the event the organization suffers a catastrophic event (such as an embezzlement, major mismanagement, program disaster, major lawsuit, etc.) the organization will be able to continue to provide the programs and services intended, for about six months. There is no specific amount, but rather it differs for each organization.

What It Means and What You Need To Do

If your net assets are greater than one year's operating expenses by 20%, you will need to evaluate your current business activities, and determine why accumulation is so high. If the accumulation of funds can be justified (i.e., saving for a purchase that requires significant cash up front, such as: a building to house operations, equipment, computers, furniture, implementation or expansion of programs, etc.), there is no action required. However, if there is no purpose for the accumulation of funds, you should be reinvesting the money into the organization. Some things to consider are:

- ◆ Reducing your fees, thus passing along the benefit of your success to your members
- ◆ Looking into investing in new or expanded services and benefits for your members.

If you are still unsure of your status, or need further assistance, you may contact the Accounting Supervisor at TTRA Headquarters 248.708.8872 or accounting@ttra.com.

GOVERNMENT REPORTING REQUIREMENTS FOR TTRA Chapters
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Incorporation

Regulations and rules for Incorporation are specific to the state in which the chapter's plans to incorporate - note: a chapter may file for incorporation in any state that is part of the chapter.

- ◆ A primary reason for incorporating is to limit the liability of individual board and regular members by creating a separate entity to do business, enter contracts, etc.
- ◆ Incorporating requires filing initial fees and forms, paying annual fees, an annual report, and observing other corporate formalities.

IRS and Filing

Any chapter with an annual budget under \$25,000 is not required to file with the IRS. A chapter whose annual budget exceeds \$25,000 is required to file form IRS 990.

FUND RAISING

In order to maintain a financially sound budget, every chapter must develop a plan for deriving income. This often includes some of the following non-dues revenue sources:

1. Specialty Items
 - ◆ Mailing lists/labels - member vs. nonmember prices
 - ◆ Audio/video cassettes of meetings and seminars
2. Advertising
 - ◆ Chapter Membership Directory (Roster)
 - ◆ Newsletter
3. Education Programs/Conferences/Seminars
 - ◆ Study groups (may include regional groups)

- ◆ Sponsorships for meals, receptions, entertainment from area suppliers
 - ◆ Audio/video cassettes
 - ◆ Increased guest fees
4. Trade Shows
 5. Auction Parties
 6. Raffles at meetings or conferences (Note: be sure to check with the appropriate regulatory agencies in your state/city/town for compliance with ordinances and laws.)
 7. Interest from investments

SUGESTIONS FOR CHAPTER IMPROVEMENT

1. Conduct a survey of members' needs and desires for their chapter and ask for input on content of the annual conference.
2. Update chapter website quarterly at a minimum.
3. Email a quarterly newsletter to members.
4. Send out press releases when new or exciting things occur with the chapter.
5. Develop a membership recruitment plan and carry it out.
 - Any requests for information should be responded to immediately by phone and email
 - All new members should receive a welcome letter from the chapter which describes chapter activities, names of the Board, and upcoming events/deadlines.
6. Remember current members by sending them updates about chapter activities. Invite them to participate and volunteer for the chapter.
7. When a new member signs up, ask them if they can be featured on your web site or your newsletter so all members have a chance to interact with them.
8. Students can provide life-blood to the chapter. Make a plan to actively promote to students. Assist with organizing a student chapter if there are enough students.
9. Consider publishing a membership profile accessible to all members.
 - ◆ Include the following information:
 - ◆ Join date
 - ◆ Number of years in TTRA
 - ◆ Sex
 - ◆ Education
 - ◆ Number of years in travel and marketing research
 - ◆ Professional specialty area(s)
 - ◆ Competencies
 - ◆ Skills they are willing to coach/mentor others on
 - ◆ TTRA membership status
 - ◆ Interest in committees or leadership roles
10. At all chapter functions, provide ample time for networking.

APPENDIX A: CONSULTING CONTRACT

The XXX Chapter TTRA, hereafter referred to as “X,” retains _____, hereafter referred to as “Consultant” to provide association management services for X Chapter TTRA, c/o (name of entity responsible for chapter mgmt or the chapter president), for the compensation and on the terms and conditions set forth in this Contract. Consultant agrees to perform the services herein set forth in accordance with this Contract for the period January 1, 20xx through December 31, 20xx.

ARTICLE I. CONSULTANT'S SERVICES

1.1 The Consultant will provide association management services to assist X in achieving the following goals:

- Growing the X membership roster by demonstrating and differentiating the merit of the organization and its programs;
- Hosting a successful annual conference as defined by 1) value and relevancy to membership, and 2) financial success; and
- Increasing sales and use of the certificate program.

1.2 The X association management responsibilities of the Consultant will include:

GENERAL ADMINISTRATION

- Maintenance of all chapter records and history;
- Logistical arrangements for board meetings as necessary;
- Communications between committees, officers, and the membership;
- Maintenance of all member, potential member, and sponsor databases;
- Oversight of accounts payable/receivable; maintenance of budget and financial records;
- Organization of and attendance at the X annual conference and three X board meetings annually;
- Attendance at TTRA annual conference; coordination of any X details at same;
- Managing the Certificate program (marketing, distribution, scoring test results, distributing certificates, tracking applicant status, maintaining a database of leads and “graduates”); and
- Ensuring that the chapter is in compliance with TTRA rules and regulations.

COMMUNICATIONS AND MARKETING

- Coordination of the production of a quarterly electronic newsletter (supervision of content; execution of layout, production, and distribution);
- Recommending relevant and current updates to the X website (performed by a volunteer); and
- Assisting in developing marketing materials including a membership brochure, sponsor sales packets, and certificate program promotional materials.

ANNUAL CONFERENCE

- Developing and implementing a marketing plan for the conference;
- Developing necessary conference materials including a marketing brochure, program, attendee roster, and registration packets;
- Manage the property contract process and planning, as directed by the board.
- Receiving and processing conference registrations; following-up with speakers, sponsors, and registrants;

- Overseeing conference volunteers as necessary in terms of programming, logistics, and sponsor solicitations; and
- Coordination of details on-site with host property such as registration and event particulars.

Any changes in the scope of the work shall be made in writing signed by both parties and shall specify any additional cost or credit associated with each change.

1.3 Subject to the provisions of Article III., section 3.2, the Consultant agrees to the following submission of reports to the X board of directors:

- Monthly status reports (including detailed status of the annual conference) to be delivered on the first Monday of the month, submitted electronically to the X president and board members;
- Financial and event reports at the request of the X president or board members within five working days of the request; and
- Certificate program spreadsheet and reports on request of the X president or board members within five working days of the request.

Any changes in the Schedule shall be made in writing and signed by both parties.

ARTICLE II. COMPENSATION OF CONSULTANT

2.1 X shall pay the Consultant for its services the sum of \$?? for 12 months of consulting services, payable by X as a monthly retainer of \$??. The project fee of \$?? shall consist of reimbursement for Consultant's time, and that of Consultant employees or contractors, exclusively.

2.2 The project fee includes time for Consultant to attend the following meetings and events outside the Consultant's business location totaling 18 business days over this 12-month contract:

- Three X board meetings;
 - ✓ Spring meeting at site of X annual conference (3 days including travel time)
 - ✓ Summer meeting at the TTRA International Conference, pending board approval based on location and projected travel expense (time accounted for under third bullet of this section, below)
 - ✓ Fall meeting at X annual conference (time accounted for under second bullet of this section, below)
- The X annual conference (6 days including travel time);
- The TTRA annual conference (5 business days [domestic location] including travel time) pending board approval based on location and projected travel expense;
- State tourism governor's conference of the host state of the X conference (4 days including travel time); and
- State tourism governor's conference in the home state of the Consultant's business (2 days including travel time).

Should X request Consultant to attend additional off-site meetings or events requiring travel of more than 50 miles one-way, X will compensate the Consultant in addition to the project fee. Consultant shall provide a written estimate for these services, which must be signed by a X board member.

2.3 X shall pay Consultant a commission for revenue gains according to the following schedule. X shall pay Consultant commission only upon receipt of payment in full by sponsors, Certificate Program customers, new members, or other sources of revenue. Consultant shall submit an invoice monthly itemizing such commissions and shall provide documentation if requested by X.

- Twenty-five (25) percent commission on X annual conference sponsorship sales for new sponsors that were generated solely by the Consultant;

- Ten (10) percent commission on X annual conference sponsor sales that are generated by other X members over and above the 20xx baseline of \$15,000;
 - Fifty (50) percent commission on sales of all Certificate Program packages;
 - Ten (10) percent commission on all membership sales that were generated by Consultant marketing activity; and
 - Ten (10) percent commission on all other forms of revenue gains over and above 2006 levels.
- 2.4** X shall reimburse the Consultant for expenses including administrative costs such as printing, cell phone charges, supplies, software, copying, and faxing; travel costs including mileage (at current, standard IRS business mileage rate), airfare, overnight lodging, and meals; meeting expenses such as conference room charges and refreshments or catering; marketing expenses such as graphic design, printing, and website supplier costs, and any other expenses not included in this contract, incurred to Consultant as necessary to complete the work described in the contract. The Consultant shall solicit cost estimates for all expenses predicted to be in excess of \$100.00, and shall utilize donated supplies and materials when possible. The Consultant shall submit an invoice itemizing such expenses and shall provide copies of all receipts. X shall not be liable for any additional compensation or expenses unless agreed to in writing and signed by X.
- 2.5** Should there be additional work requested by X outside this contract's stated scope of work, Consultant will prepare a written estimate detailing fees for service at \$xx/hour plus expenses, which must be signed by X.
- 2.6** X shall pay Consultant for services and reimbursable expenses as follows:
- Monthly retainer of \$xx for 12 months, net 30 days upon receipt of Consultant invoice;
 - Commissions of 10 percent, net 30 days upon receipt of Consultant invoice; and
 - Reimbursable expenses, net 30 days upon receipt of Consultant invoice.
- 2.7** Consultant shall be responsible for paying for the services and reimbursable expenses of its employees and subcontractors and shall indemnify X against any claims by such employees and subcontractors.
- 2.8** In the event this Contract is terminated prior to completion, the Consultant shall reimburse X if the payments received by Consultant exceed the value of the services performed and reimbursable expenses incurred at the time of termination. In the event the value of services performed and reimbursable expenses incurred at the time of termination exceed the amount paid to Consultant, X shall pay to Consultant the amount by which the value of services performed and reimbursable expenses incurred exceeds the payments made to Consultant.

ARTICLE III. RESPONSIBILITIES OF X

- 3.1** X shall designate a project representative who shall be authorized to act for X with respect to the project, provided however, any amendments to this contract including changes in the scope of the work and amounts to be paid the Consultant must be signed by the X Chapter president, to be binding upon X. The designation of the project representative shall be made in writing signed by the X Chapter president, and may be changed by written notification signed by the X Chapter president.
- 3.2** X authorizes Consultant to work with and obtain sign-off approvals on administrative tasks and project work according to the following list of designated primary points of contact:
- Board meeting coordination: Chapter president
 - Member and committee communications: Chapter president
 - Accounts payable/receivable: Chapter treasurer
 - Annual conference (programming, logistics, marketing, collateral, sponsorships): Chapter vice president
 - Certificate program: Chapter President, committee chair

- Newsletter: Board director, committee chair
- Marketing materials: Chapter President, committee chair
- TTRA Annual Chapter Accountability Report: Chapter Treasurer, Chapter President
- TTRA Chapter of The Year proposal: Chapter President, Chapter Chairperson

3.3 X shall provide information and decisions requested by the Consultant in a reasonably expeditious manner and the Consultant may rely upon the information and decisions provided to it by X. A “reasonably expeditious manner” shall mean X will respond in no more than five business days to Consultant requests for information and decisions, unless otherwise agreed upon in writing.

ARTICLE IV. USE OF REPORTS, DOCUMENTS AND DATA

- 4.1** Any information provided by X to Consultant that is not generally available to the public shall be considered confidential and Consultant shall maintain the confidentiality of such information and shall assure that its employees and subcontractors maintain such confidentiality.
- 4.2** All electronic files, financial records, documents, drawings, data, reports, and presentations prepared by Consultant and its employees and subcontractors in performance of this contract shall be the property of X, and X shall own any copyrights related thereto.
- 4.3** Upon completion or termination of the contract all electronic files, financial records, documents, drawings, data, reports, and presentations prepared by Consultant and its employees and subcontractors in performance of this contract shall be delivered to X. Consultant may use reports and presentations as samples of its work product for marketing purposes. Any work for which the Consultant is not compensated shall remain the property of the Consultant.
- 4.4** Consultant may seek and perform other, non-competing consulting work for X members and tourism and economic development organizations in the X region.

ARTICLE V. INSURANCE, WORKERS COMPENSATION, INDEMNIFICATION, & LIABILITY

- 5.1** Consultant shall maintain workers compensation on all its employees who work on this project. Upon request of X, Consultant shall provide proof of compliance with this obligation.
- 5.2** Consultant is an independent contractor and shall be responsible for maintaining insurance against claims for personal injury or property damage arising out of its performance of the work in an amount not less than \$500,000 per claim. Upon request of X, Consultant shall provide proof of compliance with this obligation.
- 5.3** Consultant shall indemnify X against any claims against X resulting from the actions of Consultant, its employees and subcontractors. X shall indemnify Consultant against any claims against Consultant resulting from the action of X, its employees and subcontractors.
- 5.4** Consultant’s duties require forecasting (estimating) future costs and revenues. However, there will usually be differences between the forecasted and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. Therefore, Consultant is not liable for those differences.

ARTICLE VI. TERMINATION OF CONTRACT

- 6.1** X may terminate this contract upon 30 business days written notice to Consultant if Consultant fails to make satisfactory progress in completing the work by failing to meet the schedule agreed to by the

parties for completion of the work, by failing to provide the quality of service described in its proposal, and by failing to comply with the obligations of Article V.

- 6.2 The Consultant may upon seven days written notice suspend its performance if X fails to pay Consultant as agreed.
- 6.3 Either party may terminate this contract upon 30-day written notice.

ARTICLE VII. MISCELLANEOUS PROVISIONS

- 7.1 This Contract supersedes all prior negotiations and agreements between the parties and is intended to be the entire agreement between the parties. Any amendments to this Contract shall be made in writing signed by both parties.
- 7.2 This Contract shall be binding upon the successors and assigns of the parties hereto. Neither party may assign its rights under this Contract without the written consent of the parties hereto.
- 7.3 This Contract shall be governed by the laws of the State ????. Any action arising out of this contract shall be brought in ????. In the event any legal action is commenced on this contract, the parties agree to request the court to appoint a mediator and agree to participate in a mediation conference scheduled by the court. Each of the parties agrees to waive the right to trial by jury in any action arising out of this Contract.

In witness whereof the parties have signed this Contract on the dates specified below.

X CHAPTER TTRA

By _____
[name and title]
Date signed:

By _____
[name of consultant]
Date signed:

PERFORMANCE GUARANTY

In lieu of a performance bond, (name of consultant) unconditionally guarantees the obligations of this contract.

Signature
Date signed: