



# **MANUAL FOR CHAPTER OPERATIONS**

**ASHRAE  
1791 TULLIE CIRCLE, NE – ATLANTA, GA 30329**

**Newly Revised and Approved by Members Council 01.21.2014**



## **ASHRAE Code of Ethics**

As members of a Society

“organized and operated for the exclusive purpose of advancing the arts and sciences of heating, refrigeration, air conditioning, and ventilation, the allied arts and sciences, and related human factors for the benefit of the general public,”

ASHRAE Bylaws, June 1997

We recognize that honesty, fairness, courtesy, competence and integrity must characterize our conduct.

With the foregoing in mind

Our efforts shall be directed at all times to the enhancement of the public health, safety and welfare.

Our services shall be offered only in areas of our competence.

Our products shall be offered only in areas of their suitability.

Our public statements shall be issued only in an objective and truthful manner.

Our endeavors shall carefully avoid conflicts of interest and the appearance of conflicts of interest.

The confidentiality of clients' and employers' business affairs, proprietary information, and procedures shall be respected.

Approved by the Board of Directors June 22, 1986



## ASHRAE

*Technology for a Better Environment*

### **ASHRAE Mission Statement**

ASHRAE will advance the arts and sciences of heating, ventilation, air conditioning and refrigeration and related human factors to serve the evolving needs of the public and ASHRAE.

### **ASHRAE's Core Values**

**Excellence:** We are committed to the achievement of technical quality and excellence in our programs, publications, courses and other activities.

**Advancement:** We are committed to the advancement of the arts and sciences of HVAC&R for the benefit of society, whether through technology transfer or education and training.

**Integrity:** We are committed to honesty in the practice of our profession as embodied in the ASHRAE Code of Ethics.

**Leadership:** We are committed to providing leadership within our industry, and developing leadership qualities in our members.

**Service:** We are committed to service to our members and to the public.

### **ASHRAE Vision**

- ASHRAE will be the global leader in the arts and sciences of heating, ventilation, air conditioning and refrigeration;
- ASHRAE will be the foremost, authoritative, timely and responsive source of technical and educational information, standards and guidelines; and
- ASHRAE will be the primary provider of opportunity for professional growth, recognizing and adapting to changing demographics, and embracing diversity.

### **ASHRAE Strategic Goals**

1. Make the Handbooks more relevant to ASHRAE's primary customers.
2. Create a comprehensive ASHRAE Business Plan.
3. Develop and maintain products and services to meet the needs of ASHRAE's primary beneficiaries.
4. Create a culture of innovation and flexibility within ASHRAE that recognizes and responds to technological change.
5. Optimize the use of volunteer's time.

## MANUAL FOR CHAPTER OPERATIONS

### TOLL FREE ☎ NUMBERS

US & Canada .....	1-800-5-ASHRAE (1-800-527-4723)
Australia .....	1-800-122-190
Hong Kong .....	800-96-2655
Mexico .....	001-800-258-1126
Singapore .....	800-1300-245
Taiwan .....	0080-14-9547
United Kingdom .....	0800-96-2130

### FAX NUMBER (not toll free)

US & Canada .....	1-404-321-5478
-------------------	----------------

### TOLL FREE FAX NUMBERS

Australia .....	1-800-122-189
Brazil .....	1800-804-4822
Hong Kong .....	800-96-2654
Italy .....	1678-72106
Japan .....	0066-33-820-418
Malaysia .....	800-2466
South Africa .....	0800-9-94166
Taiwan .....	0080-14-9546
United Kingdom .....	0800-96-2131

These toll free numbers may be used for:

- ✓ Credit card payment for Society dues
- ✓ Publications orders paid by credit card
- ✓ Change of address reporting
- ✓ Request for Society promotional literature and general information
- ✓ Annual and Winter Meeting registration
- ✓ Professional Development Seminar registration

## MANUAL FOR CHAPTER OPERATIONS

---

### FOREWORD

This manual has been prepared to assist chapters of the Society in planning, organizing and improving their operation. It is intended as a guide and with certain exceptions, such as directions based on Rules of the Board, Chapter Constitution and Bylaws, etc., the chapters should feel free to amplify and modify the suggestions to suit their own needs. Any changes to the MCO and CRC Manual, other than Rules of the Board (ROBs) or changes affecting ROBs or policy shall not require BOD approval.

Chapter officers and committee chairs should keep in mind there is no better way to assure the success of a chapter than to have each member feel a definite sense of responsibility. To accomplish this, participation is important and, insofar as practicable, every person should be a part of at least one committee.

Good liaison among chapters in a specific region and between chapters and Society Headquarters is vital to the overall effectiveness of the Society. For chapters assigned to Regions the Regional Chairs are the liaison agents who channel information among the chapters and it is important that these chapters maintain effective communication through their Regional Chair.

The Society is governed by the following documents in the order listed:

- A. Certificate of Consolidation
- B. The Society Bylaws
- C. Rules of the Board
- D. Chapter Constitution and Bylaws (Model – Appendix 11A)

Copies of this manual may be downloaded from the ASHRAE website. Updates are added to the Manual for Chapter Operations on ASHRAE's website following the winter and/or annual meetings.

The obsolete manual should be destroyed and the new downloaded from the website.

The new president should conduct a planning meeting early in the year, using this manual as a guide to set goals and objectives. All officers and board members and committee chairs should attend the planning meeting.

In cases of incorporation in certain jurisdictions, the designation "Board of Directors" may be required in lieu of "Board of Governors." This document does not prohibit that terminology.

# MANUAL FOR CHAPTER OPERATIONS

---

## TABLE OF CONTENTS

<b>Section 1 .....</b>	<b>CHAPTER OFFICERS</b>
Suggested Chapter Operations Calendar.....	Appendix 1A
Guidance for Appointments to Committees.....	Appendix 1B
Suggested Independent Accountant's Report.....	Appendix 1C
Recommended Treasurer Timeline and Duties.....	Appendix 1D
Sample Format for Installation of Officers.....	Appendix 1E
<b>Section 2 .....</b>	<b>CHAPTER COMMITTEES</b>
Suggested Chapter Organization Chart.....	Appendix 2A
Transportation Reimbursement Policy for Chapters .....	Appendix 2B
Organizing the Chapter Technology Transfer Committee's Work.....	Appendix 2C
Tracking Chapter Officers and Property .....	Appendix 2D
Regional Award of Merit Criteria.....	Appendix 2E
Chapter Service Award Criteria .....	Appendix 2F
Sample Membership Promotion Letter to Employers .....	Appendix 2G
Ideas for Achieving Society Goals for Membership Growth .....	Appendix 2H
Nominating Committee Procedures .....	Appendix 2I
Sample CRC Nominations Worksheet.....	Appendix 2J
Suggested Content for an e-Newsletter .....	Appendix 2K
RP Donation Form .....	Appendix 2L
Summary of Chapter Fund Raising for RP .....	Appendix 2M
<b>Section 3 .....</b>	<b>MEMBERSHIP</b>
Membership Processing and Annual Benefits.....	Appendix 3A
Suggestions for Recruiting and Retaining New Members .....	Appendix 3B
<b>Section 4 .....</b>	<b>FINANCES</b>
Guidance for Chapter Treasurer .....	Appendix 4A
General Guidelines for Filing Federal Taxes (U.S.) .....	Appendix 4B
<b>Section 5 .....</b>	<b>CHAPTER MEETINGS</b>
Remedies for Common Chapter Meeting Problems .....	Appendix 5A
Meeting Notices.....	Appendix 5B
Working with Speakers for Chapter Meetings .....	Appendix 5C
Sample Chapter Program Evaluation Form.....	Appendix 5D
Ideas for Chapter Programs .....	Appendix 5E
Guidelines for Presenting Chapter-Sponsored Education .....	Appendix 5F
Sample Certificate of Attendance.....	Appendix 5G
Notice of Intent to Hold Chapter Equipment Expositions .....	Appendix 5H
<b>Section 6 .....</b>	<b>CHAPTER PUBLICATIONS</b>
Guidance for Chapter e-Newsletters.....	Appendix 6A
<b>Section 7 .....</b>	<b>RECORDS AND REPORTS</b>
Sample Chapter Meeting Minutes Form .....	Appendix 7A
Motions at the CRC.....	Appendix 7B
Sample Format for CRC Motions .....	Appendix 7C
CRC Chapter Summary Reports.....	Appendix 7D

## MANUAL FOR CHAPTER OPERATIONS

---

<b>Section 8</b> .....	<b>MANAGEMENT BY OBJECTIVES</b>
MBO Planning Guide .....	Appendix 8A
<b>Section 9</b> .....	<b>VISITS TO CHAPTERS BY SOCIETY AND REGIONAL OFFICERS</b>
<b>Section 10</b> .....	<b>STUDENT BRANCHES</b>
Encouraging Student Attendance at Chapter Events .....	Appendix 10A
Ideas for Getting Student chapter Involved in School Activities .....	Appendix 10B
Ways to Recognize Student Branch Advisors .....	Appendix 10C
Ideas for Special Projects and Programs for Student Branches .....	Appendix 10D
<b>Section 11</b> .....	<b>CHARTERING A CHAPTER OR SECTION</b>
Model Chapter Constitution and Bylaws .....	Appendix 11A
Options for Customizing Chapter Bylaws .....	Appendix 11B
Procedure for Changing Chapter Bylaws .....	Appendix 11C
Chapter Officer Installation Ceremony .....	Appendix 11D
Model Letters for Revocation of Chapter Charter .....	Appendix 11E
Petition to Reassign New/Existing Chapters/Sub-Regions to Another Region .....	Appendix 11F
<b>Section 12</b> .....	<b>CHAPTER OR REGION SECTIONS</b>
Petition for Authorization of Section .....	Appendix 12A
Section Officer Installation Ceremony .....	Appendix 12B
<b>Section 13</b> .....	<b>MENTORING</b>

## SECTION 1 CHAPTER OFFICERS

- 1.1 Selecting Chapter Officers
- 1.2 President
- 1.3 President-Elect and Vice Presidents
- 1.4 Secretary
- 1.5 Treasurer
- 1.6 Board of Governors
- 1.7 Installation of Officers

### SECTION 1 CHAPTER OFFICERS

This section covers the selection of chapter officers and is intended for the guidance of chapter officers and committees.

Each chapter should ensure that its rules are consistent with its bylaws and should apply them to take care of any unusual local conditions or situations.

**Appendix 1A** provides a schedule that chapters may use to ensure that administrative functions are handled appropriately.

This manual is designed for chapters having a May election date. Chapters having other election dates should adjust accordingly.

#### 1.1 Selecting Chapter Officers

Some factors to be considered when selecting officers are:

- A. Does the nominee meet the eligibility criteria for serving as a chapter officer?
- B. Does the nominee have the personal qualifications to meet the demands of the office for which he or she is being considered?
- C. Will the nominee have support from his or her employer? Will the employer approve of the time and expense involved? Will the employer allow access

to other support, such as use of administrative resources?

- D. Does the nominee have a good record of attendance at chapter meetings, and has he or she demonstrated willingness to accept chapter responsibilities through committee work?
- E. Are prospective officers and committee members prequalified for the duties of the offices?
- F. If the chapter has a regular order of progression through the chairs, each person nominated for the initial position must be evaluated on the basis that he or she is being selected for a future position.
- G. Will the nominee be able to attend the Chapters Regional Conferences (CRCs)?
- H. Will the nominee display leadership, for example by contributing to ASHRAE Research/Resource Promotion at or above the Honor Roll level?

#### 1.1.1 Duties of Officers

The officers and other members of the Board of Governors are elected by the chapter in accordance with its bylaws. Their duties are explained in following subsections.



## MANUAL FOR CHAPTER OPERATIONS

### 1.1.2 Selecting Chapter Committee Chairs

The selected Chapter Committee Chair must be a member of Society in good standing and shall have the grade of Associate Member or higher.

**Appendix 1B** provides guidance for making appointments to chapter committees.

### 1.2 President

The President's responsibilities typically include:

- A. Overseeing the conduct and supervision of all activities of the chapter during his or her term of office.
- B. Presiding at all meetings of the chapter and of the chapter's Board of Governors (BOG).
- C. Developing a calendar of events for the chapter operating year.
- D. Attending the CRC.
- E. Chairing CRC preparation committee by:
  - i. Developing motions
  - ii. Preparing the chapter CRC report
  - iii. Proposing region and Society officer candidates and award recommendations
- F. Leading the chapter's strategic planning.
- G. Disseminating information from region and Society to the chapter.
- H. Preparing meeting agendas, assuring that all meetings start and end on time, and accomplishing scheduled events.
- I. Delegating and coordinating duties for relevant chapter activities to individuals and committees.
- J. Stimulating and maintaining enthusiasm among chapter members.

### 1.3 President-Elect and Vice Presidents

Each chapter elects a President-Elect and one or more Vice Presidents. The responsibilities of the President-Elect and each Vice President typically

include:

- A. Assuming the next highest position in the event it becomes temporarily or permanently vacant.
- B. Serving on the chapter's BOG.
- C. Assuming other duties assigned to them by the chapter President or the BOG.
- D. Attending President-Elect training.
- E. Attending the CRC.
- F. Additional duties of the President-Elect typically include appointing committee chairs who will serve during his/her Presidential year.

### 1.4 Secretary

The Secretary's responsibilities typically include:

- A. Taking minutes for chapter and BOG meetings.
- B. Serving on the BOG
- C. Maintaining chapter records
- D. Serving as liaison between the chapter and Society Headquarters.
- E. Being familiar with "Roberts Rules of Order (Revised)" for conducting business sessions.
- F. Maintaining a record of each member's attendance and chapter activities for use of the Nominating Committee.
- G. Sending minutes of chapter and BOG meetings to the Director and Regional Chair (DRC) and the Regional Vice Chair (RVC) of Chapter Technology Transfer (where applicable) within three weeks of each meeting.
- F. Keeping lists of members and prospective members up to date, in cooperation with the Membership Promotion Committee, and certifying to

## MANUAL FOR CHAPTER OPERATIONS

the BOG that all chapter members are bona fide members of the Society.

- G. Obtaining and distributing forms, supplies, etc., as needed.
- H. Acting for the BOG in taking charge of all property of the chapter, such as the charter, bylaws, banners, projectors, etc.
- I. Arranging for distribution of meeting notices.
- J. Promptly notifying officers, nominated candidates and members of all committees of their selection, nomination or appointment.
- K. Completing the online Chapter Information Questionnaire (CIQ) on the ASHRAE website and sending it to the DRC, Assistant Regional Chair (ARC), Regional Members Council Representative (RMCR), and RVCs.
- L. Preparing a chapter roster. (See Section 7.7 for information about accessing and running chapter Reports.)
- M. Ensuring that the DRC receives copies of appropriate chapter communications and documentation.
- N. Performing other functions as outlined in subsequent parts of this manual or as assigned by the President or BOG.

### 1.5 Treasurer

The Treasurer's responsibilities typically include:

- A. Receiving, keeping safe and disbursing chapter funds
- B. Maintaining records, submitting reports and making tax filings in accordance with Section 5 of the MCO.
- C. Keeping chapter expenditures in line with income.
- D. Attending CRC training.

- E. Collecting chapter dues from Society, if the chapter chooses to have Society accept them.
- F. Paying regional dues assessments.
- G. Coordinating with Society staff to ensure that the chapter is registered as an official "fundraiser" in each state in which it solicits funds.

**Appendix 1C** provides a suggested format for a report from an independent accountant.

**Appendix 1D** details a recommended Treasurer timeline and duties.

### 1.6 Board of Governors

The Board of Governors (BOG) typically consists of the chapter's elected officers, the most recent past president and other members elected by the membership.

The BOG's responsibilities typically include:

- A. Managing and conducting the affairs of the chapter.
- B. Supervising and caring for all property of the chapter.
- C. Presenting to the members at the annual meeting a general statement on the work of the year and the condition of the chapter.
- D. Meeting monthly, at a time that does not conflict with other chapter activities.
- E. Showing appreciation for chapter members' efforts by awarding certificates of appreciation, past presidents' pins and other forms of recognition; encouraging chapters to express appreciation to their leadership at annual meetings or other special events.

### 1.7 Installation of Chapter Officers

Most chapters install chapter officers in a ceremony at the last chapter meeting of the fiscal

## MANUAL FOR CHAPTER OPERATIONS

---

year.

A sample format for the installation of chapter officers is provided in **Appendix 1E**.

## MANUAL FOR CHAPTER OPERATIONS

### Appendix 1A: SUGGESTED CHAPTER OPERATIONS CALENDAR

MONTH	BOARD OF GOVERNORS	CHAPTER PRESIDENT	OFFICER OR COMMITTEE	MEETING
<b>JUNE</b>	As soon as possible after being elected, and prior to the first chapter meeting of the year, the President should call a meeting of the Board of Governors and invite members of the previous Board and committee chairs. At this first meeting, review the Manual for Chapter Operations to ensure that all officers and committee chairs are familiar with their duties and explain any special assignments. Incoming officers, Board of Governors and Committee Chairs should become familiar with chapter operations, problems, goals and functions in order to affect an orderly transfer of responsibilities and materials.			
<b>JULY</b>	Organization meeting. Discuss and approve budget and committee appointments.	<ol style="list-style-type: none"> <li>1. Submit list of committee appointments to BOG</li> <li>2. Review Chapter Roster of previous year. Also, list of all members coded to chapter's geographic area.</li> <li>3. Prepare MBOs for chapter with copy to regional chair.</li> </ol>	<ol style="list-style-type: none"> <li>1. SECRETARY—Receive all records and Manuals for Operations (published on website), etc. from previous Secretary and prepare new roster and mailing list. Notify all officers, candidates, committee chairs and members of appointments.</li> <li>2. **CTTC COMMITTEE—Survey needs of chapter and organize programs for the season.</li> <li>3. FINANCE COMMITTEE—Prepare new budget for Board of Governors approval.</li> </ol>	
<b>AUGUST</b>	Develop items for CRC Meeting scheduled for the Fall.	Approves program for the year and publishes in the eNewsletter.	Chapter chairs submit MBOs to chapter president.	
<b>SEPTEMBER</b>	Act on Agenda items for Fall CRC Meeting.		<ol style="list-style-type: none"> <li>1. TREASURER—Mail out Dues Statements, after approval of budget at Sept. Meeting.</li> </ol>	Confirm by Meeting vote—Board actions on budget and committee appointments. Follow with announcement that chapter dues are payable as of Oct. 1 <sup>st</sup> .
<b>OCTOBER</b>	Delegate or Alternate to Fall CRC Meeting reports business transacted and items requiring action.	Present items reported from CRC Meeting before Chapter Meeting.		Act on CRC items as required.
<b>NOVEMBER</b>		Announce formation of Chapter Nominating Committee. Call for nominations from the floor.		Members to nominate members for Chapter Nominating Committee.
<b>DECEMBER</b>	FOR CHAPTERS HOLDING NO DECEMBER MEETING—CARRY OVER INTO JANUARY			
<b>JANUARY</b>	ELECTION OF NOMINATING COMMITTEE			
<b>FEBRUARY</b>	Develop items for CRC Meeting scheduled for the Spring.		Membership to be notified of the report of the Nominating Committee—by mail—prior to the March Meeting; or by announcement at the meeting.	
<b>MARCH</b>	Act on Agenda items for Spring CRC Meeting.	Prepare spring CRC report on your year as president.		<ol style="list-style-type: none"> <li>1. Nominations for Officers presented to floor—Nominations received from floor—Nominations closed.</li> <li>2. Poll members for program items for the coming year.</li> </ol>
<b>APRIL</b>	Appointment of Audit Committee.	Appoint Tellers of Election	SECRETARY—Mail specimen ballot to members entitled to vote, prior to meeting.	
<b>MAY</b>	<ol style="list-style-type: none"> <li>1. Delegate or Alternate to Spring CRC Meeting reports business transacted and items requiring action.</li> <li>2. Board to receive all committee reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. Present items reported from CRC Meeting before Chapter Meeting.</li> <li>2. Report on results of election—Installation of Officers, if no June meeting.</li> <li>3. Review and general report on chapter organization progress and statement of current condition.</li> <li>4. President-elect selects chair for all chapter committees.</li> <li>5. New president to announce chair of committees for the following year, if no June meeting.</li> </ol>	<ol style="list-style-type: none"> <li>1. COMMITTEE CHAIRS—Submit report to Board of Governors prior to president's report to Annual Meeting.</li> <li>2. AUDIT COMMITTEE—Audit Treasurer's records and prepare certification.</li> <li>3. TREASURER—Submit Annual Report to chapter, with copy to Regional Chair.</li> <li>4. SECRETARY—Prior to June 1<sup>st</sup>, must notify Headquarters and Regional Chair names of Delegate and Alternate to CRC Meeting.</li> <li>5. SECRETARY—Prepare and submit Chapter Annual Information Questionnaire.</li> </ol>	<p>Act on CRC items, as required.</p> <p>Conduct Chapter Annual Meeting.</p> <p>Installation of Officers and Board of Governors.</p>
<b>JUNE</b>		<ol style="list-style-type: none"> <li>6. See that chairman appoints committees.</li> <li>7. Mail Questionnaire to Society and Regional Chair.</li> <li>8. Prepare fall CRC report on your year as president.</li> </ol>	<ol style="list-style-type: none"> <li>6. Finance Committee—Formulate Annual Budget</li> </ol>	Installation of officers, if carried over from May.
	Outgoing officers, Board of Governors and Committee Chairs meet with incoming officers, Board of Governors and Committee Chairs to instruct them on chapter operations, problems, goals and functions in order to affect an orderly transfer of responsibilities, administrative functions, chapter records and Manuals.			
	**CTTC – Chapter Technology Transfer Committee: approved by the Board of Directors – 03-06-27-1C			

### Appendix 1A

## **Appendix 1B: Guidance for Appointments to Committees**

An important duty of the next year's chapter President (current President-Elect in most chapters) is to appoint members to committees. The following suggestions may help with the appointment process.

- Consult with the current President and currently serving committee chairs
- Present proposed appointments to the Board of Governors (BOG) for its approval
- When possible, encourage currently serving effective chairs to continue in their posts
- When a chair will not continue in his or her post, the President-Elect may give preferred consideration to current members of the committee
- Appointments should be made sufficiently in advance of the next Chapters Regional Conference (CRC) to permit attendance by appointees at the appropriate CRC workshop even before he or she assumes the responsibilities of chair of a chapter committee
- At the time of appointment, chairs of committees having workshops at the CRC should be told that they are expected to register for the CRC and to attend workshops at the event

## Appendix 1C: Suggested Independent Accountant's Report

**[NAME OF CHAPTER]**

### Report on Agreed Upon Procedures Applied

#### CPA FIRM LETTERHEAD

To the Board of Governors  
*[Name of Chapter]*

At your request, we have applied the agreed upon procedures enumerated below with respect to the accounting records and procedures of *[Name of Chapter]* as of [date]. It is understood that this report is solely for your information and is not to be referred to for any purpose or distributed to anyone who is not a member of the *[Name of Chapter]*. Our procedures and findings are as follows:

#### **Procedures**

1. We compared the financial statement balances for the bank accounts and the corresponding bank statements and bank reconciliations.
2. We reviewed the subsidiary ledger of member accounts for old and unusual amounts.
3. Through inquiry, we reviewed the paid bill files.
4. We compared selected paid bills to recorded entries in the general ledger.
5. We reviewed a randomly selected list of deposits and compared them to the bank statements and the accounting records.

#### **Findings and Recommendations**

While in the process of performing the above-enumerated procedures, we made inquiries about the current system of internal control. We understand that the principal system relates to the restriction of signing checks to three officers of the Chapter and the close scrutiny of the monthly financial statements by the Board of Governors. We believe that controls would be increased if a copy of the bank statement and a copy of the bank reconciliation were attached to the monthly financial statements. We also recommend that periodically, perhaps once each quarter, a listing by member of the balances due or prepayments of monthly dues are presented to the Board.

We recommend that a determination of the Chapter's compliance with the Internal Revenue Code be made and should there be the requirement to file non-profit entity tax returns, that it be done soon.

We were not engaged to and did not perform an audit, the objective of which would be the expression of an opinion on the specified elements, accounts, or items. Accordingly, we do not express such an opinion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the information and use of the Board of Governors and is not intended to be and should not be used by anyone other than these parties.

**CPA Firm**

---

**Date**

## Appendix 1D: Recommended Treasurer Timeline and Duties

### 1. TIMELINE

#### A. MONTHLY

- Make deposits to checking account: Retain documentation showing date, amount and from whom received
- Write checks: Retain documentation for all checks written showing check number, date and amount paid
- Record all transactions in check book and ledger
- Reconcile bank account with bank statement
- When a Certificate of Deposit (CD) is ready to mature, discuss with the Board of Governors (BOG) whether to let it roll over, to cash it in to meet the chapter's financial needs or to invest the funds elsewhere
- Prepare treasurer's report for BOG:
  - Beginning balances of all accounts
  - Receipts for the month by source
  - Disbursements for the month by category
  - Ending balances of all accounts
- Maintain treasurer's files

#### B. ANNUALLY

- U.S.-based chapters
  - Determine if filing federal taxes is required either by retaining services of a Certified Public Accountant (CPA) for filing tax returns or by reviewing the IRS website at [www.irs.gov](http://www.irs.gov)
  - If required, file federal tax form 990, which is due the 15<sup>th</sup> day of the 5<sup>th</sup> month following the end of the chapter's fiscal year; for fiscal years ending June 30<sup>th</sup>, the filing date is November 15<sup>th</sup>
- Non-US chapters should contact local tax authorities to determine any tax implications
- All chapters: Within 30 days after the end of the chapter's fiscal year end, prepare an annual financial report and present it and the Audit Committee report to BOG and Director and Regional Chair (DRC)

### 2. DUTIES

#### A. ASSISTING TRANSITION OF NEW TREASURER

- Obtain new signature cards for banks (checking and certificate of deposits)
- Notify banks of change of address
- Turn over all treasurer's files to new office-holder
- Forward any ASHRAE treasurer documents and materials to the new office-holder

#### B. OVERSEEING MANDATORY ANNUAL AUDIT

One copy of the Annual Audit Report should be retained by the outgoing Treasurer. Copies must be submitted to the chapter BOG and to the DRC.

#### C. SERVING ON THE BOARD OF GOVERNORS (BOG)

The treasurer coordinates the preparation of the annual budget and the collection of local dues or funds and disburses funds as authorized by the BOG.

## **Appendix 1E: Sample Format for Installation of Officers**

Many chapters ask a past Society or regional officer or a past chapter President to install the in-coming chapter officers.

The installation may open with a statement such as: "Election to chapter office is a distinct honor bestowed upon ASHRAE members by their peers for their efforts. For any chapter to provide the appropriate and expected service to its members, the chapter officers and Board members must be committed to the tasks required, which are necessary to achieve Society's purpose of advancing the arts and sciences of heating, refrigerating, air-conditioning and ventilating."

The installation may include asking the new officers collectively, "Do you each promise to fulfill the duties and responsibilities of your office?"

Assuming that the individuals reply in the affirmative, the ceremony may continue: "Your responses' being affirmative indicates your willingness to accept the responsibility being placed upon you by your chapter, your region and your Society. I, therefore, install you as the duly elected and sworn officers and Board members of the \_\_\_\_\_ Chapter of ASHRAE."

"In closing, I remind you that you have capable, willing chapter members to assist you, but the success of the chapter is in your hands."



**SECTION 2  
CHAPTER COMMITTEES**

- 2.1 Formation and Operation of Chapter Committees**
- 2.2 Attendance Committee**
- 2.3 Auditing Committee**
- 2.4 Chapters Regional Conference**
- 2.5 Grassroots Government Activities Committee**
- 2.6 Student Activities Committee**
- 2.7 Chapter Technology Transfer Committee**
- 2.8 Finance Committee**
- 2.9 Historical Committee and/or Chapter Historian**
- 2.10 Honors and Awards Committee**
- 2.11 Membership Promotion Committee**
- 2.12 Nominating Committee and Election Procedure**
- 2.13 Publications and/or eNewsletter Editor**
- 2.14 Publicity Committee**
- 2.15 Reception Committee**
- 2.16 Refrigeration Committee**
- 2.17 Research Promotion Committee**
- 2.18 Special Events Committee**
- 2.19 Young Engineers in ASHRAE (YEA) Committee**
- 2.20 Electronics Communications Committee and/or Chapter Webmaster**

---

**SECTION 2  
CHAPTER COMMITTEES**

**2.1 Formation and Operation of Chapter Committees**

Each chapter must have the following committees: Grassroots Government Activities, Chapter Technology Transfer, Membership Promotion, Research Promotion, Student Activities and Young Engineers in ASHRAE.

Chapters have the option to create other committees. In some chapters, particularly smaller ones, one person may chair or serve on more than one chapter committee.

Typical chapter committees and their usual responsibilities are provided in Sections 2.2 – 2.20.

Chapter committees are either elected by the chapter or appointed by the President-Elect or Board of Governors (BOG).

- A. Committees typically consist of a Chair, Vice-Chair and two members, except as provided otherwise by the chapter bylaws or as recommended in this Section of the manual. (See **Appendix 2A** for *Suggested Chapter Organization Chart*.)
- B. When electing or appointing committee members, voting members and officers are encouraged to:
  - i. Promote a range of perspectives on each committee through diversity in age, experience type and level, industry segment, geographic location and other

## MANUAL FOR CHAPTER OPERATIONS

factors.

ii. Promote continuity by ensuring that at least one current committee member serves on the committee the following year; two-year staggered terms accomplish continuity. If possible, committee chairs also should serve two-year terms.

C. Committee Chair responsibilities typically include:

i. Delegating to and motivating committee members

ii. Attending CRC workshops

iii. Scheduling regular committee meetings

iv. Planning committee activities

v. Reporting to the BOG

vi. Submitting a monthly and an annual report to the BOG. The annual report should include a summary of the committee's activities for the year and suggestions for the incoming committee.

### 2.2 Attendance Committee

The Attendance Committee is appointed by the President-Elect. Responsibilities of this committee typically include:

A. Fostering increased member participation in chapter events, particularly at chapter meetings.

B. Determining why members are not attending meetings and bringing this information to the attention of the chapter officers.

C. Working with the Reception Committee (if the chapter has one) to maintain proper records of members' attendance.

### 2.3 Auditing Committee

The Auditing Committee is appointed by the BOG. No member of the BOG is eligible to serve as an auditor.

Section 1 provides detailed information related to the Auditing Committee and the auditing process.

### 2.4 Chapters Regional Conference (CRC) Committee

The CRC Committee is comprised of a Delegate and an Alternate Delegate from each chapter in the region. The Delegates and Alternates are expected to attend the Chapter Regional Conference, which is a meeting of representatives and officers from chapters in a given region. The Chapter Regional Conference is Chaired by the region's Director and Regional Chair (DRC). The location of a Chapter Regional Conference typically rotates among the chapters in the region.

A. The chapter selects a Delegate and an Alternate to serve on the Chapter Regional Committee.

B. The Delegate should be the President, the President-Elect, a Vice-President or the Immediate Past President. The Alternate should be a member of the BOG and, preferably, a chapter officer.

C. No individual should serve for more than two consecutive years in either of these positions and not more than four consecutive years in both positions.

The delegate and alternate take office on July 1 and serve for a period of one year.

Accreditation of delegates and alternates from a chapter to the CRC is accomplished by the chapter's secretary certifying their selection, in writing, to the Society, with a copy to the DRC, on or before June 1. If a change in the delegate or alternate is required during the Society year, the chapter's BOG will make the selection and certify the change to the Society and to the DRC through the secretary of the chapter.

## MANUAL FOR CHAPTER OPERATIONS

Although last minute changes are to be discouraged they are sometime necessary. In this event, the DRC must be advised of the change and the reason for it in writing, with as much advance notice as possible.

The period of service shall run from the close of business of the Annual Meeting of the Society to the close of the next Annual Meeting. In the event of disability, death or resignation, a replacement may be made by the chapter's BOG, or as provided in the chapter bylaws.

The chapter delegate or alternate to the Chapters Regional Conference represents the chapter at the CRC and reports to the chapter and BOG at the first chapter meeting after the CRC, and at any other time when requested. They shall also maintain liaison between the chapter and the DRC, as well as other chapters.

Officers, delegates and alternates will be reimbursed for CRC attendance in accordance with Society's Transportation Policy, which is excerpted in **Appendix 2B**.

### 2.5 Grassroots Government Activities Committee

The Grassroots Government Activities Committee (GGAC) is appointed by the Chapter President-Elect. The committee's Chair is expected to attend the Grassroots Government Activities Workshop at the CRC.

The duties of this committee typically include:

- A. Providing current, relevant information to chapter members regarding government activities in their communities, including any limitations placed on these activities by local, state or provincial governmental bodies.
- B. Keeping the chapter, region and Society Government Activities staff informed on relevant governmental activities.
- C. Coordinating dissemination of grassroots-level governmental activities-related information to members and obtaining feedback from chapter and individual

member government activities.

- D. Maintaining tools to train and enable chapter members to effect positive interactions with government entities in their communities, especially in the use of Society documents and the advancement of the Society's public policy agenda.
- E. Serving as a clearinghouse of grassroots government adoptions of ASHRAE-developed and endorsed standards, guidelines and positions.
- F. Keeping local, provincial and state governments updated on technical issues.
- G. Promoting the appointment of chapter members to local, provincial and state governmental bodies.
- H. Reporting PAOE points earned in accomplishing the committee's goals.
- I. If approved by the BOG, assisting a governmental body in writing or developing a regulation, a code, an ordinance or law, or participating in an advisory group to such a body, provided such activity:
  - i. Does not conflict with Society or chapter bylaws, or Society-approved documents or publications;
  - ii. Involves technical or method-of-enforcement aspects only, and not support of a political party or candidate;
  - iii. Does not jeopardize the chapter's tax status (e.g., 501(c)(3) tax status in the United States) or cause the chapter or a chapter member to exceed local, provincial or state limits regarding registration as a "lobbyist" or "lobbying organization";
  - iv. Does not conflict with any existing Memorandum of Understanding or contractual obligation between ASHRAE and another code or standards writing organization; and
  - v. The member does not request any

## MANUAL FOR CHAPTER OPERATIONS

travel or transportation reimbursement (as defined by the ASHRAE Travel Policy), nor any reimbursement for time away from their regular employment, for the activity.

*Note: All responses and recommendations to governmental advisory boards or agencies shall promote ASHRAE's mission to advance the arts and sciences of heating, refrigerating, air conditioning and ventilating, and the allied arts and sciences, for the benefit of the general public, and should, wherever feasible, be based upon current Society Board-approved documents or publications (e.g., Position Documents, ASHRAE Standards, ASHRAE Handbooks, etc). Where such policy information is not clear, readily available, or applicable to the Chapter's climate or jurisdiction, the Chapter GGAC chair shall request input from the Grassroots Government Activities Committee and the ASHRAE Government Affairs Office staff liaison.*

- J. Providing assistance to the Chapter Publicity Committee (if one exists) in contacting local news media and chapter publications and offering to provide necessary information and material.
- K. Providing assistance to the Chapter Historian in maintaining a history of the chapter's grassroots governmental activities.
- L. Reporting to the Regional Vice Chair (RVC) for the Grassroots Government Activities Committee.
- M. Assisting the RVC for Grassroots Government Activities to achieve the goals of the Society at the chapter level.
- N. The Chapter GGAC chair is responsible for informing chapter members involved in GGAC activities of any local, provincial or state statutory or regulatory limitations placed upon grassroots government activities.
  - i. At no time shall grassroots government activities jeopardize a chapter's or ASHRAE's tax-exempt status (e.g.,

501(c)(3) status in the United States) by the chapter's GGAC activities.

- ii. Should there be any question about GGAC activities placing a chapter's or ASHRAE's tax-exempt status in jeopardy, the Chapter GGAC chair shall request input from ASHRAE's GGAC and the ASHRAE Government Affairs Office staff liaison.

### 2.6 Student Activities Committee

The Student Activities Committee (SAC) is appointed by the President-Elect. Student branch presidents may be members of the chapter Student Activities Committee.

#### A. Chair's Responsibilities

- i. Attend the SAC Workshop at the CRC
- ii. For regions that have a spring CRC, the Chair for the next year is encouraged to attend the Student Activities Workshop and CRC

#### B. Committee's Responsibilities

- i. Act as liaison between the chapter and area educational institutions
- ii. Develop and coordinate awards, scholarships and other student incentives
- iii. Encourage the formation and continuing operation of student engineering organizations such as ASHRAE Student Branches
- iv. Recruit new student members
- v. Provide information on present and future industry manpower needs at both faculty and student levels, by means of counseling, programs, group discussion, etc.
- vi. Promote credit courses in the fields of heating, ventilating, air conditioning and refrigerating at universities, colleges, technical institutes and junior colleges
- vii. Provide speakers to college and high

## MANUAL FOR CHAPTER OPERATIONS

school groups

viii. Provide individual counseling to promote HVAC&R fields of interest to college students

ix. Plan use of visual aid presentations for high schools and trade school groups; materials are available through the RVC for Student Activities

x. Cooperate with and seek advice from the RVC for Student Activities

xi. Provide to the RVC PAOE statistical report forms

### 2.7 Chapter Technology Transfer Committee

The Chapter Technology Transfer Committee (CTTC) is appointed by the President-Elect.

The responsibilities of the CTTC typically include:

- A. The Chair's attendance at the Chapter Technology Transfer Workshop at the CRC meeting
- B. Coordinating dissemination of technical information in the chapter's geographic area
- C. Promoting and administering the chapter's Technology Awards program and encouraging entries in the regional competition
- D. Keeping the chapter informed on technical issues related to heating, ventilating, refrigeration and air conditioning
- E. Providing assistance to the Chapter Publicity Committee in contacting local news media and chapter publications and offering to provide necessary information and material
- F. Providing assistance to the Chapter Historian in maintaining a history of the chapter's technical and energy activities

G. Reporting to the RVC for the Chapter Technology Transfer Committee

H. Assisting the RVC for Chapter Technology Transfer to achieve the goals of the Society at the chapter level

I. Planning the speakers and other logistics of monthly chapter meetings for the year

**Appendix 2C** provides suggestions for organizing the CTTC's work.

### 2.8 Finance Committee

The Finance Committee is appointed by the President-Elect. Often, the current Treasurer serves as Chair, and a past Treasurer is one of the members.

The responsibilities of this committee typically include:

- A. Formulating an annual budget.
- B. Arranging with other chapter committees to obtain funds to defray the expenses of any special events or endeavors the chapter may be authorized to undertake
- C. Attending to any other financial matters referred by the President or BOG

### 2.9 Historical Committee and/or Chapter Historian

The Chapter Historian and/or Historical Committee is appointed by the President-Elect. Responsibilities of the Historian/Historical Committee typically include:

- A. Requesting Chapter Historians to interview presidential and long-time members to provide be in writing or on audio tape memories of industry history and its progress for inclusion in records, at the CRC and/or on the chapter's website
- B. Taking pictures of chapter functions and, if possible, of old air conditioning and refrigeration installations for inclusion in

## MANUAL FOR CHAPTER OPERATIONS

- eNewsletters, records and programs
- C. Checking with the chapter past and present officers for the availability of chapter items of a historical nature
  - D. Attending the CRC – including the History workshop – and reporting the chapter's progress to the Regional Historian for comparison with other chapters
  - E. Providing the chapter eNewsletter editor articles about chapter history and progress to include in the eNewsletter
  - F. Updating historical records annually, including updating the location of chapter property  
  
Sample spreadsheets for tracking chapter officers and location of chapter property are provided in **Appendix 2D**.
  - G. Preparing a display for CRC and showing at a chapter meeting at least once a year
  - H. Preparing a written or digital history of the chapter, member, company or equipment specific to the chapter for submission for Gold Ribbon Award and possibly for Lou Flagg Award

### 2.10 Honors and Award Committee

The Honors and Awards Committee is appointed by the President-Elect. Past chapter Presidents are preferred members of this committee.

The responsibilities of this committee typically include:

- A. Promoting the recognition of outstanding chapter members within the chapter, the region, Society, associated societies and the community
- B. Submitting the names of chapter members to ASHRAE and other organizations for honors and awards
- C. Making recommendations for chapter,

regional and Society-level awards, including ASHRAE Fellow and Honorary Member Membership grades

- D. Maintaining the chapter banner, awards banner and all chapter awards
- E. Submitting nominations for Society-level awards

*Information about Society-level awards is available at [Honors and Awards](#). Criteria for the Regional Award of Merit are provided in **Appendix 2E** and criteria for the Chapter Service Award are provided in **Appendix 2F**.*

Chapters should keep in mind that awards that are approved at a Winter Meeting are presented at the following Winter Meeting and awards approved at an Annual Meeting are presented at the next Annual Meeting.

### 2.11 Membership Promotion Committee

The Membership Promotion Committee is appointed by the President-Elect and is comprised of a Chair, Co-chair and a sufficient number of the chapter's area-assigned members to ensure that the committee's work can be done without placing an unnecessarily heavy burden on one or two individuals. Usually, the Co-chair is expected to become the next year's Chair.

The Chair is expected to attend the MP workshop at the CRC and Membership Promotion Centralized Training.

The responsibilities of this committee typically include:

- A. Attracting new members who will be active in the Society, locally and/or at the Society level
- B. Encouraging membership from all segments of the industry
- C. Encouraging advancement to higher grades of membership when candidates' qualifications meet the specified requirements

## MANUAL FOR CHAPTER OPERATIONS

- D. In conjunction with the Secretary, ascertaining that all prospective chapter members are bona fide members of Society
- E. Reducing the number of member resignations or membership lapses
- F. Advising the President and the Reception Committee when new members are elected or when members advance in membership grade, to ensure proper recognition at chapter meetings and in chapter publications
- G. Organizing and executing membership drives, including encouraging participation from local consulting firms (a sample local employer participation letter is provided in **Appendix 2G**)
- H. Receiving from the Attendance Committee and/or Reception Committee a record of the names of people attending the chapter meetings
- I. Cooperating with and seeking advice from the Membership Promotion Regional Vice Chair
- J. Providing a computer and internet access at chapter meetings so that individuals can join online
- K. Reviewing each member's status to select and recommend nominations for honors and awards
- L. Collaborating with Student Activities Committee and Young Engineers in ASHRAE Committee to encourage students to retain their memberships when they graduate

**Appendix 2H** provides ideas for achieving Society goals for membership growth.

### 2.12 Nominating Committee

The Nominating Committee is elected by the chapter at least 60 days prior to the March meeting and consists of five members.

**NOTE: FOR SPECIFIC DATES SEE CHAPTER BYLAWS.**

The responsibilities of this committee include:

- A. Selecting candidates for officers and the BOG and, if the bylaws provide, for a Delegate and Alternate to the Chapters Regional Conference
- B. Obtaining the written consent of each member nominated.

**Appendix 2I** outlines typical Nominating Committee procedures and **Appendix 2J** provides a sample CRC nominations worksheet.

### 2.13 Publications Committee and/or eNewsletter Editor

The Publications Committee and/or eNewsletter Editor is appointed by the President-Elect. The responsibilities of the committee and/or eNewsletter Editor typically include:

- A. Publishing a monthly eNewsletter to promote the activities of the chapter
- B. Communicating with the chapter President, program chair and other chapter chairs to obtain information to include in the eNewsletter
- C. Organizing and editing information into the appropriate format.
- D. E-mailing the eNewsletter to chapter members, regional officers and relevant Headquarters staff
- E. Working with Chapter Webmaster / Electronics Communications Committee on eNewsletter distribution, including use of Social Media

**Appendix 2K** provides guidance for collecting content for the eNewsletter.

### 2.14 Publicity Committee

The Publicity Committee is appointed by the

## MANUAL FOR CHAPTER OPERATIONS

President-Elect. The editor of the chapter publication often is a member of this committee.

The responsibilities of this committee typically include:

- A. Obtaining biographical sketches of speakers, prominent guests and officers who may attend a chapter meeting, as a basis for preparing publicity
- B. Promoting upcoming events and activities via the local press, radio and TV stations, allied organizations in the area and elsewhere, including appropriate use of social media
- C. Preparing articles, including photos, pertaining to chapter speakers and meetings, which could be provided to local media, used in the chapter eNewsletter or submitted for publication in ASHRAE Insights
- D. Working with Chapter Webmaster / Electronics Communications Committee if using electronic methods of publicity, including Social Media

### 2.15 Reception Committee

The Reception Committee is appointed by the President-Elect. The responsibilities of this committee typically include:

- A. Arriving at chapter meetings at least fifteen minutes prior to starting time.
- B. Greeting all members and visitors and introducing them to other members
- C. Providing name badges for meeting attendees
- D. Requesting that each visitor fill out a registration card designating his or her name, home and business addresses, telephone number and E-mail address, as well as the name of the member who invited him or her to the meeting;
- E. Providing information about meeting guests to the Membership Promotion

Committee for follow-up

- E. Keeping a record of all members and all guests attending chapter meetings and submitting a report to the Secretary and to the Membership Promotion Committee Chair
- F. Publicly introducing visitors and making them feel welcome

Refer to Section 2.2 "Attendance Committee." In some cases these two committees are combined.

### 2.16 Refrigeration Committee

The Refrigeration Committee is appointed by the President-Elect.

The responsibilities of this committee typically include:

- A. Cooperating with, coordinating efforts with and seeking advice from the Chapter Technology Transfer Regional Vice Chair and Regional Refrigeration Chair
- B. Promoting the interests and activities of those ASHRAE members whose primary concern is refrigeration
- C. Assisting the Chapter Technology Transfer Committee with chapter-sponsored seminars and monthly meeting speakers
- D. Assisting the Student Activities Committee in making arrangements with area educational institutions for continuing education courses and by other available means
- E. Cooperating with the Membership Promotion Committee chair in identifying potential new members who are refrigeration-oriented

### 2.17 Research Promotion Committee

The Research Promotion Committee Chair is appointed by the President-Elect. The Chair appoints a Vice Chair and a committee. The



## MANUAL FOR CHAPTER OPERATIONS

number of committee members depends upon the expected work load and the number of chapter members willing to do the committee's work.

The Research Promotion Training Manual provides significant guidance for this committee.

The responsibilities of this committee typically include:

- A. Attending the CRC and Research Promotion Centralized Training
- B. Communicating effectively the objectives, accomplishments and benefits of ASHRAE research and its value to every Society member and the industry
- C. Increasing the annual income for Society-sponsored research through chapter solicitation of members and businesses that directly or indirectly benefit from ASHRAE research
- D. Providing support for and collecting funds for the ASHRAE Foundation and scholarships
- E. Coordinate efforts to obtain chapter Full Circle donations
- F. In collaboration with chapter officers, developing a plan and setting a total goal for funds to be collected
- G. Developing a prospect list of businesses in the area, especially those represented in the Society membership and those in an ASHRAE-related field
- H. Assigning minimum goals for the prospects
- I. Assigning each prospect to a committee member and preparing a detailed program with targeted dates for activities and reports
- J. Following current administrative procedures for collecting and reporting contributions

- K. Completing the Research Promotion Donor Form and submitting it with all checks to Research Promotion. **Appendices 2L** and **2M** provide forms for these purposes.
- L. Maintaining a written record of each activity
- M. Cooperating and coordinating efforts with Regional Vice-Chairs for Research Promotion
- N. Coordinating with chapter officers to ensure that one meeting per year is dedicated to "Research" or "Research Promotion"

### 2.18 Special Events Committee

The Special Events Committee is appointed by the President-Elect.

This committee works with the Chapter Technology Transfer Committee to arrange special events at meetings or to plan dances, picnics, golf tournaments, etc.

### 2.19 Young Engineers in ASHRAE (YEA) Committee

Young Engineers in ASHRAE (YEA) can be either a stand-alone committee or a sub-committee of Membership Promotion. The President-Elect, Membership Promotion Chair and Student Activities Chair nominate an eligible chair. Each committee member should qualify as a Young Engineer in ASHRAE at the start of his or her term. The committee is comprised of a chair, vice chair and representative from each region. The chair serves a one year term.

The committee's responsibilities typically include:

- A. Attracting new Young Engineers in ASHRAE who will be actively involved in Society, locally and/or at Society level.
- B. Encouraging membership from all segments of industry

## MANUAL FOR CHAPTER OPERATIONS

---

- C. Organizing activities focused at attracting and retaining Young Engineers in ASHRAE
- D. Working with the Student Activities Committee to encourage student transfers

### **2.20 Electronic Communications Committee (ECC) and/or Chapter Webmaster**

The ECC and Chapter Webmaster are appointed by the President-Elect.

Responsibilities of the ECC and/or Chapter Webmaster typically include:

1. Serving as the interface between the BOG and the website maintenance company (if one exists) to ensure all items requested by the BOG are uploaded/updated on the chapter's and the region's websites
2. Providing a budget for website activities to the Treasurer
3. Managing the website budget to include the costs of the website maintenance company and any revenue from business card ads, job postings and online store sales
4. Ensuring that the chapter's website complies with Society's website policies
5. Interfacing with the Regional Electronic Communications Chair (RECC), for all questions, concerns and updates to ECC rules and regulations
5. Attending all BOG meetings
6. Establishing an online payment system for chapter activities
7. Assisting the BOG in learning and utilizing new software that is available (e.g, web conferencing)
8. Working with Chapter Technology

Transfer Committee, Attendance Committee, Reception Committee and Special Events Committee in setting up and maintaining the chapter's online registration system

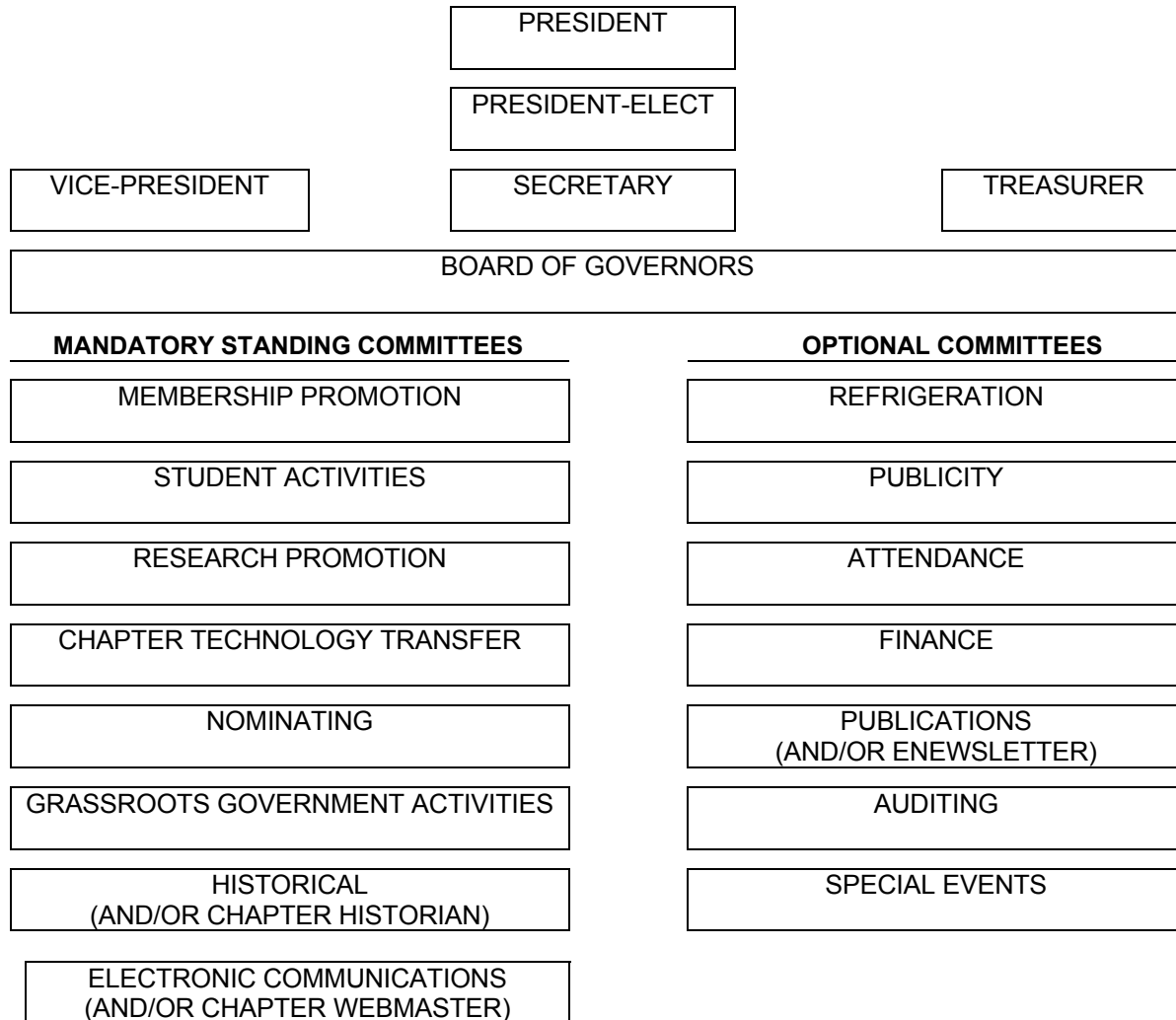
9. Working with Chapter Publications Committee and/or Newsletter Editor to assist with electronic distribution of the Chapter's eNewsletter, including posting both current and past issues on the Chapter's website and via Social Media
10. Working with Publicity Committee when using electronic methods of publicity, including use of Social Media
11. Performing other duties as assigned by the chapter President

---

**MANUAL FOR CHAPTER OPERATIONS**

---

**Appendix 2A: Suggested Chapter Organization Chart**



The above committees should have a Chair, Vice-Chair and at least one other member. Flow-of-authority may vary from chapter to chapter, although each committee should be under the supervision of at least one chapter officer.

---

## Appendix 2B: Transportation Reimbursement Policy for Chapters

### I. Chapter Transportation Reimbursement Policy for Regional Planning Meetings

- A. Transportation reimbursement is approved for attendance at one annual regional planning meeting held within the region to plan their upcoming year's activities for the Chapter Regional Conference (CRC) General Chair.
- B. Chapter officers or other chapter committee positions may be approved for transportation reimbursement to attend the Regional Planning Meeting at the discretion of the Director and Regional Chair (DRC).

### II. Chapter Transportation Reimbursement Policy for CRCs

- A. Transportation reimbursement is approved only for those members who complete their respective duties at the CRC. The DRC should issue signed ASHRAE Transportation Vouchers only to those Chapter Delegates and Chapter Alternates who have attended all required workshops, meetings, caucuses and sessions at the CRC.
- B. Transportation reimbursement is approved for attendance at the CRC for the following:
  - CRC General Chair
  - Chapter Delegate (no substitutes; must be either the president, president-elect, vice president or immediate past president)
  - Chapter Alternate (no substitutes; must be a member of the Board of Governors and preferably, a chapter officer)
  - Chapter Membership Chairs (no substitutes) are reimbursed for Membership Promotion Centralized Training
  - Chapter Technology Transfer Chair (no substitutes)
  - Chapter Student Activities Chair (no substitutes)
  - Chapter Research Promotion Chairs (no substitutes) are reimbursed for Research Promotion Centralized Training
  - Chapter Grassroots Government Activities Chair (no substitutes)
  - The CRC General Chair Designate from the Host Chapter may attend a CRC meeting in the same or another region if the DRC deems it beneficial.

### III. OTHER

- A. The cost to purchase a VISA (fee only), when required, will be reimbursed as part of the normal transportation reimbursement for all Members Council transportation.

## MANUAL FOR CHAPTER OPERATIONS

---

Additional expenses that occur in association with the purchase of a VISA will not be reimbursed by Society. However, reimbursement of additional expenses may be paid from the chapter and/or region's physical budget upon prior approval of the DRC to do so.

Visas are very important for those travelling to international countries that require them. The process to obtain a Visa can take up to 2-5 months to process depending upon the circumstances. Visas should be obtained before purchasing transportation. If for any reason the member cannot attend the regional event, reimbursement for and/or cancellation fees or any other expenses incurred will not be covered by Society. If Visas are not purchased in a timely manner or if the Visa cannot be obtained because of government restrictions, the member will incur the expense.

- B. The transportation budget will be set by Society (mileage and airfare). The DRC may establish caps based on regional conditions and shall manage their transportation expense budget.
- C. According to Society policy, the following statement is strongly enforced: All claims should be submitted to ASHRAE's comptroller within 30 days of the travel date. Claims submitted after 90 days will not be reimbursed.
- D. Society will reimburse mileage, air fare (coach class, purchased a minimum of 14 days in advance of travel), rail, bus and one checked bag. Additional expenses such as hotel, meals, transportation between the airport and meeting location, tolls and parking are not reimbursed by Society.

## Appendix 2C: Organizing the Chapter Technology Transfer Committee's Work

Below are suggestions for organizing the work of the Chapter Technology Transfer Committee (CTTC) in planning the speakers and other logistics for a chapter's monthly meetings.

1. Hold the first CTTC meeting as soon as practicable to plan the year's meetings and to discuss subjects and speakers. Making one member responsible for each meeting creates an active sense of participation. The CTTC can also "pencil in" special meetings, such as for Research Promotion, Past President Recognition, Student Member Recognition, etc.
2. Secure speakers and schedule technical sessions.
  - a. Recruit willing, interested, and interesting chapter members
  - b. Ask chapter members for recommendations
  - c. Develop and maintain an active "Speakers Bureau"
  - d. Make use of Society's Distinguished Lecturer Program; information can be found at <https://www.ashrae.org/society-groups/committees/chapter-technology-transfer-committee>
  - e. Refer to the list of speakers from Society's Winter and Annual Conferences
3. Obtain authorization for reimbursement/payment of expenses related to speakers
4. Determine and handle the logistics of any special requirements of the speaker, such as projector, screen, audio/visual system, lectern, etc.
5. Obtain an outline of the talk to be presented and a thumbnail sketch of the speaker's background
6. Make arrangements for the speaker's arrival and his or her introduction to officers before the meeting and act as his or her host throughout the meeting
7. Assist the speaker with hotel accommodations and travel arrangements
8. Provide information to be included in the announcement of each meeting
9. In advance of each meeting, ensure that each speaker receives information about ASHRAE's Commercialism Policy and Tips for Making a Presentation
10. Distribute and collect the Chapter Evaluation Form
11. After each meeting, write to the speaker, expressing appreciation for his or her time and effort
12. Keep a record of meeting attendance
13. Coordinate with other chapters or the Regional Vice Chair of CTTC to enable outside speakers to participate in consecutive meetings
14. Arrange with educational institutions or industry organizations for continuing education credits
15. Coordinate "Joint Activities" with other technical groups at chapter and regional levels

**Appendix 2D: Tracking Chapter Officers and Property**

**HISTORY OF CHAPTER OFFICERS**

\_\_\_\_\_ CHAPTER

<b>Officers:</b>	<b>YEAR ( )</b>	<b>YEAR ( )</b>	<b>YEAR ( )</b>	<b>YEAR ( )</b>
<b>President</b>				
<b>President-Elect</b>				
<b>Vice President 1</b>				
<b>Vice President 2</b>				
<b>Secretary</b>				
<b>Treasurer</b>				
<b>BOG 1</b>				
<b>BOG 2</b>				
<b>BOG 3</b>				
<b>BOG 4</b>				
<b>BOG 5</b>				
<b>BOG 6</b>				
<b>CRC Delegate</b>				
<b>CRC Alternate</b>				
<b>Committee Chairs:</b>				
<b>Student Activities</b>				
<b>Membership Promotion</b>				
<b>Research Promotion</b>				
<b>Chapter Technology Transfer</b>				
<b>Standing General Committees:</b>				
<b>Society Service:</b>				

**MANUAL FOR CHAPTER OPERATIONS**

---

**HISTORY OF CHAPTER PROPERTY**

\_\_\_\_\_ CHAPTER

Property:	YEAR ( )	YEAR ( )	YEAR ( )	YEAR ( )
Charter (a)				
(b)				
Bylaws (a)				
(b)				
Minutes Book (a)				
(b)				
Banner (a)				
(b)				
Gavel (a)				
(b)				
Podium (a)				
(b)				
Project Equipment (a)				
(b)				
<b>Manual for Chapter Operations:</b>				
#1 (a)				
#2 (a)				
#3 (a)				
#4 (a)				
#5 (a)				
#6 (a)				
#7 (a)				
(a) Name of individual responsible for custody of the item:				
(b) Location, if formally kept at a fixed place.				



## Appendix 2E: Regional Award of Merit Criteria

1. The purpose of the Regional Award of Merit is to recognize activities and contributions of ASHRAE members at the chapter and regional level.
2. The form of the award is a certificate setting forth the achievements for which the awards are to be made.
3. The number of Regional Awards of Merit awarded by each region is unlimited.
4. An individual can be nominated for the award an unlimited number of times, but can receive the award only once.
5. The nomination of a candidate shall be made by the Chapters Regional Conference (CRC) delegate from the candidate's chapter. The final selection shall be made by majority vote of delegates in Executive Session at the CRC.
6. Qualifications of a candidate shall be a minimum of the credit points from the list of activities. The qualifications must be submitted in writing to the Chapters Regional Committee and include a biographical record of the services rendered and the year of accomplishment.
7. Final selection does not require the approval of either the Honors and Awards Committee or the Board of Directors.
8. Presentation of the award shall be made by the Regional Chair at the Chapters Regional Conference, (or at a suitable location) following the candidate's nomination and election.
9. Candidate information should be reviewed for accuracy by the Director and Regional Chair (DRC) and the Regional Nominating Committee Member prior to submitting to Society.

**MANUAL FOR CHAPTER OPERATIONS**

<b>POINT SCORE FOR THE REGIONAL AWARD OF MERIT (10 POINT REQUIREMENT)</b>		
<b>CHAPTER ACTIVITIES:</b>		<b>MAXIMUM 6 POINTS</b>
<b>SOCIETY/REGIONAL ACTIVITIES:</b>		<b>MAXIMUM 6 POINTS</b>
<b>A. CHAPTER POINTS</b>	<b>POINTS/YEAR</b>	<b>TOTAL</b>
President	2/yr	
Vice-President (or President Elect)	1/yr	
Secretary	1/2/yr	
Treasurer	1/2/yr	
<b>Chapter Chair:</b>		
Membership Promotion, Student Activities, Research Promotion, Chapter Technology Transfer, Young Engineers in ASHRAE, Grassroots Government Activities, Historical Program, and Refrigeration	1/2/yr	
Chapter Board of Governors	1/2/yr	
Seminar Chair or Instructor	1/yr	
Newsletter Editor	1/2/yr	
Chapter Webmaster	1/2/yr	
Other Chapter Position	1/4/yr	
Student Branch Advisor	1/yr	
<b>(Max 2 per year)</b>		
<b>B. CHAPTER REGIONAL CONFERENCE (CRC)</b>		
CRC General Chair	2/CRC	
CRC Program Chair	1/CRC	
CRC Technical Session Speaker	1/2/CRC	
CRC Committee Chair (other than Program Chair)	1/2/CRC	
<b>(Max 2 per CRC)</b>		

<b>C. REGIONAL/SOCIETY ACTIVITY</b>		
<b>Regional Chair</b>	<b>2/yr</b>	
<b>Assistant Regional Chair</b>	<b>1/2/yr</b>	
<b>DAL involved in Region (CRC, Regional Planning, etc.)</b>	<b>1/2/yr</b>	
<b>CRC Delegate</b>	<b>1/yr</b>	
<b>CRC Alternate</b>	<b>1/2/yr</b>	
<b>Regional Vice Chair</b>	<b>1/yr</b>	
<b>Regional Officers:</b>		
<b>Young Engineers in ASHRAE Coordinator</b>	<b>1/yr</b>	
<b>Regional Historian</b>	<b>1/2/yr</b>	
<b>Regional Webmaster</b>	<b>1/2/yr</b>	
<b>Regional Refrigeration</b>	<b>1/2/yr</b>	
<b>Regional Chapter Programs</b>	<b>1/2/yr</b>	
<b>Regional Treasurer</b>	<b>1/2/yr</b>	
<b>Regional ECC</b>	<b>1/2/yr</b>	
<b>Regional Newsletter/communication</b>	<b>1/2/yr</b>	
<b>*Other Regional Positions</b>	<b>1/2/yr</b>	
<b>Nominating Committee Member</b>	<b>1/yr</b>	
<b>Nominating Committee Alternate</b>	<b>1/2/yr</b>	
<b>*Example of other regional position: DRC Alternate who serves at a Society meeting for DRC.</b>		
<b>(Max 2 per year)</b>		
<b>TOTAL POINTS</b>		

## Appendix 2F: Chapter Service Award Criteria

The Chapter Service Award should be attainable with consistent involvement by a dedicated and committed chapter member.

1. The purpose of this award is to recognize the activities and contributions of members of ASHRAE at the chapter level.
2. The number of awards made by each region is unlimited.
3. An individual can be nominated for the award an unlimited number of times, but can receive the award only once.
4. The form of the award is a certificate setting forth the achievements for which the awards are made.
5. The nomination of a candidate shall be made by the Chapters Regional Conference (CRC) delegate from the candidate's chapter. The final selection shall be made by majority vote of delegates in Executive Session at the CRC.
6. Qualifications of a candidate shall be a minimum of the credit points from the list of activities. The qualifications must be submitted in writing to the Chapters Regional Committee and include a biographical record of the services rendered and the year(s) of accomplishment.
7. Final selection does not require the approval of either the Honors and Awards Committee or the Board of Directors.
8. Presentation of the award shall be made by the Director and Regional Chair (DRC) at the Chapters Regional Conference (or at a suitable location) following the candidate's nomination and election. The DRC or another member of the Region Executive Committee may make the presentation during a chapter visit.
9. Candidate information should be reviewed by the DRC and the Regional Nominating Committee Member for accuracy prior to submitting to Society. The DRC and Chapter President shall sign the certificate.

**MANUAL FOR CHAPTER OPERATIONS**

<b>POINT SCORE FOR THE CHAPTER SERVICE AWARD (12 POINT REQUIREMENT)</b>		
<b>CATEGORIES</b>		
<b>CHAPTER OFFICERS<sup>1</sup>:</b>	<b>POINTS/YEAR</b>	<b>TOTAL</b>
<b>President</b>	<b>3/yr</b>	
<b>President Elect or Vice President</b>	<b>2/yr</b>	
<b>Other Officers</b>	<b>1/yr</b>	
<b>Board of Governors Member</b>	<b>½/yr</b>	
<b>CHAPTER STANDING COMMITTEES: (RP, CTT, MP, SA, GGA, YEA, HIST, REF):</b>		
<b>Committee Chair</b>	<b>1/yr</b>	
<b>Committee Member</b>	<b>½/yr</b>	
<b>CRC ACTIVITY<sup>2</sup>:</b>		
<b>Conference Chair</b>	<b>3/yr</b>	
<b>Conference Co-Chair</b>	<b>2/yr</b>	
<b>Committee Chair</b>	<b>1/yr</b>	
<b>Committee Member</b>	<b>½ /yr</b>	
<b>Technical Speaker</b>	<b>½/yr</b>	
<b>GENERAL ACTIVITIES <sup>1</sup>:</b>		
<b>Chapter Meeting Speaker/Panel Member</b>	<b>¼/yr</b>	
<b>Sports Affair Coordinator</b>	<b>¼/yr</b>	
<b>Faculty Advisor</b>	<b>¼/yr</b>	
<b>Newsletter Editor</b>	<b>½/yr</b>	
<b>Honors &amp; Awards Chair</b>	<b>¼/yr</b>	
<b>Greetings Committee</b>	<b>¼/yr</b>	
<b>Joint Engineers Council Representative</b>	<b>¼/yr</b>	
<b>Chapter Webmaster</b>	<b>½/yr</b>	
<b>Other Chapter Committee Chair</b>	<b>¼/yr</b>	
<b>Other Chapter Activities</b>	<b>¼/yr</b>	
<b>TOTAL POINTS</b>		

<sup>1</sup> Chapter activity maximum of three points per Society year

<sup>2</sup> CRC activity maximum of three points per event

## Appendix 2G: Sample Membership Promotion Letter to Employers

June 22, 20xx

Mr. John Smith  
ABC Company  
P. O. Box 1234  
Atlanta, GA 30300

RE: ASHRAE Membership

Dear John:

As Director and Regional Chair of Region \_\_\_\_\_, I would like to invite you to join the American Society of Heating, Refrigerating and Air Conditioning Engineers Inc. (ASHRAE).

ASHRAE is unique because its membership is drawn from a wide range of disciplines relating to the HVAC&R field. Approximately 50,000 individuals, from more than 100 nations, belong to the Society. Our membership is comprised of students, consulting engineers, mechanical contractors, building owners and employees of manufacturing companies, educational institutions, research organizations, government agencies and any organization concerned with environmental control. Members range from students to longtime engineers as well as professionals in other related disciplines such as architecture and medical research.

ASHRAE is an international technical society dedicated to improving the quality of life through the advancement of technology related to heating, refrigeration, air conditioning and ventilation. ASHRAE traces its beginning to 1894 when 75 heating and ventilation engineers met in New York City to organize the American Society of Heating and Ventilating Engineers (ASH&VE). In 1904 a second group of engineers met in New York City to form the American Society of Refrigerating Engineers (ASRE). After World War II, the study of air conditioning technology increased and ASHRAE was formed in 1959 when ASH&VE and ASRE merged.

ASHRAE promotes HVAC&R technology for the benefit of all people by developing standards, sponsoring research and providing for technology transfer through technical publications, programs, conferences, etc. ASHRAE's technical expertise is concentrated into technical committees (TCs), task groups (TGs) and technical resource groups (TRGs). These groups are responsible for preparing the text of the ASHRAE *Handbook* series, originating and coordinating ASHRAE-sponsored research projects, presenting programs at ASHRAE meetings, reviewing technical papers, evaluating the need for standards and advising the Society on all aspects of technology. The ASHRAE *Journal*, the Society's monthly magazine, features technical articles, industry news and important information about Society, policy and programs.

The Society operates on an annual budget of \$15 million. A staff of 100 manages the day-to-day operations of the Society and implements the policies set by the Board of Directors. ASHRAE also operates a Washington, D.C. office.

As a member of ASHRAE, you will have the opportunity to receive the latest Codes and Standards, ASHRAE *Handbook* and ASHRAE *Journal* as well as meet with other members in your profession and increase your skills in leadership and communications. For each chapter meeting attended, professional engineers receive one hour of PDH toward their state professional license.

**MANUAL FOR CHAPTER OPERATIONS**

---

The following is a list of ASHRAE programs that will take place in the next year:

January 17, 20xx..... Smoke and Fire Protection  
February 21, 20xx ..... Open  
March 20, 20xx.....Heat Pump Technology Facility  
April 17, 20xx..... Dehumidification Technology  
May 15, 20xx ..... Golf Tournament

I have forwarded your name to the local ASHRAE chapter president who will contact you with more information and answer any questions you may have.

Again, I invite you to join ASHRAE and gain all the benefits that the members receive. If you have any questions, please feel free to contact me at 404-555-3333.

Best Wishes,

(Name),  
Direction and Regional Chair  
Region \_\_\_\_\_

SAMPLE

## **Appendix 2H: Ideas for Achieving Society Goals for Membership Growth**

- A. Incoming chapter President and Membership Promotion Chair solicit a minimum of 3% of the area-assigned members to serve a one-year term on the Membership Promotion committee.
- B. The chair spearheads efforts related to recruiting new members and obtaining grade advancements and the co-chair spearheads efforts to reduce delinquencies.
- C. Names of potential new members can be generated by:
  - a. Reviewing company names in the chapter roster and seeking out new employees or existing employees who are not ASHRAE members
  - b. Running member cancellation reports through the Society website
  - c. Creating a list of new and existing companies in affiliated industries
  - d. Targeting firms that currently have no members.

To maximize these efforts, they should begin at a July or August Board of Governors meeting.

- D. Assignments should be made to CTTC members so that no one is required to recruit more than four new members, contact no more than seven delinquent members and obtain no more than one advancement.



## **Appendix 2I: Nominating Committee Procedures**

Immediately after the Nominating Committee is elected, it should obtain from the chapter secretary a list of members' attendance and activities during the preceding months.

At the March meeting, the committee presents to the secretary the names of candidates selected. At the April meeting, nominations may be made from the floor.

Upon receipt of the list of nominees from the Nominating Committee, and before the date of the May meeting, the secretary prepares a sample ballot with the names of candidates, including those nominated from the floor at the April meeting, and forwards the sample ballot to chapter members eligible to vote.

At the May meeting, the election is held by ballot, the president appointing three tellers to conduct the election. In selecting a slate of officers, care must be taken by the Nominating Committee to achieve balance among the various interests that may be represented in a chapter's membership. This same care should be extended to avoid any geographical concentration in instances where a chapter covers a wide territory.

If the chapter has a regular order of progression through the chairs, each person nominated for the initial position must be evaluated on the basis that he or she is being nominated for the ultimate position.

**CHAPTER SECRETARY CERTIFIES THAT ALL NOMINEES ARE SOCIETY MEMBERS IN GOOD STANDING.**

## Appendix 2J: Sample CRC Nominations Worksheet



### WORK SHEET FOR EXECUTIVE SESSION - REGION xx CRC

Recommendations for Society Year 20xx-20xx

Instructions: The regional Nominating Committee Member, as Chair of the CRC Executive Session, is responsible for submitting these original **pages** 1 through 5 to the Executive Vice President/Secretary, ASHRAE, 1791 Tullie Circle, NE, Atlanta, GA 30329 within 30 days after the CRC.

The Nominating Committee Member shall send copies of **Parts 2, 3, 4, 5, and 6** to the Director and Regional Chair (DRC) – (**not page 1**).

- Note:
1. All candidates shall be listed in order of preference.
  2. Each candidate should review his/her electronic biographical record on file at [www.ashrae.org](http://www.ashrae.org) and ensure that the bio is current.

#### 1. OFFICERS AND BOARD OF DIRECTORS

	<u>20xx-20xx Officer Nominees:</u>	<u>CRC Recommendations for SY 20xx-20xx</u>
President-Elect	Name1	_____
Treasurer	*Name2	_____
Vice President	Name3	_____
Vice President	*Name4	_____
Vice President	Name5	_____
Vice President	*Name6	_____
	* <b>Eligible for re-election to this position for one additional consecutive year</b>	
	<u>Directors-at-Large whose terms expire in June 20xx:</u>	
Director-at-Large	Name1	_____
Director-at-Large	Name2	_____
Director-at-Large	Name3	_____
	<u>Director and Regional Chair whose term expires in June 20xx:</u>	
	N/A	_____
		_____
		_____

Submitted by:

\_\_\_\_\_  
Region ## Member, Nominating Committee

\_\_\_\_\_  
Date

**(Note: DO NOT send this page to the DRC)**

2. SOCIETY COMMITTEES\* (Recommendations to Society President-Elect)

<b>Committee</b>	<b>Name Recommended</b>	<b>Member No.</b>
Advocacy		
Building Energy Quotient (bEQ)		
Certification		
Conferences and Expositions		
Electronic Communications		
Environmental Health		
Finance		
Handbook**		
Historical		
Honors & Awards		
Planning		
Professional Development		
Publications		
Refrigeration		
Research Administration**		
Society Rules		
Standards**		
Technical Activities**		
Young Engineers in ASHRAE (YEA)		
* = The CRC should contact candidates to obtain their agreement to serve on committees before candidate names are listed above.		
** = Members of these committees are elected by Board of Directors at Society winter meeting.		

3. NOMINATING COMMITTEE

Note: Nominating Committee Members, Alternates and Reserve Alternates must be **Members (Member grade) of the Society for a minimum of five years** at the time of selection, must be selected at least one year in advance of taking office, and may serve no more than six years total on the Nominating Committee.

	<b>20xx-xx</b>	<b>20xx-xx</b>	<b>20xx-xx</b>
Member	Name1 Member ID# (chairs CRC executive session)	#	#
Alternate	Name2 Member ID#	#	#
Reserve Alternate	Name3 Member ID#	#	#

The CRC should complete the charts below and forward pages 3 and 4 to the Director and Regional Chair (DRC), who should complete **the chart on page 4**. **The DRC then sends pages 3 and 4 to the President-Elect, who will handle the final selection process.**

**4. REGIONAL VICE CHAIRS - Grass Roots Committees**

Select three in each category, if possible. Candidates for Regional Vice Chairs must be Members (Member grade) of the Society in good standing for three years prior to the start of their terms. Please use full name (no nickname) and member number for each candidate recommended.

Committee	20xx-20xx	Term	20xx-20xx		
			1 <sup>st</sup> choice (name & member #)	2 <sup>nd</sup> choice (name & member #)	3 <sup>rd</sup> choice (name & member #)
Chapter Tech Transfer	Name1	xx-xx			
	Member ID#		#	# #	
Grassroots Govt Activs	Name 2	xx-xx			
	Member ID#				
Membership Promotion	Name3	xx-xx			
	Member ID#		#	# #	
Research Promotion	Name4	xx-xx			
	Member ID#		#	# #	
Student Activities	Name5	xx-xx			
	Member ID#		#	# #	

**4a. ASSISTANT REGIONAL CHAIR**

Select three candidates in priority order. Candidates for Assistant Regional Chair must be a Member (Member grade) of the Society in good standing for three years prior to the start of his/her term. List candidates below, using full name (no nickname) and member number for each candidate recommended.

20xx-20xx	Term	20xx-20xx		
		1 <sup>st</sup> choice (name & member #)	2 <sup>nd</sup> choice (name & member #)	3 <sup>rd</sup> choice (name & member #)
Name	xx-xx			
Member ID#		#	#	#

**4b. REGION MEMBERS COUNCIL REPRESENTATIVE**

Select three candidates in priority order. Candidates for Region Members Council Representative (RMCR) must hold Member grade or higher in the Society for three years prior to the start of terms. The RMCR may also be the ARC (4a). List candidates below, using full name (no nickname) and member number for each candidate recommended.

2013-14	Term	2014-2015		
		1 <sup>st</sup> choice (name & member #)	2 <sup>nd</sup> choice (name & member #)	3 <sup>rd</sup> choice (name & member #)
n/a	*			
# _____		#	#	#

(see next page)

**The DRC should list his/her recommendations below and send pages 3 and 4 to the President-Elect, who will make final decisions and send appointment letters.**

**The DRC recommends that the President-Elect appoint the following for 20xx-20xx:**

- Chapter Technology Transfer RVC \_\_\_\_\_
- Grassroots Government Activities RVC \_\_\_\_\_
- Membership Promotion RVC \_\_\_\_\_
- Research Promotion RVC \_\_\_\_\_
- Student Activities RVC \_\_\_\_\_
- Assistant Regional Chair \_\_\_\_\_

**The DRC recommends to the President-Elect the following ranking of candidates for the Region Members Council Representative position:**

- Candidate #1 \_\_\_\_\_
- Candidate #2 \_\_\_\_\_
- Candidate #3 \_\_\_\_\_

**Submitted by:**

\_\_\_\_\_  
Name, Region xx DRC (sign above)

\_\_\_\_\_  
Date

5. RECOMMENDATIONS FOR AWARDS

NOTE: Nominations for the John F. James International Award, Regional Award of Merit, and Chapter Service Award for general Society activities should be submitted in electronic format (adobe.pdf). These awards should include a letter of nomination from a sponsor (chapter, region, committee or ASHRAE member) that clearly addresses specific contributions and a current ASHRAE Biographical Record. For award criteria or point tally forms, please visit [www.ashrae.org/honors](http://www.ashrae.org/honors).

Award	Name (do not use nicknames)	Special Instructions
<b>John F. James International Award</b> (participation in international activities)		Must include letter(s) of recommendation and bio before submitting candidate's name
<b>Regional Award of Merit</b> (no limit on number of awards; attach list if needed)		Must include bio and point tally form before submitting candidate's name
<b>Chapter Service Award</b> (no limit on number of awards; attach list if needed)		Must include bio and point tally form before submitting candidate's name

6. CRC GENERAL CHAIR - Report names of the next 3 upcoming general chairs. (Note: This is NOT an Executive Session item. It is included on this sheet for convenience in reporting.)

<u>Name</u>	<u>Host Chapter</u>	<u>CRC Year</u>
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____

## Appendix 2K: Suggested Content for an eNewsletter

Items to consider for eNewsletter content:

1. Answer the who, what, when, where (and why and how when necessary) of the monthly meeting
2. Photograph(s) or art work to create interest
3. A message from the chapter president
4. A message from each of the grass roots committees – Chapter Technology Transfer, Grassroots Government Activities, Membership Promotion, Research Promotion and Student Activities
5. Promotion of regional dinners at Society meetings
6. Listing of chapter officers and committee chairs; this could be as part of the eNewsletter organization such as in a side bar
7. Occasional listing of regional officers
8. Human interest items – short bio of a new member or a retired member; other news of individual members
9. Listing Help Wanted notices
10. Occasional review of PAOE point status; explain to the membership the program and how points are earned
11. Upcoming events
12. Society news, such as upcoming conferences and new publications; news releases are available from [publicrelations@ashrae.org](mailto:publicrelations@ashrae.org)
13. Links to chapter, region and society websites
14. Chapter and society scholarship information
15. Research Promotion updates, including the goal, current status and contributor information
16. Links to: Past Newsletters, BOG Meeting Minutes, Chapter Meeting Registration (if available)
17. Chapter Regional Conference information

**MANUAL FOR CHAPTER OPERATIONS**

PLEASE COMPLETE THE INFORMATION FOR EACH DONATION AND SEND WITH DONATION - PLEASE PRINT

**Please check one:** ( ) Personal Contribution ( ) Company Contribution **Check #** \_\_\_\_\_ **Donation Amount: \$** \_\_\_\_\_

**Charge the gift to:** ( ) Visa ( ) MasterCard ( ) American Express Credit Card # \_\_\_\_\_ Exp \_\_\_\_\_

Name: \_\_\_\_\_ Member/Contributor #: \_\_\_\_\_

Company: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip \_\_\_\_\_ Chapter to credit: \_\_\_\_\_

**Apply Donation to:** ( ) Research ( ) Learning Institute ( ) Foundation \_\_\_ General \_\_\_ Research ( ) General Fund (unrestricted)  
**Memorial/Honor Gift Section Only**

Memorial ( ) Honor Gift ( ) For: \_\_\_\_\_

Please send acknowledgement to: \_\_\_\_\_ Relation to deceased/Honoree: \_\_\_\_\_

Address: \_\_\_\_\_

PLEASE COMPLETE THE INFORMATION FOR EACH DONATION AND SEND WITH DONATION - PLEASE PRINT

**Please check one:** ( ) Personal Contribution ( ) Company Contribution **Check #** \_\_\_\_\_ **Donation Amount: \$** \_\_\_\_\_

**Charge the gift to:** ( ) Visa ( ) MasterCard ( ) American Express Credit Card # \_\_\_\_\_

\_\_\_\_\_ Exp \_\_\_\_\_

Name: \_\_\_\_\_ Member/Contributor #: \_\_\_\_\_

Company: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip \_\_\_\_\_ Chapter to credit: \_\_\_\_\_

**Apply Donation to:** ( ) Research ( ) Learning Institute ( ) Foundation \_\_\_ General \_\_\_ Research ( ) General Fund (unrestricted)  
**Memorial/Honor Gift Section Only**

Memorial ( ) Honor Gift ( ) For: \_\_\_\_\_

Please send acknowledgement to: \_\_\_\_\_ Relation to deceased/Honoree: \_\_\_\_\_

Address: \_\_\_\_\_

PLEASE COMPLETE THE INFORMATION FOR EACH DONATION AND SEND WITH DONATION - PLEASE PRINT

**Please check one:** ( ) Personal Contribution ( ) Company Contribution **Check #** \_\_\_\_\_ **Donation Amount: \$** \_\_\_\_\_

**Charge the gift to:** ( ) Visa ( ) MasterCard ( ) American Express Credit Card # \_\_\_\_\_ Exp \_\_\_\_\_

Name: \_\_\_\_\_ Member/Contributor #: \_\_\_\_\_

Company: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip \_\_\_\_\_ Chapter to credit: \_\_\_\_\_

**Apply Donation to:** ( ) Research ( ) Learning Institute ( ) Foundation \_\_\_ General \_\_\_ Research ( ) General Fund (unrestricted)  
**Memorial/Honor Gift Section Only**

Memorial ( ) Honor Gift ( ) For: \_\_\_\_\_

Please send acknowledgement to: \_\_\_\_\_ Relation to deceased/Honoree: \_\_\_\_\_

Address: \_\_\_\_\_





## SECTION 3 MEMBERSHIP

- 3.1 General
- 3.2 Qualifications for Membership
- 3.3 Application for Membership
- 3.4 Admission and Grading
- 3.5 Remittances
- 3.6 New Members
- 3.7 Reinstatement of Membership
- 3.8 Advancement to Higher Grade
- 3.9 Transfer of Membership
- 3.10 Chapter Membership Requirements
- 3.11 Life Member Grade
- 3.12 Retiree Member Grade
- 3.13 Service to Members Assigned to the Chapter
- 3.14 Removal of Deceased Members from Membership Rolls
- 3.15 ASHRAE Hardship Cases and Natural Disaster Relief Action
- 3.16 Dues Program for Developing Countries

---

### SECTION 3 MEMBERSHIP

#### 3.1 General

The Membership Promotion Committee of the chapter is charged with the promotion of increased membership enrollment and the upgrading of members. See **Appendix 3A** for steps in membership processing and annual member benefits.

**Appendix 3B** provides suggestions for recruiting and retaining new members.

#### 3.2 Qualifications for Membership

Individuals connected with "the arts and sciences of heating, refrigeration, air conditioning and ventilation and the allied arts and sciences and related human factors, for the benefit of the general public" may be eligible for admission to the Society.

Membership in the Society is in several grades, as set forth in Society's Bylaws and in Rules of

the Board, and as reprinted on the required application forms. Only members of the Society in good standing shall be eligible to become and remain chapter members. Chapter members will hold the same grade in the chapter as they hold in the Society.

#### 3.3 Application for Membership

Application for membership can be made on a paper form or online. Students have special application forms. All forms are available on the Society website ([www.ashrae.org](http://www.ashrae.org)).

#### 3.4 Admission and Grading

In making application for membership, the applicant must supply all required data. Staff assigns the appropriate membership grade based on both the applicant's wish and their qualifications based on Society bylaws.

#### 3.5 Remittances

When submitting an application for membership, the applicant must include payment by check,

## MANUAL FOR CHAPTER OPERATIONS

credit card or money order in U.S. or Canadian currency. If for any reason the applicant is not elected, the monies will be returned.

### 3.6 New Members

When a new member joins Society, headquarters staff notifies the officers of the new member's assigned (or selected) chapter, providing the individual's name, location and contact information. If Society collects chapter dues, staff informs the chapter officers of whether the chapter dues have been received.

The chapter officers should follow up with the new member, welcoming him or her to ASHRAE and providing information about upcoming chapter meetings and other events. Also, if chapter dues were not submitted to Society, they should be collected.

### 3.7 Reinstatement of Membership

A former member who has resigned or who has allowed his or her membership to lapse may apply for reinstatement in the grade to which he/she formerly was assigned. The applicant can choose either to

- Pay dues for the current year, thereby once again becoming a member effective as of that date
- Pay dues for all years between the date of lapse and the current year, thereby retaining the original membership date; back dues will be charged in the amount of the current rate for that membership grade

### 3.8 Advancement to Higher Grade

Each member should be encouraged to advance to the highest grade attainable in order to receive the greatest benefit from, and to be able to provide the most input into, the functioning of the chapter, the region and Society. Certain restrictions that are applicable to a member's participation in ASHRAE activities are as follows:

- A. To vote at chapter, regional or Society level requires membership grade of Associate or higher.

- B. To hold an elected chapter office requires membership grade of Associate or higher.
- C. To hold a Regional Vice-Chair (RVC) office requires membership grade of Member or higher for a period of at least three years before appointment to that office.
- D. To hold an elected Society office, including Director and Regional Chair (DRC), requires membership grade of Member or higher for a period of at least five years before election to the office.

Additionally, grade advancement is an indication of a member's continuing education.

- To advance from Associate to Member, a member should update his or her bio online and send an email to [membership@ashrae.org](mailto:membership@ashrae.org) indicating a desire to advance.
- To advance from Student to Associate, members can participate in the SmartStart Student Transfer program, which can be found online at the StudentZone and YEA pages.

### 3.9 Transfer of Membership

The rights and privileges of a member are personal to the individual and must not be delegated or transferred, except that each member entitled to vote may do so in person, by proxy or action by letter ballot, electronic or other approved means given to another member entitled to vote (as set forth in Society Bylaws), and dated within three months of the election.

No member shall describe himself or herself in connection with Society in any advertisement, letterhead, printed matter or any manner other than as an Honorary Member, Presidential Member, Fellow, Life Member, Member, Associate Member or Student as the case may be, except in official business of the Society.

## MANUAL FOR CHAPTER OPERATIONS

### 3.10 Chapter Membership Requirements

Only members of the Society in good standing are eligible to be chapter members. Chapter members hold the same grade in the chapter as they hold in Society. A chapter cannot have a member who is not a member in good standing of Society.

To remain a member in "good standing," a member must pay current dues by the expiration date of the current membership.

Chapters are able to run membership reports in real time, including a delinquency report, to stay abreast of members they should be contacting. Headquarters staff can provide assistance.

Chapter dues may be levied in amounts approved by the chapter membership. Delinquency in chapter dues may prevent a member from voting in a chapter or holding chapter office, but will not affect standing as a member of Society.

### 3.11 Life Member Grade

A Member or Associate member who has been a Society Member in good standing for a cumulative total of 30 years and who has attained the age of 65 years is qualified to be a Life Member and shall retain all the rights and privileges of the most recent membership grade.

### 3.12 Retiree Member Grade

Qualifications for Retiree Grade Membership are:

- Completely retired from active business participation
- Member in good standing for a minimum of 10 years
- At least 55 years of age

Retiree Members receive monthly ASHRAE *Journals* and *Insights* newsletters and a significant discount on annual dues. The annual volume of the Handbook is not a benefit.

### 3.13 Service to Members Assigned to the Chapter

A chapter may have assigned members who are located a significant distance from the chapter's primary location. The chapter must include all area assigned members in chapter communications and should develop strategies to engage the entire membership, regardless of where individuals are located.

### 3.14 Removal of Deceased Members from Membership Rolls

Before a deceased member's name can be removed from membership rolls, Society must have some notification of the death, such as: email or call from a chapter officer or membership promotion chair, newspaper obituary, written notification from a family member, returned mailing indicating "addressee deceased," or a copy of the death certificate.

Headquarters staff will mark the member's status as "deceased," which retains his or her history in Society's database.

### 3.15 Hardship Cases and Natural Disaster Relief Action

#### 3.15.1 Hardship Cases

Members Council is responsible for determining what constitutes a hardship case and providing guidance to staff for determination of special consideration with respect to dues and other member benefits. Issues not covered by this guidance shall be ruled on by the chair of Members Council in consultation with staff. For more information, contact [membership@ashrae.org](mailto:membership@ashrae.org).

#### 3.15.2 Natural Disaster Relief Action

When a natural disaster occurs, the DRC will determine which chapters/members in his or her region are affected and if relief is warranted. The DRC will notify staff about the chapters that are affected. Staff will then notify the affected members. The Natural Disaster Relief Action Plan can include, upon request, waiving membership dues and replacing the current

Handbook. For more information, contact [membership@ashrae.org](mailto:membership@ashrae.org).

**3.16 Dues Program for Developing Economies**

To encourage membership outside the United States and Canada, ASHRAE offers a decreased dues option for Members and Associate Members residing in countries categorized by the World Bank as Low Income or Lower Middle Income developing economies. (Visit the ASHRAE website for the most current World Bank listing.)

The discounted dues per year includes electronic-only access to the ASHRAE Journal and ASHRAE Insights, and the annual ASHRAE Handbook on CD. Members in developing economy countries can choose to pay full membership dues and receive full benefits.

## MANUAL FOR CHAPTER OPERATIONS

---

### Appendix 3A: Membership Processing and Annual Benefits

#### STEPS IN MEMBERSHIP PROCESSING

- Completed application is received at Headquarters with appropriate membership dues
- Applications are reviewed daily
- Election notice sent to applicant weekly

#### MEMBERSHIP PRIVILEGES/BENEFITS

- All members in good standing eligible to receive annual Handbook and monthly Journal and newsletter
- All except Affiliate grade and Student grade eligible to vote on Society matters
- All Society members except Retirees, Affiliates, Student Branch Advisors and Students entitled to receive annual issues of the Handbook Series

#### SOCIETY ANNIVERSARY BILLING CYCLE

- 3 months before anniversary due date: Annual invoice (mail/email)
- 2 months before anniversary due date: 1<sup>st</sup> Notice (mail/email)
- At time of anniversary due date: 2<sup>nd</sup> Notice (mail/email)
- 2 months after anniversary due date: 3<sup>rd</sup> Notice (mail)
- 4 months after anniversary due date: Final notice (mail/email)
- 6 months after anniversary due date: Cancellation notice (mail/email)

#### IF CURRENT DUES ARE UNPAID

- 3 months after anniversary due date: Not eligible to vote and Journal/Insights discontinued for students
- 6 months after anniversary due date: No Journal/Insights
- 6 months after anniversary due date: Considered no longer an active member in good standing

## **Appendix 3B: Suggestions for Recruiting and Retaining New Members**

The following suggestions may help a chapter recruit and retain new members.

- A. Develop a program in which the chapter assigns an existing member to provide guidance for a potential new member in order to:
  - 1. Introduce the candidate to the chapter membership
  - 2. Provide information on chapter activities and meeting times
  - 3. Arrange transportation
  - 4. Encourage involvement in chapter programs
  - 5. Keep the chapter informed on the candidate's progress
- B. Invite and encourage graduating students to become ASHRAE members
- C. Ensure that the name of the candidate/new member is added to the chapter mailing list immediately upon receipt of application
- D. Ensure that the candidate/new member has received meeting notices
- E. Set up an installation procedure for inducting new chapter members; consider presenting the ASHRAE pin and certificate of membership at a meeting
- F. Publicize new members on chapter website and in chapter enewsletter
- G. Assign new members to the Reception Committee for three or more months; after that term, assign each new member to a committee or working group to keep him or her engaged in the chapter
- H. Introduce new members at the first chapter meeting following election
- I. Ensure that each new member's name is added to the chapter roster

## SECTION 4 FINANCES

- 4.1 Chapter Finances
- 4.2 Reports
- 4.3 Tax Status
- 4.4 Record Keeping
- 4.5 Incorporation
- 4.6 Liability Insurance
- 4.7 Fund-Raising Activities
- 4.8 Dues Collection Program

### 4.1 Chapter Finances

The chapter's fiscal year is the same as Society's: July 1 to June 30. As indicated in Section 1.5, the chapter Treasurer is responsible for the receipt, safekeeping and disbursement of chapter funds and for keeping proper records.

Chapter funds should be used to carry out the objectives of the Society and the chapter. Chapter officers are responsible for ensuring that the chapter can meet its expenses. Any investment of chapter funds should be approved by the chapter's Board of Governors (BOG).

**Appendix 4A** provides guidance for the chapter Treasurer.

### 4.2 Reports

The Treasurer should submit a monthly report to the chapter President and BOG, detailing receipts and expenditures. This report should contain three principal elements.

#### 1. Budget Comparison

- Cover the period through the end of the last month prior to the BOG meeting
- Compare actual versus estimated figures for both this period and the year to date

- Comment on any inordinate discrepancies, plus or minus

#### 2. Status of Principal Accounts

This section of the report typically includes the operating account reserve fund, fund for awards, scholarship endowment fund, etc.

#### 3. Disposition of Assets

For each of the principal accounts:

- How are the assets invested?
- How much are they earning?
- How secure are they?

The Treasurer submits an annual financial report, accompanied by all records and receipts, to the BOG who designates an auditing committee to review it. The audited report is included with the chapter's CRC Summary Report.

### 4.3 Tax Status

Each chapter is responsible for filing the necessary form for tax exemption with all governing agencies in the country in which it operates. The chapter Treasurer should submit the tax exempt application to the regional Treasurer each year.

### 4.4 Record Keeping

The Treasurer's files typically contain:



## MANUAL FOR CHAPTER OPERATIONS

- Bylaws (original and any amendments)
- List of officers' names, addresses and phone number (for each year)
- Documents and correspondence from banks:
  - Checking account statements and reconciliation
  - Checkbooks and ledger sheets
  - Documents to back up all payments
  - Detailed deposit records
  - Certificates of Deposit (CDs)
- Treasurer's reports
- Tax returns (**Appendix 4B** summarizes some key points related to U.S. chapters' requirements for filing federal taxes)
- Tax exempt application, notification of tax exempt status and tax identification number
- Sales tax exemption number

The chapter is expected to keep the following permanent financial records:

- Treasurers' reports
- Financial statements
- Final audit reports

The chapter historian should assist with the permanent filing of these records at the end of each fiscal year.

### 4.5 Incorporation

A chapter having large membership and

appreciable assets may decide to incorporate for reasons of control and management. If a chapter chooses to incorporate, Society strongly recommends that it do so as a non-profit corporation.

After incorporation, the chapter must comply with the laws and regulations of the jurisdiction in which it is formed. Often, corporations are required to perform activities such as:

- Issuing membership certificates
- Adopting bylaws
- Holding annual meetings for the election of officers and directors
- Giving notice of annual and special meetings
- Presenting at its annual meeting a verified report showing the amount and location of the corporation's property, investments, property acquired and the manner of acquisition, expenditures and their purposes and the names and residences of new members
- Keeping minutes of the annual meeting, special meetings and directors meetings.

Most jurisdictions charge an incorporation fee. Society strongly recommends that the chapter retain legal counsel to assist with the incorporation process.

### 4.6 Liability Insurance

Society provides Comprehensive General Liability insurance for chapters in the U.S. and Canada. These chapters do not need to obtain their own general liability insurance. This policy has, as additional insured, all members of the chapters, but only with respect to their liability for activities of the ASHRAE chapter.

This insurance will pay all sums which the chapters and/or members are legally obligated to pay as damages because of bodily injury or property damage. This coverage will defend the

insured against such suits even though the suit may be groundless, false or fraudulent. Society provides Directors & Officers Liability Insurance (D&O) worldwide. D&O protects all individual directors and officers for all allegations of wrongful acts that are made as a result of serving as a volunteer director and/or officer.

This coverage is not designed to cover the members individually, or to in any way replace the individual's personal and/or business insurance.

Each year, during the month of August, each chapter president in the U.S. and Canada is sent an insurance certificate describing the insurance policies. Should chapters have specific questions regarding Comprehensive General Liability coverage, please send these questions to the ASHRAE Comptroller at Society Headquarters. All questions will be brought to the attention of our insurance agent and answered as soon as possible.

#### 4.6.1 Chapter Event Insurance

Society provides access to a General Liability policy that chapters in the United States can use for their monthly chapter meetings. The policy provides coverage for activities such as picnics, golf outings and facility tours.

Other activities or events may be covered by the policy, sometimes at an additional fee. For activities or events that the policy does not cover, ASHRAE requires that the local chapter purchase Special Event Insurance for itself and ASHRAE at least 30 days in advance.

Insurance protection for an event must be in force before the event start date. The cost of insurance will be a Chapter expense.

For more information about chapter event insurance, contact the staff Director of Member Services.

#### 4.7 Fund-Raising Activities

Chapters can solicit and receive monies for dues, research promotion, awards, endowed

scholarships, CRC events and chapter operations.

#### 4.8 Dues Collection Program

Chapters can request that Society collect annual chapter dues during the annual Society Membership Renewal cycle.

A. The chapter President or Treasurer should notify Membership Services staff before February 15 if the chapter wants to participate in the Society Dues Collection Program. The notification should include:

- i. Chapter Name, Number and Region
- ii. Chapter Treasurer's membership number, e-mail address and telephone number
- iii. Amount of Chapter Dues to be billed

The chapter is responsible for notifying Society of any changes in data or any change in participation status.

- B. The Chapter is responsible for billing for all non-membership dues charges such as meals, awards, endowed scholarship funds, event fees, etc.
- C. Society will not collect chapter dues for new members, life members, student members, student transfers or reinstatements. If the Chapter charges dues to these members, the chapter is responsible for billing and collection.
- D. On a regular basis, Society will send to the chapter any chapter dues collected.
- E. Members who pay only Society dues will not receive follow-up notices from Society for "Unpaid Chapter Dues." The chapter is responsible for all follow-up and for collection of local dues not paid through Society.

## **Appendix 4A: Guidance for the Chapter Treasurer**

A chapter has better control of its expenses if it prepares a budget for its own use for comparison and control purposes. Preparing the budget is one of the most important administrative activities a chapter can do because it represents a concise written statement of the chapter's goals and intentions for the coming year. More than a financial base, it is a map of the current philosophy of the Board of Governors. The treasurer should maintain a file with the notes and calculations used in determining budget line items for future reference. The information in this file will be invaluable when comparing actual versus estimated income and expenses and when preparing the next year's budget. Budgets should be designed to be balanced. That is, estimated expenses should equal estimated income. Furthermore, budgets should be conservative, with overestimated expenses and underestimated income.

Arrangements for the safekeeping of chapter funds and for their withdrawal should be established by the chapter Board of Governors. One satisfactory method is the use of a checking account, subject to withdrawal by the signature of the Treasurer and another officer, usually the President.

In establishing the account, local banking requirements must be complied with. The account should be carried in the name of "\_\_\_\_\_ Chapter, American Society of Heating, Refrigerating and Air-conditioning Engineers," to avoid possible misidentification with Society funds.

The identification number on the account should be the chapter's Employer Identification Number. It is not appropriate to have any individual's Social Security number on this account. The arrangement should be such that when new officers are installed, the bank may easily be authorized to honor the new signatures.

No disbursements should be by cash, and receipts should be used wherever practicable. Expenses incurred in entertaining a speaker, invited guest, etc., should be borne by the individual or committee charged with this function. The Treasurer should reimburse this individual or committee upon written invoice or request, and should ensure appropriate documentation for all relevant parties.

## Appendix 4B: General Guidelines for Filing Federal Taxes (U.S.)

Refer to the IRS website at [www.irs.gov/eo](http://www.irs.gov/eo) or your chapter's CPA for full details about filing federal taxes.

### General US Federal Tax Filing Requirements for Chapters:

- Each chapter must file Form 990-N, Form 990 EZ or Form 990, depending on the amount of the chapter's **gross receipts** and/or **total assets**. ***The dollar amount limits for each form are subject to change each year. Check the IRS website or the chapter's CPA for the latest information.***
- Private foundations must file **Form 990-PF**.
- The filing date for Chapters on a July 1 – June 30 tax year is November 15.

### Key Definitions:

- **Gross Receipts:** The gross amount received by the organization during its annual accounting period from all sources without reduction for any costs or expenses including the costs of goods or assets sold; cost of operation, expenses of earning, or collecting such amounts. Gross receipts include, but are not limited to, the gross amount received from contributions, gifts, grants and similar amounts; the gross amount received as dues or assessments from chapter members or affiliate organizations; the gross sales or receipts from business activities (whether or not it relates to your exempt purpose); the gross amount received from the sale of assets; and, the gross amount received as investment income.
- **Unrelated Business Income:** Income received from a trade or business which is regularly carried on by the organization and is not substantially related to the performance by the organization of its exempt purpose or function except that the organization needs the profits derived from this activity. Examples of income from business unrelated to the chapter's exempt purpose include, but are not limited to, receipt of fees from member advertising in the chapter newsletter or proceeds of sale of items unrelated to ASHRAE business.

## SECTION 5 CHAPTER MEETINGS

- 5.1 Meetings
- 5.2 Creating a Good Meeting
- 5.3 Pitfalls to Avoid
- 5.4 Meeting Notices
- 5.5 Mailing Lists
- 5.6 Speakers
- 5.7 Duties of Officers, Committee Chairs and Members for a Typical Chapter Meeting
- 5.8 Chapter Programs
- 5.9 Regional and Chapter Alcohol Policy

---

### SECTION 5 CHAPTER MEETINGS

#### 5.1 Meetings

The number of chapter meetings each year will vary, but a chapter should schedule at least eight chapter meetings per year. At least six of the meetings should include a technical program.

Certain activities must be accomplished in designated months to comply with Society and chapter Bylaws. A calendar of chapter activities is provided in [Appendix 1A](#).

In addition, some social events, such as skeet shooting and boating, require that the chapter purchase insurance to protect against possible legal liability in case of accident. Information about this type of event insurance is available at [Bookmarked Sections and Appendices](#).

To ensure that meetings are effective and productive, the President and other officers are encouraged to use Robert's Rules of Order. Society will provide a copy of Robert's Rules to chapter officers upon request.

#### 5.2 Creating a Good Meeting

Most people attend chapter meetings for one or more of the following reasons:

- A. To receive and transmit technical information
- B. To meet people engaged in the industry
- C. For fellowship and enjoyment
- D. To develop knowledge of the problems encountered in the industry
- E. To earn continuing education credits (for example, PDHs, CEUs or LUs) for professional license or designation renewal

A successful meeting provides opportunities for each of these reasons.

Some criticisms of meetings and possible remedies are listed in [Appendix 5A](#).

#### 5.3 Pitfalls to Avoid

- A. **Controversial Non-technical Content**  
Topics pertaining solely to politics, religion or trade are inappropriate and should not be the subject of discussion at chapter meetings or be included in any chapter publications.

**B. Commercialism**

Chapters must comply with Society's commercialism policy, which is available at [ASHRAE Commercialism Policy](#).

Commercialism is the inclusion of visual, written or verbal references to any organization for the promotion or commercial advantage of that organization or the commercial disadvantage of a competing organization. Chapters should request to see the speaker's presentation weeks in advance of the meeting, tech session or seminar. The chapter must notify the speaker if unacceptable commercialism is found in the presentation.

**C. Social Media Acceptable Use Policy**

"Social Media" refers to web-based communication technologies that allow multiple users to interact online in a dynamic environment. Popular examples include, but are not limited to, Facebook, Twitter, Yammer, LinkedIn, blogs, wikis and others.

"Objectionable" refers to anything that advocates an illegal activity or could reasonably be considered obscene, threatening, hostile, indecent, harassing, or offensive. This includes, but is not limited to written, verbal, or graphic material, that would offend, harass, or threaten a reasonable person on the basis of age, color, disability, gender, national origin, race, religion, sexual orientation, veteran status, or any classification protected by federal, state or local law. (See **Appendix 5I**)

**D. Lack of Organization**

Disorganization can lead to a disastrously bad meeting. The best place to start to ensure that a meeting is organized is with an agenda. A sample agenda might include:

1. Technical Workshop (or Business Meeting)

2. Break
3. Dinner (start with intro of members and guests)
4. Break
5. Presentation (start with intro of speaker)
6. Discussion (end with thanking speaker)
7. Announcements (e.g., future meetings)
8. Adjourn

**5.4 Meeting Notices**

The most important sales piece the chapter puts out is the meeting invitation and notice.

Meeting notices should include the following, clearly set forth:

- A. The name of the Society and the chapter
- B. Date, time, place and cost of meeting
- C. Name and business connection of speaker and title of presentations, together with reasons members will benefit by attending
- D. A clear indication that the member or guest is welcome at the meeting, even if he or she can't attend the dinner
- E. Procedure for making and paying for dinner reservations, for example, the link to the online system, an e-mail address or a phone number

**Appendix 5B** provides additional insight about the creation and timing of meeting notices.

**5.5 Mailing Lists**

In addition to the members, the chapter mailing lists should include active membership prospects. This group should be checked frequently by the Membership Promotion Committee.

Chapter publications and meeting notices must be sent to the Regional Chair. As a courtesy, the speaker should receive a copy of the meeting notice.

## 5.6 Speakers

**Appendix 5C** provides guidance on selecting and working with speakers.

In addition, Section 9 of this manual provides information about protocol on visits to chapters by Society and regional officers.

## 5.7 Duties of Officers, Committee Chairs, and Members for a Typical Chapter Meeting

- A. Secretary or Treasurer: Arrive early to check with hotel contact regarding details
- B. Attendance or Reception Committee:
- Arrive early to welcome members and guests
  - Sell dinner tickets
  - Provide Chapter Technology Transfer committee chair with complimentary ticket(s) for speakers, visitors, etc.
  - Close refreshment facilities when dinner is announced
- C. Chapter Program Committee:
- Check availability of equipment as requested by speaker(s)
  - Check seating arrangements in meeting room including place cards for officers and speakers(s)
  - Adhere to an established time schedule
  - Distribute and collect Chapter Program Evaluation Forms. A sample evaluation form is provided in **Appendix 5D**.
- D. Membership Promotion Committee Chair:
- Promote Society membership among guests
  - Make available a computer with internet access so that attendees can apply for membership online

## 5.8 Chapter Programs

**Appendix 5E** provides ideas for a variety of

chapter meeting programs and **Appendix 5F** outlines guidelines for chapter-sponsored educational programs.

Many attendees request documentation of attendance at chapter professional development events; a sample certificate of attendance is provided in **Appendix 5G**.

Information specific to Product Shows and Equipment Expositions is provided below.

### A. Product Shows

Some chapters use a “product show” at one or more chapter meetings as a way to encourage attendance and to find sponsors for the pre-dinner refreshments or the meals.

When conducting a product show at a regular monthly meeting, the following guidelines shall be followed:

- A maximum of three displays per meeting, with a 4' x 8' table for display.
- No restrictions on the number of products.
- The display and/or presentation cannot interfere with the technical or business session.
- No time shall be provided on the program for product discussion.
- A disclaimer will be posted adjacent to the display area and listed in any published announcements.

### B. Equipment Expositions

Chapters are allowed to sponsor, co-sponsor, conduct, manage or operate equipment exhibits or expositions of products, equipment and systems, subject to the following restrictions:

- Chapters may only sponsor, co-sponsor, conduct, manage or operate exhibits or expositions confined to the immediate community of the chapter and conducted for strictly scientific, educational and non-commercial use.

## MANUAL FOR CHAPTER OPERATIONS

- Chapters may not sponsor, co-sponsor, conduct, manage or operate exhibits or expositions during any meeting sponsored by Society.
- Chapters \*must\* ensure that the chapter name is always used in any publications or marketing promotions for the exposition they are sponsoring or co-sponsoring. *If the ASHRAE logo is used without the chapter name, then it appears that Society is sponsoring the exposition, which is a violation of Society's exposition policy.*
- The net display area will not exceed 10,000 square feet (929 square meters);
- Individual display areas will not exceed 100 square feet (9.29 square meters);
- No organization will have more than two (2) display areas;
- One (1) display area will be dedicated to promoting Society publications and membership;
- A technical seminar of at least three (3) hours will be held in conjunction with this event;
- A disclaimer, which is provided on page 2 of **Appendix 5H**, should be posted adjacent to the display area and listed in the published material. A signed copy of this disclaimer will be sent to the Director of Member Services at ASHRAE Headquarters; and
- A notice of intent to hold an exposition, which is provided on page 1 of **Appendix 5H**, must be sent to the Director and Regional Chair (DRC) and to the Director of Member Services prior to the exposition.
- The following statement should be visible during the chapter-sponsored equipment exposition:

The \_\_\_\_\_ Chapter does not act for

Society. The sponsor/co-sponsor of this event is the \_\_\_\_\_ Chapter.

### 5.9 Regional and Chapter Alcohol Policy

When conducting Regional or Chapter meetings or other events that would warrant having alcohol on the premises, ASHRAE Regions and Chapters shall adopt the following policies.

If alcoholic beverages are to be sold or served at a Regional or Chapter meeting or other function on the Establishment's premises (or elsewhere under the Establishment's alcoholic beverage license), such beverages shall be dispensed only by the Establishment's employees and bartenders. The term "Establishment" shall mean the hotel, restaurant, club or other organization providing the meeting space to the ASHRAE Region or Chapter.

The Establishment represents and warrants that it carries adequate liquor and dram shop liability insurance to protect itself against claims arising from the Establishment's negligent activities where alcohol is served.

The Establishment agrees to comply with ASHRAE's request to discontinue all alcoholic service at any particular time during any of the ASHRAE Regional or Chapter events held at the Establishment.

- Service Requirements: The Establishment shall:

**a)** request proper identification (photo ID) of any person of questionable age and refuse alcoholic beverage service if the person is either under age or unable to produce proper identification;

**b)** refuse alcoholic beverage service to any person who, in the Establishment's judgment, appears intoxicated; and

**c)** instruct its bartenders not to "over pour."

- Training: The Establishment represents and warrants that all Establishment personnel have undergone adequate



## MANUAL FOR CHAPTER OPERATIONS

---

training to prevent any incidents which could result in claims for liquor liability.

- Indemnification: Notwithstanding any other provisions of this contract, the Establishment shall defend, indemnify and hold ASHRAE, the ASHRAE Region or Chapter, officers, directors, employees, agents and members harmless from and against any and all losses, damages, claims, expenses and liabilities of any kind, including costs of defense thereof, caused by or arising from the Establishment's sale or service of alcoholic beverages.

## **Appendix 5A: Remedies for Common Chapter Meeting Problems**

This Appendix identifies common problems associated with chapter meetings and provides possible solutions for each.

### **Technical Program Issues**

Problem 1: Poorly selected subject matter

Remedy: Chair of the Chapter Technology Transfer Committee can survey the members during the Spring, inquiring as to subjects that are of interest.

Problem 2: Speaker is hard to hear, presents information badly, or does not present subjects clearly.

Remedy: Chapter Technology Transfer Committee can help the speaker plan the presentation. The speaker should know the time allocated for the presentation, the approximate size of the audience and the type of audience expected.

Problem 3: Equipment (such as audio/visual, lighting, etc.) is not available or poorly set up.

Remedy: Check and test all necessary equipment before the meeting starts. Work with the hotel/venue staff to find out who the contact will be if a problem arises.

Problem 4: Discussion period and questions poorly handled and answered.

Remedy: To prevent monopolization of the discussion period by a few individuals, options include:

- Requiring that questions be written down and handed to the chair of the Chapter Technology Transfer Committee for sorting and giving to the speaker; the Committee or the speaker may “plant” some questions that will stimulate discussion
- Assigning a member who has good facilitation skills to serve as a monitor to help the speaker allocate discussion time wisely and fairly

### **Business Meeting Issues**

Problem 1: Too much of the meeting is devoted to reports instead of real issues.

Remedy: Provide full, written reports by e-mail either before or after the meeting and dedicate oral reports at the meeting to highlights, low lights, recommendations, or questions. Minutes of previous meetings should be e-mailed enough in advance that members can read them ahead of the meeting, where they can ask questions or suggest edits.

Problem 2: Meeting is not prompt.

Remedies: Give attendees who are already at the venue a 5-minute reminder that the meeting will start soon. Make starting the meeting on time a part of the chapter culture. The chair should always end the meeting on time so that attendees can take advantage of social time.

Problem 3: Member participation is difficult to encourage.

Remedies:

- Reach out to members who are early in their careers. Often, these members want to build their experience and to get involved.
- Assign “complainers” to a committee. Often, these members have excellent ideas for improving processes and getting them involved allows them to use their creativity and energy for good purposes.
- For the Chapter Technology Transfer Committee specifically, an excellent practice is to have a large enough committee that each person is assigned to organize one or two meetings per year. This practice distributes the workload and gives each member a personal “stake” in at least one meeting each year.

### **Fellowship and Enjoyment Issues**

Problem 1: Inadequate pre-dinner refreshment facilities.

Remedy: Ensure that the pre-dinner space is arranged so that refreshment facilities are set up exclusively for the use of people attending the meeting and provide sufficient room for small groups to gather and talk.

Problem 2: Poor food

Remedy: If the meeting is always held at the same place, it may be possible to work out one or two exceptional meals during the year which will be the ones that are remembered, although every effort should be made to insure that all dinners are well prepared and served.

Problem 3: Poor acoustics, lighting, ventilation and air-conditioning.

Remedy: Take care at the outset to select a comfortable, appropriate meeting place. Make a site visit before committing to a venue.

Problem 4: Parking is inadequate or otherwise inappropriate.

Remedy: Take care at the outset to select a comfortable, appropriate meeting place. Make a site visit before committing to a venue.

Problem 5: Difficulty in meeting other attendees.

Remedies:

- Longer-term members can meet newcomers by serving on the Attendance Committee or as a mentor to a new member.

- Name badges with different colors or markings for members and guests and with space for large lettering of the wearer's name are very helpful.

Problem 6: Poor attendance at meetings.

Remedies:

- Make the meetings educational, productive and fun.
- Place announcements in eNewsletters.
- Offer awards for attendance.
- Utilize past chapter Presidents by inviting them to an annual "Past Presidents" meeting and asking them to share a few "lessons learned" from their ASHRAE experiences.

## **Appendix 5B: Meeting Notices**

Efficient telephone committees can work wonders in increasing chapter meeting attendance.

The timing of notices and reminders is very important. A timing schedule that has been most effective, particularly for smaller chapters, is as follows for a chapter meeting on a Thursday:

- Notices e-mailed 10 - 14 days prior to meeting
- Reminders e-mailed a day or two before meeting
- Phone calls made day before and day of the meeting

Try to arrange sending meeting notices so that they arrive after Monday, but before Friday. Notices received on Mondays or Fridays are apt to attract less attention.

Copy should be prepared so that it meets the needs of other committees, particularly Publicity (for example for submitting to a local newspaper).

## **Appendix 5C: Working with Speakers for Chapter Meetings**

### **I. Selecting Speakers and Topics**

The selection of good speakers and appropriate subjects for meetings is among the most important chapter responsibilities, because attendance at meetings depends mostly upon the excellence of the speakers and their subjects. Therefore, extreme care should be used in selecting speakers and subjects to appeal to the greatest number of potential attendees. The following procedure has produced good results:

- A. Survey the members early in April to find out which subjects will be of interest to the greatest number. The survey may contain as many subjects as deemed desirable.
- B. Using the results of the survey, the Chapter Technology Transfer Committee should start as soon as possible to line up suitable speakers for the coming year, with emphasis on speakers in the area. The committee may want to solicit the opinion of the Board of Governors.
- C. A panel of two or more people on a selected subject is often very effective, but should be properly prepared in advance.
- D. If practicable, all of the meetings during the year should be arranged by September, so that they may be published and promoted.
- E. Two chapters in close proximity can coordinate the exchange of speakers. Also, the regional vice-chair for Chapter Technology Transfer can be contacted for speaker suggestions.

### **II. Social Protocol**

Speakers or other dignitaries who have accepted an invitation or announced their intention to visit a chapter should be treated with courtesy. The following suggestions often will make the visit more enjoyable for the visitor and will give him or her a positive impression of the chapter.

- A. Before the visit, find out if the chapter can help the dignitary make hotel or transportation arrangements. If so, delegate this duty to someone who is responsible and reliable. If the dignitary expresses a desire to meet any particular persons or visit any particular places in your locality, make the necessary arrangements. However, some guests will have personal or company business in your area and may prefer to be left "on his or her own."
- B. Make sure that dignitaries are properly escorted to the meeting place and are not left unattended during social events. They are the guests of the chapter at the cocktail hour and at dinner.
- C. Following the meeting, the dignitary should be escorted to his or her transportation or hotel.

### **III. Presentation Protocol**

- A. Equipment, such as projector, screen, pointer or blackboard that the speaker may need, should be provided. If a speaker will have display or demonstration equipment, the chapter should ensure that at least one person is available to help unpack and repack the materials.

- B. No one in the audience should be allowed to be rude to an invited speaker. Someone, perhaps the program or technical committee chair, or whoever introduced the speaker, should act as moderator to keep the talk on track. If the presentation leads to discussion, the moderator should ensure that each participant is properly identified and that questions raised and the pertinent answers are audible to the entire group.
- C. The introduction of the speaker should be prepared in advance. The following tips are abstracted from: *How to Introduce a Speaker* by Dr. James F. Bender ([Sales Management](#)).
- Make sure of your facts, including the pronunciation of the speaker's name, the speaker's position/title and any relevant accomplishments.
  - Make it short. An introduction should be less than a minute and a half.
  - Don't overdo it. Don't refer to the speaker as your friend, unless he or she is. Let your sincerity of expression make the speaker feel important. Let the speech prove the speaker's worth.
  - Don't steal the speaker's thunder. Don't "give the speech" before the speaker has a chance to do so.
  - Make your remarks pertinent to the occasion. A joke just for the sake of a joke without relevance had best be omitted, but an appropriate pleasantry is always in order. Even a bit of "kidding" is often welcome, if the speaker is an old friend of yours and well known to the audience.
  - Conclude the introductory remarks by pronouncing the speaker's name as you turn toward the speaker with a smile or inclination of the head. This process transfers the audience's attention from you to the speaker and gives a cue to begin.
  - Remain standing until the speaker takes his or her place and begins the presentation.

#### **IV. Advice to Speakers**

Because most chapter speakers are not professional speakers, the Chapter Technology Transfer Committee Chair may want to provide the speaker with a few fundamentals for good programs.

- A. The presentation must be free of commercialism and the speaker cannot distribute company literature. The speaker should review Society's No Commercialism Policy, which is available on the [ASHRAE Commercialism Policy](#) web page.
- B. An invitation to speak before an ASHRAE group is an honor that should not be abused. In addition to having a thorough knowledge of the subject, the speaker should be thoroughly prepared to deliver the message.
- C. Most programs are timed for the convenience of the members. Speakers will normally be allowed 45 minutes for their portion of the program.
- D. If a PowerPoint presentation is used, illustrations and graphics are preferable to too many words. The information on a slide should be large and legible enough for the entire audience to see without having to strain. Tips for speakers are available at [www.ashrae.org/cttc](http://www.ashrae.org/cttc).

MANUAL FOR CHAPTER OPERATIONS

Appendix 5D: Sample Chapter Program Evaluation Form

CHAPTER PROGRAM EVALUATION

CHAPTER \_\_\_\_ MEETING DATE \_\_\_\_

MAIN PROGRAM \_\_\_\_ TECHNICAL SESSION \_\_\_\_ SEMINAR \_\_\_\_

SPEAKER'S NAME \_\_\_\_

PRESENTATION TITLE \_\_\_\_

RATING

	<u>Maximum Points</u>	<u>Rated Points</u>
Topic of Presentation	20	____
Presentation of Material	40	____
Provided Pertinent and/or Useful Information	40	____
Deduction for Commercialism	Up to 25 Points	____
<b>TOTAL POINTS</b>	<b>100</b>	____

COMMENTS: \_\_\_\_

Would you recommend this speaker to other chapters? YES \_\_\_\_ NO \_\_\_\_

PLEASE RETURN FORM TO CHAPTER TECHNOLOGY TRANSFER CHAIR



## Appendix 5E: Ideas for Chapter Programs

### A. Technical Talks

1. General Topics: Many general topics are of broad interest to our members, for example, Comfort, Psychrometrics, Insulation Requirements, Refrigerants, Noise and Vibration, Industry Market Trends, Historical Talks and Weather Data.
2. Specific Topics: Some of these topics include Heating Methods and Equipment, Cooling Methods and Equipment, Refrigeration, Food Freezing Techniques, Fan Design and Performance Pumps, Coil Design and Application Sorbents, Automatic Controls and any other items of equipment, design and applications pertinent to our industry.
3. Installation and Testing: These talks could cover installing equipment, ducts, piping, etc., to acquaint the audience with what to do and what not to do in the layout of a job or the selection of equipment. Methods of field testing, test procedure and analysis of results would reflect design criteria and equipment performance.
4. Maintenance and Operation: A great deal of emphasis is placed on system design, equipment selection, conservation of space and low initial cost of a project. What about maintenance and operation? What are the problems of the operating engineer who has to live with the job day after day? How can the design engineer improve the design to reduce operating and maintenance costs? How accessible is equipment for servicing and repair? Is equipment standard or special, requiring stocking of spare parts? A presentation by a good operating and maintenance professional can be interesting and informative.

### B. Non-Technical Talks

1. Legal Issues: Very few people are even vaguely familiar with the legal responsibility of the owner, architect, engineer, contractor, manufacturer and sales agent in our industry. The Bar Association will gladly cooperate to provide a speaker on this important subject.
2. Architect's Views: The architect-engineer-contractor relationship is an important one that should not be overlooked or taken for granted. Many chapters have had successful meetings with an architect-engineer-contractor panel to discuss the various individual problems relating to design, specifications and installations.
3. Building Manager's and Owner's Problems: Building managers and owners can be of valuable assistance because of their knowledge of the building facilities, space, construction details and many other factors which must be known to complete a project successfully.

### C. Field Trips

1. Manufacturing Plants: Plant visits can be interesting and educational. Most manufacturers are proud of their plants, as well as their product, and usually welcome the opportunity to

have groups visit them.

2. Application Installations: Visits to special and interesting refrigerating, heating and air-conditioning installations are conducted by many chapters in the interest of our profession. Including students in these visits helps to interest them in our industry, which is a part of our Society's *selling campaign*.
3. Research Laboratories: Many research laboratories welcome visits by interested groups and are willing to put on demonstrations which are sometimes akin to magic. Universities, private research laboratories and research departments of many manufacturers are potential sources of interesting meetings.
4. Sports Venues: Many local sports venues – such as hockey rinks, baseball stadiums and football facilities – welcome visits by interested groups. The facilities managers often are happy to conduct tours for visitors who are interested in maintenance and operations issues. (Then, of course, members may want to stay to watch a game after the tour.)

#### D. Research Talks

1. ASHRAE Research: The Society's research program covers a wide variety of subjects that are in various phases of research and study by our technical committees. Qualified speakers on the Research and Technical Committees and the various research advisory committees often are available to talk on these subjects. Arrangements may be made through Headquarters office in Atlanta.
2. University Research: Many universities and colleges welcome the opportunity to talk about their research programs and projects, particularly those institutions that have an ASHRAE cooperative Program.
3. Trade Association Research: Besides ASHRAE research, a large number of trade associations also conduct research of interest to our members.

#### E. Joint Meetings

1. Other Chapters: Some chapters have found it advantageous to join forces occasionally in order to attract an outstanding speaker and assure a large audience. This can be readily done where chapters are within a reasonable distance of each other.
2. Other Related Organizations: Interesting meetings can be held jointly with other organizations that have common interests with our own. Examples of these organizations include (but are not limited to) AIA, BOMA, Engineers Without Borders, IFMA and USGBC.

#### F. Government Agencies

1. Many government agencies spend thousands of research and development dollars in the fields in which ASHRAE members are interested. Two examples are the U.S. Department of Agriculture, Research Branch, at Beltsville, MD and the U. S. Navy, Bureau of Ships, Heat Transfer Section in Washington, D.C.

2. The Public Relations Director of a government-civilian establishment or the Public Relations Officer of any military establishment often can be of help in advising on the type and availability of speakers and programs of interest to the chapters.

#### G. Student Meetings

1. Students as Guests: Chapters that have student sections or are near a college or university that offers an engineering course or program might arrange to invite students to each meeting and to designate one meeting to appeal specifically to students. Dinner costs are usually underwritten by members who "sponsor" a student or the chapter picks up a portion of the cost.
2. Students as Speakers: Some chapters devote a full meeting or portion of meetings for students to present papers on subjects of interest to our industry. In some cases the student presenting the paper or the best paper of the season is rewarded with a Handbook, Journal subscription or student membership. Some chapters have set up their own funds for awards and endowed scholarship to assist students.

#### H. Panel Forums

1. The panel forum type of meeting, because of its controversial nature, is usually more entertaining than educational and in most cases draws the biggest attendance.
2. The subject of "specifications" with an engineer, a contractor and a manufacturer on the panel is one of the most popular forums.
3. The subjects of "*Centrifugal versus Reciprocating Compressor*," "*High-Velocity Duct Systems versus Fan Coil Units*," "*Electric Heating versus Fossil Fuel Heating*" or "*Warm Air versus Wet Heat Systems*" are all good for a controversial evening.

#### I. Seminars

Seminars are quite valuable in promoting the Society and our professions. For example, a chapter could hold two seminars a year: one in the Fall on heating and air-conditioning and one in the spring on refrigeration.

#### J. Co-Sponsored Conference

Meetings held jointly with other organizations can be rewarding to both groups and are a recommended activity. (See Subsection E of this section.) Problems and possible legal complications can also develop, and the guidelines appearing in Appendix L should be carefully reviewed when considering this type of meeting.

Whenever product or equipment expositions are held in conjunction with a co-sponsored conference, a disclaimer (Appendix BB) shall be posted within the display area and a signed copy of the disclaimer shall be sent to the Director of Member Services at ASHRAE Headquarters.

## Appendix 5F: Guidelines for Presenting Chapter-Sponsored Education

Some ASHRAE chapters sponsor educational programs appropriate for individuals who have varying levels of technical competence. These programs typically are received enthusiastically by chapter members and non-members.

The intent of chapter-sponsored educational programs should be to supplement, and not to compete with, courses available at local educational institutions.

### SUBJECT SELECTION

A survey of chapter members about topics of interest usually identifies a variety of practical engineering applications, many of which may be expanded into a series of six or eight lectures of approximately two or two-and-a-half hours' duration. On occasion, a single topic may be appropriate for two consecutive series, perhaps fall of one year and spring of the next.

In any case, the selected subject should be of broad appeal and should have direct application to the anticipated audience.

### SOCIETY PRODUCED COURSES

ASHRAE has several Society produced courses that chapters may utilize in their continuing education program. Information about the Chapter Program is available at [Bring ASHRAE Education to your Chapter](#).

### PROGRAM ORGANIZATION

If chapter members decide to develop their own course, the members of the chapter's Chapter Technology Transfer Committee (CTTC) should outline the entire series in detail. The outlined material may then be divided into meeting topics to ensure thorough coverage while eliminating the possibility of duplication by speakers.

### SELECTION OF SPEAKERS

With the subject matter and course outline established, experts in each topic area are likely to come to mind. The members of the chapter's Board of Governors (BOG) and/or Past President's Council (PPC) should be reliable

sources of suggestions for speakers. Qualified local speakers are preferred if they are available.

All speakers should be advised to avoid commercialism.

### DEVELOPMENT OF LECTURES

The selected speakers should coordinate their materials with the presentations of other speakers and should receive guidance from the chapter's CTTC. Either the speaker or the chapter's CTTC should ensure that attendees receive the presentation materials either in hard copy or electronically. At least a week prior to the presentation, the speaker should identify all visual aids that he or she will require so that the chapter has time to make arrangements for them.

### ORGANIZATION OF SEMINAR COMMITTEE

Most successful chapter educational programs make use of a committee to perform the following functions:

1. Facilities Location
2. Program Development
3. Publicity
4. Attendance
5. Finances

### FACILITIES

An essential requirement in presenting an educational seminar is to locate a suitable meeting place that will be available at reasonable expense, preferably on the same evening of consecutive weeks for the complete series. The facility should be more or less centrally located, easily accessible, large enough to accommodate attendance in excess of conservative estimates, free from external distraction and appropriately equipped. In many communities, public utilities or industrial organizations have auditoriums that are available at little or no cost for educational programs; these possibilities should be thoroughly investigated before checking private facilities. Meeting place and facilities rental expenses usually make up the major program costs.

## Appendix 5F: Guidelines for Presenting Chapter-Sponsored Education

Where catering services are available, the providing of mid-session refreshments can provide both a welcome break and an opportunity for discussion of the speaker's presentation.

### PROGRAM DEVELOPMENT

The Seminar Committee usually handles tasks such as:

- selection of topic for a particular series
- program breakdown into sessions
- topic areas to be covered in each session
- particular topics to be highlighted
- selection of speakers
- development of presentation materials
- coordination among speakers
- reproduction of presentation materials for distribution

In some chapters, the BOG and/or PPC review the committee's subject and speaker selections.

### PUBLICITY

Publicity should begin as soon as the organization and outline of the educational program are defined and the cost, dates and location determined.

Relevant information should be shared with chapter members, other local engineering societies, local utilities, consulting engineers and HVAC contractor offices, technical news media and other sources who may be interested. The chapter may consider communicating with other nearby ASHRAE chapters. The announcement should include instructions for registration, which typically is handled online.

A certificate of completion should be distributed at the end of each series. The certificate provides documentation for reimbursement from employers and for professional development requirements.

The chapter may also want to have photographs taken for inclusion in monthly eNewsletters.

### ATTENDANCE

The attendance committee should be on hand

well in advance of the start of each session with alphabetically arranged lists of registered and prepaid attendees with adequate blank spaces to add on-site registrants. Attendance at each session should be recorded for determining who is entitled to a certificate of completion. The attendance lists should include space for all information required for professional development credit. In addition, the chapter may want to capture information about attendees' occupations and employer affiliation.

In addition, the attendance representatives should ensure that attendees have access to information about ASHRAE and to the internet for membership application.

### FINANCES

Any successful continuing education program must be self sustaining. The chapter or other sponsor initially may need to underwrite any deficits. Careful analysis requires estimating expenses and attendance with the intent of setting a registration fee that allows the program to at least break even. Many chapters offer a discounted registration fee for ASHRAE and/or chapter members. This discount can provide an incentive for joining.

Often total expenses break down approximately as follows:

Facilities and equipment rental	30 percent
Refreshments	30 percent
Printing	20 percent
Ring binders for lecture notes	10 percent
Misc. office expense, postage, etc.	7 percent
Speakers	3 percent

Chapter educational programs sometimes generate a profit. These surplus funds can be applied toward research promotion, scholarships and other endeavors that benefit the chapter and Society and earn Presidents Award of Excellence (PAOE) points.



**CERTIFICATE OF ATTENDANCE**

**[Name of Program]**

**[Date]**

**[Presenter's Name]:**

**[Sponsored by \_\_\_\_\_ Chapter of ASHRAE]**

\_\_\_\_\_  
**Signature of Participant**

\_\_\_\_\_ Professional Development Hours Earned

\_\_\_\_\_  
Signature of Chapter Officer

**Appendix 5H: Chapter Equipment Expositions**

**NOTICE OF INTENT TO HOLD CHAPTER EQUIPMENT EXPOSITIONS**

NAME: \_\_\_\_\_

CHAPTER NAME: \_\_\_\_\_

NET DISPLAY AREA: \_\_\_\_\_

NUMBER OF DISPLAYS: \_\_\_\_\_

NUMBER OF COMPANIES SPONSORING DISPLAYS: \_\_\_\_\_

TECHNICAL SESSIONS: \_\_\_\_\_

TITLE: \_\_\_\_\_

LENGTH OF SESSIONS: \_\_\_\_\_

CHAPTER PRESIDENT'S NAME: \_\_\_\_\_

REGIONAL CHAIR'S NAME: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

---

DATE: \_\_\_\_\_

*Please date, sign and return a copy to the Director of Member Services at ASHRAE Headquarters.*

## MANUAL FOR CHAPTER OPERATIONS

---

### **DISCLAIMER**

It is not the intent of this chapter to diminish in any way the annual exposition cosponsored by ASHRAE and ARI.

The following statement should be visible during the chapter-sponsored equipment exposition:

The \_\_\_\_\_ Chapter does not act for Society. The sponsor/co-sponsor of this event is the \_\_\_\_\_ Chapter. (01-10-06-60)

The sponsoring chapter does not and will not endorse any of the products or services displayed.

### **Chapter Clause Agreement**

This agreement is between \_\_\_\_\_ ("Vendor") and XYZ Chapter/Region of ASHRAE, an independent entity separate from ASHRAE, Inc. Vendor understands and agrees that neither XYZ Chapter/Region nor its representatives have any authority whatsoever, expressed or implied, to bind ASHRAE, Inc. in any manner whatsoever. Vendor may not rely upon any representations or warranties made by any XYZ Chapter/Region representative to infer that such Chapter/Region representative has any authority to bind ASHRAE, Inc. to this agreement or otherwise. (05-10-30-20)

Date \_\_\_\_\_

Chapter Name \_\_\_\_\_

Chapter President Name \_\_\_\_\_

**Signature:** \_\_\_\_\_

**The above "disclaimer" should be posted in the display area and listed in the published materials.**

**Please date, sign and return a copy to the Director of Member Services at ASHRAE Headquarters.**

Net display area \_\_\_\_\_

Number of displays \_\_\_\_\_

Number of companies sponsoring displays \_\_\_\_\_



### Social Media Acceptable Use Policy

#### Definitions

“Social Media” refers to web-based communication technologies that allow multiple users to interact online in a dynamic environment. Popular examples include, but are not limited to, Facebook, Twitter, Yammer, LinkedIn, blogs, wikis and others.

“Objectionable” refers to anything that advocates an illegal activity or could reasonably be considered obscene, threatening, hostile, indecent, harassing, or offensive. This includes, but is not limited to written, verbal, or graphic material, that would offend, harass, or threaten a reasonable person on the basis of age, color, disability, gender, national origin, race, religion, sexual orientation, veteran status, or any classification protected by federal, state or local law.

#### **Suggested Social Media and Social Networking Guidelines:**

##### **(For Group administrators and Members of ASHRAE Groups who set up and post on Group Social Media Forums)**

Social media encompasses a broad range of online sites, services and activity. Social media includes: blogs you write and those to which you comment, as well as sites such as Facebook, LinkedIn, Twitter; and others. Given the persistence of information on the web, most if not all of this is searchable, capable of being tracked as well as being traced.

Social media can support Chapters and Groups professional development efforts.

Keeping that in mind, here are some reasonable guidelines for online activity by Chapters, Groups and Members, when participating online. Hereafter all references to the origin of the posts online will be referred to as Group.

#### **Your Groups online identity**

Social media blurs the line between personal and professional lives. Furthermore, once posted to the Web, information can be traced back and found virtually forever. Since your Group’s online identity is a trusted asset that you wish to build, be professional, courteous and respectful at all times. You are responsible for all of your online activity. Remember that referencing or attaching your email address to any post or communication may imply that you are acting on the Group’s behalf. If you list your work affiliation on a social network site, then you should regard all communications and postings on that network as being professional in nature and governed by this and other Group policies.

**Responsibility:** You are responsible for what you post. When using an email address or official Computer to engage in any social media or professional social networking activity, the Group regards such actions as public, and the posting will be held fully responsible for any and all related activities.. Always be honest and respectful.

**Be transparent:** When participating in any professional online community, disclose your identity as well as your professional and/or personal interest. When posting to a professional blog, always use your name: never create an alias, and never be anonymous. Follow the rules in the ASHRAE Policy for Web Content.

## MANUAL FOR CHAPTER OPERATIONS

---

**Be truthful:** Never be false and misleading in your online credentials or posts. Maintain complete accuracy in all online bios.

**Obey all laws:** Follow the terms and conditions of use that have been established for each social networking venue.

### Creating and managing content

**Content:** Always be direct, informative and brief in posting about the Group's online activities.

**Give credit:** Give due credit to all authors, quoting and providing a citation and link where appropriate. Respect copyright on all materials. Avoid personal attacks, hostile communications and online disputes.

**Be accurate:** Always fact-check your posts and evaluate your contribution's accuracy and truthfulness. Before posting any online material, ensure that the material is accurate, truthful, and without factual error and that you have the rights to post that material. Correct errors **promptly**, apologizing when appropriate. Spell and grammar check everything. This is important because online content never disappears entirely once it's been posted.

**Always track back:** When reposting or referencing a post on one of the Group's online sites, provide a link to the original post or story.

**Preserve goodwill:** Do not engage in any blogging or posting that may harm or tarnish the image, reputation and/or goodwill of the Group or Society and/or any of its Members, officers and staff.

### Leaving comments

**Avoid controversy:** When posting to any blogs or social or professional networks, refrain from posting about controversial or potentially inflammatory subjects, including politics, sex, religion or any other non-business-related subjects. Keep the tone of your comments respectful and informative, never condescending or "loud." Use sentence case format, not capital letters.

**Build your Group's profile:** Create a LinkedIn profile of your Group. This will increase visibility. When appropriate and where possible, provide a link to LinkedIn, or to supporting documents. This will help raise your Group's Google results.

### Privacy

**Be selective:** There are many social networking sites. Be selective in sites you visit and avoid those that do not provide you with adequate control over privacy settings and make sure to set those privacy settings, friends and followers and confidential information. Be thoughtful about what, and where, you post.

### Potential conflicts and red flags

**Do not get caught in online arguments:** People say things on the Internet that they would never say in person. Accordingly, avoid personal attacks, online fights and hostile communications. If a blogger or any other online influencer posts a statement with which you disagree, voice your opinion, but do not escalate the conversation to a heated argument. Write reasonably, factually, and with good humor.

## MANUAL FOR CHAPTER OPERATIONS

---

Understand and credit the other person's point of view and avoid any communications that could result in personal, professional or credibility attacks.

**Seek approval:** If a blogger or any other online participant posts an inaccurate, accusatory or negative comment about the Group or Society do not engage in the conversation. Instead e-mail the blogger regarding the supposed inaccuracy or seek supporting evidence.

**Legal advice:** Never offer or appear to offer legal advice online. This must be done only through the Groups regular procedures to avoid conflicts and other ethical problems.

**Recommendations:** Posting recommendations of a Member is a tool of professional social networking sites. The recommendations and comments you post can have consequences, even if you are making the recommendations personally and not on behalf of the Group. Therefore, establish the authenticity of any post before uploading it.

**Do not promote brands or products or services:** Do not promote personal skills or endorse brands, products, or services. Be sure to respect third-party copyrights. If a personal opinion must be posted, clearly state to all readers this does not represent the opinion of the Group and do not use your office email address.

**Journalists:** Seek and obtain permission from the Group Head / Chair / President before responding to any journalist or representative of the media.

**Disclaimer:** Always use or incorporate the official disclaimer as given in the ASHRAE Policy for Websites, Clause D 5, when you communicate electronically.

### **Building a virtual footprint and your network**

**Build your Groups reputation:** Build a reputation of trust and transparency. The power of social media is to establish your Group as being credible, trusted and transparent. Guard your Group's reputation and your integrity at all times while on the web. Do not post or link to any materials that are defamatory, harassing or indecent.

**Use appropriately:** Don't use your own personal online relationships or the Group's network to influence polls, rankings or web traffic.

**Friends:** Be cautious with your Group's email and professional identification. In particular, do not "friend" anyone whom you either do not know and/or with whom you have not previously corresponded.

As new tools on the Web are introduced and new challenges emerge for all of us, this document will, of necessity evolve.

**SECTION 6  
CHAPTER PUBLICATIONS**

- 6.1 General**
- 6.2 Chapter eNewsletter**
- 6.3 Chapter Roster**
- 6.4 Chapter Roster of Industry Representatives**
- 6.5 ASHRAE Logo Use and Regulations**

**CHAPTER PUBLICATIONS**

**6.1 General**

The following rules apply to chapter publications:

- A. No contributions, except dues and research contributions, can be solicited by chapters without prior approval of Society's Board of Directors.
- B. Chapters cannot issue publications or use the Society's name or emblem or chapter insignia without the approval of the Director and Regional Chair (DRC).
- C. All chapter meeting announcements and publications should clearly identify the chapter name and location.
- D. All chapter publications should contain the following statement: "Statements made in this publication are not expressions of the Society or of the chapter and may not be reproduced without special permission of the chapter."
- E. The publication content should be consistent with the purpose of the Society as stated in the Constitution and Bylaws of the Society and the method of presentation should be fully professional.
- F. Advertising in any chapter publication must comply with Society policy.
- G. No subscriptions shall be solicited.

H. A copy of each publication shall be mailed, faxed or emailed to the DRC, the chapter President and the Director of Member Services at Headquarters.

I. ASHRAE's policy is to maintain the confidentiality of our members' personal information and to not sell, rent, loan, or otherwise disclose such information to third parties or to use such information for personal gain.

All confidential information, if available on a Chapter's website, must be contained in a password-protected area where access is limited to users who need the information for official Chapter business.

J. Chapters are not allowed to sell or rent their mailing lists. Furthermore, Society has specific rules for renting membership lists. In general, ASHRAE denies requests from competitive publications, exhibit managers, etc. or anyone who would use the list to the detriment of the Society's fiscal goals. Use of a list is restricted to those directly involved with the HVAC&R industry and products.

K. Generally accepted rules of professional courtesy emphasize sending "batch" e-mail messages using the Blind Courtesy Copy (bcc) function. This procedure protects the recipients' privacy and discourages commercial abuse.

MANUAL FOR CHAPTER OPERATIONS

6.2 Chapter eNewsletter

Most chapters communicate with their members through monthly eNewsletters.

The editor and assistant editor typically volunteer for these positions because they enjoy this type of creative work. Appendix 6A provides guidance for writing and distributing chapter eNewsletters.

6.3 Chapter Membership Directory

Most chapters prepare a membership directory. The directory typically contains:

- Society and regional officers
• Chapter officers
• Chapter committees
• Programs for the year, including meeting dates, locations, speakers and topics
• Membership roster, including name, grade of membership, position, company, business affiliation and email address
• List of past chapter Presidents with dates
• Chapter history
• List of charter members
• Geographical listing of members, if chapter covers a wide area

6.4 Chapter Roster of Industry Representatives

Some chapters prepare a Chapter Roster of Industry Representatives.

- A. The roster may include:
1. A forward containing the following statements:

The (year) Roster of Industry Representatives has been prepared by ASHRAE's \_\_\_\_\_ Chapter as a service to all members of the local industry.

Listings are not limited to ASHRAE members.

Preparation of the roster has been accomplished by a Chapter Roster Subcommittee composed of the following chapter members:

Table with 2 columns: Name, Telephone. Three rows of blank lines for entries.

For future listing, contact any of the above. Copies are available at a charge of \_\_\_\_\_.

This roster is intended to be an instrument for better communication within the industry. The roster does not advertise or endorse any product, manufacturer or representative.

To keep this publication current, the chapter intends to re-issue an updated version of the roster on an annual basis.

- 2. Table of contents
3. Index of agents and manufacturers, which may:
a. List correct and complete agency name
b. List agency mailing address, email address and telephone number
c. Include a listing of all agency staff, who may be identified as to:
1. Chapter membership
2. Field of work
d. List all manufacturers represented with no product description, unless agency field is restricted by manufacturer to a portion of his products and then only the necessary qualifying words are permitted

4. Index of manufacturers and their agents, which shall contain only manufacturer's name followed by representatives name(s)

5. Index of products

- C. Copy of roster format must be approved by the DRC prior to public release.
D. Final copy must be supplied to both the DRC and Society Headquarters.

- E. Charge for listing under “Agents and Manufacturers” must be the same for each listing.

**6.5 Logo Use and Regulations**

ASHRAE has strict rules for the use of the Society logo and region, chapter, section and student branch logos.

Questions about using any ASHRAE logo should be directed to Society’s Public Relations Section at [publicrelations@ashrae.org](mailto:publicrelations@ashrae.org).

**6.5.1 Restrictions on Society Logo**

According to Society Rules of the Board, ASHRAE shall not grant or signify approval of any specific engineering project, commercial project or system or allow its imprint, logo or name to be used in any commercial context except where the name is used to certify that the product has been tested in accordance with an ASHRAE approved standard, and including the standard number, nor shall ASHRAE engage in testing or rating of any product. The ASHRAE logo may not be used to imply corporate memberships nor ASHRAE endorsement.

**6.5.2 Region, Chapter or Section Logo on Website**

A region, chapter or section logo should be present in a prominent and noticeable position on the main landing page of the region, chapter or section website to identify the organization as an official ASHRAE region, chapter or section. The region, chapter and section logo, along with the descriptive region, chapter or section name text, should be oriented near the top, or otherwise primary location of the web page for immediate recognition of the region, chapter or section affiliation with ASHRAE. The logo may not be used to link to other pages on websites belonging to the region, chapter, section or any other third party.

**6.5.3 Student Branch Logo on Website**

A student branch logo should be present in a prominent and noticeable position on the main

landing page of the student branch website to identify the organization as an official ASHRAE student branch. The student branch logo, along with the descriptive student branch name text, should be oriented near the top, or otherwise primary location of the web page for immediate recognition of the student branch affiliation with ASHRAE. The logo may not be used to link to other pages on websites belonging to the student branch or any other third party.

## Appendix 6A: Guidance for Chapter eNewsletters

### THE eNEWSLETTER MORE THAN JUST A LETTER FULL OF NEWS....

Most chapters send monthly newsletters by e-mail. Newsletters sent in this fashion are known as eNewsletters. A good eNewsletter markets or advertises chapter activities and can increase both membership and chapter participation. The eNewsletter also can be an excellent way to maintain and record chapter activities throughout the year.

eNewsletters can be professional-looking while remaining relatively easy to create and produce.

#### I. GETTING STARTED

Because producing an eNewsletter is a time-consuming job, some chapters establish a committee to take on different tasks. The size of the committee varies with the size of the chapter and the size of the eNewsletter.

No matter what the size of the committee, the members must use software to help produce the eNewsletter. Many appropriate software programs are available for free download.

#### II. CONTENT

The chapter logo must appear at the top of the first page of the eNewsletter. In addition, a statement that clarifies that the eNewsletter is the work of the chapter and not of Society must be included.

Including information that is interesting and up-to-date will increase readership which in turn will increase participation.

Below are suggestions for articles to include in the eNewsletter:

- Highlights of people in your chapter
- Information focused on local issues affecting the local building industry
- Information from Society headquarters

that may be of interest

- Information about the region that may be of interest
- Location of meetings and chapter technical presentations
- Research Promotion fund goals
- Scholarship dinner/dance information
- Schedule of monthly meeting dates
- Target dates for items to be sent in for future editions of the eNewsletter
- Listing of all officers and committee members

#### III. POTENTIAL PROBLEMS AND SOLUTIONS

##### A. Not Receiving Enough Information

Some chapters have trouble getting enough material for their eNewsletters. Some possible solutions for this problem include:

- Creating sections that appear in each eNewsletter and assign people to be responsible for them.

For example, if the eNewsletter always has sections that are based on chapter committees, each committee chair will know to write about the activities of his or her committee each month.

Other regular sections might include:

- Message from the chapter President
- Minutes from the last chapter meeting
- Minutes from the last Board of Governors meeting
- Treasurer's report
- List of new members that month
- List of members who earned an ASHRAE certification that month
- List of guests and company affiliations at the previous

## MANUAL FOR CHAPTER OPERATIONS

meeting

- Separating articles into categories, such as technical and feature, and offering awards for the best written.

### B. Not Getting Information on Time

Some chapters have trouble receiving information in a timely fashion. Some possible solutions for this problem include:

- Setting up deadlines for the entire Society year and communicating them regularly with committee chairs and other contributors
- Advising contributors that articles received after a deadline will be published the following month – and enforcing this rule

### C. Failing to Produce a Professional Look

The most common complaints about a lack of professionalism in eNewsletters can be traced to the following:

- Typographic or grammatical mistakes, which can be avoided by careful proofreading – preferably by more than one person
- Insufficient visual interest, which can be avoided by incorporating photographs and other graphic elements, as well as including “white space” appropriately
- Blatant commercialism or other inappropriate material, which can be avoided by keeping content focused on industry-specific, non-political and non-religious issues

## IV. CIRCULATION

Circulation refers to the audience to whom the eNewsletter is distributed. Of course, the eNewsletter should be sent to each chapter member. Other people who may be on the

distribution list may include:

- Director and Regional Chair (DRC) – DRCs keep all chapters abreast of happenings within their region.
- Engineering colleges and universities – making the eNewsletter available within a school may help generate faculty and student interest in the chapter or student branch
- Sponsors
- Editor of ASHRAE *Insights*– the editor is always looking for interesting “grassroots” stories
- Editors of other chapter eNewsletter editors
- Speaker for the next meeting
- Community leaders
- Members whose memberships have just lapsed – some chapters have found that sending their eNewsletters to non-paid members encourages them to renew their memberships and raises attendance at chapter meetings

Distributing the eNewsletter is the final task and should not be taken lightly.

The standard for sending batch e-mails is to include all addresses in the Blind Courtesy Copy (bcc) field. By using the bcc function, each recipient does not see other recipients’ email addresses, which is courteous and helps protect chapter members’ privacy. In addition, using the bcc function helps keep members from receiving vendor messages and spam.

## V. WHO TO CONTACT FOR HELP

If you have any questions or need any additional information, contact Society’s Public Relations staff at [publicrelations@ashrae.org](mailto:publicrelations@ashrae.org).



**SECTION 7  
RECORDS AND REPORTS**

- 7.1 Reports**
- 7.2 Chapter Records**
- 7.3 Membership Records**
- 7.4 Maintaining Electronic Files**
- 7.5 Chapter Supplies**
- 7.6 Correspondence Sent to Chapters from Headquarters**
- 7.7 Chapter Reports**

<p style="text-align: center;"><b>SECTION 7 RECORDS AND REPORTS</b></p> <p><b>7.1 Reports</b></p> <p>Certain reports are to be sent to Society with copies to interested chapter officers and the Director and Regional Chair (DRC). These reports are described below. File copies also should be maintained.</p> <p><b>A. Formal Minutes</b></p> <p>Formal minutes of each chapter's regular and Board of Governors (BOG) meetings are to be sent to the Regional Vice Chair (RVC) of Chapter Technology Transfer within three weeks after the meeting. If requested, a copy may also be sent to the DRC.</p> <p><b>Appendix 7A</b> contains a sample form for chapter minutes.</p> <p><b>B. Chapter Information Questionnaire</b></p> <p>The Chapter Information Questionnaire (CIQ) is an online form on Society's website and must be completed prior to June 1(fall CRCs) or February 15 (spring CRCs) by the incoming chapter President. The President should notify the DRC that the CIQ has been completed.</p>	<p><b>C. Chapters Regional Conference (CRC) Reports</b></p> <ol style="list-style-type: none"><li>1. Each chapter's delegates and alternates are responsible for soliciting and developing motions and general discussion items to be submitted to the Chapters Regional Conference (CRC).</li><li>2. Each chapter delegate is required to prepare the chapter report, which includes the previous year's activities, the goals for the coming year and the chapter's motions and discussion items.  Delegates should use the information provided in <b>Appendices 7B, 7C</b> and <b>7D</b> to prepare these submissions.</li><li>3. The CRC host committee is responsible for forwarding the minutes of the CRC to the Director of Member Services at Headquarters within 60 days from the conclusion of the CRC. Headquarters will forward the final minutes to the delegates and alternates within 90 days of receipt.</li><li>4. The DRC should ensure that each Regional Historian receives copies of the following items</li></ol>
--	---

## MANUAL FOR CHAPTER OPERATIONS

within 120 days of each CRC:

- CRC minutes and motions
- CRC Summary Report
- Regional officers' names and positions
- Regional recipients of Society and regional awards
- Other important items such as photographs, articles, etc.
- CRC meeting history report including total attendance and attendance at each function for future CRCs to use for space planning and social functions food/ beverages guarantees

### 7.2 Chapter Records

#### 7.2.1 Chapter records consist primarily of:

- A. Chapter governing documents, including the chapter Constitution and Bylaws and Charter

***Note:** The Chapter Constitution and Bylaws contains universal guidelines for ASHRAE chapters and ASHRAE groups. If a chapter's bylaws change, a copy of the signed document must be submitted to Society headquarters for approval.*

- B. Lists of members – names, addresses, businesses and chapter and Society dues records
- C. Financial records – chapter income and expense records
- D. Minutes of meetings and attendance records
- E. Chapter history
- F. Committee reports and correspondence

- G. Officers' names, addresses and chapter duties

- H. Miscellaneous and general (news reports of chapter activities, copies of papers presented before chapter, etc.)

The chapter may decide to preserve other materials that do not form a part of the official records, for example if these materials may be of historical interest in the future.

#### 7.2.2 Records Retention

The following is a suggested schedule for records retention. Discarded documents should be turned over to the chapter Historical Committee for review and possible insertion in chapter archives.

- Constitution: DO NOT DISCARD – PERMANENT
- Bylaws: DO NOT DISCARD – PERMANENT
- Charter: DO NOT DISCARD – PERMANENT
- Minutes: DO NOT DISCARD – PERMANENT (Chapter, BOG, CRC)
- Honors & Awards: DO NOT DISCARD – PERMANENT (List of recipients)
- Financial & Tax Records: 7 YRS
- Committee Reports: 1 YEAR
- Attendance Records: 1 YEAR
- Chapter eNewsletters: 1 YEAR
- Membership Rosters: Keep current, discard old

### 7.3 Membership Records

The chapter should ensure that the following information for each member is kept up-to-date:

## MANUAL FOR CHAPTER OPERATIONS

- A. Name
- B. Business address and telephone number
- C. Home address and telephone number
- D. Preferred mailing address and telephone number
- E. E-mail addresses
- F. Business position
- G. Grade of membership and date of attainment
- H. Activity in chapter, such as serving as an officer or on a committee
- I. Activity on Society committees
- J. Record of attendance at chapter meetings and events

### 7.4 Maintaining Electronic Files

The chapter should maintain electronic files of important documents and correspondence. Certain paper documents, such as old meeting minutes and receipts, may be scanned and retained electronically for future reference.

Examples of materials that should be maintained electronically include:

- A. Membership Lists
  - 1. New Members  
Copies of letters of transmittal covering forwarding of applications to Headquarters; also correspondence pertaining to processing or grading of applicants
  - 2. Membership  
Correspondence pertaining to any member of the chapter subsequent to his or her election
  - 3. Delinquents

- 4. Correspondence regarding delinquent members
- 4. Attendance Records  
The attendance report for each meeting
- B. Governing Documents
  - 1. Charter  
Typically, a chapter will frame and hang its Charter in the place of meeting or the office of a chapter officer; a hardcopy or electronic folder should contain a copy of the original petition for charter, listing the charter members
  - 2. Bylaws  
The chapter should have a copy of the approved chapter bylaws; the Bylaws Committee folder should include correspondence and records of deliberations concerning preparation, submission and approval of the chapter bylaws
- C. Finance Records
  - 1. Monthly Finance Reports  
The monthly report from the chapter Treasurer regarding chapter finances
  - 2. Receipts  
Duly signed receipts, canceled checks, bank statements, Auditing Committee reports, etc.; financial documents may remain in the custody of the Treasurer until audited or reported
  - 3. Tax documents
  - 4. Fundraising filings

**MANUAL FOR CHAPTER OPERATIONS**

---

<p>5.      Miscellaneous</p> <p>          The chapter may maintain a file for correspondence or reports received or submitted not related to C.1. through C.4.</p> <p>D.      Meetings</p> <p>          Many chapter officers have one folder for each meeting, containing the meeting minutes, agenda, program or meeting notice, record of attendance and such other material as may pertain to a particular meeting but not specifically filed elsewhere; newspaper clippings, photographs, etc., can be kept in this folder and a copy of the speaker's presentation for the meeting should be included whenever possible</p> <p>E.      Board of Governors, Officers and Committees</p> <p>          Rosters of the BOG, chapter officers and the various chapter committees</p> <p>G.      Other Chapters</p> <p>          Copies of all correspondence with other chapters</p> <p>H.      Membership Prospects</p> <p>          Lists of prospective members; information must be reviewed periodically in order that prospects who have not joined the Society may be contacted again.</p> <p><b>7.5     Chapter Materials</b></p> <p>Chapters can order items such as certificates, ribbons, badges, Past President's pins, etc., through the ASHRAE website.</p> <p><b>7.6     Correspondence Sent to Chapters from Headquarters</b></p> <p>A.      To Chapter President</p> <p>          1.      PAOE newsletter and monthly</p>	<p>          reports (on Society website)</p> <p>          2.      Chapter dues collection form (March)</p> <p>          3.      CRC letters</p> <p>          4.      CRC packets</p> <p>          5.      50 year-member certificates</p> <p>          6.      Statistics report (Quarterly)</p> <p>          7.      Insurance certificates (August)</p> <p>          8.      cc: Student transfer letters</p> <p>          9.      cc: Roster (by request only)</p> <p>          10.     Chapter code to access the chapter's membership data via Society Members Only Section of the homepage.</p> <p>          11.     Chapter Information Questionnaire (on Society website)</p> <p>B.      To Chapter Secretary</p> <p>          1.      Chapter supplies (upon request)</p> <p>          2.      Past President certificates of appreciation</p> <p>          3.      Chapter roster (upon request)</p> <p>          4.      Chapter change reports (on Society website)</p> <p>          5.      Chapter code to access the chapter's membership data via the ASHRAE Members Only Section of the homepage.</p> <p>          6.      Elections (on Society website)</p> <p>          7.      Application acknowledgement (on Society website)</p> <p>          8.      cc: Life Member letters and certificates</p>
---	---

## MANUAL FOR CHAPTER OPERATIONS

### C. To Chapter Treasurer

Chapters participating in the Society Chapter Dues Collection Program receive the following:

1. Chapter Dues Paid and Unpaid Report (accessed via Society website)
2. Checks for chapter dues payments (monthly)
3. Participation form (annually)
4. IRS Group Exemption Confirmation (August; US Chapters only)

### D. To Membership Promotion Chapter Chair

1. Chapter change reports (accessed via ASHRAE website)
2. Chapter delinquency report (accessed via ASHRAE website)
3. Chapter rosters (upon request)
4. Student transfer listing (annually)
5. Chapter code to access the chapter's membership data via the ASHRAE Members Only Section of the homepage. (See Section 7.6.G., Chapter Reports, Steps for Accessing Chapter Reports)
6. Elections (on the ASHRAE website)
7. Application acknowledgement (on the ASHRAE website)
8. cc: Advancement letters
9. cc: Letters accompanying returned application
10. cc: Honors and Awards turn down letters

### E. To Chapter Grassroots Chair

1. Correspondence from Regional Vice Chairs and staff
2. Chapter supplies upon request

### F. To Delegates and Alternates: CRC mailings

## 7.7 Chapter Reports

Chapter officers can access and run the following online database chapter reports from Society's website:

- Chapter Change Detail Report by Date
- Chapter Change Summary Report by Date
- Chapter dues Paid to Society Report by Date
- New Member Report by Date
- Chapter Master List Report for Excel – Real Time Report
- Chapter Master List Report for Excel – Preselected Data Report

### Steps for Accessing Chapter Data Reports

To access chapter data reports requires a chapter log in and password, which are available from Headquarters staff.

- a. From the ASHRAE homepage, enter your email address and password.
- b. Under the Society Groups tab, select Chapters.
- c. Select Run Reports (located on the left side of screen).
- d. Select your chapter's link.
- e. On the screen below is a list of your

## MANUAL FOR CHAPTER OPERATIONS

---

chapter members, above the list and next to your chapter's name is the link to select to "Run Chapter Reports."

- f. Select the appropriate link of the report to run, then enter the begin and end dates of your choice.
- g. After the report runs, select the link to "Return to Chapter Reports" and repeat the process above in f. for each report except the master list Excel report. For the master list report, after the report runs, choose Select All, copy and paste into an Excel file, then save the report on your computer.

Appendix 7A: Sample Chapter Meeting Minutes Form

ASHRAE, INC.  
1791 Tullie Circle, N.E.  
Atlanta, Georgia 30329

MINUTES

THIS FORM SHOULD BE SUBMITTED TO YOUR DIRECTOR AND REGIONAL CHAIR (DRC) AND TO REGIONAL VICE CHAIR (RVC) OF CHAPTER TECHNOLOGY TRANSFER WITH MINUTES FOR ALL CHAPTER MEETINGS, Board of Governors (BOG) MEETINGS AND SECTION MEETINGS WITHIN THREE WEEKS OF EACH MEETING.

Chapter Name: \_\_\_\_\_

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

Check One:  
Chapter  BOG  Section

Attendance: (Total for chapter and section meetings only)  
Members \_\_\_\_\_ Guests \_\_\_\_\_ Students \_\_\_\_\_

Theme Night? Name \_\_\_\_\_

Check One:  
Joint Meeting? Yes  No

Check One:  
Technical Speaker/Program: Yes  No

Indicate Topic: \_\_\_\_\_

- SUGGESTED CHECKLIST OF ITEMS TO BE REPORTED**
- 1. PRESIDING OFFICER
  - 2. CALL TO ORDER (Time & Place)
  - 3. ROLL CALL
  - 4. APPROVAL OF MINUTES
  - 5. REPORTS
  - 6. ELECTION
    - Members
    - Officers
  - 7. OLD BUSINESS
  - 8. NEW BUSINESS
  - 9. SPEAKER
  - 10. DISCUSSIONS
  - 11. MOTIONS
  - 12. RESOLUTIONS
  - 13. OTHER FEATURES
  - 14. ADJOURNMENT

## MANUAL FOR CHAPTER OPERATIONS

---

### **Appendix 7B: MOTIONS AT THE CRC**

Chapter members have the right and the responsibility to present to the chapter CRC motions to enhance regional, chapter or Society activity. These motions will be presented by the delegate during the business session at the CRC where they can be discussed and voted on, following Robert's Rules of Order. Motions coming out of the CRC can be most effective if presented in proper form. The purpose of this document is to furnish suggestions for proper development of motions and procedures to funnel the motion into the correct committees.

All CRC motions except regional motions are brought to Members Council by the Director and Regional Chair (DRC) for action. Members Council will approve, disapprove, postpone, amend or refer these motions in accordance with the following:

- A. Committees and Councils to which Members Council refers a motion must report the disposition of the motion to Members Council.
- B. CRC motions affecting the Presidential Award of Excellence (PAOE) will be reviewed and discussed by the PAOE Subcommittee of Members Council and recommendations forwarded to the President-Elect.
- C. The DRC has the responsibility of monitoring all CRC motions from his or her region and reporting at the next CRC the status of those motions.

**MOTION FORMAT:** The motion should be written in concise, succinct language (“whereas” and “legalese” do not enhance the understandability or acceptability of motions). A sample format is included in Appendix 7C. The body of the motion should contain as completely as possible the following information:

- A. State completely the action which is being recommended or required. Example: “Move that Society dues be lowered...”
- B. Qualify wherever possible elements of the motion so that they are not open-ended or open for interpretation, debate or floor negotiation. Example: “Move that Society dues be lowered to \$90 per year...”
- C. Include wherever appropriate the time frame for the execution of your request. Example: “Move that Society dues be lowered to \$90 per year, effective July 1, 2014.”
- D. Where a motion is expected to modify or to become a Rule of the Board (ROB), it should be worded as the proposed Rule of the Board is intended to read.

**REQUIRED BACKGROUND INFORMATION:** As a separate statement, which is not considered to be part of the official motion, provide historical background, progression of events, related incidents or other general information which would be helpful for the Council and Board of Directors to appropriately debate and decide on the issue. The more thorough the background, the more convincing the arguments, the more complete the research and the more beneficial the request is to the betterment of Society, the more likely the matter will be dealt with favorably.

In summary, a good motion spells out who, what, when, how much and then explains why it is good and timely action.

**REQUIRED FISCAL IMPACT:** Include an estimated fiscal impact if the motion is approved .



**Appendix 7C: Sample Format for CRC Motions**

**Motion Identification No.**  
(Region No., Motion No., Date)

**Moved By:** \_\_\_\_\_

**Motion:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Background Information:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Fiscal Impact:** \_\_\_\_\_

**Vote Count:**

**For:** \_\_\_\_\_ **Against:** \_\_\_\_\_ **Abstained:** \_\_\_\_\_ **Chair Voting:** \_\_\_\_\_

**Passed:** \_\_\_\_\_ **Failed:** \_\_\_\_\_ **Withdrawn:** \_\_\_\_\_

## Appendix 7D: CRC Chapter Summary Reports

### 20xx-20xx CRC CHAPTER SUMMARY REPORT INSTRUCTIONS

#### 1. MEMBERSHIP PROMOTION:

- **Area assigned members** = members who have paid society dues (available from the **PAOE Area Assigned Member Count Listing** on the ASHRAE website). At [www.ashrae.org](http://www.ashrae.org), login using your email address and password. Click on the Society Groups tab and select Chapters. Scroll down and click on the generic PAOE newsletter then select View Reports. On the next page, select **Area Assigned Member Count Listing** and click the submit button. The next page is the listing of Area Assigned Members and Students by chapter and region.
- **Chapter dues paying members** = number of members in current chapter roster, excluding students (available from the **Chapter Dues Paid/Unpaid Report**. This report is included in the Chapter Management Reports posted on the ASHRAE website at [www.ashrae.org](http://www.ashrae.org). From the ASHRAE homepage, login using your email address and password. Select the Society Groups tab, then Chapters. On the left side of the screen, select Run Reports then click on the link for your chapter. On the next page, click on Run Chapter Reports, select **Run Chapter Dues Paid to Society Report by Date**.
- **New members to date** = new chapter dues paying members (available from the **New Members Report**. This report is included in the Chapter Management Reports posted on the ASHRAE website at [www.ashrae.org](http://www.ashrae.org). (See instructions above in Chapter Dues Paying Members), then select **Run New Member Report by Date**.
- **Delinquent members to date** = delinquent area assigned members (available from the **Society Unpaid Dues Report-Members**. This report is included in the Chapter Management Reports on the ASHRAE website at [www.ashrae.org](http://www.ashrae.org). (See instructions above in Chapter Dues Paying Members), then select **Run Chapter Delinquency Report by Date**.

Instructions to access the Chapter Management Reports are listed in the above paragraph for Chapter Dues Paying Members. These are live data reports so your numbers are up-to-date. If you have any questions or need further assistance, please contact the following ASHRAE staff: Daniel Gurley ([dgurley@ashrae.org](mailto:dgurley@ashrae.org)), Vickie Grant ([vgrant@ashrae.org](mailto:vgrant@ashrae.org)) or Jeanie Kirksey ([jkirksey@ashrae.org](mailto:jkirksey@ashrae.org))

#### 2. STUDENT ACTIVITIES:

The number of new student members is available from chapter membership report.  
List the number of student branches the chapter is currently supporting.

Information that may be included in the attached chapter executive summary; number of K-12 student activities, number of post high school student activities, number of teach-ins per class to an organized student group and monthly meeting student nights.

#### 3. Chapter Technology Transfer:

Information that may be included in the attached chapter executive summary; the number of technical programs on refrigeration technology to professional or business groups, number of presentations by an ASHRAE TC member, number of chapter sponsored continuing education courses, the number of Technology Award submittals into chapter, regional and Society competition and Government Affairs Award entries into regional competition.

List the number of regular monthly meetings with tech program

List the average chapter monthly meeting attendance

List the number of seminars, ALI courses, tours or other technical programs outside regular monthly meeting

List the number of chapter social events

List the number of Chapter Technology Awards and the number of chapter presentations on refrigeration technology

Information that may be included in the attached chapter executive summary; if the full chapter yearly programs and speakers and schedules were announced in the chapter newsletter by October 22, list of chapter programs and speakers.

**4. RESEARCH PROMOTION/FUNDRAISING:**

List the chapter goal and the total dollars contributed.

Information that may be included in the attached chapter executive summary; full circle level, number of RP nights, number of contributions \$50 and above, High Five Award and RP trends.

**5. CHAPTER HISTORY:**

Indicate if the chapter had a historical display at the CRC or has moved the current history information to the chapter website.

**6. FINANCES:**

List the chapter total funds balance (include all accounts), chapter dues, average monthly meal cost and the date of the last chapter audit.

Information that may be included in the attached chapter executive summary; the dollar amount for reserve funds, active checking, scholarship accounts. Describe any other sources of income and describe any special project or programs funded by the chapter.

**Contents of Chapter Executive Summary Attachment:**

**1. Chapter Problems**

List your chapter's problems and comment on your solutions to these problems.

**2. Chapter Innovations and Suggestions**

Comment on any successes and new ideas that were introduced during the year.

**3. CRC Summary Form Background**

Include a brief paragraph for each section of the CRC summary report form that highlights the chapter activities not included on the summary for each area.

## 20xx-20xx ASHRAE CRC CHAPTER SUMMARY REPORT

REGION			
CRC LOCATION			
CHAPTER			
CHAPTER NUMBER			
<b>1. MEMBERSHIP PROMOTION</b>	<b>CHAPTER WEBSITE:</b>		
NUMBER OF AREA-ASSIGNED MEMBERS (AAM)	<b>YTD/REPORTED 20xx-20xx</b>	<b>REPORTED 20xx-20xx</b>	<b>REPORTED 20xx-20xx</b>
NUMBER OF CHAPTER DUES PAYING MEMBERS (CDPM)			
NUMBER OF NEW MEMBERS TO DATE (AAM)			
NUMBER OF MEMBERS DELINQUENT TO DATE (AAM)			
<b>2. STUDENT ACTIVITIES</b>			
NUMBER OF NEW STUDENT MEMBERS			
NUMBER OF ACTIVE STUDENT BRANCHES			
<b>3. CHAPTER TECHNOLOGY TRANSFER</b>			
NUMBER OF REGULAR MONTHLY MEETINGS WITH TECH PROGRAM			
MONTHLY MEETING ATTENDANCE (TOTAL/AVERAGE)			
NUMBER OF SEMINARS, ALI COURSES, TOURS OR OTHER TECHNICAL PROGRAMS OUTSIDE REGULAR MONTHLY MEETING			
NUMBER OF TECHNICAL PROGRAMS ON REFRIGERATION TECHNOLOGY			
NUMBER OF SOCIAL EVENTS SEPARATE FROM A TECHNICAL PROGRAM (I.E. GOLF, MEMBER'S NIGHT OUT, ETC.)			
NUMBER OF ADVOCACY MEETINGS AND OTHER ACTIVITIES			
NUMBER OF TECHNOLOGY AWARD SUBMITTALS TO CHAPTER/REGION			
<b>4. RESEARCH PROMOTION/FUNDRAISING</b>			
CHAPTER GOAL			
TOTAL DOLLARS CONTRIBUTED			
<b>5. CHAPTER HISTORY</b>			
CHAPTER HISTORICAL DISPLAY AT CRC			
CHAPTER HISTORY MOVED TO WEB SITE			
<b>6. FINANCES</b>			
TOTAL FUNDS BALANCE			
CHAPTER DUES			
MEMBER COST OF MEALS			
DATE OF LAST CHAPTER AUDIT			

**FALL CRCs – ENTER DATA FOR THE YEAR JUST COMPLETED IN THE “YTD REPORTED” COLUMN AND ENTER DATA FOR YEAR-END RESULTS OF PREVIOUS YEARS IN THE LAST TWO COLUMNS.**

**SPRING CRCs – ENTER DATA FOR THE CURRENT YEAR IN THE “YTD REPORTED” COLUMN AND ENTER YTD RESULTS OF PREVIOUS YEARS IN THE LAST TWO COLUMNS.**

## SECTION 8 MANAGEMENT BY OBJECTIVES

- 8.1 Introduction
- 8.2 Management by Objectives
- 8.3 Planning Guide

### SECTION 8 MANAGEMENT BY OBJECTIVES

#### 8.1 Introduction

Having a plan for the Society year is an important step in helping the chapter operate effectively and efficiently.

Society leadership encourages short-term planning based on Management by Objectives (MBO).

Although the MBO process helps with short-term planning, objectives should be developed to meet Society's long-term goals.

#### 8.2 Management by Objectives – A Management Planning Tool

MBO is an effective tool in attaining and measuring results. The main characteristics of MBO are:

##### A. **Written**

The MBO process requires a written plan. Once written, the document can be referred to later for comparison. The plan should be available for the parties to the goal, as well as interested or related outside observers.

##### B. **Understandable**

Each MBO should be described in simple language that is not subject to multiple interpretations. It must be clear, concise and precise.

##### C. **Measurable**

Each MBO must be stated in terms that are measurable, such as dollars, units or other countable benchmarks. A complex objective can be broken down into a series of tasks that, upon their completion, become accountable benchmarks.

##### D. **Attainable**

Creating goals to impress others has absolutely no meaning as an objective. Each objective must be believable and realistic – with effort.

##### E. **Challenging**

While an objective must be attainable, it also must be challenging. If the task is too easy, the joy of accomplishment is lost and less output is attained to benefit the organization.

##### F. **Agreed-Upon**

Objectives must have the commitment of both the planner and the doer. Both parties must take ownership of the objective and agree that it is worthy, realistic and challenging.

##### G. **Costed**

For an objective to be truly evaluated and prioritized, it must have a price tag, in actual money cost, time expended, or opportunity cost. The costing of objectives allows the MBO to evolve into fiscal planning, as well as functional

planning.

H. **Timed**

Objectives must have a point of conclusion. Often, the timeliness of accomplishment is crucial to the value of the effort.

Guidance for drafting well-constructed objectives is provided in **Appendix 8A**.

**9.3 Planning Guide**

The MBO planning guide provided in **Appendix 8A** is suggested for use by chapters to allow for a simple written plan, spelling out specific objectives and establishing priorities, related tasks or methodology for measurement. It also provides columns for due dates and interim progress reports.

Appendix 8A: MBO Planning Guide

# **M B O**

## **Management By Objectives**

### **DEFINITIONS:**

**Objectives**

**Goals**

### **CHARACTERISTICS:**

**Written**

**Measur**

**able**

**Attainable**

**Challenging**

**Understandable**

**Agreed Upon**

**Costed**

**Timed**

## **OBJECTIVES AND ACTIVITIES**

**The most common error in devising Management by Objectives plans is to fail to make the distinction between Objectives and Activities.**

Activities are things you do, such as writing, designing, selling, thinking, forecasting, training, etc.

Objectives are results or things that are achieved, such as a manual, a product, sales, a plan and employee morale.

The main way to distinguish which is which is to examine the structure of the language used.

Examples of objectives:

1. R.O.I. of 18% in 2015
2. Less than 10% product rejects in 2015
3. Five standards approved in 2015

Managers who understand MBOs produce results by setting objectives and working out an action plan to achieve them.

### **OUTLINE**

1. List opportunities or problems.
2. List alternative approaches for addressing opportunities or problems.
3. Select alternatives.
4. Define goals.
5. Establish priorities.
6. Develop objectives (with completion dates) to accomplish goals.
7. Estimate fiscal impact to ASHRAE.
8. Develop an action plan of tasks.
9. Make assignments and timetable for each task to assure completion of objectives on schedule.
10. Monitor progress. Remain flexible, if changes are necessary.



**MBO EXAMPLE**

**ASHRAE-RELATED**

DON'T DO THIS TYPE OF THING:

GOAL:           **Increase number of upgrades to full member.**

PROPER STATEMENT OF OBJECTIVE:

OBJECTIVE:   **Get 10 associates to upgrade to full member by May 15, 20\_\_.**

**MANAGEMENT PLAN:**

1.       Review membership roster for associates over 30 years old.
2.       Personally contact each person identified in #1.
3.       Complete membership upgrade form and return to membership chairman by January 1, 20\_\_.
4.       Submit returned applications to Headquarters by February 15, 20\_\_.
5.       Track results from acknowledgement letter sent from Headquarters.

MANUAL FOR CHAPTER OPERATIONS

**SUGGESTED MBO FUNCTIONAL PLANNING GUIDE**

**FISCAL YEAR** \_\_\_\_\_

Region: \_\_\_\_\_  
Chapter: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

Note: For Spring CRCs, *Fiscal Year* indicates Society year beginning the upcoming July 1. For Fall CRCs, *Fiscal Year* indicates current year.

PRIORITY 1, 2 OR 3	OBJECTIVES	MEASUREMENT DEVICE (OR RELATED TASKS)	DUE DATE	STATUS AS OF _____	STATUS AS OF _____

**SECTION 9  
VISITS TO CHAPTER BY SOCIETY AND  
REGIONAL OFFICERS**

- 9.1 Introduction**
- 9.2 Protocol**
- 9.3 Chapter Reports**
- 9.4 Addressing the Chapter**

---

**SECTION 9  
VISITS TO CHAPTER BY SOCIETY AND  
REGIONAL OFFICERS**

**9.1 Introduction**

From time to time chapter visits will be made by Society officers, the Director and Regional Chair (DRC), the Regional Members Council Representative (RMCR) or Regional Vice Chairs (RVCs). The purposes of these visits are to

- Improve communication between Society or the region and the chapters
- Review chapter or region activities
- Provide chapter members with information on Society or region activities and services
- Give chapter members an opportunity to talk directly to Society or regional leadership

**9.2 Protocol**

Society and regional officers making scheduled visits to the chapter should be treated as honored guests. The chapter should contact the visiting officer to determine if assistance with travel arrangements is desired. If the officer is flying, the chapter should offer to pick the officer up at the airport and to drop him or her back at the airport at the end of the visit.

The chapter should check with the visiting officer to see if he or she wants to address the chapter or schedule any special meetings with chapter officers and committees. If the meeting is a dinner meeting, the chapter should furnish the meal for the visiting officer. Optionally, chapters

may furnish overnight accommodations for visiting officers.

**9.3 Chapter Reports**

The yearly visits by the DRC or his or her delegates are specifically designed to review the chapter activities. The chapter officers and committees should prepare written reports. Reports should follow the format of the Management by Objectives section of this manual.

**9.4 Addressing the Chapter**

The visiting officer should be seated at the head table during the business session of the meeting and proper introduction should be made prior to the officer's presentation. The chapter should schedule the meeting to allow sufficient time for the officer to address the chapter and make arrangements for any special training aids that may be required. The amount of time allotted for the speaker should be clearly defined so that the business session will not be unduly extended.

## SECTION 10 STUDENT BRANCHES

- 10.1 Introduction
- 10.2 Student Attendance at Chapter Meetings
- 10.3 Awards and Honors for Students
- 10.4 Society-Sponsored Opportunities
- 10.5 Faculty and Administration Involvement
- 10.6 Student Branch Advisors
- 10.7 Special Projects and Programs
- 10.8 Criteria for an Active Student Branch
- 10.9 Criteria for an Inactive Student Branch
- 10.10 Dissolution of a Student Branch

---

### SECTION 10 STUDENT BRANCHES

#### 10.1 Introduction

Organizing a student branch can be a very rewarding experience.

The first and most important step in establishing a student branch is contact with the school. Having an enthusiastic and committed faculty member serving as the Student Branch Advisor (SBA) is critical to the formation and on-going success of a student branch.

Complete details for forming a Student Branch are contained in the Manual for Student Branch Operations, which can be obtained from Society Headquarters. Also, contact the Director and Regional Chair (DRC) and the Regional Vice Chair (RVC) of Student Activities and advise them of your interest in establishing a student branch.

#### 10.2 Student Attendance at Chapter Meetings

Encouraging student attendance at chapter events will increase both student and chapter membership interest in the student branch. **Appendix 10A** provides ideas that chapters have found to be successful in encouraging student attendance at chapter events.

#### 10.3 Awards and Honors for Students

ASHRAE at the Society, regional and chapter levels recognizes noteworthy engineering and engineering technology students through a variety of honors and awards programs.

The President of ASHRAE encourages student recognition by awarding PAOE points for chapters that participate.

Student recognition at the chapter level includes:

- **Scholarships** – Granted to students meeting prescribed criteria and attending educational institutions that meet specific criteria, and generally funded through endowments
- **Awards** – Some chapters establish a subcommittee to recommend students to receive recognitions. Usually each recommendation is approved by the Chapter Board of Governors (BOG).

#### 10.4 Society-Sponsored Opportunities

Society offers several programs that benefit students, including:

- **Student Design Competition** – Recognizes undergraduate students who

have completed design projects based on the topics prescribed in the current year's competition brochure. Design project teams of two or more students may compete in one of three categories: architectural systems design, HVAC system design, or HVAC system selection. First and second place awards are available in each category. For further information on how to enter, contact Headquarters at [students@ashrae.org](mailto:students@ashrae.org). The deadline is May of each year.

- **Undergraduate Senior Project Grant** – Enables faculty members to apply for a grant to fund equipment and supplies for undergraduate engineering senior projects and technical school capstone projects on ASHRAE-related topics. For further information, contact the ASHRAE Headquarters at [students@ashrae.org](mailto:students@ashrae.org). The deadline is December of each year.
- **Grant-in-Aid** – Provides graduate students funds to assist them in a research project the candidate proposes. Applications and instructions are available on Society's website. The deadline for submittals is December 15.
- **Discounts** – ASHRAE student members can receive considerable discounts on many ASHRAE publications and other products and services.
- **Consignments** – A faculty member who is an ASHRAE member in good standing can make arrangements to receive copies of the Fundamentals Handbook for later sale to new student members. For further details contact ASHRAE Customer Service.
- **Annual/Winter Conferences** – Student members can attend ASHRAE's two major technical conferences (each January and June) at a significant discount from the full member registration rate. Each conference provides an opportunity to attend a variety of

technical sessions on current topics of interest to the building industry. Sessions specifically for students and/or faculty, such as the Student Breakfast and Career Opportunity Panel discussion, are available at each Winter Conference. The exposition that takes place in conjunction with the Winter Conference offers an excellent opportunity to see first hand the latest in building technology.

- **Publicity** – ASHRAE's monthly newsletter, *Insights*, is devoted exclusively to news and information about the Society at every level. Student branches can receive publicity by submitting articles (and pictures). For specific details on deadlines for submitting information, etc., contact Headquarters.
- **Society Scholarship Program** – Designed to encourage and assist HVAC&R education through the granting of scholarships at the undergraduate level. Applications are available on the ASHRAE website. Some chapters offer opportunities that combine chapter scholarships with society scholarships.

### 10.5 Faculty and Administration Involvement

After a student branch is formed, the faculty and administration of the school should be kept aware of and involved in chapter activities. In addition, the chapter should become involved with the school, as appropriate. **Appendix 10B** provides ideas for encouraging collaboration between the student branch and the school.

### 10.6 Student Branch Advisors

Student Branch Advisors (SBAs) may be provided a role in the chapter BOG or the Chapter program on a regular basis. See **Appendix 10C** for additional ways to recognize the efforts of these volunteers.

### 10.7 Special Projects and Programs

Sponsors of successful student branches get the students and chapter membership involved in a variety of projects. Engagement of the student Branch and the advisor can take a variety of forms based on the size, location and expertise of those involved. Refer to **Appendix 10D** for a list of ideas.

### 10.8 Criteria for an Active Student Branch

The following are criteria for a Student Branch to be considered active:

- A. Student Branch Advisor identified and engaged with students and the sponsoring chapter
- B. Student officers elected annually and all positions filled
- C. Fall status report and spring Treasurer's report submitted to both the sponsoring chapter and Society
- D. At least two activities\* scheduled in each semester

\*An *activity* is defined as an organized event such as a tour, field trip, presentation by a guest speaker, a fundraiser, etc. Regularly scheduled organizational meetings are not considered *activities* within the scope of this requirement.

To remain active, a student branch must achieve at least three of the four criteria. If a branch fails to meet at least three criteria, it will be put on a "warning status" for one year. Where applicable, Society will notify the student branch advisor, the DRC, the RVC for Student Activities and the chapter Student Activities Chair.

### 10.9 Criteria for an Inactive Student Branch

If the branch does not meet at least three criteria the second year as determined by Society's Student Activities Committee at the Winter Conference, the student branch advisor will lose student branch advisor dues and other privileges and the branch will be considered inactive. Where applicable, Society will notify the student branch advisor, the DRC, RVC for Student Activities and

the chapter Student Activities Chair.

### 10.10 Dissolution of a Student Branch

If the branch does not meet at least three criteria the third year as determined by Society's Student Activities Committee at the Winter Meeting, the branch will be dissolved. Where applicable, Society will notify the student branch advisor, DRC, RVC for Student Activities and the chapter Student Activities Chair.

## **Appendix 10A: Encouraging Student Attendance at Chapter Events**

Some ideas that have been used by other chapters in the past to encourage attendance include:

- Offering discounts for students and faculty liaisons on meals at monthly chapter meetings
- Discounting or offering free registration to students and faculty liaisons for chapter seminars
- Encouraging faculty liaison and/or faculty staff participation at chapter seminars; an honorarium for this participation is another option
- Setting up a table, displays, etc., prior to a chapter meeting to provide a means for students to meet members and exchange information
- Sending a targeted announcement to the student branch regarding monthly meetings and other items of interest to this group; be sure to include the branch on the chapter mailing list
- Setting up a student “adoption” program to promote a more social and comfortable environment at each chapter meeting
- Devoting a chapter meeting to highlighting the student branch and faculty, asking students and faculty to speak on subjects related to engineering education

## Appendix 10B: Ideas for Getting Student Chapter Involved in School Activities

Some ideas to assist in getting student chapters involved in school activities include:

- A. Have the faculty liaison and the faculty advisor serve as voting members of the Student Activities Committee.
- B. Have a Dean's Night as a separate event from Students' Night on the chapter's program schedule and invite the dean, chair and faculty as guests of the chapter to acquaint them with the membership and activities of the chapter. Or, arrange a separate dinner meeting between the chapter Board of Governors and the dean to review matters of mutual interest, such as academic programs, industry manpower needs, technology trends, etc.
- C. Encourage faculty participation as speakers in chapter seminars. An honorarium may also be considered.
- D. Include faculty liaisons on chapter mailing lists to inform them of monthly meetings and other pertinent information.
- E. Acknowledge the presence of faculty at the chapter meetings on the occasion of their first and second visits.
- F. Encourage student branch officers and the faculty advisor to establish a mutually agreeable meeting schedule of one or more joint meetings with the chapter; make the holding of such meetings a joint effort and show the chapter's firm commitment to support the student branch.
- G. Encourage the university or college to join commercial vendors in having exhibits at trade shows or similar events sponsored by the chapter, thus giving them an opportunity to publicize their role in the continuing education of professional employees.
- H. Work with the Continuing Education Offices and the Extension Services of the colleges and universities to offer courses on HVAC&R subjects.
- I. Join with the university or college in the joint sponsorship of seminars, symposia and conferences on subjects related to HVAC&R.
- J. Aid the colleges and universities in obtaining qualified part time instructors in HVAC&R.
- K. Provide an advisory committee to aid a university or college to prepare a proposal to seek grants for research or other projects.
- L. Sponsor a "club room" or rest area in the engineering or engineering technology building at the school and display the ASHRAE logo, sponsoring chapter's name and industry pictures.
- M. Provide industry professionals to serve on academic advisory panels to guide and advise on the scope and nature of engineering and engineering technology programs.



## **Appendix 10C: Ways to Recognize Student Branch Advisors**

Ideas for recognizing the work of Student Branch Advisors include:

- Providing a letter of accomplishment and appreciation to the advisor's supervisor
- Awarding a plaque or certificate of appreciation
- Ensuring on-going communication with the advisor
- Subsidizing the advisor's membership to ASHRAE, meals, etc.
- Keeping the advisor posted on ASHRAE research grants and opportunities for ASHRAE research needs
- Encouraging the advisor's activity in other aspects of ASHRAE.

## Appendix 10D: Ideas for Special Projects and Programs for Student Branches

Ideas for ways to encourage engagement of student branch members and advisors include:

- **Sponsoring Student Projects** – Engineering colleges are usually full of ideas but short on funds. The Student Activities Committee can encourage members to support student projects. A project can be an excellent opportunity for a chapter member to become familiar with students for future employment. All projects should be coordinated through the student branch advisor.
- **Delivering Used and Abandoned Equipment** – Most engineering colleges are interested in getting used coils, pumps, dampers, thermostats, humidifiers, etc., for teaching aids. The Student Activities Committee can poll the chapter membership for availability of this equipment. Many firms throw away equipment that could be of great value as teaching aids.
- **Delivering Old ASHRAE Handbooks** – Local chapters have been successful in gathering old ASHRAE Handbooks. The Handbooks make excellent student reference manuals. Many would be happy to donate old Handbooks to a student branch.
- **Providing Chapter Financial Support** – A good student branch should have a modest treasury. Some local chapters donate “seed money” to get this treasury started.
- **Offering a Student Jobs Program** – Both chapter and student members can benefit from a jobs program. Students are, of course, interested in gainful employment and members are always looking for well qualified employees. A chapter can help a student find summer employment, co-op and full-time employment upon graduation. The chapter can accomplish this by aiding students with resumes and compiling the resumes into a booklet for circulation to the chapter membership and local employers. Just make sure the ASHRAE logo and name are NOT used.
- **Providing Speakers for Branch Meetings** – Just like your local chapter, your student branch has a difficult time finding good speakers for its monthly meetings. Your local chapter has an almost unlimited resource for speakers. Students are hungry for information in all fields represented by your local chapter. Examples include: consulting engineering, sales engineering, estimating, contracting, technical subjects, etc.
- **Sponsoring a Field Tour** – Most students have never been on a construction job, or lack the knowledge to understand the HVAC or refrigeration system. Sponsoring a student tour to a convenient construction site or manufacturing plant would be of great interest.
- **Creating a Student Branch Handbook** – A chapter may supply the student branch with a handbook each year to help the branch with organization and direction. It should be updated annually and include the following:
  - ASHRAE officers and addresses at the Society, Regional and local levels, including the student branch advisor
  - Other ASHRAE committee information (i.e., research, energy, etc.)
  - Student programs
  - Student applications and Publications Catalog
  - Chapter Roster (can also be used as a *Prospective Speaker* list)
- **Celebrating Engineers' Week** – Joining with other engineering and scientific societies in the various shows, exhibits, expos and other activities held at the local colleges and universities in

celebration of National Engineers' Week will give ASHRAE better recognition among a broad range of potential students and industry professionals.

- **Participating in Joint Activities** – Arrange to have the chapter join the Affiliated Society Council, Joint Engineering Council or other “umbrella” groups available in many metropolitan areas. Support the programs sponsored by these groups, including seminars, continuing education courses and student competitions.

**SECTION 11  
CHARTERING A CHAPTER OR SECTION**

- 11.1 Qualifications for New Chapters or Sections**
- 11.2 Chapter Application Process**
- 11.3 Creation and Responsibilities of Steering Committee**
- 11.4 Charter Ceremony**
- 11.5 New Chapter Officer Training**
- 11.6 Presidential Award of Excellence (PAOE)**
- 11.7 Management by Objectives**
- 11.8 Procedure for Changing a Chapter Name**
- 11.9 Guidelines for Voluntary Dissolution of a Chapter**
- 11.10 Guidelines for Chapter Charter Revocation**
- 11.11 Chapter or Sub-region Reassignment Procedures**

**SECTION 11  
GUIDELINES FOR CHARTERING A CHAPTER  
OR SECTION**

**11.1 Qualifications for New Chapters or Sections**

The objectives of forming a new chapter or section are to better serve our members and the building industry in a geographic area.

The potential membership for a new chapter or section should be representative of the different segments of the building industry, including (but not limited to) consulting engineers, building and system designers, contractors, manufacturers, utilities, educational institutions and sales representatives.

The geographic area to be served by the new chapter or section should be examined to make sure that it best serves the interests of the members in that area. The geographic boundaries should be established to have a sufficient number of members who can participate in the activities of the chapter or section.

Depending on the number of ASHRAE members and potential members in a geographical area, three options are available for consideration:

1. Formation of a new chapter: May be

authorized upon approval by Members Council of a written petition of a minimum of 40 Members and Associates in good standing of the Society, and the adoption of Constitution and Bylaws based on the Model Constitution and Bylaws for chapters, which have been approved by Members Council.

Model Constitution and Bylaws are provided in **Appendix 11A**. Options for customizing the Constitution and Bylaws to meet a chapter's needs are provided in **Appendix 11B**. The procedure for changing Chapter Bylaws is provided in **Appendix 11C**.

2. Formation of a new chapter evolving from an existing chapter: If Society Members and Associates in good standing from an existing chapter intend to establish a "spin off" chapter, the following additional requirements must be met:

2.1 The spin-off chapter must meet the requirements for the formation of a new chapter.

2.2 The existing chapter should have been in operation for at least three consecutive years prior to the submission of the

## MANUAL FOR CHAPTER OPERATIONS

application for a spin-off chapter.

2.3 The existing chapter should have a positive net growth for the past three years prior to the date of submitting the petition.

2.4 A minimum of 40 Members and Associates in good standing should remain in the original existing chapter.

3. Formation of an ASHRAE Section: As an alternative to the formation of a separate chapter, a group of ten or more ASHRAE Members may form a section sponsored by an existing chapter or a region or sub-region. Consult with the Director and Regional Chair (DRC) and refer to Section 12 of this manual for details.

### 11.2 Chapter or Section Application Process

The representatives of the proposed new chapter or section shall contact the DRC initially for guidance. Guidelines for chartering a new chapter or section can be obtained from Society Headquarters.

The DRC should investigate the responsibilities, analyze the needs and explore the interests of Society members and potential Society members in an area where a new chapter appears to be likely. The DRC will assign a chapter, region or sub-region that is geographically close to the prospective new chapter or section to act as a sponsor to help counsel the prospective new chapter or section.

As necessary, the DRC will negotiate with other chapters in adjacent areas for release of the area to the new chapter or section and solicit their cooperation in forming the chapter or section.

When the local group is ready to proceed and all paperwork is complete, the DRC, in consultation with the Regional Members Council Representative (RMCR) should present the formal petition to create the chapter or section to Members Council for action at its next meeting.

Upon approval of the petition by Members Council and Society's Board of Directors, the DRC and sponsoring chapter, region or sub-region will assist in the creation of a Steering Committee.

### 11.3 Creation and Responsibilities of Steering Committee

The sponsoring chapter, region or sub-region will work with local members to call an exploratory meeting, at which a minimum of ten members from the area should be present. A Steering Committee should be formed and temporary officers including a chair, secretary and treasurer, should be elected.

The Steering Committee shall request from the Society Director of Member Services the "Guidelines for the Formation and Initial Operation of ASHRAE Chapters" package, which includes a petition and questionnaire that must be completed by the Steering Committee of the prospective chapter and returned to the Society Director of Member Services. This package also includes a list of ASHRAE members, along with their contact information, who are located in the geographic area of the proposed chapter or section.

The DRC, the sponsoring chapter, region or sub-region and the staff Director of Member Services will assist the Steering Committee in holding organizational meetings, in determining the geographic area to be served, forming committees, preparing chapter bylaws, conducting a membership drive and preparing a program.

The Steering Committee should complete and sign the questionnaire that accompanies the Model Constitution and Bylaws in "The Guidelines for Formation and Initial Operation of ASHRAE Chapters" package and return it to Society Headquarters. A constitution and bylaws will be prepared for the chapter based on the model documents and the information in the questionnaire. These documents will then be returned to the chapter for ratification.

A membership drive is an important activity to develop the potential for membership in the area

## MANUAL FOR CHAPTER OPERATIONS

and to ensure that there will be enough members to meet the requirements prior to receiving a charter.

At the organization meeting of the new chapter, the Steering Committee should present the Chapter Constitution and Bylaws for ratification by the prospective members, and then request the Nominating Committee to present its slate of nominees for elective office. Upon election by the members present, the new officers and Board of Governors (BOG) take office and the Steering Committee goes out of existence. The first act of the president upon election should be to thank the Steering Committee, its subcommittees, the DRC and any other contributors for the work done in organizing the chapter. If the chair of the Steering Committee is not elected President, the President should give some special recognition of the chair's contribution.

At this point, the new group can function as a chapter, but will not have official status until it receives its charter.

### 11.4 Charter Ceremony

Following approval of the charter by the BOD and approval of date and visiting Society officers by the President of the Society, the Charter Ceremony will be conducted.

The following is a suggested Charter Ceremony program:

- A. Reception and social hour.
- B. Dinner – the arrangement at the head table varies according to local custom, but it is suggested that the DRC, Society Officers, Society staff, president-elect of the chapter, president of sponsoring chapter, chair of the local organizing committee and local dignitaries (if any) be included. Whenever possible, the spouses of these individuals should also be seated at the head table.
- C. Following dinner, the DRC acts as Master of Ceremonies for the program and introduces the head table.

- D. The DRC gives some historical information on the new chapter.
- E. The DRC introduces the Society President (or the President's representative), who presents the charter to the president-elect of the new chapter.
- F. With the presentation of the charter, the officers of the new chapter can now be installed. The DRC installs the officers of the chapter with the usual charge that they carry out their responsibilities. **Appendix 11D** provides a script for the installation of chapter officers.
- G. When the chapter President is installed, the DRC presents the gavel of authority to him or her. Other presentations, such as the chapter banner, should be made at this time.
- H. The DRC presents the Society President (or the President's representative), who extends congratulations to the chapter and comments briefly on the Society's activities and plans.
- I. Following comments by visitors, the DRC should ask the new chapter President to come forward. The DRC should turn the meeting over to the President of the new chapter.

### 11.5 New Chapter Officer Training

The DRC and Regional Vice Chairs or Sub-Regional Chairs, the sponsoring chapter officers and/or Society staff will provide a chapter operations training session for the officers of the new chapter.

If possible, this training session shall take place prior to the chartering of the chapter.

The training session should be between two and four hours.

The sponsoring chapter, region or sub-region shall have the responsibility during the new chapter's first year of operation of providing continuing assistance and on-going training for

the grassroots committees.

The newly formed chapter shall be monitored by the DRC and assistance and training will be provided wherever needed.

Should a newly formed chapter assigned to a region not be chartered prior to the CRC, the chapter officers should, if possible, attend the CRC as non-voting members. The DRC shall request that the transportation expenses be paid for two officers of the new unchartered chapter to attend the CRC.

### 11.6 Presidential Award of Excellence

A newly formed chapter will not be required to participate in the PAOE program in its first year of existence.

The chapter will be allowed to accumulate PAOE points in its first year as a measuring tool for its effectiveness.

### 11.7 Management by Objectives

Prior to charter, the new chapter officers will submit MBOs to the DRC for review.

The DRC and Regional Vice Chairs or Sub-Regional Chairs will assist in the development of the new chapter's MBOs.

### 11.8 Procedures for Changing a Chapter Name

Much of the following information is based on Society Rules of the Board and is presented here for chapter officer convenience. The official Rules of the Board govern in the case of any discrepancies between them and the information in this section.

A chapter wishing to change its name shall use the following procedure:

- A. The Chapter President shall send a special letter to all chapter dues-paying members notifying them at least ten days in advance of a chapter meeting at which the proposed name change will be presented.

- B. At the chapter meeting, a motion shall be presented, duly moved and seconded, stating the proposed name change with background supporting the reasons for the requested name change. A vote of a simple majority of those members present and voting will carry.

- C. The Chapter President shall send the DRC a copy of the special mailing, the motion stating the name requested, the names of the chapter members moving and seconding the motion and the results of the chapter members' vote.

- D. Members Council will approve the requested name change and forward it to Society's Board of Directors as an Information Item.

### 11.9 Guidelines for Voluntary Dissolution of a Chapter

- A. Dissolution

The BOG of an ASHRAE chapter that cannot or no longer wishes to operate as a chapter shall call a special meeting to obtain a member vote. The announcement of the meeting shall be by standard mail and/or e-mail or other means to all assigned members of the chapter. Chapter members in good standing shall receive a proxy voting form that can be returned by fax, standard mail or e-mail. If a vote to dissolve the chapter of at least sixty percent (60%) of the members in good standing is obtained, the BOG shall notify the DRC of the result of the vote.

Members Council shall make a recommendation regarding the dissolution to Society's Board of Directors.

- B. Distribution of Members

Upon acceptance by the Board of Directors of the request to dissolve, information about the dissolution will be distributed to neighboring chapters.

## MANUAL FOR CHAPTER OPERATIONS

Should neighboring chapters belong in a different region, the DRC shall consult with the neighboring DRC when applicable.

### C. Distribution of Funds

Any funds remaining in the chapter's treasury after all obligations have been satisfied shall be contributed to Society's Research Promotion Fund.

All physical property and assets of the dissolved chapter, including but not limited to, banners, records and the chapter charter shall be returned to Society for disposition.

In the event that Society is not then in existence or is not then exempt under applicable tax regulations for non-profit organizations or corresponding provisions of tax laws, the assets shall be conveyed to such organization then existent, dedicated to the perpetuation of objectives similar to those of the Society.

### 11.10 Guidelines for Chapter Charter Revocation

The DRC is responsible for monitoring chapter operations within his or her region to ensure that each chapter is operating and performing in accordance with Society policies and the *Manual for Chapter Operations*. When a DRC verifies that such is not the case and the chapter refuses to voluntarily dissolve, a recommendation can be made to Members Council for the revocation of the chapter's charter.

When a chapter is not operating or performing in a satisfactory manner despite numerous attempts by the DRC to correct the situation and it refuses to voluntarily dissolve, revocation of its charter may proceed in accordance with these guidelines.

Not operating or performing satisfactorily includes, but is not limited to:

- A. Continued failure to send a delegate or alternate to the CRC without sufficient

cause or approval by the DRC.

- B. Continued failure of the delegate or alternate to attend required meetings at the CRC i.e., caucus, business meetings and executive session without reason or approval from the DRC.
- C. Continued failure to maintain any communication with the DRC, Regional Vice Chairs, Sub-Regional Chair or Society.
- D. Continued failure of the chapter to update its constitution or bylaws upon request.
- E. Continued failure of the chapter to hold regular meetings, elect officers, provide technical sessions for its members, appoint committee chairs or collect dues for its effective operation, etc.
- F. Continued failure to abide by:
  - a. Certificate of Consolidation
  - b. Society Bylaws
  - c. Rules of the Board
  - d. Chapter Constitution and Bylaws

The DRC shall write a letter to the chapter's current or last known President or its representative(s) explaining the charges against the chapter. This letter is to be sent by e-mail or by registered mail with return receipt requested and shall provide the chapter with a 60-day time period to respond to the charges. See **Appendix 11E, Letter A** for a sample letter.

If a response is not received or the response is considered not acceptable by the DRC, the chapter shall be so notified by e-mail or registered mail followed by a recommendation for revocation of chapter charter to Members Council at its next regularly scheduled meeting. Concurrence with this recommendation by Members Council will result in a recommendation to Society's Board of Directors for revocation of the chapter's charter.



## MANUAL FOR CHAPTER OPERATIONS

If the Board of Directors (BOD), by a two-thirds vote of its members, agrees with the recommendation of Members Council, then the Board, or its designee, shall send a letter to the chapter's current or last known president, or its representative(s), informing the relevant parties of the decision. This letter will explain the procedures for another opportunity for the chapter President or representatives to be heard before the full board or a committee of three or more members selected by the Board. See **Appendix 11E, Letter B**, for a sample letter to be sent by the BOD.

The results of this Board hearing, if held, will be provided within 30 days of such hearing. If the recommendation of Members Council is upheld, the chapter President or representatives will follow the procedures for the distribution of funds outlined in Section 11.9, Guidelines for Voluntary Dissolution of a Chapter.

### 11.11 Chapter or Sub-region Reassignment Procedures

*NOTE: Society has many reasons for establishing Chapter, Sub-Region and Region boundaries and will be reluctant to change those boundaries without strong justification.*

Should an existing chapter wish to change its region or sub-region assignment or an existing sub-region wish to change the region to which it is assigned, the chapter President or BOG (in the case of Chapter reassignment) or the sub-region Chair (in the case of a sub-region reassignment) must submit a petition, provided in **Appendix 11F**.

The petition must be signed by at least 60% of the relevant voting membership but no less than 40 chapter members for a chapter reassignment and no less than 60% of the sub-region membership for a sub-region reassignment and must be sent to the current DRC and the DRC of the region to which the reassignment is requested. The petition should include the rationale and justification for this change. The petition should consider the following:

1. Will the change best serve the interest of a majority of members in that area? Will the change in the geographical proximity enhance or deter the ability of the chapter, sub-region or region to operate more effectively?
2. What will be the impact of compliance with any government regulations that may affect the normal operation of the region, sub-region or chapter, i.e., conduct of regional CRCs, technology transfer, travel requirements, etc.?
3. Are the language, culture and ethnic background of the chapter or sub-region compatible with that of the region or sub-region to which it wants to be reassigned?
4. What will be the fiscal impact of the change on the Society, region, chapter or members? For example, will travel and other costs increase or decrease?
5. What other considerations are pertinent to the request except those stated in Society's Rules of the Board: *Matters pertaining solely to politics, religion, or trade are considered inappropriate for a technical society and, therefore, shall not be a subject of discussion at meetings of the Society or be included in any of its publications.*

If the relevant DRCs agree to the proposed change then the change shall be submitted to Members Council for consideration.

If the DRCs do not agree to the proposed change then the petition is considered denied.

If the petition is denied and the chapter or sub-region desires to further pursue the requested change, the chapter or sub-region may appeal the decision of the DRCs to Members Council, who has the final decision making authority on such requests.

**Appendix 11A: Model Chapter Constitution and Bylaws**



CONSTITUTION AND BYLAWS OF THE  
\_\_\_\_\_[NAME]\_\_\_\_\_  
CHAPTER  
OF THE  
AMERICAN SOCIETY OF HEATING, REFRIGERATING AND  
AIR-CONDITIONING ENGINEERS, INC.

Approved by the Society: \_\_\_\_\_ [DATE] \_\_\_\_\_

**ARTICLE I – NAME AND AREA SERVED**

The name of the organization is the \_\_\_#1\_\_\_ Chapter (herein “Chapter”) of the American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc. (herein “Society”). The principal area(s) served by the Chapter is (are) \_\_\_#2\_\_\_. The principal city where regular meetings will be held is \_\_\_\_\_.

**ARTICLE II – OBJECTS**

The objects of the Chapter are exclusively scientific and educational and include, but are not limited to: (a) the advancement of the sciences of heating, refrigerating and air- conditioning engineering and related sciences; (b) the continuing education of the members and other interested persons in said sciences, through lectures, demonstrations, and publications; (c) the rendering of career guidance and financial assistance to students of the sciences; and (d) the encouragement of scientific research.

**ARTICLE III – POWERS**

The Chapter shall have the power to perform all lawful acts which may be deemed necessary for the proper and successful prosecution of the objects and purposes for which it is organized and operated, consistent with the Certificate of Consolidation, Bylaws, and Rules of the Board of Directors of the Society, and applicable tax regulations for non-profit organizations or corresponding provisions of tax laws.

3.1 The Chapter is not operated for the pecuniary profit of its members. No part of the net income of the Chapter shall be payable to or shall otherwise be available for the personal benefit of any proprietor, employee or shareholder. No salary emolument or compensation shall be paid to any member, and no part of the activities of the Chapter shall consist of the performance of particular services for individual members.

3.2 The Chapter shall not have the authority to act for or in the name of the Society and notice to such effect shall be imprinted on the Chapter stationery; the Chapter shall not use the name of the Society except as a part of its own name; the Chapter may use the emblem of the Society in accordance with the Rules of the

Board; and the Chapter shall not incur any financial liability or contractual obligation in the name of the Society.

3.3 The Chapter may issue publications and/or websites/downloads/documents in accordance with the Rules of the Board. Certain publications for members such as a chapter newsletter or chapter membership roster/product directory may be distributed to persons other than members provided it clearly complies with paragraph 3.2. Certain designated ASHRAE documents may be translated in accordance with the Rules of the Board.

3.4 The Chapter may contribute to, affiliate with, or hold membership in any society, association, council, or other organization in accordance with the Rules of the Board.

3.5 The Chapter shall not recommend, endorse or approve any product, service, publication, person or entity for the promotion of private or public interests.

#### **ARTICLE IV – MEMBERSHIP, DUES AND FINANCE**

4.1 Qualification. The membership of the Chapter shall consist of all members of the Society in good standing and residing in the geographic area of the Chapter, as prescribed by the Board of Directors of the Society, who have properly joined the chapter.

4.2 Non-Residents. Notwithstanding the foregoing, a member of the Society residing in the geographic area of a Chapter may elect to be a member of another Chapter. A member may elect to belong to more than one Chapter.

4.3 Grade. Each member shall hold the same grade of membership in the Chapter as in the Society.

4.4 Rights and Privileges. All Chapter members shall be entitled to the same rights and privileges, except that anyone who has not paid Chapter fees, dues, assessments or other charges within ninety (90) days of their due date shall not be entitled to voting privileges or the right to election or appointment as an officer, governor, or committee chair of the Chapter. All rights and privileges of a member are vested solely in the member and may not be delegated or transferred, except as provided in Article VI, paragraph 6.7 hereof.

4.5 Suspension. In the event that a member does not pay all the Chapter fees, dues, assessments or other charges within six (6) months of their due date, all rights and privileges of membership in the Chapter shall be suspended. Such membership rights and privileges shall be restored to the member upon full payment thereof. Delinquency in payment of Chapter dues or other Chapter charges will not affect a member's standing in the Society.

4.6 Termination. Membership in the Chapter shall terminate upon the death of any member, the removal of a member's principal place of residence to the geographic area of another Chapter except as provided in Article IV, paragraph 4.2 hereof, or the receipt of written notice by the member of termination of membership. In the event of such termination, neither the former member, nor his/her personal representatives, heirs or devisees shall have any right, title or interest in the Chapter or its assets.

4.7 Expulsion. A member may be expelled from the Society and the Chapter only upon action taken by the Board of Directors of the Society. Such action may be initiated by the Board of Governors of the Chapter by the filing of written charges and supporting evidence with the Secretary of the Society.

4.8 Society Dues. The annual dues for membership in the Society, as prescribed from time to time by the Society, shall be paid to the Society.

4.9 Chapter Dues. The Board of Governors, in its discretion and subject to the approval by a vote of members, may levy such dues, fees, charges or other assessments as are reasonable and necessary to

## MANUAL FOR CHAPTER OPERATIONS

---

meet the current operating expenses of the Chapter. The due date of such payments shall be as prescribed by the Board of Governors.

4.10 Fiscal Year. The fiscal year of the Chapter shall end on June 30 of each year.

### **ARTICLE V – OFFICERS, NOMINATIONS, ELECTIONS, VACANCIES, REMOVAL AND CHAPTER REGIONAL COMMITTEE**

5.1 Titles. The officers of the Chapter shall be a President, a President-Elect, a Vice President, a Secretary, a Treasurer, and a \_\_\_\_\_. Consult the current version of the Manual for Chapter Operations (MCO) for updates.

5.2 Multiple Offices. With the exception of the office of President, any number of offices may be held by the same member.

5.3 The President. The President shall be the chief executive officer of the Chapter and shall provide general direction of the affairs of the Chapter and provide general supervision over its several officers, subject to the control of the Board of Governors. The President shall, from time to time, report to the members and to the Board all matters within the President's knowledge which the interest of the Chapter may require to be brought to the Chapter's notice; shall preside at all meetings of the members and at all meetings of the Board; shall sign and execute in the name of the Chapter all contracts, or other instruments authorized by the Board, except in cases where the signing and execution thereof shall be expressly delegated or permitted by the Board or by these Bylaws to some other officer or agent of the Chapter.

5.4 The President-Elect. The President-Elect shall automatically succeed to the office of the President at the conclusion of the President's term of office. In the absence of the President, the President-Elect shall exercise the powers and perform the duties of the President. In addition, the President-Elect shall make the committee chair appointments sufficiently far in advance of the Chapters Regional Conference (CRC), as to permit attendance by the appointees at CRC workshops in the period prior to appointees' active participation as chairs of the Chapter Committees. Chair designees of such committees as Student Activities; Membership Promotion; Research Promotion; Chapter Technology Transfer, Grassroots Government Activities and Historical should be especially encouraged to attend CRC meetings. Prior to the annual meeting, the President-Elect shall complete the appointments by naming at least two (2) committee members to each of the standing committees of the Chapter.

*(Delete this section or fill in the blank, if appropriate. If this section is deleted, this article will be renumbered.)*

5.5 The Vice President. In the absence of the President and the President-Elect, the Vice President shall exercise the powers and perform the duties of the President. \_\_\_\_\_

5.6 The Secretary(ies). (Option 1) The Secretary shall send notices of meetings to the members and to the Board of Governors as prescribed in these Bylaws, and to Committee Chairs as requested by the President. The Secretary shall keep the minutes of the meetings of the Chapter and of the Board of Governors and shall promptly file a copy of the minutes of each meeting of the Chapter with the Regional Chair and Regional Vice Chair (RVC) for Chapter Technology Transfer, or in the case of the (RAL) the Sub Regional Chair (SRC) for the Chapter, and shall send advance notices and minutes of meetings of the Board of Governors to the Regional Chair. In addition, the Secretary shall send the Chapter newsletter to the Editor of the official publication of the Society. The Secretary shall maintain a membership roster, a roll of membership attendance, and such books, papers, and records as the Chapter or Board of Governors may direct, which shall be open to the inspection of any member of the Board of Governors. The Secretary shall promptly notify members of their nomination, election, or appointment to office.

## MANUAL FOR CHAPTER OPERATIONS

---

(Option 2) The Recording Secretary shall send notices of meetings of the Board of Governors to the Board of Governors, as prescribed in these Bylaws. The Recording Secretary shall keep the minutes of the meetings of the Chapter and of the Board of Governors and shall promptly file a copy of the minutes of each meeting of the Chapter with the Regional Chair and RVC for Chapter Technology Transfer/SRC. The Recording Secretary shall keep a roll of membership attendance and such books, papers, and records as the Chapter or Board of Governors may direct, which shall be open to the inspection of any member of the Board of Governors. The Recording Secretary shall send advance notices and minutes of meetings of the Board of Governors to the Regional Chair. In addition, the Recording Secretary shall send the chapter newsletter to the Editor of the official publication of the Society. The Corresponding Secretary shall send notices of meetings of the Chapter to the members, shall maintain a membership roster of the Chapter, and shall conduct such correspondence of the Chapter as may be directed by the Board of Governors.

*(Delete this option or fill in the blank) The Assistant Secretary (ies) shall \_\_\_\_\_.*

5.7 The Treasurer. The Treasurer shall receive all funds, including dues, fees, charges and other assessments, and shall deposit such funds in the name of the Chapter in banks or other depositories. The Treasurer shall disburse funds only as authorized by the Chapter's Board of Governors and shall keep appropriate records of receipts and expenses and shall exhibit such records at all reasonable times to any member of the Board of Governors. The Treasurer shall make a full financial report at the annual meeting of the Chapter, a copy of which shall be forwarded to the Regional Chair. In addition, in the absence of contrary written instructions from the Society, the Treasurer shall complete, execute and file any statements or returns incidental to federal or local taxation.

*(Choose or delete this option) Checks issued by the Treasurer shall be countersigned by an authorized officer of the Chapter.*

*(Delete this option or fill in the blank) The Assistant Treasurer shall \_\_\_\_\_.*

5.8 Additional Duties. All officers shall perform all duties incident to their respective offices and such other duties as are prescribed by these Bylaws or as are assigned by the Board of Governors.

5.9 Eligibility for Re-election. Officers and Board members are elected for one-year terms, but may be re-elected to consecutive terms. The president may be re-elected to the same office for one additional consecutive term. If the president is re-elected for an additional consecutive term, the president-elect will also need to be re-elected in accordance with the election procedure set forth in Section V.

5.10 Duties of Nominating Committee. The Nominating Committee shall select from the members eligible to hold office one candidate for each office except President, and for each member to be elected to the Board of Governors and shall obtain from each candidate a written statement that the candidate is a member in good standing in the Society and consents to stand for election. Not less than thirty (30) days before the \_\_\_\_\_ meeting the Nominating Committee shall present to the Secretary the names of the candidates selected, together with their statements.

5.11 Duties of Secretary. Upon receipt of these names from the Nominating Committee, the Secretary shall prepare a list of the candidates and shall forward such list to all members with voting rights at least ten (10) days prior to such meeting.

5.12 Nomination by Members. Additional nominations of members in good standing who consent orally or in writing to be candidates may be made from the floor at such meeting. If at this meeting more than one such nomination from the floor is made for any one office or membership on the Board of Governors, a vote shall be taken to select the name of the opposition candidate to be placed on the ballot.

5.13 Voting and Election. Not less than ten (10) days prior to the next meeting, the Secretary shall send a mail ballot, in the case of elections by mail, or a proxy statement, in the case of elections at meetings, to all members with voting rights. In the case of elections at meetings, the President shall appoint three (3)

## MANUAL FOR CHAPTER OPERATIONS

---

tellers to assist in conducting the election. The Board of Governors or the tellers, if any, shall promptly tally all votes. The candidate receiving a majority of the votes cast for each respective office shall be declared elected. If there is a tie vote, there shall be a run-off election.

5.14 Installation. Officers and members of the Board of Governors shall be installed at the annual meeting of the chapter and shall assume their duties at the start of the next Society year.

5.15 Vacancies. (Option 1) Whenever there shall be a vacancy in any office except President-Elect or a member of the Board of Governors by resignation or otherwise, the Board of Governors shall have the power to fill such office until the next annual election and installation, and such officer shall have the duties, rights, and privileges of the predecessor.

If the President dies, resigns, or is removed from office, the President-Elect shall immediately become President and shall serve for the remainder of the term of the immediate predecessor. If the time served by the President-Elect as President is less than six months, he/she shall continue to serve as President for the next Society year; therefore the office of President-Elect shall remain vacant until the next annual chapter election. If the President-Elect dies, resigns, is removed from office, or becomes President for more than six months in accordance with the foregoing provisions, a special election shall be held to fill the vacancy.

(Option 2) Whenever there shall be a vacancy in any office or a member of the Board of Governors by resignation or otherwise, the nomination and election procedures set forth in this Article V shall be followed, except that the nomination, election and installation of such officer shall be held as soon as practicable after such vacancy has arisen.

5.16 Removal. Any officer or member of the Board of Governors may be removed by at least a 2/3 vote of voting members present at a regular meeting, whenever in the judgment of the members, the best interests of the Chapter will be served thereby. The notice of this Chapter meeting shall contain the statement that an urgent item of importance to the Chapter will be presented for member vote and subsequent action.

5.17 Election of Delegates. The Board of Governors-elect shall elect from among its members one delegate and one alternate to the Chapters Regional Committee. At least one of said delegates shall be an officer-elect of the Chapter. The delegates shall be announced at the annual meeting of the Chapter. The names of such delegates shall be certified in writing by the Secretary to the Secretary of the Society and the Regional Chair by the first day of the following June.

5.18 Term. The delegate and alternate delegate shall serve for a term of one (1) year, commencing on the first day of July following their election. No member may be elected to serve as the delegate for more than two (2) consecutive terms; no member may be elected to serve as the alternate delegate for more than two (2) consecutive terms; and no member may be elected to serve in either capacity for more than four (4) consecutive terms.

5.19 Duties. The duties of the delegate and alternate delegate shall be as prescribed from time to time by the Society. They shall transmit recommendations concerning policies, procedures, and operations of the Society, its Chapter and its Student Branches to the Regional Chair in advance of the Chapters Regional Committee Meeting; shall attend such meeting; shall suggest candidates for the Board of Directors of the Society, Society committees, and miscellaneous Society honors and awards; shall participate in the election of one (1) member and one (1) alternate member to serve on the Society Nominating Committee; and shall report to the Board of Governors of the Chapter regarding the business transacted at the Chapters Regional Committee meeting, together with any recommendations for Chapter action.

5.20 Vacancies and Removal. Whenever either delegate is unable to fulfill this office, the Board of Governors shall appoint another delegate. Either delegate may be removed by the Board of Governors whenever, in its judgment, the best interests of the Chapter will be served thereby.

## MANUAL FOR CHAPTER OPERATIONS

---

### ARTICLE VI – MEETINGS OF MEMBERS

6.1 Regular Meetings. Meetings of the Chapter shall be held on at least a monthly basis from \_\_\_\_\_ through \_\_\_\_\_ at such time and place as is prescribed by the Board of Governors.

6.2 Annual Meeting. The annual meeting of the chapter for the installation of officers and the Board of Governors and the announcement of committee appointments shall be held in the month of \_\_\_\_\_ at such time and place as is prescribed by the Board of Governors.

6.3 Special Meetings. Special meetings of the Chapter may be called by the President at the President's discretion, or at the request of the Board of Governors or 15 percent of the members with voting rights.

6.4 Notice of Meetings. Timely written notice of all meetings shall be sent by the Secretary to all members setting forth the place, date and hour of the meeting and, in the case of a special meeting, the purpose thereof.

6.5 Quorum. A quorum for the transaction of business at a meeting of the Chapter shall consist of 15 percent of the members having voting rights, except that no business may be transacted unless a majority of the Board of Governors is also in attendance.

6.6 Majority Vote. A majority of the number of votes cast in person or by proxy shall be necessary for the adoption of any matter, except as otherwise provided in these Bylaws.

6.7 Proxies. A member may vote on any matter by a written proxy executed and dated by the member. No proxy shall be valid after ninety (90) days from the date of its execution, unless otherwise provided in the proxy.

### ARTICLE VII – BOARD OF GOVERNORS

7.1 Duties. The property and affairs of the Chapter shall be managed by the Board of Governors. The Board of Governors may execute all business of the Chapter that does not require action by the full membership of the Chapter. The presiding officer shall report briefly on these actions at the next Chapter meeting.

7.2 Composition. The Board of Governors of the Chapter shall consist of the officers, the most recent available past president, and a minimum of two members elected pursuant to Article V hereof.

7.3 Meetings. The time and place of regular meetings of the Board of Governors shall be at the discretion of the Board. A special meeting of the Board of Governors may be called by the President, at the President's discretion, or at the written request of two (2) members of the Board.

7.4 Quorum and Majority Vote. A quorum for the transaction of business shall consist of a majority of the Board present in person, and the majority vote of the members present in person or by proxy shall be necessary for the adoption of any matter, except as otherwise provided in these Bylaws. The form of proxies shall be governed by Article VI, paragraph 6.7 hereof.

7.5 Notice of Meetings. Timely written notice of all meetings shall be sent by the Secretary to all members setting forth the place, date and hour of the meeting and, in the case of a special meeting, the purpose thereof.

7.6 Appointments to Auditing Committee. The Board of Governors-elect shall appoint members to the Auditing Committee, pursuant to paragraph 8.3.2.1 hereof, at a meeting of the Board of Governors-elect held prior to the annual meeting of the Chapter. Appointments shall be announced at such annual meeting.

**ARTICLE VIII – COMMITTEES**

8.1 General. All Chapter Committees shall be designated as Standing Committees or Special Committees. Standing Committees are mandatory and are of a continuing nature, while Special Committees are created for a specific purpose and may be dissolved when their functions have been completed.

8.2 Appointments. Except as noted herein, all Standing Committee members and respective Chairs thereof shall be appointed by the President-Elect pursuant to Article 5.4.

8.3 Standing Committees. Standing Committees primarily essential to chapter, regional and Society activities are broken into two categories: those that are mandatory and those that are optional, but whose functions are essential to the Chapter operation.

8.3.1 Mandatory standing committees are the Chapter Nominating; CRC Action; Student Activities; Membership Promotion; Research Promotion; Chapter Technology Transfer and Historical.

8.3.1.1 Chapter Nominating Committee. The Nominating Committee shall consist of five (5) members in good standing. One member of the Board of Governors may serve on the Nominating Committee, but not as its chair. The Committee shall be elected by the Chapter at meeting.

(Option 1) At the preceding meeting, the Board of Governors shall submit to the members their nominations for the committee. Additional nominations may be made by members from the floor at said meeting.

(Option 2) Nominations shall be made by members from the floor at such meeting.

Nominees receiving the five highest number of votes shall be elected. In the case of a tie, there shall be a runoff election which shall be held at the same meeting. The Nominating Committee shall elect its own chair.

8.3.1.2 CRC Action Committee. The CRC Action Committee shall determine major items of concern to the Chapter; obtain biographies on possible candidates for Society and regional offices, committees, and various regional and Society honors and awards; provide direction to the delegate and alternate delegate on actions to be presented on the Chapter's behalf at the CRC. The Chair of this Committee should be a past president of the Chapter.

8.3.1.3 Student Activities Committee. The Student Activities Committee shall assist and cooperate with other technical and scientific organizations to influence pre-college (K-12) education in math and science; shall assist in the formation and/or continuing operation of student branches of the chapter; and shall assist with chapter participation in continuing education courses and related activities. The Chair of this Committee is expected to attend the CRC Meeting (for spring CRCs, the incoming chair).

8.3.1.4 Membership Promotion Committee. The Membership Promotion Committee shall encourage applications by persons qualified for membership in the Society; shall encourage increased member participation in Chapter affairs; and shall encourage members to advance in their membership grade in the Society. The Chair of this Committee is expected to attend the CRC Meeting (for spring CRCs, the incoming chair).

8.3.1.5 Research Promotion Committee. The Research Promotion Committee shall conduct an annual campaign to obtain investments in ASHRAE Research, The ASHRAE Foundation and Education through the ASHRAE Learning Institute. The Chair of this Committee is expected to attend the RP Centralized Training Workshop and Special Regional Committee Meeting when called by the Regional Vice Chair for Research Promotion.

8.3.1.6 Chapter Technology Transfer Committee. The Chapter Technology Transfer Committee shall



develop liaison on programs, make arrangements for speakers for programs and technical sessions at chapter meetings, including speaker's requirements for equipment, accommodations and travel arrangements and act as host throughout the meetings. The committee shall coordinate the efforts of the chapter by making arrangements with area educational institutions for continuing education courses, and develop an active "Speakers Bureau" to present talks and seminars to chapters and regions. The committee shall submit PAOE points related to chapter programs. The committee shall provide timely reports to the regional vice chair. The Chair of this Committee is expected to attend the CRC Meeting (for spring CRCs, the incoming chair).

8.3.1.7 Grassroots Government Activities Committee. The Grassroots Government Activities Committee shall provide current and relevant information to ASHRAE members regarding government activities in their communities in areas of interest to ASHRAE members. Subsequently, members so engaged should then help keep their chapters, regions and Society Government Activities staff informed on governmental activities of interest to ASHRAE. The committee shall coordinate dissemination of grassroots-level governmental activities-related information to members and obtain feedback from chapter and individual member government activities. Maintain high-quality and readily available tools to train and enable chapter members to effect positive interactions with government entities in their communities, especially in the use of ASHRAE documents and the advancement of the ASHRAE public policy agenda. Serve as a clearinghouse of grassroots government adoptions of ASHRAE-developed and endorsed standards, guidelines and positions. Encourage an active, informed membership by keeping local, provincial and state governments updated on technical issues.

8.3.1.8 Historical Committee. The Historical Committee shall collect and safeguard facts, photographs, records and other memorabilia pertinent to the history of the Chapter. The Chair of this Committee is expected to attend the CRC Meeting (for spring CRCs, the incoming chair).

8.3.2 Optional Committees, whose functions are essential to the Chapter operation, are Auditing; Refrigeration; Reception; Publicity; Attendance; Publication (or Newsletter); Honors and Awards; Special Events; and Chapter Section (if appropriate). The duties and functions of each Optional Committee (several of which may be combined under a single chair) are as follows:

8.3.2.1 Auditing Committee. The Auditing Committee shall consist of three (3) members, none of whom shall be members of the Board of Governors, and shall elect its own chair.

8.3.2.2 Refrigeration Committee. The Refrigeration Committee shall promote the refrigeration activities of the Society by promoting the interests and endeavours of those members whose primary concern is refrigeration; shall provide or arrange technical talks on refrigeration to the members at regular chapter meetings; shall promote chapter-sponsored seminars on refrigeration and shall arrange for continuing education in the refrigeration field. The activities of the Refrigeration Committee shall be coordinated with the Chapter Technology Transfer Committee, and if there is no Refrigeration Committee the activities described above shall be handled by the Chapter Technology Transfer Committee.

8.3.2.3 Reception Committee. The Reception Committee shall encourage fellowship among members and shall extend cordial greetings to guests and new members of the Society.

8.3.2.4 Publicity Committee. The Publicity Committee shall publicize the name, purposes and activities of the Chapter in an effort to obtain qualified members; and shall report Chapter activities of public interest to the news media.

8.3.2.5 Honors and Awards Committee. The Honors and Awards Committee shall consist of a chair and at least two (2) additional members, preferably past chapter presidents. The Honors and Awards Committee shall promote the recognition of outstanding chapter members within the chapter, region, Society, associated societies and the community. The committee shall submit names of qualified chapter members to the Chapter CRC Action Committee.

8.3.2.6 Attendance Committee. The Attendance Committee shall be responsible for contacting each

## **MANUAL FOR CHAPTER OPERATIONS**

---

member of the Chapter prior to each scheduled meeting or event to ensure that they have received notice of that meeting or event, and to ascertain the expected attendance.

8.3.2.7 Publications or Newsletter Committee. The Publications Committee shall obtain news of interest to the Chapter members and supervise the publishing of the Chapter newsletter.

8.3.2.8 Special Events Committee. The Special Events Committee shall handle the arrangements for any special events to be sponsored by the Chapter, or for other events to which the Chapter membership has been invited.

8.3.2.9 Chapter Section Committee. When a chapter area is defined that is not being provided chapter services, the chapter may form a Chapter Section Committee to start and maintain chapter sections within the chapter area. The chapter president shall name a section representative for each section who will maintain liaison with the chapter.

8.4 Other Committees. Additional committees shall be termed as Special Committees and may be appointed at any time by the President, with the advice and approval of the Board of Governors, and shall be announced at the next meeting of the Chapter.

8.5 Vacancies. Whenever any member refuses an appointment to a committee or whenever there is a vacancy on any committee by resignation or otherwise, the President shall, with the advice and approval of the Board of Governors, appoint another member to such committee.

8.6 Removal. Any committee member appointed or elected may be removed by the person or persons authorized to appoint or elect such member whenever, in their judgment, the best interests of the Chapter will be served thereby, except that the President shall remove a member only with the advice and approval of the Board of Governors.

8.7 Attendance at Board Meetings. Committee Chairs shall attend the meetings of the Board of Governors when so requested by the presiding officer, but shall not be entitled to voting rights at such meetings.

### **ARTICLE IX – RULES OF ORDER**

Rules of Order. Except as otherwise provided in these Bylaws, the conduct of meetings of the members shall be governed by the rules of procedure set forth in the current edition of Robert's Rules of Order Newly Revised.

### **ARTICLE X – AMENDMENTS**

10.1 Powers and Limitations. All Articles of these Bylaws shall be subject to alteration or repeal, consistent with the Certificate of Consolidation, Bylaws, and Rules of the Board of Directors of the Society and applicable tax regulations for non-profit organizations or corresponding provisions of applicable tax laws.

10.2 By Society. Amendments to these Bylaws set forth in written directives of the Secretary of the Society shall be adopted by a majority of the Board of Governors. Written copies of said amendments shall be sent by the chapter secretary to all members, or an officer of the Chapter shall read said amendments at the next succeeding chapter meeting.

10.3 By Chapter. Amendments to these Bylaws may also be initiated by a written resolution of a majority of the Board of Governors or by not less than five (5) members in good standing with voting privileges and may be presented at any meeting of the Chapter. If approved by a majority of the members present, the chapter secretary shall send copies of the proposed amendments to all members not less than seven

**MANUAL FOR CHAPTER OPERATIONS**

---

(7) days before the next succeeding meeting. If approved by a two-thirds (2/3) vote at such meeting, the chapter secretary shall forward such proposed amendments to the Secretary of the Society for approval by the Members Council of the Society and review by the Regional Chair. Any amendments shall become effective only upon receipt of written notice of approval by the Members Council or its authorized representative of the Society.

**ARTICLE XI – DISSOLUTION**

11.1 The chapter may be dissolved:

- a. with the consent of not less than sixty (60) percent of the members in good standing of the chapter with voting rights expressed, either in person or by proxy, at a special meeting called for that purpose, or
- b. by a two-thirds vote of the ASHRAE Board of Directors after written preferment of charges, sixty (60) days written notice of hearing sent by registered mail to the President of the Chapter, and an adequate opportunity for the chapter representative to be heard before the Board of Directors or a committee of three (3) or more members designated by the Board of Directors.

11.2 In the event of dissolution, all debts and liabilities legally incurred on behalf of the chapter shall be fully discharged. The remaining funds shall be disposed of in accordance with paragraph 11.3 thereof.

11.3 Upon the dissolution of the Chapter, any assets remaining thereafter shall be conveyed to the Society.

11.4 In the event that the Society is not then in existence or is not then exempt under applicable tax regulations for non-profit organizations or corresponding provisions of tax laws, the assets shall be conveyed to such organization then existent, dedicated to the perpetuation of objectives similar to those of the Society and exempt.

**ARTICLE XII – ADOPTION**

These Bylaws shall be completed and adopted by a majority of the Board of Governors. Written copies of said Bylaws shall be sent by the Secretary to all members and shall be sent, as amended, to such persons as shall, from time to time, become members of the Chapter.

Adopted by the \_\_\_\_\_ Chapter:

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chapter President

## Appendix 11B: Options for Customizing Chapter Bylaws

The purpose of the model constitution and bylaws is to provide a constitution and bylaws that will meet the need of any chapter and still comply with the Certificate of Consolidation, Society Bylaws, the Rules of the Board of Directors, the New York State not-for-profit law, and Federal and Georgia state laws under which ASHRAE is administered. As such, the constitution and bylaws constitute a legal document which has been approved by the ASHRAE Board of Directors and reviewed by legal counsel.

The model bylaws are flexible in that they allow the chapter certain options in the selection of dates, the appointment of committees, the selection of committee members, and the methods of election. This limited flexibility is provided to accommodate the needs of chapters, regardless of their geographic location and size.

Additional items which are unique to a chapter's operation should be placed in a document titled "[Name of chapter] Chapter Manual of Procedures" and should include the following introduction:

*[Name of Chapter] Chapter Manual of Procedures*

*This [name of chapter] Chapter Manual of Procedures contains information to supplement the [name] Chapter's bylaws. The contents of this document are not included in the chapter's bylaws but are needed to describe specific procedures by which the chapter operates. Examples: Scholarship program administered by the chapter; duties of an officer in addition to those described in the chapter bylaws.*

*Items included in this Chapter Manual of Procedures and any changes thereto require approval by the chapter membership only. No additional approvals are required.*

*This document supplements, but is not a part of, the [name] Chapter bylaws.*

Acceptable deviations to the model bylaws have been published to permit additional options which are based on experience and changing times in order that the chapters are given the best possible basis for successful operation.

**MANUAL FOR CHAPTER OPERATIONS**

<b>Model Bylaws Section</b>	<b>ACCEPTABLE DEVIATIONS FOR STUDENT BRANCHES</b>
SB 2.1	Students from multiple institutions may form a single student branch.
SB 3.1	Student Branches in Southern Hemisphere may schedule meetings that do not coincide with Society year (i.e., if summer falls during December-January, meetings may run from February-November)
SB 5.1	Only three members on Board of Governors of Student Branch.
<b>Model Bylaws Section</b>	<b>ACCEPTABLE DEVIATIONS FOR CHAPTERS</b>
4.4	A chapter may increase the amount of time referenced in model bylaws paragraph 4.4: "...anyone who has not paid chapter fees, dues, assessments or other charges within sixty (60) days of their due date..."
6.2	Elimination of annual meeting. (Names of new officers would be announced immediately following the election and would take over at the beginning of the next fiscal year with no formal "changing of the guard.")
6.7	Absentee ballot in lieu of proxy.
5.1	One officer with title of President-Elect/Vice-President.
5.2	A chapter may omit paragraph 5.2 from its Bylaws regarding multiple offices.
5.3-5.7	Specific officer committee assignments may be made by the chapter.
5.3-5.7	Requirement that an individual must serve two full terms on Board of Governors to be eligible to serve as an officer.
5.4 & 5.10	Chapter committee chairmen may be elected rather than appointed by the President-Elect of the chapter.
5.5	Requirement that to be eligible to serve as Vice-President, an individual must have prior service as either Secretary or Treasurer of the chapter.
5.9	The President and the President-Elect "shall <u>not</u> be eligible to serve" consecutive terms.
8.3.1.1	Nominating Committee may be reduced to less than five members (acceptable only in chapters with fewer than 50 chapter dues-paying members). Acceptable to state "the Nominating Committee shall be composed of three or more members."
<b>Model Bylaws Section</b>	<b>DEVIATIONS ACCEPTABLE BUT NOT RECOMMENDED</b>
7.2	Caution should be exercised concerning having more than four additional Board members due to difficulty meeting quorum requirements.
8.4	Adding committees that are unique to the chapter. Paragraph 8.4 provides for the appointment of other committees without specifying them in the Bylaws.
5.17	Failure to name an officer-elect as one of the delegates to the CRC. Chapter names immediate Past President as delegate and President as alternate. (only delegate and alternate can attend closed caucus sessions.)
5.17	Delegates to CRC not elected by Board. Send President-Elect as delegate and Vice-President as alternate – similar to prior item.

**MANUAL FOR CHAPTER OPERATIONS**

<b>Model Bylaws Section</b>	<b>DEVIATIONS NOT ACCEPTABLE</b>
General	Listing membership grades as part of the Bylaws. (All membership grades are listed in the Society Bylaws. A chapter could list them in the front of the Chapter Roster, if desired.)
General	Statement on Organization Philosophy in the Bylaws. (Already included in Manual for Chapter Operations.)
4.9	Board of Governors may levy dues, fees, etc. without vote of the membership.
4.10	Change dates of fiscal year. (Society fiscal year is July 1 – June 30. Since chapters and student branches are part of the Society, they must have the same fiscal year as the Society.)
5.5	Vice-President automatically becomes President-Elect if President-Elect is deposed. (President-Elect is an elected position. A special election should be called, if necessary.)
5.10	Elimination of requirement that Nominating Committee obtain "in writing" statement that a candidate is willing to stand for election.
5.10	Nominating Committee only nominates individuals to fill vacancies on Board of Governors. After election to Board by Chapter members, the Board members elect the offices themselves.
5.10	Automatic Succession of chapter officers to a higher position (not acceptable except in the case of President-Elect). Chapter officers must be elected by the membership).
5.16	Board of Governors may remove an officer or Board member without a vote by the chapter membership.
8.3.1	CRC Action Committee omitted.
8.3.1	Historical Committee omitted.
8.3.2 & 8.3.2.1	Auditing Committee omitted; CPA used to audit books periodically. (The Auditing Committee should monitor the finances of the chapter during the entire year, whereas the auditor only reviews the books on an annual or bi-annual basis.)
8.3.1.1	Nominating Committee appointed (rather than being nominated and elected by chapter membership).
8.3.1.1	President-Elect and immediate Past President automatically serve on Nominating Committee. (Members of the Nominating Committee are elected by the chapter membership.)
10.2	Failure to notify members of amendments to chapter Bylaws
10.3	Board of Governors approves amendments to chapter Bylaws (rather than chapter members)

## MANUAL FOR CHAPTER OPERATIONS

---

### Appendix 11C: Procedure for Changing Chapter Bylaws

The purpose of the model constitution and bylaws is to provide a constitution and bylaws that will meet the need of any chapter and still comply with the Certificate of Consolidation, Society Bylaws, the Rules of the Board of Directors, the New York State not-for-profit law, and Federal and Georgia state laws under which ASHRAE is administered. As such, the constitution and bylaws constitute a legal document which has been approved by the ASHRAE Board of Directors and reviewed by legal counsel.

The model bylaws are flexible in that they allow the chapter certain options in the selection of dates, the appointment of committees, the selection of committee members, and the methods of election. This limited flexibility is provided to accommodate the needs of chapters, regardless of their geographic location and size.

Acceptable deviations to the model bylaws have been published to permit additional options which are based on experience and changing times in order that the chapters are given the best possible basis for successful operation.

These are the steps which should be followed in updating chapter bylaws:

<u>Step</u>	<u>Responsible</u>	<u>Action</u>
1.	Staff	Provide model constitution and bylaws and list of options for customizing to meet the chapter's needs
2.	Staff	Provide updated bylaws with changes noted to chapter, copy to Director and Regional Chair (DRC)
3.	DRC	Work with chapter President (at CRC or on chapter visit) to update bylaws

#### If chapter accepts changes:

4.	Chapter	Board of Governors votes to accept changes; President signs and dates updated bylaws and returns to Headquarters
5.	Staff	If chapter has indicated additional acceptable changes, staff revises and returns bylaws to chapter for verification, final acceptance and signature

#### If chapter requests changes or additions that are not on list of options:

6.	DRC	Refer outstanding questions to staff liaison who refers to Members Council for resolution if necessary
7.	Staff	Provide explanation and ruling to DRC who communicates explanation to chapter
8.	Chapter	Repeat step 4

## MANUAL FOR CHAPTER OPERATIONS

---

If chapter does not accept changes:

9. DRC Refers outstanding questions to staff liaison who refers to Members Council for resolution if necessary
10. Staff Provides explanation/ruling to DRC who negotiates with chapter

If chapter still does not accept changes:

11. Chapter May appeal question to Members Council

If chapter still does not accept changes:

12. Chapter May appeal question to Board of Directors for final judgment

Chapters should direct questions concerning this procedure to DRC or staff.



## MANUAL FOR CHAPTER OPERATIONS

---

### Appendix 11D: Chapter Officer Installation Ceremony

FELLOW MEMBERS AND GUESTS, IT IS MY HONOR TO PERFORM THE INSTALLATION OF YOUR CHAPTER OFFICERS. THE \_\_\_\_\_ CHAPTER OF THE AMERICAN SOCIETY OF HEATING, REFRIGERATING AND AIR CONDITIONING ENGINEERS (ASHRAE) IS A CHAPTER OF A DISTINGUISHED ENGINEERING SOCIETY. IT IS IMPORTANT TO REMEMBER THAT ASHRAE IS AN ENGINEERING TECHNICAL SOCIETY, ORGANIZED TO ADVANCE THE ARTS AND SCIENCES OF THE ENGINEERING OF HEATING, VENTILATING, AIR-CONDITIONING, AND REFRIGERATING TO SERVE HUMANITY AND TO PROMOTE A SUSTAINABLE WORLD. LET US REMEMBER THE FOUNDING PRINCIPLES OF OUR SOCIETY AND TO ASSIST THOSE INDIVIDUALS CHARGED TO GIVE US, LEADERSHIP IN THE YEAR AHEAD.

THE ACCOMPLISHMENT OF ASHRAE'S OBJECTIVES REQUIRES THE DEVOTED EFFORTS OF THOUSANDS OF MEMBERS, TO CONTRIBUTE TIME AND TALENT TO THE ACTIVITIES OF THE SOCIETY.

MANY ASHRAE MEMBERS WHO HAVE MADE SUBSTANTIAL CONTRIBUTIONS TO THE SOCIETY ARE HERE. THE OFFICERS AND BOARD OF GOVERNORS OF THE \_\_\_\_\_ CHAPTER, WHO ARE ABOUT TO BE INSTALLED, ARE ACCEPTING A HIGHLY IMPORTANT RESPONSIBILITY TO SERVE US DURING THEIR ENSUING TERM OF OFFICE.

YOU HAVE ELECTED THEM TO THEIR OFFICES. YOU ALSO HAVE A RESPONSIBILITY TO HELP THEM IN THE CONDUCT OF THE AFFAIRS OF THIS CHAPTER. TO MAKE YOUR CHAPTER AN EFFECTIVE CONTRIBUTION TO ASHRAE ACCOMPLISHING ITS OBJECTIVES REQUIRES THE COORDINATED EFFORT OF THE MEMBERS OF YOUR CHAPTER. PARTICIPATION IN CHAPTER AND SOCIETY ACTIVITIES WILL REWARD YOU IN YOUR KNOWLEDGE OF THE INDUSTRY AND ENHANCE YOUR PROFESSIONAL GROWTH AS YOU SERVE YOUR COMMUNITY AND THIS SOCIETY.

AS MEMBERS, IT IS YOUR RESPONSIBILITY TO PROVIDE YOUR TIME AND TALENT TO SERVE WHEN CALLED, AND TO CONTRIBUTE YOUR INTEREST, ABILITY AND CONSTRUCTIVE CRITICISM TO THE BUILDING OF A BETTER CHAPTER AND SOCIETY FOR THE SERVICE OF THE GENERAL PUBLIC AND OUR PROFESSION.

AS IS TRUE IN ANY ORGANIZED SOCIETY, THE AUTHORITY OF THE DIRECTION OF THE AFFAIRS OF THE SOCIETY IS DELEGATED TO THE OFFICERS AND GOVERNORS WHO ARE ELECTED BY THE MEMBERS.

IT IS MY PRIVILEGE TO PRESENT, INSTALL AND INVEST THOSE WHO ARE TO SERVE YOUR CHAPTER FOR ITS NEXT SOCIETY YEAR.

#### **PRESIDENT** \_\_\_\_\_

NAME AND CALL FORWARD  
PROVIDE BACKGROUND OF SERVICE

THE GENERAL LEADERSHIP OF THE CHAPTER IS ENTRUSTED TO YOU. YOU WILL ACT AS CHAIRMAN OF THE BOARD OF GOVERNORS, ACT AS CHIEF EXECUTIVE OFFICER, EX-OFFICIO, AND BE A PART OF ALL COMMITTEES.

## MANUAL FOR CHAPTER OPERATIONS

---

AS CHIEF EXECUTIVE OF THE CHAPTER, IT WILL BE YOUR RESPONSIBILITY TO SEE THAT THE POLICY DIRECTIVES OF THE SOCIETY AND YOUR BOARD OF DIRECTORS ARE CARRIED OUT. YOU ARE THE ONE TO WHOM THE MEMBERS OF THE CHAPTER CAN AND WILL DIRECT THEIR CRITICISM OF CHAPTER POLICIES AND ACTIVITIES, AND YOU MUST RENDER SATISFACTION TO THEM ALL.

SERVICE AS A CHAPTER PRESIDENT OF THIS SOCIETY CARRIES WITH IT A GREAT HONOR, A REAL RESPONSIBILITY AND A LOT OF HARD WORK. DO YOU, \_\_\_\_\_ PROMISE TO FULFILL THE DUTIES AND RESPONSIBILITIES OF YOUR OFFICE AS SPECIFIED IN THE MANUAL FOR CHAPTER OPERATIONS?

I AM ESPECIALLY PLEASED ON BEHALF OF THE MEMBERS OF ASHRAE TO INSTALL YOU AS CHAPTER PRESIDENT.

WE WILL NOW PRESENT YOUR OTHER OFFICERS AND MEMBERS OF YOUR BOARD OF GOVERNORS.

### **PRESIDENT-ELECT**

\_\_\_\_\_, AS PRINCIPAL ASSISTANT TO THE PRESIDENT, YOU WILL AT ALL TIMES BE PREPARED TO ASSUME, SHOULD THE PRESIDENT BE UNABLE TO ATTEND CHAPTER MEETINGS, BOARD MEETINGS, AND SUCH OTHER DUTIES AS MAY BE DELEGATED TO YOU. DO YOU \_\_\_\_\_ PROMISE TO FULFILL THE DUTIES OF THE OFFICE AS SPECIFIED IN THE MANUAL FOR CHAPTER OPERATIONS?

I AM PLEASED TO INSTALL YOU IN THE OFFICE OF PRESIDENT-ELECT.

### **VICE PRESIDENT**

\_\_\_\_\_, YOU WILL ACT AS ASSISTANT TO THE PRESIDENT. DO YOU \_\_\_\_\_ PROMISE TO FULFILL THE DUTIES OF THE OFFICE AS SPECIFIED IN THE MANUAL FOR CHAPTER OPERATIONS?

I AM PLEASED TO INSTALL YOU IN THE OFFICE OF VICE PRESIDENT.

### **SECRETARY**

\_\_\_\_\_, IT WILL BE YOUR PARTICULAR RESPONSIBILITY TO KEEP DUE RECORDS OF MEETINGS, ATTEND TO CORRESPONDENCE AND BE AN AIDE TO THE SENIOR OFFICERS. DO YOU \_\_\_\_\_ PROMISE TO FULFILL THE DUTIES OF THE OFFICE AS SPECIFIED IN THE MANUAL FOR CHAPTER OPERATIONS?

I AM PLEASED TO INSTALL YOU IN THE OFFICE AS CHAPTER SECRETARY.

### **TREASURER**

\_\_\_\_\_, IT WILL BE YOUR DUTY TO RECEIVE ALL MONIES, PAY ALL AUTHORIZED ACCOUNTS AND TO GIVE DUE ACCOUNTING FINANCIALLY WHENEVER YOU ARE CALLED UPON.

## MANUAL FOR CHAPTER OPERATIONS

---

DO YOU \_\_\_\_\_ PROMISE TO FULFILL THE DUTIES OF THE OFFICE AS SPECIFIED IN THE MANUAL FOR CHAPTER OPERATIONS?

I AM PLEASED TO INSTALL YOU IN THE OFFICE AS CHAPTER TREASURER.

### THE BOARD OF GOVERNORS

\_\_\_\_\_, MEMBERS OF THE BOARD OF GOVERNORS. "LIST"  
(CHARGE TO BOARD OF GOVERNORS)

BECAUSE OF YOUR DEMONSTRATED INTEREST AND ACTIVITY IN SOCIETY AFFAIRS, YOUR FELLOW MEMBERS HAVE ELECTED YOU TO REPRESENT THEM ON THE BOARD OF GOVERNORS OF THE CHAPTER.

IT WILL BE YOUR RESPONSIBILITIES TO MEET AS A BOARD, TO DELIBERATE AND TAKE ACTION ON ALL MATTERS THAT COME BEFORE IT.

SINCE THE BOARD OF GOVERNORS IS THE GOVERNING BODY OF THIS CHAPTER, IT IS AN HONOR AND A PRIVILEGE TO SERVE ON IT AND IT IS MY PLEASURE TO WELCOME YOU TO THIS ACTIVITY OF THE SOCIETY, AND TO INSTALL YOU AS THE OFFICERS AND MEMBERS OF THE BOARD OF GOVERNORS OF THE \_\_\_\_\_ CHAPTER OF ASHRAE.

THESE ARE YOUR CHAPTER OFFICERS AND THEY NEED AND DESERVE YOUR SUPPORT.

**Appendix 11E: Model Letters for Revocation of Chapter Charter**

**A. SAMPLE BOD LETTER**

(DATE)

(NAME)  
President, \_\_\_\_\_ Chapter  
(Address)

Dear \_\_\_\_\_:

The Board of Directors of ASHRAE at its \_\_\_\_\_ (annual-winter) meeting in \_\_\_\_\_ (city) on \_\_\_\_\_ (date) has, by a two-thirds vote of the members present, agreed with Members Council's recommendation to the Board that the charter of the \_\_\_\_\_ (name) Chapter be revoked.

As allowed in the revocation policy, you or representatives of the chapter, are entitled to a hearing in front of this Board, or a committee of three or more members appointed by this Board, to present your case if you feel we have erred in this matter. You have 30 days from the date of this letter to advise me of your decision. If a hearing is requested, you, or the representatives of the chapter, will be notified of the date, time and place of this hearing. If you fail to respond within the allotted time it will be assumed that you agree with the Board's action in this matter.

Sincerely,

Executive Vice President

cc: DRC  
Chapter File  
Chair, Members Council  
Director, Member Services

MANUAL FOR CHAPTER OPERATIONS

---

**B. SAMPLE DRC LETTER**

(DATE)

(NAME)

President, \_\_\_\_\_ Chapter

(Address)

Dear \_\_\_\_\_:

This letter, being sent by registered mail, is to inform you that I will be recommending to Members Council, at its next regularly-scheduled meeting, that your chapter charter be revoked for the following reasons:

(SET FORTH THE REASONS FOR REVOCATION HERE USING THE LIST FOUND IN THE REVOCATION POLICY, SECTION 12.10, AS A GUIDE.)

As established in the revocation policy, you have 60 days from the date of receipt of this letter to respond. If you fail to respond within this time limit or your response is unacceptable to me, I will move forward with this recommendation.

If Members Council supports my recommendation, it will go forward as an action item to the Board of Directors. If the Board supports it, you will receive a letter from the Board, or its representative, providing you an opportunity to appear before the full Board or a committee of three or more members selected by the Board to present your case.

If you have any question or need any clarification, please feel free to write or call me. However, you must act within the 60-day time period. If you fail to respond with the allotted time it will be assumed that you agree with my action in this matter.

Sincerely,

Chair, Region \_\_\_\_\_

cc: Chapter File  
Chair, Members Council  
Director, Member Services



**MANUAL FOR CHAPTER OPERATIONS**

---

<b><u>NAME</u></b> (Please Print)	<b><u>MEMBERSHIP #</u></b>	<b><u>SIGNATURE</u></b>
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		
21.		
22.		
23.		
24.		
25.		
26.		

**MANUAL FOR CHAPTER OPERATIONS**

---

27.		
28.		
29.		
30.		
31.		
32.		
33.		
34.		
35.		
36.		
37.		
38.		
39.		
40.		
41.		
42.		
43.		
44.		
45.		
46.		
47.		
48.		
49.		
50.		
51.		
52.		
53.		



**MANUAL FOR CHAPTER OPERATIONS**

---

54.		
55.		
56.		
57.		
58.		
59.		
60.		
61.		
62.		
63.		
64.		
65.		

**Respectfully Submitted By:**

---

(Print or type name)

\_\_\_\_\_ Chapter President or Sub-Region Chair  
(Chapter or Sub-Region name)

---

Signature of Chapter President or Sub-Region Chair

---

Date

---

(Print or type name)

Region: \_\_\_\_\_

---

Signature of Director and Regional Chair

**MANUAL FOR CHAPTER OPERATIONS**

---

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**(Print or type name)**

**Reassigned Region: \_\_\_\_\_**

\_\_\_\_\_  
**Signature of Director and Regional Chair**

\_\_\_\_\_  
**Date**

**Return to:  
Director of Member Services  
ASHRAE Headquarters  
1791 Tullie Circle NE  
Atlanta, GA 30329  
USA**

## SECTION 12 CHAPTER OR REGION SECTIONS

- 12.1 Creating a Chapter or Region Section
- 12.2 Qualifications of Section Membership
- 12.3 Section Operations
- 12.4 Charter Meeting
- 12.5 Duties of the Section Representative
- 12.6 Chapter or Region Support of Sections
- 12.7 Dissolution of a Section

### SECTION 12 CHAPTER OR REGION SECTIONS

#### 12.1 Creating a Chapter or Region Section

Many Society members reside in areas that are not geographically close to a primary chapter location. One way for members in these areas to be active in ASHRAE at the local level is to create a section.

A section must be sponsored by either an existing chapter or a region. The support of a section is vital to Society's ability to provide services to geographical areas that are inhabited by groups of members whose numbers may not be large enough to support a chapter and who cannot attend regular meetings because of their remote locations.

##### 12.1.1 Review Chapter or Region Areas

Determine if groups of members within a chapter area or region are not able to be served adequately by an existing chapter functions and if a sufficient number of these members want to form a section.

##### 12.1.2 Form Section Committee

When an area is defined that is not being provided chapter services and in which a sufficient number of members wish to form a section, the chapter president or Director and Regional Chair (DRC) shall appoint a Section Committee to start and maintain the chapter

section. This committee represents all sections formed within the chapter area.

##### 12.1.3 Section Organization

The chapter President shall name a section representative from each section to be formed who shall serve on the Chapter Section Committee and maintain liaison with the chapter.

The section will operate within the chapter bylaws, a copy of which shall be provided to the section representative by the chapter President.

The section will operate according to the Manual for Chapter Operations, a copy of which shall be provided to the section representative by the DRC and/or the Society Director of Member Services.

The section will not function as a chapter. All activities must be approved by the chapter Board of Governors (BOG) or DRC.

##### 12.1.4 Section Approval

The Petition for Establishing a Section, which is provided in **Appendix 12A**, shall be signed by:

- Minimum of ten chapter members who work or reside within the section's defined area
- Section representative
- President of the sponsoring chapter (if applicable)

## MANUAL FOR CHAPTER OPERATIONS

- Director and Regional Chair (DRC)

The completed and signed petition shall be forwarded to the Member Services staff at Society Headquarters. The signed petition must be on file at Headquarters before the chapter section can be officially approved.

Chapter sections are officially approved by Members Council at its Winter, Annual and Fall meetings each year.

Following the Winter, Annual or Fall meetings, Member Services staff will notify the President of the sponsoring chapter (if applicable) and the DRC of the approval of the section in writing, with copy to the appropriate Regional Vice Chair (RVC) of Membership Promotion.

Member Services staff shall maintain a list of active sections within Society.

Member Services staff shall annually submit a list of active sections to Members Council.

### 12.2 Qualifications of Section Membership

Section members must be members in good standing of the Society and must live or work in the geographic area covered by the new section.

### 12.3 Section Operations

- A. The new section must be ASHRAE-related and technical by nature.
- B. The new section must have at least two formally-organized meetings during the Society Year, each of which shall be a minimum of one-hour duration.
- C. Where applicable, a meeting attendance roster and minutes must be submitted to the DRC and the RVC of Chapter Technology Transfer, along with the chapter submittals by the chapter secretary.
- D. The amount of section dues is determined by the sponsoring chapter's BOG or the DRC if the section is sponsored by a region. Meal costs that are subsidized by the sponsoring chapter should

be taken into account when determining the amount of section dues.

E. The name of a section shall take the following form:

The \_\_\_\_\_ Section of the \_\_\_\_\_ Chapter or  
The \_\_\_\_\_ Section of Region \_\_\_\_\_.

### 12.3.1 Assignment of Section Members

A section member can be assigned only to the sponsoring chapter or region; however, the section member can *elect* to belong to any chapter he or she desires.

### 12.3.2 Section Petition, Minutes, Banner and Charter

The section petition, minutes, banner and charter will be the same as for a chapter because they serve as a tangible presentation of the existence of the section, chapter, region and Society.

### 12.4 Charter Meeting

After a newly-established section has been approved by Members Council, Member Services staff will order a section banner and charter at no expense to the section or the sponsoring chapter or region. The banner and charter will be sent to the sponsoring chapter's President or to the region's DRC.

The first meeting of the section shall include the presentation of the section banner by the DRC (if applicable) or the chapter President.

**Appendix 12B** provides a model script for the installation of section officers.

### 12.5 Duties of the Section Representative

The section representative shall preside over all section meetings.

The section representative may appoint a co-representative and may form subcommittees to serve the section membership and the Section Committee, maintain a liaison to the chapter and provide service to section members.

## MANUAL FOR CHAPTER OPERATIONS

The section representative shall provide the sponsoring chapter's President or the region's DRC with an annual report. The CRC Chapter Summary Report in **Appendix 7D** can be adapted for this use.

### 12.6 Chapter or Region Support of a Section

The sponsoring chapter or region can provide support to a section by:

- Maintaining a section committee to act as liaison between the section and the sponsoring chapter or region. A section representative may be the Section Committee chair.
- Providing operating funds to the section from the chapter or region's annual budget.
- Including section news in the chapter meeting notice and eNewsletter.
- Encouraging support from all chapter committees for section activities.
- Providing the section with speakers for programs and assisting in the promotion of Society-sponsored programs, special projects and special programs.

### 12.7 Dissolution of a Section

If a section's sponsoring chapter or region determines that the section no longer operates sufficiently even after the chapter or region has exercised all responsibilities in maintaining the section to keep it active, then the sponsoring chapter or region shall determine if the section shall be dissolved. The process for dissolving a section shall be:

- A. The sponsoring chapter or region shall notify the section that it no longer meets the minimum requirements as shown in Section 12 of the Manual for Chapter Operations.
- B. The sponsoring chapter or region shall send a letter to all known members of

the section not less than 90 days prior to the CRC informing them of dissolving the section.

- C. The sponsoring chapter or region shall bring a formal motion to their respective CRC for dissolution of the section after which the motion shall be forwarded to Members Council for consideration.



MANUAL FOR CHAPTER OPERATIONS

**SECTION PETITIONERS**

(10 Minimum Required)

Section of the \_\_\_\_\_  
[Name] [Name/Number] \_\_\_\_\_ er of Chapter or Region]

NAME (PLEASE PRINT)	MEMBERSHIP NUMBER	SIGNATURE
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

## MANUAL FOR CHAPTER OPERATIONS

---

### Appendix 12B: Section Officer Installation Ceremony

FELLOW MEMBERS AND GUESTS, IT IS MY HONOR TO INSTALL THE OFFICERS OF THE \_\_\_\_\_ SECTION OF THE \_\_\_\_\_ CHAPTER OF ASHRAE, THE AMERICAN SOCIETY OF HEATING, REFRIGERATING AND AIR CONDITIONING ENGINEERS.

IT IS IMPORTANT TO REMEMBER THAT ASHRAE IS AN ENGINEERING TECHNICAL SOCIETY. OUR MISSION IS TO ADVANCE THE ARTS AND SCIENCES OF HEATING, VENTILATING, AIR-CONDITIONING, AND REFRIGERATING TO SERVE HUMANITY AND TO PROMOTE A SUSTAINABLE WORLD.

LET US REMEMBER THE FOUNDING PRINCIPLES OF OUR SOCIETY AND COMMIT TO SUPPORT THOSE INDIVIDUALS CHARGED TO GIVE US LEADERSHIP IN THE YEAR AHEAD.

THE ACCOMPLISHMENT OF ASHRAE'S OBJECTIVES REQUIRES THE DEVOTED EFFORTS OF THOUSANDS OF MEMBERS WHO CONTRIBUTE TIME AND TALENT TO THE ACTIVITIES OF THE SOCIETY.

MANY ASHRAE MEMBERS WHO HAVE MADE SUBSTANTIAL CONTRIBUTIONS TO THE SOCIETY ARE WITH US. I WOULD LIKE TO CONGRATULATE THE ACCOMPLISHMENTS OF YOUR SPONSOR CHAPTER, THE \_\_\_\_\_ CHAPTER. THIS CHAPTER HAS ACTIVELY PURSUED THE GOAL OF ENRICHING THE PERSONAL AND PROFESSIONAL LIVES OF THEIR CHAPTER MEMBERS AND THE CHARTERING OF THIS SECTION IS TESTIMONY TO THAT SUCCESS.

THE OFFICERS OF REGION \_\_\_\_\_ AND THE OFFICERS AND BOARD OF GOVERNORS OF YOUR SPONSOR CHAPTER, THE \_\_\_\_\_ CHAPTER, ARE ACCEPTING AN IMPORTANT RESPONSIBILITY TO SUPPORT AND NURTURE THIS SECTION.

YOU HAVE SELECTED THE OFFICERS WE ARE INSTALLING. YOU HAVE THE RESPONSIBILITY TO HELP THEM CONDUCT THE AFFAIRS OF THIS SECTION AND TO MAKE IT AN EFFECTIVE CONTRIBUTOR TO ASHRAE'S OBJECTIVES. THIS REQUIRES THE MEMBERS OF YOUR SECTION TO PARTICIPATE IN SECTION, CHAPTER AND SOCIETY ACTIVITIES. THIS PARTICIPATION WILL REWARD YOU WITH INCREASED KNOWLEDGE OF THE INDUSTRY AND WILL ENHANCE YOUR PROFESSIONAL GROWTH WHILE YOUR SERVICE WILL BENEFIT HUMANITY.

THEREFORE, IT IS YOUR RESPONSIBILITY AS MEMBERS TO PROVIDE YOUR TIME AND TALENT. YOU WILL BE ASKED TO CONTRIBUTE YOUR INTEREST, ABILITY AND CONSTRUCTIVE CRITICISM TO THE BUILDING OF A BETTER SECTION, CHAPTER AND SOCIETY. THIS IS TO BE DONE IN THE SERVICE OF THE GENERAL PUBLIC AND OUR PROFESSION.

AS IS TRUE IN ANY ORGANIZED SOCIETY, THE AUTHORITY OF THE DIRECTION OF THE AFFAIRS OF THE SOCIETY IS DELEGATED TO THE OFFICERS AND GOVERNORS WHO ARE ELECTED BY THE MEMBERS.



**MANUAL FOR CHAPTER OPERATIONS**

---

IT IS MY PRIVILEGE TO PRESENT, INSTALL THOSE WHO ARE TO SERVE YOUR SECTION FOR THE NEXT SOCIETY YEAR.

WILL THE FOLLOWING PLEASE COME FORWARD:

\_\_\_\_\_ SECTION PRESIDENT  
\_\_\_\_\_ SECTION PRESIDENT ELECT  
\_\_\_\_\_ SECTION TREASURER  
\_\_\_\_\_ SECTION SECRETARY

(PRESIDENT'S NAME), THE GENERAL LEADERSHIP OF THE \_\_\_\_\_ SECTION IS ENTRUSTED TO YOU. YOU WILL PRESIDE OVER ALL OF THE SECTION MEETINGS. YOU WILL ALSO BE THE LIAISON TO THE \_\_\_\_\_ CHAPTER AND PROVIDE SERVICE TO THE SECTION MEMBERS.

YOU WILL GIVE DIRECTION AND LEADERSHIP TO ALL AREAS OF THE \_\_\_\_\_ SECTION ACTIVITIES. IT WILL BE YOUR RESPONSIBILITY TO SEE THAT THE POLICY DIRECTIVES OF THE SECTION, THE \_\_\_\_\_ CHAPTER AND THE SOCIETY ARE CARRIED OUT.

YOU ARE THE ONE TO WHOM THE MEMBERS OF THE SECTION CAN AND WILL DIRECT THEIR CRITICISM OF SECTION POLICIES AND ACTIVITIES, AND YOU MUST RENDER SATISFACTION TO THEM ALL.

DO YOU, (PRESIDENT'S NAME), PROMISE TO FULFILL THE DUTIES AND RESPONSIBILITIES OF SECTION PRESIDENT AS SPECIFIED IN THE MANUAL FOR CHAPTER OPERATIONS? THE ANSWER IS "I DO".

I AM PLEASED TO INSTALL YOU AS SECTION PRESIDENT. YOUR FIRST OFFICIAL DUTY IS TO ACCEPT THE CHARTER FOR THE SECTION.

WE WILL INSTALL THE OTHER OFFICERS AS A GROUP. (\_\_\_\_\_), (\_\_\_\_\_), (\_\_\_\_\_), DO YOU, PROMISE TO FULFILL THE DUTIES AND RESPONSIBILITIES OF YOUR OFFICES AS SPECIFIED IN THE MANUAL FOR CHAPTER OPERATIONS? THE ANSWER IS "I DO".

I AM PLEASED ON BEHALF OF THE MEMBERS OF ASHRAE TO INSTALL YOU AS THE \_\_\_\_\_ SECTION OFFICERS.

## SECTION 13 MENTORING

- 13.1 ASHRAE Local Chapter Mentoring Program**
- 13.2 Mentoring Subcommittee Guidelines**
- 13.3 ASHRAE Mentoring Activities**
- 13.4 Mentors**
- 13.5 Protégés**
- 13.6 Tracking the Program**
- 13.7 Mentoring Resources**
- 13.8 Guidelines for Participation**

### SECTION 13 MENTORING

#### **13.1 ASHRAE Local Chapter Mentoring Program**

Mentoring involves members helping members gain experience that will carry ASHRAE into the future.

A chapter's Mentoring Program typically is the responsibility of a subcommittee of the Chapter Membership Promotion Committee. Support from the chapter's Board of Governors (BOG) is critical to the effectiveness of a mentoring program.

#### **13.2 Mentoring Subcommittee Guidelines**

The best time to start a mentoring program is now.

Recognize that at first the subcommittee members may have many questions and few answers. The subcommittee may want to try implementing the program one way and then determine after two or three months whether it is effective. The subcommittee should meet to review the results and determine what is working well and what isn't. Keep the parts that are working, change the ones that aren't.

The Subcommittee Chair should contact the Membership Promotion Chair and the Young Engineers of ASHRAE (YEA) Chair for support the chapter can provide, or the Regional Vice

Chair (RVC) for support that's available from Society.

Successful programs may start with a list of experienced, respected chapter members who would be good candidates to serve as mentors.

Try to any potential conflicts of interest created by assigning a given mentor to a given protégé.

#### **13.3 ASHRAE Mentoring Activities**

A mentor may act as the protégé's teacher by:

- A. Providing ASHRAE and industry organizational information and practical training on strategies to overcome career obstacles
- B. Providing methods for assessing and monitoring his or her performance
- C. Acting as a role model

A mentor may coach the protégé by:

- A. Discussing new initiatives and offering strategies to help the protégé assume greater responsibilities within ASHRAE and the building industry
- B. Fostering creativity and helping the protégé develop his or her business style
- C. Providing advice and guidance for achieving goals and tasks

A mentor may counsel the protégé by:

- A. Soliciting the protégé's opinion, taking him or her into confidence, building his or her sense of competence by demonstrating trust in his or her feedback
- B. Showing genuine interest in the protégé's values and concerns by listening, offering advice, asking challenging questions and serving as a soundboard

A mentor may be the protégé's champion by:

- A. Providing the protégé access to in-house contacts, lines of communication or other resources that would otherwise not be available
- B. Praising the protégé's performance to others, establishing the perception that he or she is competent and capable

### 13.4 Mentors

#### Who Are Mentors?

Mentors are experienced ASHRAE members who help less experienced ASHRAE members (the protégés) by effective teaching, coaching, counseling, and/or championing.

The mentor's task is to focus on the protégé's professional and ASHRAE development.

#### Best Prospective Mentor Pool

In many cases, the best candidates for mentors are past chapter Presidents and other members who have remained active in chapter activities over several years. These people tend to have a strong desire to see the chapter continue to succeed. These same people often don't want to take on major long-term chapter responsibilities

### 13.5 Protégés

Give all new members and student members the opportunity to benefit from another ASHRAE member's experience and expertise.

- Don't force it on them! Make them aware that this is another benefit of ASHRAE membership.
- Find out what their industry interests are, what experience they have and what type of help they could use in finding out "what else there is to being a member of ASHRAE."
- Get a verbal resume, similar to the ones you should receive from the mentors.
- Link the protégé with an appropriate mentor from your "pool."
- If you have any doubts related to the match-up, discuss it with your committee or a chapter board member.

### 13.6 Tracking the Program

After a predetermined time frame, review the individual partnerships by asking whether both participants have:

- Openly and willingly taken part in the exchange of information
- Made a commitment to advancing professional development
- Realized professional growth and personal satisfaction

### 13.7 Mentoring Resources

- The Board of Governors
- Past Chapter Presidents
- Local Chapter Members
- Society's Mentoring Program Guide
- The Regional Vice Chair
- ASHRAE website

### **13.8 Guidelines for Participation**

#### **Objectives**

Provide a tool for chapter President and committee officers to:

- Mentor new members
- Provide better services to new members
- Measure new members' feedback
- Look for and develop new committee officers

#### **Functions**

- Membership Promotion Chair to review new members' feedback
- Chapter President/Secretary to prepare questionnaire to evaluate new members' satisfaction
- Chapter officers to remind and motivate new members to participate in chapter programs
- Chapter Officers to encourage new members under age 35 to be involved with YEA
- Chapter officers to look for candidates to be future leaders