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Introduction

You are to embark on a challenging but exciting mission, that of forming a Local Chapter of UPA. We commend you on your initiative and will do everything we can to help you succeed. The emphasis of a Local Chapter is on the word “local”. While any UPA member might encourage and support the creation of a new chapter, members in the area to be served must be the driving force behind the formation activities.

The goal of Local UPA Chapters is to offer people with the same interest to come together regularly to share their experience and to encourage each other in the usability profession. The focus is on truly local activities connecting usability professionals with each other. Business meetings with invited speakers, Usability lab tours and Usability roundtables, where you can bring interesting usability problems to be solved jointly, are some examples of what a Local Chapter may offer. Above all; it provides a handy and convenient network for everyday access. The purpose of this paper is to introduce the concept of Local Chapters and to encourage you to create one in your hometown.

Benefits

A Local Chapter is a group of UPA members who live or work in a particular locality and who, as a matter of geographic convenience, organize themselves to promote the goals of the Association cooperatively. It serves as a focal point for its members to share their professional experiences and provide educational opportunities in the advancement research field. Local UPA Chapters offer a number of benefits to its members.

- **A Platform for Networking**

One of the greatest resources for professional and personal development is to meet with colleagues in the same field. You gain new information on state-of-the-art technology, access to others’ experiences and knowledge and you will get the chance to broaden your insights.

- **Professional Development**

Your Chapter meetings and activities allow you to expand your knowledge in the Usability research/development area. Chapters bring continuous education opportunities closer to home and provide a bridge between the annual UPA conferences. It is also possible to organize Mentor Programs as a way for the members to grow in their profession.

- **Exchange of Services and Contributing to UPA as an Organization**

The Local Chapters will give you the possibility to exchange both professional experiences and services, such as reviewing each other’s papers and conference contributions. It will also act as a greenhouse for new ideas that can be implemented globally by the Association, and provide UPA with potential new members to the Board of Directors.

- **A Creative and Stimulating Environment**

Design contests and brain-storming exercises are fun and stimulating ways of learning more about usability and the other members of the chapter. Local Chapters often organize activities such as usability lab tours and site visits to interesting work places, for example Air Traffic Control Centers and High-Tech Manufacturing plants. Learning more about usability issues in these “extreme” working conditions will often give you good ideas to bring back home.

The Organization of a Local Chapter

The Chapter is a vital part of the UPA, and the Chapter Council with its President occupies the most prominent leadership position in the Chapter. In addition to being a key to the success of the Chapter's programs, the Council can make important contributions to the success of Association-wide programs. Most Chapters start out with a small Council consisting of four to five officers, but as the Chapter grows the organization of the Council might look something like figure 1. The Chapter Council is elected while committee managers, who report to the Chapter Council, are usually appointed.

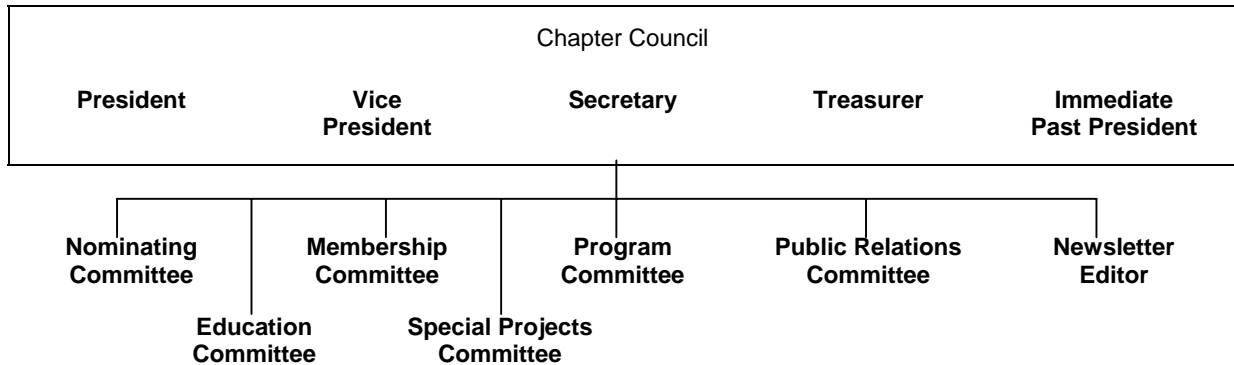


Figure 1: Typical organization of a mature Local Chapter

Another important actor is the Chapter Sponsor. He or she is a veteran UPA member elected by the UPA's Board of Directors, and is responsible for overseeing the operation and activities of one or more Chapters. The Chapter sponsor will be an essential part of helping you to get a Chapter started. The Chapter Sponsor is also a member of the UPA Chapters Committee and the Chapter's link to the Association's Board of Directors and, as such, is the conduit to a wealth of UPA services and opportunities.

A Local Chapter is part of the UPA organization, but it is responsible for its own finances. As a consequence, all members of a Local Chapter are required to also be members of UPA. A chapter's first source of operating income is the chapter dues. Chapters are responsible for collecting their own dues, separate from UPA dues, and verifying that chapter member applicants are current UPA members before approving chapter membership applications. Most chapter activities are self-sustaining; that is, each activity pays for itself.

More details concerning the chapter organization, operation and roles of the chapter officers are described in the UPA Chapter Manual.

UPA Growth

Local Chapters have proven to be a very fast way of growing UPA and the usability profession. For example, the first three pilot chapters showed impressive figures of growth of the number of members of UPA in their respective regions. In 1999 there were 22 UPA members in the state of Minnesota. In 2000 the Minnesota Chapter had roughly 55 members. The chapters in Linköping, Sweden and Ottawa in Canada had three members respectively in 1999. The numbers for 2000 were 31 and 10 members respectively!

The most central activity for a Local Chapter is the Chapter Chapter meeting. Chapter meetings and all that they can offer are the most tangible benefits of membership, and they are also the most important way of adding new members to the chapter. In order to show potential new members what chapters are all about, all newcomers are allowed one free meeting,

without joining or paying the door-fee for non-members. “Bring a friend” or “Bring a co-worker” theme nights are also successful ways of showcasing the Local Chapter.

The important thing is that we as an organization can find strength in these numbers. A larger organization carries more clout (for example in discussions with governments, i.e. the UPA Outreach Program) and also offers increased credibility to the members of the organization on a global, national and local level.

How to start a Local Chapter

This is the short route to creating a Local Chapter:

1. Contact the UPA office or a member of the UPA Chapters Committee and you will be assigned a Chapter Sponsor. Your Chapter Sponsor will send you the Chapter Guidelines and other information that you need in order to start a local Chapter. They will also continue to help you create your Chapter bylaws and guide you through the process of getting approval from the UPA Board of Directors for Chapter status.
2. Round up three to five volunteers in your area who are interested in starting a Local Chapter. This is the core team that will help you prepare the constituting meeting. It may also be smart to arrange one or more informal sessions prior to the constituting one. Both to see if there is enough local interest to start a local chapter, and to see how many UPA members there are in the region (you need 10 members to petition for Chapter status).
3. Write a tentative plan for future meetings and other chapter activities to present at the constituting meeting.
4. Create a petition to form a Local UPA Chapter. Also include the suggested Chapter name, Chapter boundaries and interim Chapter officers. The list of officers shall include a President, a Secretary, a Treasurer, or a Secretary/Treasurer, and additional officers as approved by the Chapter.
5. Find volunteers who will help develop the Chapter Bylaws in accordance with the suggested guidelines in the UPA Chapter Guidelines, or decide to adopt the template Bylaws for Chapters. Submit the Bylaws to the Chapter Council, Chapter Sponsor and Chapter membership for review.
6. Organize a constituting meeting with at least ten people that currently are, or are prepared to become, UPA members and support the Local Chapter. The Petition should be signed at the meeting (with each name printed or typed next to the signature) by at least ten members requesting to be recognized as a local Chapter of UPA. Have the President sign the Charter.
7. Submit the Petition, along with the Chapter Charter, proposed Bylaws and the proposed boundaries of the Chapter to the UPA Chapters Committee and UPA Board of Directors for approval.

These seven easy steps are all you need to do really, but to help you we have included some more details and our experience on “what works.”

Contact the UPA...

These are the normal contact points when you want to start a Chapter:

The UPA Office

The UPA Association Office is the hub of all UPA activities. They will help you with information during the start-up and connect you with the Chapters committee. The UPA Office will tell you if there already exists a local Chapter within your area, and if so they will help you get in touch with them. They will also register your interest in starting a Chapter so that they can refer future requests to you.

The Chapters Committee

The Chapters Committee is responsible for the development and coordination of all UPA chapters. The Chapters Committee Chair who is also a member of the UPA Board of Directors manages the committee. Other members of the Chapters Committee are usually Local Chapter Presidents and Sponsors.

Local Chapter Sponsors

The Chapter Sponsor is a veteran UPA member who is elected by the UPA's Board of Directors, responsible for overseeing one or more Chapter's operation and activities. Your Chapter Sponsor will be an essential part of helping you to get a Chapter started. A Sponsor will communicate with you throughout the year and will be available to assist with your questions or problems concerning UPA. The Chapter Sponsor is your Chapter's link to the Association's Board of Directors and, as such, is your conduit to a wealth of UPA services and opportunities.

Your Chapter Sponsor can be an excellent resource when your Chapter considers conducting a membership drive, establishing a newsletter, or building a new public relations program. Invite your Chapter Sponsor to a Chapter function as a speaker for a business meeting, keynote speaker for a conference, or guest of honor at your awards dinner.

These visits provide an opportunity for you, your Chapter Council, and your Chapter Sponsor to confer about Chapter matters. At the same time, a visit allows the Chapter Sponsor to assess the strengths and needs of your Chapter and to meet potential candidates for Chapter- and Association-level offices and committees.

Round up three to five volunteers...

A small group (3-5) of volunteers that work closely with a Chapter Sponsor often prepares the first constituting meeting. The sponsor will guide you through the process of starting a local Chapter and also help you locate other UPA members in the region.

The group should ideally consist of volunteers representing several companies and institutions. It allows you to share the workload and minimizes the risk of the effort failing because of a single key person was diverted from the task. Having the support of several companies usually also improves the possibility of support in the form of meeting facilities, access to computers and copiers and other useful items. Including representatives from more than one company also eliminates the risk of the chapter being seen as "too closely associated" with one company. It allows the UPA chapter to become "neutral territory" for sharing a broad wealth of ideas and experiences.

It is also important to find a name for the Chapter that reflects the boundaries of the Chapter. The geographic boundaries are formally approved by the UPA Board of Directors and may be changed from what you initially propose in the petition.

The name is usually constructed using a centrally located town or the name of the region. The formal name should also include a reference to UPA. A formal name would look something like “The Bay Area Chapter of the Usability Professionals’ Association” or “The London Chapter of the Usability Professionals’ Association”. Chapter names are often shortened for easier reference.

Write a tentative plan for future chapter activities...

It is important that the Chapter gets a good start, and that there are planned activities that will attract new members. Examples of activities that attract members are:

- Invited speakers to Chapter Meetings
- Tours of usability labs
- Site visits to interesting work places (i.e. Air Traffic Control Centers, Manufacturing plants)
- Design contests
- Tutorials and workshops
- Special sessions targeted to the experienced, as well as the less experienced, usability professionals.

This is an area where creativity counts. Invent your own activities and share them with other chapters, or use their ideas to boost your membership.

Create a petition to form a Local UPA Chapter...

The petition to form a Local UPA Chapter has to be signed by at least ten current UPA members requesting to be recognized as a local Chapter of UPA. All officers have to be members of UPA at the time of signing. Chapter members must also be UPA members. So for those who attend the meeting, but are not yet current UPA members, get them to sign up as UPA members as soon as possible. You could even take some membership applications to the constituting meeting.

The petition should also include suggested Chapter name, Chapter boundaries and interim Chapter officers. The list of officers shall include a President, a Secretary, a Treasurer, or a Secretary/Treasurer, and additional officers as approved by the Chapter.

Petition to form a Local Chapter of UPA

To: The Board of Directors of the Usability Professionals' Association

We the undersigned, who are Members in good standing of the Usability Professionals' Association, do hereby request for recognition as charter members of the _____ Chapter of the UPA. We aim to serve members in the area of _____.

The goals of this Chapter are: _____

We request recognition and approval as an official Local Chapter. Chapter Bylaws are attached to this document, along with a signed Charter.

Interim officers are as noted below:

Officer	Printed Name	Signature	UPA Member No.
President:	_____	_____	_____
Vice-President:	_____	_____	_____
Secretary:	_____	_____	_____
Treasurer:	_____	_____	_____

UPA Members:

Chapter officers and addresses should be indicated. All signatures must be by current UPA members.

Find Volunteers who will help develop the Chapter Bylaws

Chapter Bylaws are the rules by which a Chapter functions. Chapter Bylaws exist in harmony with the UPA Association Bylaws.

The group should begin its work by reviewing the Chapter organization, the UPA Bylaws and the Guidelines for Creating Chapter Bylaws and the Chapter Bylaws Template. This review will help prevent possible conflicts between your Chapter bylaws and the UPA Bylaws. After

this review, you can determine if you want to adopt the bylaws presented in the Chapter Bylaws Template, or create your own, following the Guidelines for Creating Chapter Bylaws. The template Chapter Bylaws is part of this Chapter Guidelines. The template Bylaws have already been reviewed and approved by an attorney familiar with Association Management law.

If you decide to follow the guidelines and create your own Bylaws, the UPA Association office strongly recommends that you have the Bylaws reviewed and approved by such attorney. This can be done after they have been initially submitted, with any changes being submitted at a later date.

As you work on your Chapter Bylaws, keep in mind that the best Bylaws are those pared down to describe only the rules under which your Chapter actually operates from one year to the next. Remember that anything you put in your Bylaws can be changed only by the standard amendment procedures you include in your Bylaws. Consequently, your Chapter's operations will be least inconvenienced and your Bylaws will function most effectively as a living document if you leave out information (such as for ad hoc committees) likely to change or become outdated from year to year.

UPA Bylaws. The UPA Bylaws specify the responsibilities of the chapter council as a whole. A small chapter (fewer than 20 members) might decide that the UPA Bylaws meet its needs and the chapter does not need its own bylaws. However, a large chapter needs its own bylaws to describe the duties of the officers and committee managers. Specifying duties, particularly those unique to the chapter, promotes continuity in your chapter operations.

Other chapters' bylaws. A chapter bylaws committee can get copies of other chapters' bylaws through the Chapter Sponsor. When you use other bylaws as a guide, remove out-of-date statements and those that do not apply to your chapter.

Section on chapter dissolution. UPA Chapters are chartered by the UPA Board of Directors and thus can be dissolved by a two-thirds vote to dissolve the Chapter when it is satisfied that the Chapter is inactive and that there is no reasonable hope of its immediate revival, or when it is satisfied that such action is in the best interest of the Association. Your Chapter also has the right to terminate the Charter between the UPA Association and the Chapter, and, therefore, relinquish all association with UPA and cease to exist as a UPA Chapter.

The Review Process

The bylaws developed by your Chapter Bylaws committee should be reviewed by the following groups:

1. **Your Chapter Council (the Chapter leaders.)**
Have your Chapter Council review the draft bylaws. Incorporate those comments and develop a second draft.
2. **Your Chapter Sponsor.**
Send the second draft of your Chapter's Bylaws to the Chapter Sponsor for review. The Chapter Sponsor will check to see that your Chapter's Bylaws do not conflict with those of the Association. Incorporate comments from the Chapter Sponsor and develop a final draft. Otherwise, you can move to the next step of the procedure.
3. **Your Chapter's membership.**
Send the formal draft of the Bylaws to your Chapter members for review and approval. Be sure to give them ample time to review the Bylaws. If the vote for approval of the bylaws

is taken at a Chapter meeting, make sure that absent members are given an opportunity to vote by absentee ballot.

The Finished Product

Once your Chapter Bylaws have been reviewed and approved by the UPA Board of Directors and you've been granted Chapter status, follow this procedure:

1. Ask your Chapter Secretary to maintain the formal Bylaws with the Chapter's official records.
2. Have the Secretary maintain a supply for distribution to new members.
3. Send a copy of your Chapter Bylaws to the Chapter Sponsor for inclusion in your Chapter's file.
4. Regularly review the Bylaws (at least once every two years) to ensure that they correspond to your current situation, problems, and needs. When you consider substantive changes to the bylaws process, repeat the review process, including sending the revised bylaws to the UPA office and the Chapter Sponsor.

Here are some tips to help you avoid conflict with the UPA Bylaws:

- When you refer to the UPA parent organization, do not refer to it as “the national.” The UPA Association is an international organization. Our headquarters should be referred to as the UPA Association office.
- Consult the current version of the UPA Bylaws to make sure that you do not make provisions for depositing Chapter funds in inappropriate financial institutions.
- Do not give your Chapter authority that it does not legitimately possess. For example, a UPA Chapter may not determine its own geographic boundaries.
- Do not identify Chapter services as being “for members only.” Because UPA is a not-for-profit educational and charitable organization, we must make our services available to members and non-members alike. However, the local Chapter may charge non-members higher fees than charged to members for those services.
- Consider including some sort of caveat that your Bylaws are, by definition, superseded by the UPA Association Bylaws. For example: “Should situations not addressed in these Bylaws arise, the Bylaws of the Usability Professionals' Association are in force. Should the Association Bylaws be changed such that they conflict with these Chapter Bylaws, the Association Bylaws take precedence. Chapter Bylaws must then be amended as soon as possible to bring them into agreement with UPA Association bylaws.”

Organize a constituting meeting

You will need at least ten people that are prepared to become members and support the Local Chapter. Use all available means to reach as many potential members as possible. The most effective ways of doing this are:

UPA Membership Directory: As a current UPA member, you should have the current year's Membership Directory. The directory is sorted by geographical areas in which you can find current members. Also contact the UPA Association office for members who joined after the directory was published or to verify current status of memberships.

Contacts and networks: Go through your file with professional contacts and list all people that you think may be interested in supporting the chapter. It is amazing how many names a group of three to five people can generate. Send them an e-mail explaining what you propose to do, and how they can help. Also invite them to the meeting (and if they can not attend offer to keep them informed.)

Other professional organizations: The yellow pages of the local telephone directory, catalogs of local universities, and the local Chamber of Commerce will give you leads to these sources of other potential members. Whenever possible, your first contact should be personal if an appointment can be arranged. Otherwise a telephone call, followed by a letter explaining the objectives and significance of your organization, may prove very useful. If you are successful with the leaders of these groups, you will be in a good position to enlist the support of the membership of their organizations. When contacting these people, remember to encourage them to join both the UPA and the local Chapter. UPA membership is required to join a local UPA Chapter.

Ads in Local newspapers: With larger newspapers, you should contact the editor of the appropriate department, or perhaps the science writer, and explain your activities. The organization of a local group of professionals (in any field) is normally considered news, and your chances of getting into print are good. Remember that newspapers are interested in knowing who you are, what your organization represents, its relationship to their readers, and names, names, names. It is always necessary to include the time and place of your meetings and the person to contact for further information.

Since you will be dealing with a limited number of newspapers, it will not be too difficult to talk with them by telephone (followed by a personal visit if possible) before delivering or mailing your information to them. Mention local names and business affiliations in your releases, if possible. This is especially helpful with the smaller daily newspaper and weeklies.

Listings in trade press: Many of magazines that focus on usability have a section listing upcoming events. You should try to get all relevant Chapter activities (including the constituting meeting) into these listings. A short article in the magazine, describing your efforts would not do much harm either...

E-mail lists: There are several e-mail lists that would have prospective chapter members as subscribers.

Company news lists or web sites: Some (larger) corporations may have news lists, web sites or other ways of distributing information. Use them with care, nobody likes spam, even if in this case it IS important spam.

Please note that, while UPA authorizes and encourages this type of notification, care should be taken to avoid representation of your group as an 'official' UPA group at this stage. The right to represent yourself as a recognized UPA chapter, and other rights associated with affiliation with UPA are available to you only after a charter has been granted. If you have any questions about this, you should contact your Chapter Sponsor.

Sign the Charter

The Charter is the 'contract' between the local Chapter and the UPA Association office and identifies the 'legal boundaries' of the relationship. The President of the Chapter should sign the Charter and identify the name of the Chapter.

How to Start a Local Chapter

The petition, proposed bylaws, and Charter should be submitted to the UPA office. Once the petition for Chapter status is approved, the President of UPA will sign the Charter and return a copy to the local Chapter.

Submit everything for review and approval...

Submit the Petition, Proposed Bylaws, and the Charter to the UPA Chapters Committee and UPA Board of Directors for approval. Your Chapter Sponsor will inform you continually about the progress of your petition.

When approval arrives, celebrate, and get to work to implement what you have suggested. Good luck, and remember to share your ideas!

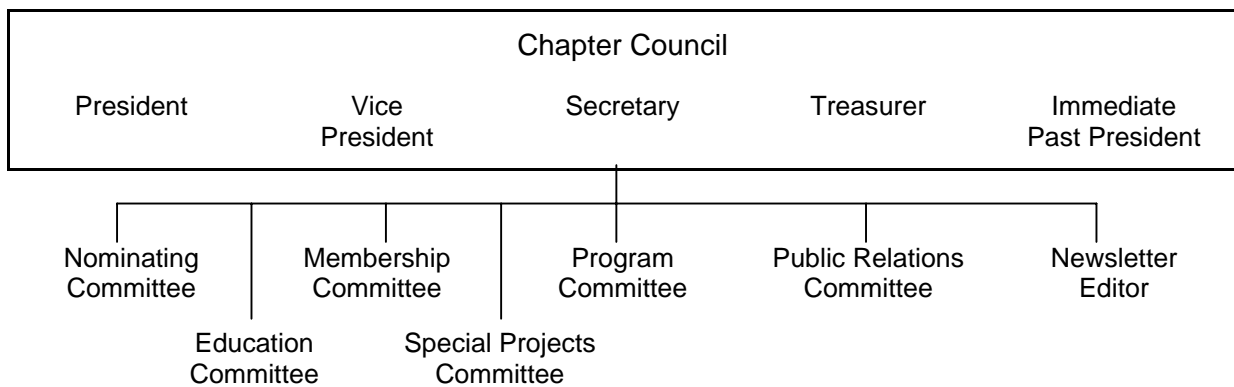
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The Chapter

The Chapter is a vital part of the Association, and the Chapter President occupies the most prominent leadership position in the Chapter. In addition to being a key to the success of the Chapter's programs, the President can make important contributions to the success of Association-wide programs.

Article 16 of the UPA Bylaws covers the scope of a Chapter's existence and operations. It is very important that you read this material when you assume office. You also should try to attend the special workshop for Chapter leaders at the annual UPA Conference. Presidents who are unable to attend are welcome to send other officers in their place and should try to do so. Many regions also hold Chapter leaders' workshops once a year. You should attend them if you can. The following is an organizational chart for a typical UPA Chapter. The Chapter Council is elected while committee managers, who report to the Chapter Council, are usually appointed.



Note: Other organizational structures exist for UPA Chapters.

Chapter Sponsor

The Chapter Sponsor is a veteran UPA member is elected by the UPA's Board of Directors, responsible for overseeing one or more Chapter's operation and activities. Your Chapter's Chapter sponsor will be an essential part of helping you to get a Chapter started. A Sponsor will communicate with you throughout the year and will be available to assist with your questions or problems concerning UPA. The Chapter Sponsor is your Chapter's link to the Association's Board of Directors and, as such, is your conduit to a wealth of UPA services and opportunities.

Make sure your reports on the status of your Chapter are submitted to your Chapter Sponsor as requested before UPA's two annual board meetings (winter meeting and annual conference). Your Chapter Sponsor can be an excellent resource when your Chapter considers conducting a membership drive, establishing a newsletter, or building a new public relations program. Invite your Chapter Sponsor to a Chapter function as a speaker for a business meeting, keynote speaker for a conference, or guest of honor at your awards dinner.

These visits provide an opportunity for you, your Chapter Council, and your Chapter Sponsor to confer about Chapter matters. At the same time, a visit allows the Chapter Sponsor to assess the strengths and needs of your Chapter and to meet potential candidates for Chapter- and Association-level offices and committees.

Your Chapter Sponsor can do a better job if you work together and communicate on a continuing basis. For example, you should respond promptly to requests from your Chapter Sponsor. If your Chapter Sponsor requests a report for an Association board meeting, submit a complete and informative report promptly. The Chapter Sponsor will attempt to visit each Chapter at least once during the three-year term.

If your Chapter has developed a long-range plan, submit the plan to your Chapter Sponsor. Any changes to the plan should also be submitted on a timely basis

Chapter Council

As defined in the UPA Bylaws, the Chapter Council is a group of elected Chapter officers that manage the Chapter's affairs. The Council is generally composed of the President, Vice President, Treasurer, Secretary, and Immediate Past President. Its composition may vary depending on the Chapter's bylaws. The Chapter Council meets at the call of the Chapter President or at the request of any two of its members. A majority of the Council (at least three of the five members) constitutes a quorum. A simple majority rules on questions brought before the Council. If the Chapter Council decides that more than five officers are required for efficient operation, a proposition to increase the number of elected officers and change the Chapter's bylaws may be brought before the Chapter's general membership. The proposition must specify the title and duties of such officers.

Chapter Council's Responsibilities

The Chapter Council formulates and defines Chapter objectives. It also identifies some of the specific projects and programs by which these objectives can be reached. The Council assigns projects and programs to appropriate committees and individuals for implementation, refinement, or enhancement. The Council works closely with committees and individuals with special assignments.

In collaboration with appropriate committees, the Council seeks to provide some or all of the following activities:

- monthly or bi-monthly meetings offering stimulating learning opportunities and strong membership involvement
- a close liaison among the Chapter, Chapter Sponsor, Association, and other communication groups
- a newsletter that reaches members at least five days before meetings (separate meeting announcements may also be appropriate)
- a Chapter membership drive
- a membership directory
- professional development opportunities: at least one workshop, seminar, or regional conference
- employment information committee
- significant Chapter participation at UPA Annual Conferences
- finding ways to gain support of business and industry for the Chapter and the Association
- encouraging members to contribute to UPA publications

- providing recognition through Chapter and Association programs

Officers

Chapter officers are the President, Vice President, Treasurer and Secretary. The duties of the Vice President are sometimes divided into two positions: First Vice-President and Second Vice-President for more efficient operation. All officers must be elected in accordance with Chapter bylaws, or in their absence, with the UPA bylaws.

Chapter Elections

One of the Council's most important responsibilities comes toward the end of your administration, the election of your successors. The future success of the Chapter depends on the caliber of those who are elected. With this in mind, observe and evaluate your members.

It is the President's duty to see that procedures for Chapter elections are carried out properly. The results of the election should be reported to the UPA office and the Chapter Sponsor as early as possible so the new President can be invited to a special workshop at the UPA Annual Conference.

Responsibilities of Chapter Officers

The Chapter officers, committee managers, and committee members should follow the Chapter Bylaws, UPA Bylaws and the policies and procedures of the Association in carrying out their responsibilities.

It is important to develop written responsibilities for all Chapter officers, committees, and committee managers. Because the structure of individual UPA Chapters may differ, the responsibilities described in this document are meant only as guidelines.

Chapter President's Responsibilities

The Chapter President heads the Chapter Council and is responsible for all operations of the Chapter. The Chapter President should be enthusiastic, energetic, responsive, and good at solving problems, and resolving disputes. The President should also be gracious and a good listener.

The Chapter President:

- conducts regular meetings of the Chapter Council (at least three to five meetings per year are recommended)
- assigns duties to other officers soon after their election
- suggests schedules for ongoing Chapter programs both within the Association and in collaboration with other professional groups
- explores topics for the coming year's meetings with the Program Committee Manager and other officers
- appoints special assistants or committees for specific tasks not easily managed by standing committees
- applies and maintains controls for budgets, expenditures, and other fiscal activities and, together with the Treasurer, signs all Chapter checks

- reviews contents of Chapter newsletter prior to publication
- writes articles and columns for the Chapter newsletter
- leads in the formulation of goals and policies for the Chapter
- contacts committee managers periodically to obtain status/activity reports, which are then submitted to the Chapter officers
- submits a report describing Chapter activities to the Chapter Sponsor prior to each UPA Board of Directors meeting
- submits informal reports frequently to keep the Chapter Sponsor informed about the general condition of the Chapter
- ensures that procedures for Chapter elections are carried out properly

Checklist for Chapter Presidents

Early planning will pay off throughout the year. As soon as you are nominated, you should start planning your year as Chapter President.

- Think about your vision for the Chapter.
- Contact each person running for a contested office. Ask the candidates what jobs they would like if they are not elected. You need them on your team.
- Consider how each position could or should fit in with your vision.
- Fill the committee and newsletter editor positions. Ask candidates and non-candidates to take on some responsibility. Members who refuse large jobs often will accept smaller ones. Remember that membership involvement builds a strong Chapter team, so get as many people involved as possible.
- Announce your committee appointments and the date of your first Chapter Council meeting at your installation meeting.
- Review the criteria for the Chapter Achievement Award to gain an understanding of what an excellent Chapter is considered to be.

Vice President's Responsibilities

The Vice President:

- maintains a special awareness of all Chapter operations and confers frequently with the Chapter President, not only to advise and assist, but also to gain knowledge that could prove useful if the Vice President becomes President
- helps formulate policy and establish the Chapter's long-term and short-term goals
- monitors the Chapter's finances on a continuing basis
- assumes the duties of Chapter President when the President is unavailable
- performs other duties as defined by the President

Secretary's Responsibilities

The Secretary:

- takes minutes at Chapter Council and other Chapter meetings (or arranges for a substitute)
- prepares and distributes copies of meeting minutes to officers within ten days
- prepares correspondence related to Chapter business at the direction of the Chapter President

Treasurer's Responsibilities

The Treasurer:

- prepares a budget at the beginning of the Chapter year
- establishes and maintains a checking account for current operations (arranges for signature cards and other documents required by the bank. Checks must be signed by the Treasurer and co-signed by the President or vice-President.)
- establishes and monitors a savings account and/or certificates of deposit when Chapter funds exceed those needed for current operations
- deposits Chapter funds and pays invoices promptly
- transfers funds from the operating account to the savings account when appropriate, with the concurrence of the Chapter President
- renews nonprofit mail permit (if one is used) when due and periodically deposits additional funds in a mailing account at the post office
- prepares a monthly report of Chapter income and expenditures for review by the Chapter President
- prepares reports of income and expenditures on Chapter projects, making comparisons with the budget every 60 days for current projects and at the close of each project
- develops a detailed year-end report (as of December 31) of all financial transactions; grouping income and expenses for each major activity.
- completes and signs a year-end report for the UPA Treasurer on a form provided by the UPA office
- mails the year-end Chapter financial report to the UPA Treasurer as soon as possible, but no later than January 5, to ensure a prompt dues rebate to the Chapter

Monthly Planner for the President and the Council

January - February

- Hold an organizational meeting of your new Chapter Council and your committee managers. Discuss your goals as Chapter leader and request the help of your officers and committee managers to implement these goals. Draft a mission statement. Review/revise your vision with the Council.
- Review the file of the past Chapter President. This file should include the UPA Bylaws, the Association guidelines, and this publication. Request any missing information from the UPA office.
- Make certain that all committee managers' files are transferred. Give committee managers copies of pertinent information.

Leading a Volunteer Board

- Ensure that the past Treasurer continues to function as Treasurer until the Chapter financial report is filed. The Association Treasurer will send you the report form. The report must cover the Association's calendar year (Jan 1 through Dec. 31) and must be sent to the Association Treasurer no later than January 5.
- Make sure the Treasurer's records are transferred.
- Change the signature card for the Chapter's bank account to reflect the new officers: the Treasurer and either the Chapter President or vice-President. The signature of the Treasurer and either the Chapter President or vice-President are required for withdrawal of funds, as authorized by the Chapter Council.
- Have each Council member draft goals for the year that are aligned with and support your Chapter's vision and mission. Ask each officer to present his or her goals to the Council.
- Plan the program for the entire year. Submit the plan to the Chapter Sponsor to keep him/her informed.
- Publish a meeting schedule for the entire year. Although it may not be possible to line up all the speakers, you can set the meeting dates, determine the program subjects, and assign the job of finding speakers to fill the slots.
- Invite your Chapter Sponsor to participate in one of your meetings.
- Confirm that your Treasurer has prepared a budget for the year.
- Verify that your mailing list is up-to-date and includes your Chapter Sponsor, the Association Vice President, and the UPA office. You may prefer to have an expanded list that includes potential members and newsletter editors of other Chapters in your region.

February - December

- Hold Chapter Council meetings and schedule progress reports from all committee managers.
- Write a Chapter President's column for each issue of your newsletter.
- Ask your Program Committee Manager to have a guest register available before each meeting begins.
- Write a welcome letter to each new member and follow up by asking the member to consider attending the next meeting. Be sure to greet and introduce all new members at their first meeting.
- Monitor the progress of all new appointees and elected officers.
- Listen to your members' comments especially the negative ones. Ideas, suggestions, and criticisms can help you and your Chapter.
- Remind key people of deadlines for the Chapter newsletter and *Common Ground*.
- Make notes of Chapter accomplishments for use in your Chapter Achievement Award qualification form.
- Submit names of qualified members that can be recommended for election to UPA office.
- Watch for a quarterly list of unpaid members, which the UPA office sends to Chapters. The office also sends dues renewal reminder notices to any member who has not renewed membership.

April

- Initiate a membership drive.
- Notify the Chapter Sponsor if you, as incoming President and others in leadership roles will attend the Chapter Leaders' Workshop at the UPA Conference.

June

- Inform your Chapter Sponsor of your Chapter's activities for a report to the Board of Directors during the Board Meeting at the annual conference.

October

- Activate the nominating committee. This is a very important task, which takes considerable time and effort. Monitor the progress of the committee closely.

December

- Submit a report of your Chapter's activities to the Chapter Sponsor for a January report to the board.
- Send a list of incoming officers to the UPA office and the Chapter Sponsor. Include area code, telephone number, and address for each name.
- Have the Chapter financial books audited.
- Make sure the Treasurer knows that the term in office lasts until the Chapter financial report is filed.

January

- See that all committee records are promptly turned over to the new administration.
- Thank all of your Chapter officers, committee managers, and other volunteers.
- Relax and look back on an interesting and successful year.

Chapter Committees

Standing and special committees are necessary to perform Chapter functions such as nominating, membership, and program. Committee managers should meet often with the Chapter Council to report on their progress.

Program Committee Manager's Responsibilities

The Program Committee Manager:

- develops programs for monthly and special meetings, schedules speakers, meeting places, and meeting dates with concurrence of the President (meeting sites can be assigned to an arrangements committee manager)
- provides details to the newsletter editor early enough for the program description to be included in the issue scheduled to reach members at least ten days before the meeting
- arranges to receive and record reservations and advance payments for meetings and special events

- provides a log sheet for each Chapter meeting to record names, membership status, and telephone numbers of all people attending the meeting
- reports the number of attendees to the newsletter editor and gives names and telephone numbers of nonmembers to the membership committee manager for follow-up
- guides preparation and mailing of special meeting notices and/or contacts members by telephone
- coordinates planning and operation of various Chapter activities such as seminars, competitions, and banquets when requested by the Chapter President (typically, this involves recruiting volunteers, managing them, and reporting on their progress)

Program Committee's Responsibilities

The program committee plans, schedules, and coordinates programs for Chapter meetings. These programs should meet the professional growth needs of the Chapter. A survey of the Chapter membership will help identify these needs.

The program committee is responsible for:

- determining seminar themes and program requirements
- contacting speakers
- securing biographical and presentation data from each speaker
- providing copy for Chapter/seminar publications
- keeping open and active lines of communication between the committee and each speaker from initial contact through the presentation
- making final arrangements for local seminars
- arranges for the seminar registration area, meeting rooms, AV equipment, luncheon, and coffee breaks
- mails the registration brochure
- receives registration materials and fees
- confirms registrations
- welcomes attendees the day of the seminar
- Verifies that all attendees of meetings and seminars are members of the UPA and Chapter. Prospective Chapter members may attend one meeting or seminar to “check things out” before becoming a member of the Chapter and UPA.
- welcomes first-timers and, hands them registration material and encourages them to join the Chapter and UPA

Education Committee Manager's Responsibilities

In smaller Chapters these responsibilities could be taken over by the program committee. The education committee manager:

- serves as Chapter liaison to related UPA international committees

- designs, arranges, publicizes, and conducts at least one seminar or workshop aimed at improving usability engineering competencies of Chapter members and others (workshop or seminar programs are approved by the Chapter Council)
- publicizes educational and professional development opportunities in the newsletter and at Chapter meetings, such as calls for papers for professional meetings and surveys related to education and training
- reviews books about education in usability engineering, reports on them for the Chapter newsletter, and offers this service to Common Ground
- designs and coordinates at least one innovative educational activity for members

Public Relations Committee Manager's Responsibilities

In smaller Chapters these responsibilities could be taken over by the newsletter editor. The public relations committee manager:

- works to increase business and public recognition of the Chapter and the Association
- publicizes UPA goals, programs, and services to members, prospective members, and their management
- obtains details of each monthly meeting and publicizes the meeting well in advance, through the newsletter, flyers, and outside media
- seeks the support of local sponsors
- publicizes special seminars and workshops held by the Chapter
- establishes a liaison with other UPA Chapters
- establishes a liaison with Chapters and branches of other usability engineering organizations
- helps prepare brochures and flyers as needed for the Chapter's projects and events
- develops publicity for the Chapter and its activities
- works in support of other committees preparing and dispensing press releases, brochures, special mailers, and other publicity-oriented materials
- serves on the awards, seminar, and membership committees to coordinate publicity for each activity with those of the Chapter as a whole

Nominating Committee Manager's Responsibilities

The nominating committee manager:

- directs a committee of three to five members who preferably have a wide circle of acquaintances in the Chapter
- conducts a preliminary planning session to assign responsibilities, establish deadlines, and distribute copies of the membership roster
- invites members, through the newsletter and announcements at Chapter meetings, to run for office or to suggest possible candidates
- assembles the committee, as needed, to evaluate the qualifications of possible candidates proposed by Chapter members, as well as by committee members

- assigns committee members to approach possible candidates who are qualified to run for office to determine their willingness to stand for election
- advises the Chapter Council of potential candidates who are willing to run, and announces the slate in the newsletter and at a Chapter meeting
- guides the election process from preparation of a ballot and holding the election to overseeing the collection and counting of ballots (the election should be held well before the final Chapter meeting of the year, preferably in September or October)
- reports results to the Chapter Council and the candidates as soon as they are known
- gives results to the newsletter editor for publication before the installation ceremonies
- gives the Chapter Treasurer the names and addresses of the elected officers for inclusion in the Chapter's financial report to the Association
- reminds the President to notify the UPA office and Chapter Sponsor of new officers
- may be assigned to identify candidates for other purposes, such as local recognition, Distinguished Chapter Service Award, or candidates for Association-level office

Newsletter Editor's Responsibilities

The newsletter editor:

- writes, edits, produces, and mails an attractive, professional, accurate, and informative monthly newsletter that reaches members at least five days before meetings. (The UPA office and the Chapter Sponsor should also be on your Chapter's mailing list.)
- works with the President to communicate Chapter plans, objectives, goals, and progress
- recruits Chapter members to assist with writing, editing, and producing the newsletter, and provides opportunities for input from other members
- assumes joint responsibility for the quality, accuracy, and content of the newsletter (content should be received and approved before publication by the Chapter President)
- understands and complies with standard guidelines for the ethical and responsible reporting of information
- generates support from business and industry for assisting with production costs
- submits news about Chapter meetings, conferences, or other items of interest to the UPA membership to the Common Ground editors
- exchanges newsletters with other Chapters
- receives columns written by the Chapter Sponsor and includes items in the Chapter newsletter as appropriate

Membership Committee Manager's Responsibilities

Each Chapter handles its membership responsibilities in its own special fashion. In general, the following responsibilities apply.

- receives and forwards original UPA membership applications to the Association office
- receives and updates Chapter roster and copy of membership applications, changes of address, and so forth, and maintains the membership records.

- forwards changes of address, etc. received directly from members to the UPA office for processing through official channels
- contacts and welcomes new members and mails them the most recent issue of the Chapter newsletter
- maintains a complete, up-to-date mailing list; adding, deleting, and changing information in accordance with information received from the UPA office
- operates a system for producing mailing labels, or e-mail lists, based on the mailing list
- submits membership material (additions, deletions, changes) to the newsletter editor on a regular basis
- works with the directory committee to prepare and publish a membership directory each year
- organizes and directs an active membership recruiting campaign. Membership recruiting brochures may be obtained from the UPA office.

Membership Committee's Responsibilities

The membership committee's primary responsibility is to increase the Chapter membership. Obviously, this is a fertile field for an innovative, ambitious committee.

The membership committee:

- notifies the Chapter President and editor of new members and sends appropriate notification to the Association office
- maintains membership files
- transmits address and telephone changes to the Association office
- regularly updates and issues membership rosters to Chapter members

Special Projects Committee

A Chapter President may sanction or establish special projects or activities over and above the regular agenda. Usually the Chapter President appoints a special projects committee manager to direct such efforts.

Some goals of a special projects committee:

- starting a new Chapter in a nearby city
- idea exchange luncheons
- a bid to host a regional conference, or Association board meeting

Chapter Loans and Grants

The UPA Board of Directors has instituted a program allowing a Chapter to apply for a grant or loan to help fund special Chapter programs or events. Details on how to apply for a grant or loan are given by the Chapter Sponsor.

Grants are awarded for merit, seed money, or financial recovery/special need. Loans may be awarded when a Chapter has insufficient money to sponsor a fundraising activity, but anticipates enough revenue to repay the loan.

When the Association's annual operating budget is established, money is budgeted for the loans and grants program. A Chapter may request any number of separate grants or loans, but the cumulative allocation to any one Chapter cannot exceed \$1,000 per year. Additionally, no grant can be authorized that anticipates or commits the Association to an annual, periodic, or otherwise repetitive allocation. If your Chapter is considering applying for a grant or loan, discuss your needs with your Chapter Sponsor early in your Chapter year.

The board reviews each grant proposal in its own right. Approval or disapproval does not constitute precedent for subsequent proposals.

Loans are subject to less stringent requirements, but will not be authorized for any Chapter with an existing loan balance.

A Chapter applies for a loan or grant by submitting the completed forms to the Chapter Sponsor. The Chapter Sponsor brings the application before the Board of Directors at one of the two annual board meetings. The Chapter Sponsor or the UPA office will notify the Chapter President regarding the outcome of the request immediately after the close of the board meeting.

Within one year of receiving a grant, the Chapter is obligated to submit a report to the Association, outlining the effects and benefits derived from the grant. The same type of report is required from a Chapter when a loan is granted. These reports should be submitted to the Association through the Chapter Sponsor.

If a loan has been awarded, payment of any outstanding balance must be made to the Association at the time the one-year report is submitted to the Chapter Sponsor, or within 90 days following completion of the related project, whichever is earlier.

Encouraging Growth

If your Chapter has a fairly sizable concentration of members who live in an area somewhat remote from the bulk of the membership, the Chapter President could appoint a special projects committee to assess the potential for creating a Chapter in that area.

The committee could then schedule a Chapter meeting at the target location and offer an attractive program to spark interest. At the meeting they could announce the possibility of establishing a new UPA Chapter and solicit reactions. If there is sufficient interest, the Chapter officers and the committee would pledge their support and, before adjourning, identify potential leaders willing to follow up with the organizational process.

As an alternative, the special projects committee may search for ways to make meetings more convenient for outlying members.

Administrative Directory

The UPA Administrative Directory identifies individuals holding elected and key appointed positions in the Association. Addresses, telephone and fax numbers, and e-mail addresses are given for the following people:

- members of the Board of Directors
- Association committee managers
- Chapter Presidents
- Chapter membership managers

- editors of Common Ground
- Chapter newsletter editors

The UPA Administrative Directory is published on the UPA website. You can ensure the continued accuracy of this directory by sending necessary changes to the UPA office by e-mail or via the UPA website. This directory can be an important source of information for Chapter leaders.

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Introduction

Welcome to the ranks of the elite UPA chapter treasurers. Your experience should be enjoyable and fulfilling. This section of the handbook is designed to help you be the best and most effective treasurer you can be. It moves through a transition period with the previous treasurer, completing the year-end report, and then proceeds through the year from preparing a budget to keeping accurate records, ending with other information useful for all of us.

Fiscal Responsibility

The chapter treasurer is the one person (with advice and concurrence from the president) primarily responsible for the chapter's money. As such, the treasurer has a major fiscal responsibility to be certain that monies are used responsibly and according to the Chapter's budget to benefit the chapter and its members.

Major Activities

The outgoing chapter treasurer perhaps working with the new treasurer completes the chapter financial report form as soon after Dec 31 as possible so that the dues refund can be received and begin earning interest.

The major activities for a new treasurer are:

- setting up a new checking account or signing new signature cards at the bank for all existing accounts (the chapter president or the vice president must also sign the cards)
- preparing a budget
- paying bills and depositing chapter funds promptly
- keeping accurate records
- preparing periodic budget reports for review by the chapter president and/or Chapter Council

Important Items to Know

A chapter's first source of operating income is the chapter dues. Ask your chapter sponsor to find out the current level of chapter membership dues for UPA chapters. UPA is interested in keeping the chapter dues for all chapters at the same level, but slight variations may occur between different regions and countries. Most chapter activities are self-sustaining; that is, each activity pays for itself. The most common activity that does not have income to offset expenses is the chapter newsletter.

In the US, UPA is an IRS-recognized, tax-exempt, nonprofit organization and is exempt from federal income taxes under section 501©(6) of the Internal Revenue Code. During budget reviews, any method to save money should be considered. When the chapter is large enough to qualify, you may want to apply for and use bulk mail and nonprofit permits to distribute your large quantity mailings.

One key money-saving technique is to obtain member/ employer support where possible. Some employers may allow use of their facilities for copying, printing, mailing, meeting sites, etc. Encourage members to seek employer support for various chapter activities. Be sure to recognize assistance where appropriate. Chapter loans and grants are available from the

Association for worthwhile activities. Consult “Leading a Volunteer Board” of The Chapter Handbook and the Chapter Sponsor for more information.

As the person holding the checkbook, the treasurer is in a position to help the program manager, and other officers or committee managers by offering appropriate privileges to speakers, Chapter Sponsor, and others whom have been asked to attend a chapter or regional function.

When a guest is invited to speak at a chapter dinner meeting, the chapter should pay for the guest speaker’s dinner. The cost of the dinner to members and nonmembers should include tax and gratuity, and a portion of any door prize, the speaker’s dinner, and any travel costs or honorarium, if they were negotiated.

Your chapter should determine whether you can waive registration fees or meal costs for your Chapter Sponsor, other Association leaders, or speakers at your conferences, seminars, and workshops. UPA leaders are also volunteers and are not reimbursed by the Association for such expenses. Be sure that the event’s budget is sufficient to forego collecting such fees, if you choose to waive them.

We hope your experience is fulfilling and enjoyable. We think you will become a more confident individual and a better leader as a result of serving the chapter as its treasurer.

Collecting Dues

Chapters are responsible for collecting their own dues, separate from UPA dues, and verifying that Chapter member applicants are current UPA members before approving Chapter membership applications. The UPA office can provide current membership information. The Chapter is responsible for reporting chapter affiliation of UPA members to the UPA office on a monthly basis.

UPA memberships are not based on a calendar year and instead are based on the anniversary date that the member first joined the Association. However, it's recommended that Chapter memberships run on a calendar year, due on January 1 of each year. Chapter members should be given a two-month grace period. If membership dues are not paid by March 1, the member's dues should be considered to be in arrears, making the member ineligible to serve as a Chapter officer, or to vote on chapter matters, or to participate in Chapter activities until the dues are paid in full. Dues for members who join the Chapter during the year should be prorated through December 31.

Most chapters will offer a free meeting before requiring UPA members to join the Chapter.

Completing the Chapter Financial Report

The chapter financial report is a summary of your chapter’s income and expenses from Jan 1 to Dec 31. This form can be prepared if accurate financial records have been kept throughout the year. This form is mailed to the chapter president and chapter treasurer in mid-December each year.

- Complete the financial report form, front and back and send it to the UPA Office.
- Deadline for filing: **January 5.**
- The report covers the fiscal year Jan 1 to Dec 31. The cash balance at the start of the year must be the balance reported at the end of last calendar year.

- Provide, on the back of the form, the chapter's IRS identification number (US only), the name of the chapter's bank and account numbers, and names of the new officers for the upcoming year.
- Sign the form, providing a phone number of the preparer in case of questions.
- Return the form to the Association treasurer.

The report should be completed and signed by your outgoing chapter treasurer, the chapter president, or the incoming chapter treasurer.

Items to Check Carefully

When completing the chapter financial report, be careful to consider the following:

- The cash balance at start of year must be the balance reported at the end of last fiscal year.
- Any grant or loan from the Association must be included as income in the "Other" category.
- If a loan was repaid in the same calendar year, it must also be shown under "Expenses" as a repayment to the Association.
- Add all numbers two or three times to be absolutely certain all arithmetic is correct.
- The cash balance at the end of the calendar year should match the chapter's books. This cash balance may not match the bank's checking account balance on Dec 31 if a check was written but had not yet cleared the bank when the bank statement was processed.

Auditing the Chapter's Books

One item on the back of this form asks if the chapter's books have been audited. In the past, UPA has not required its chapters to audit their books. As we all are becoming more conscious of those to whom we entrust our monies, the desire to have the books audited is becoming stronger, particularly with the larger chapters.

We strongly urge all chapter treasurers to have, at least, an informal audit prepared by a friend, coworker, or other disinterested person. Larger chapters may decide to have a formal audit by a competent accountant or by the chapter's "audit committee." Another alternative is for the treasurer to provide periodic copies of the treasury ledger (manual or computer-generated records as applicable) to the chapter president for review.

An audit is a verification of your accounts. The auditor should compare deposit slips, receipts, and checks to your ledger entries for accuracy. The auditor should verify that all expenses were appropriate for the chapter and were charged to the correct account. The auditor should also check that the books balance and correspond to the chapter's bank statements. The audit may cover all items or a reasonable sample.

After you have carefully recorded all deposits, made all payments, and completed the chapter financial report at year's end, using the suggestions in this handbook, you should have a real sense of accomplishment to know that the audited books have been declared accurate and well prepared.

Preparing a Chapter Budget

Every well-organized, efficient organization has a budget. Even small chapters should prepare a budget at the beginning of each chapter year. Committee managers and chapter officers should submit expected income and expenses to the treasurer. If preparing a budget is frightening, try using last year's chapter financial report form as a base. Change the numbers to reflect the expected dues rebate and make projections (guesses) about the expected costs of printing and mailing the newsletter and other expense items.

In addition to making sure the chapter's activities stay within its means, a budget also puts periodic chapter financial reports into perspective.

Reviewing the Budget Periodically

Reviewing receipts and expenses periodically will tell you how your estimates "stack up" to reality. For instance, if your receipts for PR Activities fees were only \$350 compared to the projected \$500, your committee managers and chapter executive council may wish to reconsider planned expenses. To solve such a problem, the estimated costs for the awards may have to be decreased, the fees for the awards banquet perhaps could be increased, or some other combination of adjustments made so that this overall activity is self-sustaining and at least a small surplus is ensured.

Paying Bills and Keeping Accurate Records

Use the chapter financial report form as a guide to make accurate record keeping easy. When you follow the process described here, your reports to the chapter and filing of the end-of-year chapter financial report form with the UPA treasurer should be easier.

The steps to success are:

1. Open a checking account or sign new signature cards for all existing accounts.

New chapters in the United States will need an IRS identification number to open the account. This IRS number is used in lieu of the treasurer's personal social security number. The UPA office automatically files for this number and forwards it to you when it is received. Call the UPA office if you have any questions.

Two signatures, usually the treasurer's and president's, are required to withdraw funds from any account.

2. Open a savings account as soon as your chapter is financially able.

Depending on the chapter size and financial status, you may or may not wish to open an interest-bearing account that assesses nominal service charges. (In some cases, a non-interest, non-service charge account may be more cost-effective.) Investigate your options.

It is important to know that nonprofit entities are allowed to have interest-bearing investments (at least in the US, this may differ in other countries). Large chapters commonly invest in certificates of deposit, money market accounts, and other sound, low-risk financial investments.

3. In order to keep an audit trail of expenses, require an original receipt or invoice for each disbursement. This practice is the single most important way to avoid the appearance of fraud or the serious consequences of missing funds.

Larger chapters should use a request for payment/ reimbursement form to minimize errors and help the treasurer keep accurate records. Each person requesting reimbursement submits a form, which contains the budget category, a description of the item, amount

due, name and address of payee, and a signature of the committee manager or officer authorizing the expense. Attach original receipts or an invoice to the form.

4. As each check is written, make a note showing, at least in the checkbook or on the check duplicate, the category of the payment meeting expense, newsletter, etc.

You may choose to use a computer program, such as Quicken, or simply a “paper” ledger to record all deposits and expenses. A paper ledger is quick and easy to use. Add all columns monthly for a crosscheck when you balance the checkbook.

5. Balance the checkbook monthly. Retain all receipts and bank statements to help prepare the end-of-year report and provide documentation for the audit.
6. Report on the finances at least once a year to the chapter membership.

You may submit written or oral periodic financial reports to the president, the chapter council, or the chapter membership as often as the chapter officers wish, depending upon the size of the chapter. Some chapters publish the financial report in the chapter newsletter.

U.S Taxes and the IRS

To be described.

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How to Recruit and Keep Volunteers

This section addresses these questions and gives you some suggestions for both recruiting and keeping volunteers for your chapter.

Recruiting

Recruiting is sales. Most people in our profession will quickly say, “I am not a sales person” or “I hate sales.” Their preconceived notions about what sales is limits their ability to recruit. Gone are the days of the used-car sales approach. Nowadays, sales is relationship building, and so is recruiting. The following hints will help in your recruiting efforts:

Make two lists explaining:

- why you joined UPA
- what benefits you have received as a result of being active in UPA

These lists become your selling points when you are engaged in conversation with a recruit.

- Remember how you felt when that first person in UPA asked you to help out. Weren't you flattered? Wasn't it a positive experience?
- Listen to potential volunteers before you recruit them. What are their interests? Is there some position within the organization that can help them meet their personal goals?
- If time is a problem, ask them if they would be willing to do one-time-only or on-call tasks. Then set up a Volunteers Committee for volunteers who can work on an on-call or one-time-only basis.
- Ask one-on-one (either over the phone or in person). Announcements from the podium or articles in the chapter's newsletter rarely result in volunteers. People like the personal attention from someone who is already a leader within the organization.
- Set a goal to meet five members you didn't know before each meeting. Get to know each one. If each of the members of your administrative council does this, your volunteer pool would be larger than you need.
- When you ask someone to volunteer, explain to that person exactly what will be expected. Offer training from the person who previously held the position, if possible.

Retention

UPA is a volunteer organization. We do not get paid for our efforts. You must be creative when it comes to retaining your volunteers. The following ideas will help you retain your volunteers for the long haul-if you are diligent.

- **Listen.** Your volunteers will let you know if they are approaching burnout. Pay attention to what they are saying about themselves, their personal lives, their professional lives. Note that there are those of us who work on overload all the time. Use your best judgment in knowing when to say something.
- **Guide.** Provide guidance and training for your volunteers. This will help ensure they have a positive experience as an UPA leader. For example, some chapters pay the annual conference registration fee for their incoming president.
- **Reward.** Recognize your volunteers. Thank them in person and at meetings. Thank them in newsletters. Give them small gifts (it's the thought, not the cost, that counts). Some

chapters have annual recognition banquets where volunteers are publicly recognized and thanked.

- **Assess.** Continue to assess each volunteer's needs. Make sure they are meeting their own personal goals while serving the organization. Give a break to those who have been hard working in previous years.

Recruiting and retention are how we grow in our organization. It makes our personal and professional networks strong. Only when we are strong can we best serve our professional community.

Recruiting Members for Key Positions

If your chapter is going to succeed, you must recruit volunteers for key positions. If you try to do it all yourself, you run the risk of burnout. Look around you. Your chapter has many members. From this extraordinary pool of talent are the makings of a very exciting and dynamic chapter. Ask for help and you will be well on your way to success.

Before you begin recruiting, bear in mind that UPA members have spent time and money to join the chapter and obviously, expect some benefits from it. When people hear the word "volunteer," they tend to flee. Help them to understand what you've come to understand: that the greatest benefits of UPA belong to those who participate. Roll up your sleeves and be enthusiastic about this assignment. This is "selling" at its most rewarding the empowerment of others.

There are two types of recruiting:

- finding volunteers for committees
- finding leaders for chapter office

Many of the following suggestions can be applied to both types of recruiting. However, recruiting leaders for chapter office requires greater circumspection. An ineffective volunteer negatively affects a few people; an ineffective officer affects the entire chapter. The delicate issue of dismissing a dysfunctional leader or volunteer is also discussed in this section.

Chapter Leaders

Recruiting candidates to run for chapter office is recruitment at a higher level. Take the time necessary to develop future leaders before you perform this task.

A talent for chapter leadership is unique. Look for this talent, rejoice when you find it, and be sure to nurture it. Consider doing the following:

- Give a talented individual opportunities to gain experience, acquire new skills, and grow.
- Sit down with your board and develop a leadership career path for newer members.
- Encourage committee managers to bring volunteers up through the ranks and train them to ensure that future chapter leaders will build on the current leaders' successes.
- Coach those with leadership potential. Doff your leader's hat and don your mentor's cap. Make time in your busy schedule to work with and encourage less-experienced talent. Discuss your current problems and how you plan to handle them. Ask for volunteers' input. Get them to think from your viewpoint as a leader.

- Leadership development is an ongoing process, not a Cinderella transformation. As talented volunteers begin to exercise power, suggest, at some point, that they run for office.

Recruiting Chapter Leaders

When it is time to recruit a leader, consider that the individual may doubt her or his abilities, may not have enough time, and may also deflect your encouragement in other ways.

Distinguish between good, solid reasons and excuses. You must answer the often unspoken question, “What are the benefits and rewards of leading others?” Present a good case. This is where you put your experience and communication skills on the line. You are justifying your own experience to convince someone else the job is worth doing. Don’t muff it!

If you are still charged up about your leadership role, the benefits and rewards of chapter office will roll off your tongue. If that’s the case, great. Chances are, though, after a half-term of work, you are tired and overburdened. What were once challenges and opportunities may now look like problems. If this sounds like you, step back and take a fresh look at your situation before you open your mouth.

Remember when you first took office? You probably saw many possibilities - more than you could accomplish. That everything you planned for the year has not come to fruition is not the point, nor is it an especially important fact. No one but a brilliant underachiever accomplishes all of her/his plans. Instead, look at your accomplishments and convey your original ideas and vision to your candidate. In the process, you may recover some of your vision.

If you have difficulty feeling enthusiastic about recruiting a new leader, write down the ways in which you have grown as a leader. If you get stuck and can’t get past the problems that beset you, talk to someone you respect who knows your history of leadership. This person will almost certainly give you a balanced perspective on your growth. It may surprise you. It’s amazing how we can forget our accomplishments! This is especially true when we are distracted by the issues of the moment.

With your accomplishments in mind, talk to the candidate. Sure, you have some reservations about the job. We all do. But look at what you’ve gained! This payoff in terms of new skills and opportunities is what your eventual replacement wants and needs to hear. It has been said that we become UPA leaders for one of three reasons: management training, a desire to belong, or power. There’s no better training ground for management than a volunteer organization, where people have to be motivated, not bossed. A sense of belonging is built into elected office, and taking part in the decisions that shape your chapter is what you are elected to do. A chapter leader experiences all of these benefits and more.

If you perform your task well, you will entice the talented candidate toward what may be a major professional and life milestone. He or she will be making a commitment that promises opportunity, growth, challenge, experience, self-esteem, skills development, recognition, and a level of satisfaction that enhances a sense of personal power.

Your role as mentor is perhaps the most rewarding aspect of chapter leadership. Take on this vital task with purpose and enthusiasm.

How to Recruit Leaders

The biggest problem with recruiting new leaders is that “People are too busy.” New leaders are recruited from the ranks of active volunteers, people with many demands on their time from job, family, chapter, and others. An otherwise acceptable candidate may be over-

committed, burned out, not interested, overconfident, misinformed, afraid, or have some other good reason.

Good recruitment of candidates means: 1) knowing the office (duties), 2) knowing the candidate (wants, needs, strengths, weaknesses, and availability), and 3) correlating the two.

Long-time chapter leaders have made the following suggestions for candidate hunting:

- Pick capable people. Select someone who is ready and able to handle a chapter office.
- Personally ask the potential candidate to run for office. Give this moment the importance it deserves. Ask in person. Using the telephone diminishes your invitation.
- Cite the reasons for selecting the individual and recognize past accomplishments.
- Give a clear description of the job and put it in writing.
- Encourage questions.
- Give the individual time (about a week) to consider the nomination. Encourage, but don't pressure, the person.
- Reassure the wavering candidate. Some highly capable people can be maddeningly unsure of themselves!
- If the candidate is truly over-committed, don't ask. Otherwise, you'll be set up for failure.
- If the candidate is burned out, don't ask. Someone who is burned out will avoid the job at every opportunity.
- If the candidate is overconfident about the job, be clear about the scope of responsibilities. Be specific about the expected results and put it in writing.
- If the candidate seems unsure of her or his capability, calm the worried imagination, carefully review the duties, and suggest acceptable limits of responsibility. If the duties are extensive, consider dividing the job between two or more people. For best results, you must be flexible and imaginative.
- If the candidate is "not interested," try to find out why. Vagueness often suggests shyness, misconceptions, lack of self-confidence, or indifference to the assignment. Proceed gently. Point out the benefits and satisfactions of holding office. Refer to your own experience and growth. Encourage and challenge the candidate. Let him or her know that the nomination was made because you and others had confidence in them.

When you recruit candidates, learn to discriminate between those who are unable or unwilling to serve and those who are quietly waiting to be called out from the wings.

Getting People to Volunteer

Don't stand up at a chapter meeting and say, "Would anyone who would like to work for the chapter please raise their hand or come and see me after the meeting." You will have better results if you speak one-on-one with potential volunteers.

At each chapter meeting, talk to the individual new members or people you think might be interested in being more involved, and try to get an idea of what their interests are. Then try to get them to do jobs that match their talents and interests. If you find someone who has some experience with mailing lists and likes to talk to people, you could ask that person to be membership manager. Or if a person likes to meet new people, maybe he or she would be a great hospitality manager.

Even if the person has no identifiable interests, suggest that something about the person would make them ideal for whatever position you want to fill. It is important to make a volunteer feel he or she is the ideal candidate for the position you want to fill.

Newly discovered volunteers are best started with oneshot jobs. That way the volunteer has the satisfaction of a quick accomplishment, and you can easily determine if the person does the kind of work that makes him or her worth keeping on your team. And don't be disappointed if someone turns you down now and then. You may actually be pleasantly surprised by how few people will turn you down if you follow this technique, and if you approach potential volunteers in a positive way.

Recruiting Volunteers

Here are some suggestions from experienced chapter leaders about how to recruit someone to accept the role of committee manager or a volunteer on a committee.

- Ask individuals directly. Do not stand up at a meeting and say, "A position has opened and I need a volunteer." Such an announcement is almost always met with silence, but don't think, "Nobody wants to work." This usually is not true. People need to be personally asked. They may be shy or need encouragement. You need to make them understand what their contribution of time and energy will give to them and to others.
- Look over your member roster. Think about who consistently shows up at meetings, but has not yet volunteered. This person is just waiting to be asked. So ask. But don't deliver the request like a death threat or with fear. Your potential volunteer might take it the wrong way.
- Keep biographies of your members: what jobs they've done, what assignments they've liked, and what motivates them. When you need a volunteer, this information is invaluable. If you know of a promising prospective volunteer, find a chapter job that fits that person's knowledge, experience, and interests.
- Hook a volunteer with a small, clearly defined, short-term task.
- Divide big jobs, to make them manageable (e.g., the newsletter, programs, and publicity). Don't throw a fledgling member to the wolves for expedience's sake. Break up the job and spread the tasks around to create more teamwork and less burnout.
- Build new committees or rebuild old committees. Give many people small assignments. Expand your volunteer base as your chapter grows.
- Give good assignments to enthusiastic new members.
- Use the personal touch—the best tool you have—to recruit new volunteers. Call people. Greet them at meetings. Stay in touch with your members.
- Encouragement and sincere praise are powerful techniques for keeping current volunteers active and recruiting new volunteers. In fact, happy volunteers are your best recruiters.
- Be generous with thanks, regardless of the size of the task. Express your thanks at meetings (make notes so you don't forget anyone). Publish your thanks in the newsletter and put names in bold so they will be noticed. It's amazing what people will volunteer for once they see their names in print. You are building their self-esteem.
- Ask someone to perform a seemingly insignificant task and turn yesterday's passive member into today's volunteer and tomorrow's leader.

- Never forget the following principles: 1) you are working with volunteers, and 2) you are supposed to be having fun.

Motivations of Volunteers

Perhaps no other problem is more perplexing to chapter leaders than finding members to volunteer to run for office or to work on committees, even in the largest chapters. Why is this so?

Marlene Wilson addresses this question in her book, *The Effective Management of Volunteer Programs* (Boulder, Colorado: Volunteer Management Associates, 1976). In this book are many constructive and practical guidelines for recruiting and holding good volunteers.

One crucial point made by Wilson is that management of a volunteer-based organization (like UPA) is with and through groups of individuals. Therefore, a priority for chapter leaders should be to understand, as much as possible, why people volunteer to do things. Wilson also points out that volunteer leaders must be able to distinguish between a person's will and a person's ability to do a job.

In the book *Motivation and Organizational Climate*, researchers David C. McClelland and John W. Atkinson identify three distinct motives that influence people's work-related behavior: the need for achievement, the need for power, and the need for affiliation. By looking at some of the characteristics and behavior patterns identified by McClelland and Atkinson, we can better determine the needs our volunteers bring to their jobs. With this information, you can create jobs and climates that better meet those needs. A list of these character and behavior patterns follows.

Achievement-Motivated Person

Goal

- to succeed in a situation requiring excellent or improved performance

Characteristics

- is concerned with excellence and desire to do personal best
- sets moderate goals and takes calculated risks
- likes to take personal responsibility for finding solutions to problems
- has desire to achieve unique accomplishments
- takes pleasure in striving
- is restless and innovative
- wants concrete feedback

Thinks About

- doing job better
- accomplishing something unusual or important
- advancing career
- overcoming obstacles to achieve goals

Power-Motivated Person

Goal

- to have an impact or influence on others

Characteristics

- has concern for reputation or position (and what others think of power and position)
- gives advice (sometimes unsolicited)
- wants own ideas to predominate
- has strong feelings about status and prestige
- has a strong need to influence others and change people's behavior
- is often verbally fluent (sometimes argumentative)
- is seen by others as forceful, outspoken, and even hard-headed

Thinks About

- having influence and control over others
- using influence to win arguments, change people, and gain status and authority

Affiliation-Motivated Person

Goal

- to be with others and to enjoy mutual friendship

Characteristics

- is concerned about being liked and accepted (interpersonal relationships)
- needs warm and friendly relationships and interaction
- is concerned about being separated from other people (is not a loner)

Thinks About

- being liked and how to achieve this
- consoling or helping people
- having warm and friendly relationships
- the feelings of others and self

The administrative implications of McClelland's and Atkinson's motivation theory are quite dramatic. Managers can select people whose motivational drives fit the job to be done, or a job can be fitted to the motivational needs of a worker. They can do things to a work situation or organization that will help get the job done and change the way they lead others.

Most of the basic needs have probably been met for the majority of the people who volunteer their time and energy. Therefore, we must think about the jobs we offer to ensure that they included motivators. Does the job allow the volunteer opportunities to develop new skills,

gain self-awareness, self-esteem, or the chance to self-actualize? Or, are the jobs too guarded and restrictive, causing the volunteer to feel forced or to want to move on?

Studies have found that the best motivator is the work itself. This is certainly true for volunteer work. Make your volunteer jobs interesting and challenging. Ask your volunteers for suggestions on how to enrich, enlarge, and add more fun to the jobs.

Determine what skills are needed for a job, but also consider the needs and motives of your recruits.

Recruitment can be easy if you offer the right person a meaningful job.

McClelland's research gives us much to think about as volunteers are placed in appropriate positions:

- Do we have achievers in jobs that do not allow for innovation or unique accomplishments?
- Are power-motivated volunteers in jobs where they only take orders and never have the opportunity to direct or influence others?
- Are affiliation-motivated volunteers in jobs where they lack opportunities for close personal interaction with others?

Firing a Volunteer: Turn a Crisis into an Opportunity

Firing a dysfunctional volunteer requires sensitivity and tact. Don't act hostile or cold. The cost of not doing so can be far more substantial than the pain of firing.

If you handle the situation badly, you may discourage others from volunteering. Keep your wits about you and turn a crisis into an opportunity. You have the chance to help someone overcome an apparently insurmountable obstacle and further develop your management skills. Best of all, a successful resolution will reduce the chance of more problems and improve the operation of your chapter.

Here are some thoughts and suggestions from UPA leaders who have faced the situation. (The assumption here is that you are chapter president or the committee manager responsible for recruiting the volunteer in question.)

- First, analyze the situation. Don't silently disapprove of what you observe and don't gossip about it. Is the problem a lack of performance or is it negative interaction with other volunteers?

If it is a lack of performance, ask the individual, "Can I or someone else assist you in any way?" If it is poor interaction with others, ask, "How can we make this interaction work?" If it is a matter of resources add people or divide the duties among several people.

- When you confront the individual, don't be defensive or aggressive, be forthright. Put aside your immediate agenda for the moment. Remain calm. Don't judge; listen. Listening is an art; it requires empathy (understanding), not sympathy (agreement). If you listen with dispassionate interest-confidence in yourself and openness to the other person-you will be able to see the situation from that person's point of view and begin working out a solution.

Speak with genuine concern about the difficulties the person faces and possible solutions. If you demonstrate concern, you will most likely be heard. Clear communication occurs when

people acknowledge each other with respect, and it cannot happen when people are emotional. Creative thinking results in win-win outcomes.

- Sometimes it is possible to work around an intractable person. In one chapter, the other leaders divided and performed the duties of a dysfunctional manager until the end of the term. Though not ideal, this procedure solved the problem.
- If you cannot resolve the problem, you may have to fire the individual. Firing is a last-ditch measure. Use it only to prevent losing other chapter members. A dysfunctional volunteer can alienate other volunteers. A dysfunctional leader can alienate an entire chapter.

Before you take irrevocable action, consult with key Board Members to gain a balanced perspective of your reasons and options. Consider less extreme solutions. Consult your chapter bylaws.

- Firing a volunteer is perhaps your most difficult challenge. If you have decided on it, act with compassion. Thank the individual for contributing time and energy, even though things did not work out. Do not confuse an individual's lack of performance with the individual. Show everyone the respect he or she deserves. The day may come when this person will be better able to serve the chapter. If there is a rule, let it be this: make your criticisms short and to the point, your recognition and thanks generous. If you act generously, with your eyes to the future, you will sow seeds of goodwill. Turn a crisis into an opportunity.
- The individual should be dismissed by the officer (usually the chapter president) or committee manager who has the power to do so. Do not delegate this task. Do it quickly and privately, and be clear about why the person is being relieved of duty. Have a replacement ready. Once the deed is done, announce the replacement at a meeting or in your newsletter. Do not explain or justify the reassignment to the idly curious. Keep the matter in strict confidence and move on to other business. If pushed for more information, focus on that person's reason for needing to know.
- Remember, UPA is a volunteer organization, not a business. Nurture and motivate volunteers with encouragement, praise, and recognition. Overcome difficulties with creative solutions and you will find little need or use for more radical measures. This approach can be effective in business as well.
- A true leader gives praise and recognition to others when they succeed, and accepts responsibility when others fail. This proposition may seem unreasonable at first, but it has great power. Make it your practice, and you will be able to act with appropriate calm, tact, and sureness when difficult situations arise. Act nobly and wisely, and you will find yourself becoming both noble and wise.

The path of leadership unfolds gradually and by a circuitous route, like many good things in life.

Volunteer Viewpoint

The following is a summary on volunteer motivation by J. Donald Phillips, president of Hillsdale College, Hillsdale, Michigan.

If you want my loyalty, interests, and best efforts, remember:

- I need a sense of belonging, a feeling that I am honestly needed for my total self, not just for my hands, or because I take orders well.

Nurturing Volunteers

- I need to have a sense of sharing in planning objectives. My need will be satisfied only when I feel that my ideas have had a fair hearing.
- I need to feel that the goals and objectives are within reach and make sense to me. I need to feel that what I am doing has real purpose or contributes to human welfare-that its value extends even beyond my personal gain.
- I need to share in making the rules by which we will live and work toward our goals.
- I need to know in some clear detail what is expected of me and where I have the opportunity to make personal and final decisions.
- I need to have some responsibilities that are challenging within my abilities and interests, and that contribute toward reaching my assigned goal and that cover all goals.
- I need to see progress being made toward the goals we have set.
- I need to be kept informed. This gives me status as an individual.
- I need to have confidence in my superiors based upon assurance of consistent fair treatment, recognition, and trust that loyalty brings increased security.

“In brief, it doesn’t really matter how much sense my part in this organization makes to you; I must feel that the whole deal makes sense to me.” - J. Donald Phillips