

## **AIChE Division/Forum Officers' Resource Guide, 2009**

The Division/Forum Officers' Resource Guide is designed to provide division and forum officers with the information, answers, and support they need to lead and manage a successful division/forum.

### **Division/Forum Officers Resource Guide Index**

1. AIChE Contact information
2. AIChE Overview & Governance
3. Volunteer and Membership Activities: Support for Divisions/Forums
4. Administration
5. Programming
6. Membership
7. Finance
8. Volunteer and Leadership Development
9. Communications
10. Appendix

## **AIChE Contacts**

*(Telephone and fax numbers are area code 646, except where noted.)*

### **Customer Service**

Director, Customer Service, <i>Marty Clancy</i>	203-702-7670
AIChExpress Customer Service Center	800-242-4363
(International calls)	203-702-7660
AIChExpress Fax	203-775-5177
AIChExpress E-mail	<a href="mailto:customerservice@aiche.org">customerservice@aiche.org</a>

### **Executive Office**

Executive Director, <i>June Wispelwey</i>	495-1310
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### **Finance & Strategic Programs**

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Controller, <i>Stetson Wilson</i>	495-1355
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### **Operations**

Director, <i>Bette Lawler</i>	495-1320
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### **Information Technology Services**

Senior Manager, Infrastructure & Database Management <i>Steve Youn</i>	495-1375
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### **E-Business**

Director, <i>Amit Gupta</i>	495-1335
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Director, <i>Tim McCreight</i>	495-1325
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### **Meeting Logistics & Programming**

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Technical Programming Director, <i>Joseph Cramer</i>	495-1365
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### **Volunteer & Membership Activities**

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Division/Forum Staff Liaison, <i>Nina Scatton</i>	495-1331

### **Technical Activities & Communications**

Director, <i>Stephen Smith</i>	495-1360
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### **CEP**

Editor-in-Chief, <i>Cynthia Mascone</i>	495-1345
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**Technical Alliances and International Programs**

Director, *Scott Berger* 495-1370

**Center for Chemical Process Safety**

Executive Director, *Scott Berger* 495-1370

**Design Institute for Physical Properties, and  
Design Institute for Emergency Relief Systems User's Group**

Director, *Scott Berger* 495-1370

**New Technical Initiatives****Society of Biological Engineering****Institute for Sustainability****AIChE Energy Initiatives**

Director, *June Wispelwey* 495-1310

**Advertising and Event Sales**

Print, Online and E-Newsletter Recruitment Advertising;

Career Fairs, CareerEngineer Job Board

*Denise DeLuca Mallon* 279-2149

Print, Online, and E-Newsletter Product and Service Advertising;

Meeting Exhibits and Sponsorships

*Doris Deutsch* 495-1361

**Human Resources and AIChE Foundation**

Director, *Cathy Diana* 495-1340

**General Information**

Web URL <http://www.aiche.org>

*Most AIChE staff can also be reached via email as follows: the first four letters of the person's first name, and the first letter of the last name, followed by @aiche.org (Example: To reach Stephen Smith, the address would be [steps@aiche.org](mailto:steps@aiche.org).)*

## **2. AIChE Overview & Governance**

AIChE, founded in 1908, is a professional association of more than 40,000 chemical engineers worldwide. AIChE fosters and disseminates chemical engineering knowledge, supports the professional and personal growth of its members, and applies the expertise of its members to address societal needs and improve the quality of life. For more information about AIChE, including membership, structure, governance, etc., please visit <http://www.aiche.org/about>

### **2.1. AIChE Vision**

AIChE provides value as:

- the global leader of the chemical engineering profession;
- the lifetime center for professional and personal growth and security of chemical engineers; and
- the foremost catalyst in applying chemical engineering expertise in meeting societal needs.

### **2.2. AIChE Mission**

AIChE will:

- promote excellence in chemical engineering education and global practice
- advance the development and exchange of relevant knowledge
- uphold and advance the profession's standards, ethics and diversity
- enhance the lifelong career development and financial security of chemical engineers through products, services, networking, and advocacy
- stimulate collaborative efforts among industry, universities, government, and professional societies
- encourage other engineering and scientific professionals to participate in AIChE activities
- advocate public policy that embraces sound technical and economic information and that represents the interest of chemical engineers
- facilitate public understanding of technical issues
- and achieve excellence in operations of the Institute.

### **2.3 Strategic Plan**

It is critical that we develop a long range strategy for the Institute. To this end, the Board of Directors commissioned a major review which resulted in a strategy document that was approved by the Board of Directors at the April 2008 meeting. The document identifies five strategic goals and three enabling goals with a time horizon of nominally 5 years.

#### **Strategic Goals**

- Become a global organization of chemical engineering practitioners.
- Strengthen industry and technology groups and create new groups where needed to support the diverse interests of members.
- Aggressively develop innovative new products and services for members based on web-based technologies.
- Engage with others to improve the undergraduate curriculum in chemical engineering and promote life-long learning.

- Impact societal issues by informing and educating the public and government in complex technical areas.

### Enabling Goals

The three approved enabling goals will be important in achieving the strategic goals:

- Identification of alternative business models that rely less on membership dues. The plan commits the Institute to no increase in the level of dues for the next five years.
- Make membership in AIChE more inclusive.
- Improve the operational effectiveness of AIChE.

Details of the process to develop the Strategy Plan and descriptions of each of the strategic and enabling goals can be found in the [AIChE Strategy Project Final Report](http://www.aiche.org/About/WhoWeAre/President/StrategicPlan.aspx). More information on the Strategic Plan can be found at:  
<http://www.aiche.org/About/WhoWeAre/President/StrategicPlan.aspx>.

### 2.4. AIChE Leadership:

<http://www.aiche.org/About/WhoWeAre/Leadership/index.aspx>

**2.4. (a)** The AIChE Board of Directors is charged with maintaining AIChE’s vitality. Elected by the members, from our membership, these dedicated professionals have backgrounds as varied as our industry. To ensure the organization meets all of our needs, the Board regularly meets with division/forums, local sections, and sister societies. If you’d like to contact any of the Board Members, contact [divisions@aiiche.org](mailto:divisions@aiiche.org) or call (646) 495-1331 for more information.

### 2.5. AIChE Structure: <http://www.aiche.org/About/WhoWeAre/Structure/index.aspx>

Operating Councils work with the various entities that make up AIChE—local sections, divisions, forums, committees, student chapters, etc.—to assure that they are aligned with the needs of the members and with each other.

**2.5. (a)** AIChE’s three **Operating Councils** are leading the Institute’s efforts to realize the three elements of AIChE’s Vision. The **Career and Education Operating Council (CEOC)** is focused on the “lifetime center” and areas of membership, professional development, and financial services. The CEOC is also responsible for addressing the needs and providing enhanced services to local sections. The **Chemical Engineering Technology Operating Council (CTOC)** is responsible for two major areas: the frontiers of chemical engineering and the dissemination of that knowledge. CTOC is also overseeing the activities of all divisions/forums. The **Societal Impact Operating Council (SIOC)** is leading efforts for how chemical engineers can effectively address societal needs.

**2.5. (b) Local Sections:** <http://www.aiche.org/LocalSections>. There are 110 local sections throughout the United States and Puerto Rico, plus the Netherlands and Belgium, Saudi Arabia, Singapore and Canada. Local sections sponsor activities of interest to members in their particular area.

**2.5. (c) Divisions and Forums:** <http://www.aiche.org/DivisionsForums> There are 18 divisions and forums focusing on the technical areas in which chemical engineers work, including fuels and petrochemicals, advanced materials, and biotechnology.

**2.5. (d) National Committees:**

<http://www.aiche.org/About/WhoWeAre/Structure/Committees/index.aspx>

There are 23 national committees that work to further the objectives of the Institute, both internally and through outreach efforts.

**2.5. (e) Student Chapters:** <http://www.aiche.org/Students/Chapters/index.aspx>. There are 164 Student Chapters on campuses in the United States, Puerto Rico, and Canada, offering undergraduates a chance to learn more about their chosen profession.

**2.5. (f) Technical Societies** allow industry, academia and government representatives to collaborate and leverage resources for research, technology transfer and other activities. Currently more than 200 companies participate in three Industry Technology Alliances: Center for Chemical Process Safety ([CCPS](#)), including Safety and Chemical Engineering Education ([SACHE](#)), Design Institute of Emergency Relief Systems ([DIERS](#)), Thermophysical Property Data, Evaluation of Measurement ([DIPPR](#)); and the [Society for Biological Engineering \(SBE\)](#); and the [Institute for Sustainability \(IfS\)](#).

### **3. Volunteer and Membership Activities: Support for Divisions/Forums**

Division and forum officers can look to AIChE's Volunteer and Membership Activities Department for support, resources and training. Our goal is to make your role as a volunteer leader as rewarding and simple as possible. The following resources can help offer valuable opportunities to your members:

#### **3.1. Membership Lists**

Leaders of the division/forum can download updated membership lists on the AIChE web, 24/7. You will have the capability of downloading your membership list. If you need your username and password or if you require more specific lists contact [divisions@aiche.org](mailto:divisions@aiche.org) or call (646) 495-1331.

#### **3.2. Financial Manual**

AIChE has fiduciary responsibility for the management of funds it receives and disburses. A system of internal controls is in place to ensure that transactions are authorized and recorded in a timely and accurate manner. The divisions and forums are responsible for their own activities, i.e. establishing membership dues, scheduling events, presenting awards etc. and contracting as necessary with suppliers of goods and services in accordance with AIChE's system of internal control. Read more about the financial policy on page 21.

#### **3.3. Best Practices**

A diverse collection of division/forum best practices, including the Career and Education Operating Council's volunteerism best practices, are provided on the AIChE Web site at <http://www.aiche.org/DivisionsForums/Resources/BestPractices.aspx>

#### **3.4. Awards Administration**

AIChE has created an online awards ordering process on the AIChE website, <http://www.aiche.org/DivisionsForums/Resources/AwardResources/Overview.aspx>. The information on this site will help your group take charge of ordering and producing AIChE award and recognition plaques. By following the instructions, you can expect award plaques consistent with the style, quality and substance of past AIChE awards. This site presents recommended award styles, sample plaque inscriptions, pricing information, and instructions for submitting your plaque requests to [AIChE's award vendor](#). When you purchase award plaques using this process, AIChE headquarters staff will complete the financial portion of the transaction -- assigning award charges to the appropriate division/forum account code.

##### **3.4. (a) AIChE's Awards Vendor**

For more than ten years, [Picture-It Awards](#) of Edison, New Jersey, has produced AIChE's Institute, division/forum, committee and special recognition plaques and award items. AIChE's business arrangement with Picture-It Awards entitles AIChE leaders to a 20% "off the card" discount on Picture-It's catalog prices. The staff at Picture-It Awards has acquired great familiarity with AIChE's awards program; they will understand your group's expectations when you submit award plaque requests. Picture-It is equipped to engrave the AIChE logo and the signatures of AIChE's president and secretary - standard elements on division and forum plaques. AIChE highly recommends that all groups -- divisions, forums, committees, local sections and student

chapters -- work with Picture-It Awards when it's time to make award and recognition plaques.

### **3.4. (b) Award Checks, Prize Money, and Vendor Invoices**

Awards representatives are asked to submit a check requisition to [AIChE Division/Forum staff liaison](#). See appendix for check request form. Be sure to complete all the available fields; include a Social Security number (needed for tax purposes) for the award winner, mailing addresses for both the award winner and the requestor, and the group's account code. If the check will be presented at an awards ceremony and should not be mailed directly to the award winner, please make note of the address it should be sent to on the check request. Please contact your treasurer for your account number as he or she has a copy of the division's/forum's chart of accounts.

NOTE: Please allow six weeks for processing. Check requests placed less than six weeks prior to a presentation event cannot be guaranteed for timely arrival.

### **3.5. Volunteer Recognition requests**

We would like to thank you for your efforts as a volunteer leader by writing a letter of recognition to your employer or others in your company, university, or government agency. If at any time you would like to request a Volunteer Recognition Letter for yourself or others, please contact Nina Scatton at [ninas@aiche.org](mailto:ninas@aiche.org) or (646) 495-1331.

### **3.6. Division/Forum Newsletter**

AIChE publishes an electronic newsletter to all division/forum officers. The newsletter contains important updates and deadlines for AIChE related activities as well as other activities of interest to division/forums.

<http://www.aiche.org/DivisionsForums/Resources/Newsletter.aspx>

### **3.7. National Program Committee**

Division and forum program groups work with the [National Program Committee](#) (NPC) and AIChE's Meetings Department to program national AIChE meetings. The NPC organizes sessions for all national, annual, and special Institute meetings, and coordinates joint meetings with other technical societies.

The NPC includes committees with responsibilities as follows:

- Group and Division Programming Committees - responsible for proposing and organizing technical sessions.
- Ad hoc Meeting Program Committees - responsible for the Technical Program for specific meetings.
- Ad hoc General Arrangements Committees - responsible for meeting rooms, plant tours, social events and similar arrangements at specific meetings.



## **4. Administration**

### **4.1. Officer Elections**

AIChE works with the divisions/forums to conduct the annual election of division/forum officers. It is highly recommended that all divisions and forums take advantage of this service and coordinate their elections through AIChE. Elections are conducted electronically through AIChE's secure xtranet site, [www.aiche-xtranet.org](http://www.aiche-xtranet.org). There is no charge to conduct your election online, but each division/forum is responsible for mailing costs for those members who cannot be contacted through e-mail. These charges will be billed to the appropriate division/forum account. Elections are typically scheduled so that results may be announced at the November AIChE Annual Meeting. For more information, contact Volunteer & Membership Activities at (646) 495-1331, or e-mail at [divisions@aiche.org](mailto:divisions@aiche.org)

### **4.2. Responsibilities of the Division/Forum Executive Committee**

The chair, chair-elect or vice chair, secretary and treasurer normally comprise the division's/forum's Executive Committee. The Executive Committee is charged with:

Leading and managing the affairs of the division/forum;  
Functioning as a clearinghouse for new business by reviewing proposals or division/forum issues prior to be presented at a full meeting;  
Setting clear-cut policies in such areas as authorizing expenditures, programming, membership, any other matters relating to general division/forum business.

The exact job responsibilities for the division's/forum's officers may vary depending on the culture and climate of each group, including specifications in membership size and demographics, bylaws, professional composition, location, etc. However, some responsibilities for each position are common enough to all groups. Please find below "standard" or "traditional" officer descriptions and responsibilities for Chair, Chair-Elect, Secretary, and Treasurer.

#### **4.2. (a) Chair**

The Chair is the chief officer of the division/forum and is Chair of the division/forum board and executive Committee. The First Vice-Chair shall perform the duties of the Chair in the latter's absence or inability to serve. In the event of a vacancy in the office of Chair, the First Vice-Chair shall serve as the chief officer of the division/forum until the next annual election. If a vacancy occurs in any of the other positions on the division/forum board, the board shall appoint a replacement from the board if the vacancy is an officer or from the membership if the vacancy is a Director, to fill the unexpired term.

#### **4.2. (b) Chair-Elect or Vice Chair**

The First and Second Vice-Chairs shall be responsible for the programming activities of the division/forum. The chair shall be responsible for the programs, which are to be presented during the year s/he holds the office.

#### **4.2. (c) Secretary**

The Secretary shall keep the records of the proceedings of the division/forum, handle the general correspondence of the division/forum and shall at the direction of the Chair issue notices of all meetings. The Secretary may also prepare ballots for the election of officers.

#### **4.2. (d) Treasurer**

The Treasurer shall handle and record the collection and disbursement of funds as authorized by the Board of Directors of the division/forum, prepare a proposed budget for the upcoming year, and at the end of each year submit a financial report to the Board of the division/forum and the secretary of the Chemical Engineering Technology Operating Council (CTOC).

#### **4.2. (e) Division/Forum Committees and Committee Chairs**

Some divisions/forums have a substructure of committees to help organize and sustain activities and fulfill division/forum goals. The type, size, function and structure of division/forum committees will vary from division/forum to division/forum based on different needs and goals. For more information about organizing a division/forum subcommittee, please contact [divisions@aiche.org](mailto:divisions@aiche.org) or call (646) 495-1331.

**The Program Committee** is typically headed by the First Vice-Chair, with the Second Vice-Chair next in charge, and with membership including area chairs and those selected by the First Vice-Chair of the division/forum with the approval of the Executive Committee. The Program Committee of the division/forum shall plan the programming activities of the division/forum and coordinate these with the program of AIChE and of other divisions/forums, and also of other related groups outside AIChE. Program coordinators will be appointed each year by the First Vice-Chair to develop programming in the various programming areas. One or more members will be designated to represent the division/forum on the National Program Committee of AIChE.

**The Planning Committee** is headed by the Second Vice-Chair, with membership of the First Vice-Chair and all the directors of the division/forum. Past chairs may be invited as ex-officio members. The Planning Committee is responsible for long-term planning and provides recommendations for growth and future state of the division/forum for leadership, technical programming, membership, publication, and other long-term issues of importance to the division/forum.

Here are a few examples of some other typical division/forum committees and their general duties:

**Awards** - charged with administering all award activities, such as nominations for national and special division/forum awards.

**Membership** - plans activities to increase member participation and retention, and recruits new members.

**Mentoring** - develops programs and activities that include and encourage the participation of young people, women, and underrepresented minorities in division/forum activities.

**Newsletter/Communications/Webmaster** - administers and manages the operations behind the division's/forum's newsletter/publication/website, etc.

**Nominations/Volunteer Recruitment/Volunteer Recognition** -identifies and recruits candidates for division/forum leadership and develops recognition programs for incoming and outgoing division/forum leaders. This person/committee may also be responsible for conducting or overseeing the division's/forum's elections.

#### **4.2. (f) Area Chair/Vice Chair**

There shall be an area chair and a vice chair for each programming area of the division/forum. The terms of area chairs are typically two years. Area chairs are typically nominated and elected by the area committees governed by their bylaws (if any) and approved by the division/forum. New persons confirmed to the posts will be the area vice chair for a two-year term and will then serve a two-year term as chair.

### 4.3. AIChE Staff and Division/Forum Officer Administration Calendar:

<b>1<sup>st</sup> Quarter</b> (January – March)	<ul style="list-style-type: none"> <li>• Send officer updates to AIChE</li> <li>• Write monthly division/forum newsletter</li> <li>• Submit online room request for AIChE Spring Meeting</li> <li>• PTP - Proposal To Present at AIChE Annual Meeting opens</li> <li>• National Engineers Week</li> <li>• Deadline for extended Abstracts for AIChE Spring Meeting</li> <li>• Hold division/forum elections</li> <li>• Student Regional Conferences</li> <li>• Submit Annual Report</li> </ul>
<b>2<sup>nd</sup> Quarter</b> (April – June)	<ul style="list-style-type: none"> <li>• National Volunteer Week</li> <li>• National Programming Retreat (held in conjunction with AIChE Spring Meeting)</li> <li>• AIChE Spring Meeting: Council of Division/Forum Officers (date varies from year to year)</li> <li>• Meeting &amp; Volunteer Leadership Recognition Reception (date varies from year to year)</li> <li>• Student Regional Conferences</li> <li>• PTP – Proposal to Present – at Annual Student Conference opens</li> <li>• Designate representative to attend the Leadership Development Conference</li> <li>• Report changes of division/forum dues amount to AIChE</li> <li>• AIChE Annual Meeting PTP – Proposal To Present – Deadline (end of 2<sup>nd</sup> quarter)</li> <li>• Leadership Development Conference</li> <li>• PTP - Proposal To Present - at AIChE Spring Meeting opens</li> </ul>
<b>3<sup>rd</sup> Quarter</b> (July – September)	<ul style="list-style-type: none"> <li>• Submit online room requests for AIChE Annual Meeting</li> <li>• Hold division/forum elections</li> <li>• AIChE reports to IRS on division/forum tax-exemption</li> <li>• Deadline for extended Abstracts for AIChE Annual Meeting</li> </ul>
<b>4<sup>th</sup> Quarter</b> (October – December)	<ul style="list-style-type: none"> <li>• AIChE Annual Meeting: Council of Division/Forum Officers</li> <li>• Annual Meeting: Volunteer Leadership Recognition Reception</li> <li>• Annual Student Conference</li> <li>• PTP for AIChE Spring Meeting Deadline</li> </ul>

#### Ongoing

- Periodically download membership lists online and contact AIChE with any updates and/or corrections
- Keep AIChE's VMA Dept. updated on division/forum activities, awards winners and highlights any special event
- Recognize the dedication and talent of your volunteers

## **4.4. Division/Forum Responsibilities to AIChE**

### **4.4. (a) Annual Reports**

Each division/forum must submit an annual report to AIChE each year by March 31. Annual reports are a great tool for information sharing between division/forum officers, CTOC and AIChE staff. They are an effective vehicle for division/forum officers to share best practices, programming ideas, as well as challenges and concerns. Submitting an annual report helps AIChE have a better understanding of each division's/forum's demographics and unique needs. Further, taking the time to complete an annual report helps the division/forum reflect on its programming year and identify successes, shortcomings, etc. For information on Annual Reports, contact [divisions@aiiche.org](mailto:divisions@aiiche.org) or (646) 495-1331.

### **4.4. (b) Officer Updates**

Good record-keeping and updates to AIChE staff regarding changes in division/forum leadership and contact information are essential in allowing us to keep up-to-date membership lists and maintain healthy communications with division/forum leaders. To make this process as simple for you as possible, there is an Officer Update Form located at <http://www.aiiche.org/DivisionsForums/Resources/index.aspx> or you can always email changes directly to [divisions@aiiche.org](mailto:divisions@aiiche.org) or call (646) 495-1331.

### **4.4. (c) Bylaws Revisions**

Periodically, division/forum leaders should review their bylaws, amending the bylaws to reflect current practices, and submit any proposed changes to the Volunteer and Membership Activities department for review. Upon favorable review, the Volunteer and Membership Activities department will submit the proposed bylaw amendments to AIChE's Chemical Engineering Technology Operating Council (CTOC) for review and approval.

For a copy of AIChE's model division/forum bylaws, please see the appendix.

### **4.4. (d) Division/Forum Archives**

Divisions and forums should set up a central and permanent location for all important materials, including documents of a legal or tax nature, to be stored and made accessible to division/forum officers. During the transition of leadership, this information should be reviewed with the incoming officers so as to help them become familiar with the division's/forum's history, business and level of activity.

A division's/forum's permanent file should include (but is not limited to):

- Division/forum charter and bylaws;
- Meeting minutes;
- Financial statements and accounting records;
- Annual reports and historical documentation;
- Past officers and leadership history;
- Division/forum newsletters, meeting flyers, event announcements, etc.;
- Tax-exempt, legal, and incorporation documents; and
- Communications, correspondence, and any other pertinent information.

#### **4.5. Additional Administrative Advice**

Effective leadership and efficient administration of a division/forum is dependent upon clearly defined objectives and officer responsibilities. Two good ways to ensure there is a collective understanding amongst your division/forum leadership, of what needs to be done, by whom, and when, is to have frequent leadership meetings or teleconferences and a leadership handbook. Both resources will help guide division/forum officers in the right direction regarding their respective administrative tasks and responsibilities.

#### **4.6 Ancillary Meetings Request**

A few months prior to the spring and annual meeting, an online ancillary meeting room request form is posted to the appropriate AIChE meeting page. This form is used to request meeting space for division/forum activities outside of the technical program (i.e. Executive meeting). It is important to submit your ancillary meeting room request before the deadline to ensure you get the room space that is needed. If at your meeting food or audiovisual equipment is needed, be sure to have your account codes ready to successfully complete and submit the request. The meetings department does their best to accommodate all requests.

## **5. Programming**

Divisions and Forums provide a majority of the programming for AIChE's national meetings. Divisions and Forums may look to one of the many other AIChE groups for programming collaborations.

### **5.1. Local Sections Committee (LSC)**

The mission of the LSC is to strengthen AIChE's Local Sections through resource development, networking, and opportunities for sharing information, with particular focus on Local Section officers. Contact [localsections@aiiche.org](mailto:localsections@aiiche.org) for more information about how the LSC can enhance local section activities.

### **5.2. Minority Affairs Committee (MAC)**

The mission of MAC is to promote activities that will encourage the education and training of underrepresented minorities in engineering and related disciplines. Please visit <http://www.aichemac.org> for more information about how MAC can enhance and diversify your division/forum activities.

### **5.3. Student Chapters Committee (SCC)**

The SCC provides assistance to student chapters; and organizes programming for the Annual National Student Conference. For more information, please contact [studentchapters@aiiche.org](mailto:studentchapters@aiiche.org) or call (646) 495-1332.

### **5.4. Young Professionals Advisory Board (YPAB)**

The YPAB is dedicated to gaining and maintaining the participation of young professional members. The YPAB will foster relationships with young members, employers, and local sections to promote increased participation. Contact [ypab@aiiche.org](mailto:ypab@aiiche.org) for more information about how the YPAB can enhance division/forum activities.

### **5.5. Women's Initiatives Committee (WIC)**

WIC is dedicated to promoting the entry, development, and full participation of women in the Institute and the profession. Please visit <http://www.aiiche.org/About/WhoWeAre/Structure/Committees/ViewAll/Women.aspx> for more information about how WIC can enhance and diversify division/forum activities.

### **5.6 Speakers Academy**

AIChE is in the process of creating a "Speakers Academy", which will be operated and maintained by a Speakers Committee. More information to follow, however, in the meantime, please feel free to contact [felig@aiiche.org](mailto:felig@aiiche.org) or call (646) 495-1330.

### **5.7. Additional Resources**

Please visit the following Web sites to find out more about how you can work with other local/technical societies on joint programs.

#### **American Chemical Society (ACS)**

<http://www.chemistry.org/portal/a/c/s/1/home.html>

#### **American Society of Civil Engineers (ASCE)**

<http://www.asce.org/asce.cfm>

**American Society of Mechanical Engineers (ASME)**

<http://www.asme.org>

**American Society for Engineering Education (ASEE)**

[www.asee.org](http://www.asee.org)

**Institute of Electrical and Electronics Engineers (IEEE)**

<http://www.ieee.org/portal/site/iportals>

**Society of Women Engineers (SWE)**

[http://www.swe.org/stellent/idcplg?IdcService=SS\\_GET\\_PAGE&nodeId=5](http://www.swe.org/stellent/idcplg?IdcService=SS_GET_PAGE&nodeId=5)

**Society of Petroleum Engineers (SPE)**

<http://www.spe.org>

**Society of Plastics Engineers (SPE)**

<http://www.4spe.org>

**National Academy of Engineering (NAE)**

<http://www.nae.edu>

**National Society of Professional Engineers (NSPE)**

<http://www.nspe.org>



## 6. Membership Recruitment and Retention

Below are some salient information and suggestions compiled by the Career and Education Operating Council (CEOC), local section officers and VMA staff (2005.)

- **Surveys and Data:** Division and forum officers should periodically survey their membership to identify member interests, demographic trends/changes, member needs, etc. This allows the division/forum to plan and provide more relevant programming and often helps increase participation. See the appendix for a member survey template and contact the Volunteer and Membership Activities Department at (646) 495-1331 or [divisions@aiiche.org](mailto:divisions@aiiche.org) for guidance on the preparation of member survey questionnaires.
- **New Members:** Always make newcomers and prospective members feel welcome and comfortable at meetings and division/forum events. This should be a personal responsibility of all division/forum officers. A quick phone call, a welcome letter, an announcement in your division/forum newsletter and at your division/forum meeting will encourage new members to feel comfortable and most likely encourage him/her to come again. Remember: first impressions last.
- **Communications:** Be able to articulate what it is, exactly, that your division/forum provides to its membership and why it is vital for your membership to stay involved. If you cannot communicate the benefits of division/forum membership involvement succinctly, clearly and enthusiastically, then you cannot expect your members (and potential members) to understand it intuitively. This should also be a personal responsibility of all division/forum officers. Furthermore, be open about division/forum dues. Make public what, specifically, division/forum dues are used for. This keeps your division/forum members informed and involved and satisfied knowing how their dues payments are benefiting them directly. If the division/forum dues go to the publication of a newsletter, building/maintaining a website, employment/career services, contribution to local causes/organizations that represent chemical engineers, scholarships and awards, meeting planning, speaker fees, division/forum administration—let your members know.
- **Member Benefits:** Division/forum leaders sometimes have difficulty articulating the value of AIChE membership and answering the question “what’s in it for me?” Next time you’re faced with this question, use the following member benefits list to help you answer:
  - ✓ Career advancement and support;
  - ✓ Leadership development opportunities and professional recognition;
  - ✓ Discounts to publications, books and conferences;
  - ✓ Subscription to CEP magazine;
  - ✓ Access to cutting edge information;
  - ✓ Online member directory;
  - ✓ Affiliation with peers from allied industries, both nationally and around the world;
  - ✓ Networking opportunities, such as division/forum involvement, division/forum participation, attendance at national conferences and meetings, to help you build and maintain professional relationships;

- ✓ Free access to AIChE's e-library, powered by Knovel Life Science and Chemical Selections;
- ✓ Members-only insurance plans and a range of financial products, discounts and services; and
- ✓ Monthly members' webinars where you can learn from top experts without leaving your desk

Furthermore, hold one or more of member discounted (or, if possible, free) events, at national AIChE meetings, (i.e. training courses, dinner meetings, social events, etc.) per programming year to further advertise to non-members or prospective members the benefit of division/forum membership. For additional guidance on membership recruitment and retention tools and techniques, contact [divisions@aiche.org](mailto:divisions@aiche.org) or call (646) 495-1331.

**6.1. Member Recognition:** Contact AIChE's Volunteer and Membership Activities department at [yma@aiche.org](mailto:yma@aiche.org) or (646) 495-1331 for a range of information regarding member recognition ideas. Consider the following AIChE awards/certificates that can be used to thank members for their outstanding service to the division/forum:

- ✓ Present a certificate of recognition and a gift to the outgoing division/forum chair;
- ✓ Present a certificate or personalized gift to volunteers who help organize division/forum events;
- ✓ Thank guest speakers with a thank you letter and a personalized division/forum gift;
- ✓ Present scholarships to qualified student members;
- ✓ Honor college students for academic achievement or outstanding entries in one of AIChE's national student competitions; and
- ✓ Honor members for their outstanding technical accomplishments

#### **6.1 (a) Fellow Nominations**

Here's a perfect opportunity for your division/forum to provide dedicated AIChE members with the recognition they deserve. Nominate a qualified member to the grade of "Fellow of AIChE." This is a special category of membership that identifies and honors members who have made a meaningful impact on the profession, in addition to their demonstrated commitment to AIChE. Prerequisites for consideration of the nominee are: 25 years of chemical engineering practice; ten years as a full member of AIChE; and, of crucial importance, a history of service to AIChE. As sponsor of a Fellow nominee, your division/forum will assist the National Admissions Committee in evaluating the qualifications of your nominee. Contact AIChE's Customer Service department at [customerservice@aiche.org](mailto:customerservice@aiche.org) or call 800-AIChemE for more information and to request a fellow nomination packet. To learn more about AIChE's Fellows, visit the website at <http://www.aiche.org/About/OurMembers/Grades.aspx>

#### **6.1 (b) Fifty-year AIChE Members**

When AIChE members reach the fifty-year membership milestone, the Institute honors them with a special citation, presented at a select AIChE event- either a national level event, or, if the member prefers, at a division/forum event. Each April, headquarters notifies division/forum chairs about any fifty-year member in the division/forum. Should the

member request to receive his or her honor at the division/forum, AIChE will work with the division/forum to arrange for the presentation, including provision of the formal certificate.

## **6.2 Member Relations Opportunities**

### **The Company Liaison**

A company liaison is a division/forum member designated to promote AIChE division/forum activities and participation to members and non-member in his or her place of work. Through its network of company liaisons, division/forums maintain a connection with potential members and give the division/forum a personal face in each company. Among your officers and active division/forum members, you will probably find representatives from the major chemical engineering companies. Liaisons can be recruited at division/forum meetings and events, or through the division/forum newsletter. When there is no active member from a company, it will be necessary to recruit a liaison from the general membership. Use member rosters or contact personnel departments at companies to identify members and potential volunteers. Contact these members and ask if they are interested in becoming a company liaison. The potential volunteer is informed that the time and effort involved will be minimal and will not interfere with their work. Among the volunteer's duties will be: 1) circulate and post copies of division/forum news and meeting notices; 2) discuss with colleagues the advantages of participating in division/forum activities, and encourage attendance at the next division/forum meeting; 3) discuss AIChE member benefits and provide membership literature and applications to interested parties; 4) answer questions about the division/forum. Some company liaisons organize "lunchtime learning" opportunities at which potential members are briefed on division/forum activities and are personally invited to attend the next division/forum meeting. When a member has accepted a role as company liaison, the division/forum leadership sends them a letter of appreciation and "information" including: a list of current division/forum officers and their contact information, AIChE membership literature and applications, copies of division/forum newsletters, bylaws, and the latest division/forum board meeting minutes, and finally, a list of members currently employed at the company. The liaison continues to receive communication, recognition, follow up, and support from division/forum officers.

### **6.3 The Professional Network- the greatest member benefit**

Division/forum leaders and members alike tell us that the greatest benefit of AIChE membership is the opportunity to meet and affiliate with a diverse population of engineers. No dollar value can be placed on the network of professional, educational, and personal affiliations that form through division/forum activities and interactions. The opportunities for mutual career support, shared expertise, business contact, collaboration, and friendships established in AIChE communities genuinely qualify division/forums as the "foundation" of the Institute. As the perfect medium for building a professional chemical engineering network, division/forums truly define themselves as lifetime centers for engineers- as intended in AIChE's vision and strategic objectives.

### **6.4 Young Member Outreach Strategies**

Young engineers- motivated to establish a professional network and to invest in their professional development- bring fresh energy and ideas to division/forums. Every division/forum needs a strategy to include, nurture, and encourage the involvement of recent graduates and young engineers. Please contact the Young Professionals Advisory Board at

[ypab@aiiche.org](mailto:ypab@aiiche.org) for more information and guidelines for organizing your own successful young member outreach program.

### **6.5 Student Division/Forum Membership**

AIChE Undergraduate members are entitled up to two Division/Forum memberships for FREE. Students are the future of AIChE and showing them the benefits of your division/forum is key in making the relationship a success and is essential to gaining and maintaining members. Each division/forum has a student benefits webpage located at: <http://www.aiiche.org/Students/Join/DFMembership.aspx>.

### **6.6 Student Conference Programming**

Each Fall the National Student Conference is held prior to the professional annual meeting. In late spring/early summer, division/forum chairs are set a proposal to present form for the upcoming student conference. It is important to submit the proposal to present by the deadline to be considered by the Student Chapters Committee programming chair for a session at the student conference. This is an excellent way to show the benefits of your division/forum as well as to connect face-to-face with student members. Members from the Management Division, Fuels and Petrochemicals, Nuclear Engineering Division, and many others have participated in past years.

### **6.7 ScaleUp**

With the launch of AIChE ScaleUp in 2007, undergraduate membership has increased tremendously. This initiative was designed to facilitate the relationship between undergraduate students, industry and AIChE. With this initiative came the need to incorporate programs where professional and student members interact. The student division/forum membership is one of the programs that work towards this goal.

## **7. Finances**

AIChE has fiduciary responsibility for the management of funds it receives and disburses. A system of internal controls is in place to ensure that transactions are authorized and recorded in a timely and accurate manner. Additionally, the Board of Directors has engaged independent auditors to test this system of internal controls and examine the annual financial statements based on data prepared by AIChE finance and accounting staff. The following policies are designed to protect both AIChE and volunteer officers of the divisions and forums from claims of financial malfeasance.

The below procedures and policies (also available as separate document at <http://www.aiche.org/DivisionsForums/Resources/Financial.aspx>) describe the break-out of management responsibility between the AIChE national organization and the volunteer officers of the divisions and forums.

### **7.1. General Policy**

The divisions and forums are responsible for their own activities, i.e. establishing membership dues, scheduling events, presenting awards etc. and contracting as necessary with suppliers of goods and services in accordance with AIChE's system of internal control. AIChE is responsible for (1) approval of contracts and commitments beyond a pre-established threshold, (2) compliance with conflict of interest policies and (3) provision of cash management and accounting services for the divisions and forums.

The cash receipts and disbursements resulting from division/forum operations are to be held as part of the Institute's general funds, consistent with the way in which they have always been considered for audit and reporting purposes. Each division and forum treasurer or another designated officer will receive reports of the activities from AIChE's Controller on a monthly or quarterly basis. All division and forum treasurers are sent their specific chart of accounts on a periodic basis.

### **7.2. Policies**

#### **Contracting/Commitments**

Any contract which commits the division/forum to spend more than \$2,500 must be reviewed, approved and signed by the national organization. AIChE's Director of Volunteer & Membership Activities will coordinate this process.

#### **7.2. (a) Conflict of Interest Policy**

Division and forum members responsible for selecting vendors must adhere to the current AIChE Conflict of Interest Policy (see appendix.)

#### **7.2. (b) Financial Statements**

AIChE, on a monthly basis or as requested by the division/forum, will issue operating statements (Revenues – Expenses) to each division or forum treasurer. AIChE's Controller will generate these reports.

### **7.3. Fund Balance**

The fund balance is increased or decreased each year by the surplus or deficit incurred by the division/forum for the year. Annual deficits (revenues – expenses < 0), which bring the fund below 6 months of operating expenses, will be recaptured from succeeding year's dues.

### **7.3. (a) Earnings on Fund Balance**

For simplicity the division or forum will elect prior to December 31 each year whether to accept the results of AIChE's investment portfolio or the one-year CD rate as published by Citibank. The division or forum may divide their funds between these two alternatives at their own discretion. The decisions can be changed annually. (Please note that returns on investments can be positive or negative, so there is a potential for the fund balance to decrease.) For those divisions or forums that have elected to use the one-year CD rate, earnings on the fund balance will be reflected in the financial statements in March, June, September, and December. For divisions or forums using the rate of return from AIChE's investment portfolio, a one-time adjustment will be reflected in the financial statements at the end of each year. Appreciation or depreciation will be based on the average of the monthly fund balances.

### **7.4. Accounting Methodology**

Cash basis accounting will be employed throughout the year to simplify accounting and reporting.

With the exception of dues (discussed below), the year-end operating reports will be adjusted to the accrual basis to comply with generally accepted accounting principles. The accrual basis matches revenues and expenses for the period in which they are earned or incurred, respectively (regardless of whether or not they have been collected or paid.) Consequently there will be a difference between the results of operations computed on an accrual basis and results of operations computed on a cash basis. The accrual results will be used to determine the division's or forum's operating surplus or deficit for the year then ended.

### **7.5. Accounting for Dues & Special Events:**

Dues receipts will be reflected as revenue in the year received. Therefore dues collected between the date of the dues bill (typically August 1) and December 31 will be reflected as revenue in that year. Reports of dues collected during this period will be available upon request.

### **7.6. Payment of Invoices**

Each division/forum will be able to have a petty cash fund from which it may pay small, day-to-day expenses. The amount will be determined between the division/forum and AIChE's Director of Finance. AIChE has made arrangements with Commerce Bank to provide a no fee account, which will include Internet banking, as well as bank by mail. Please note that both AIChE's Director of Finance and Controller are required to be signatories on the bank account.

Records for expenditures paid from the petty cash fund are to be maintained by the division or forum treasurer or designated person. Liability for the petty cash rests with the person or persons who have signatory authority over the fund.

Once that fund is depleted (with an adequate amount remaining on hand to cover two weeks worth of payments) and an accounting of all expenditures exceeding \$25 has been made to AIChE's Controller, a check will be drawn payable to the division or forum, bringing the

fund back to the agreed balance,. Expenses greater than \$500 will be paid via submission of vendor invoices directly to AIChE's Controller.

Divisions/forums may request an AIChE credit card to be used as a last resort. Upon receipt of the credit card statement please prepare and code a check request and forward the check request, documentation and the statement to Stetson Wilson, AIChE Controller, at AIChE in New York. The credit card company will be paid from NY. To avoid finance charges please arrange to have the check request in NY at least one week prior to the due date. The credit cards are expected to be used only rarely.

Vendor invoices for payment and petty cash reimbursement requests must be submitted with the attached completed check request signed by the division or forum treasurer. They should be sent to the following address:

AIChE  
3 Park Ave., 19th Floor  
New York, N.Y. 10016  
Attn: Stetson Wilson, Controller

Payments reimbursing members (if not otherwise handled by a petty cash reimbursement) for out-of-pocket expenses will be made in accordance with the following schedule:

- ✓ Invoice received by Monday, Tuesday or Wednesday will be mailed by Friday of that week
- ✓ Invoices received after Thursday or Friday will be mailed on Friday of the following week

#### **7.7. Division and Forum Income/Receipts**

Income generated by division and forum activities will be collected by the division or forum and deposited to its petty cash account. If the balance of the petty cash fund at the end of the month exceeds the agreed to balance, the excess will be remitted to AIChE's Controller. The source of the receipts will be detailed on the petty cash reconciliation form to facilitate classification of the receipts.

#### **7.7. (a) Sponsor Contributions**

Many divisions/forums have corporate sponsorship for the prize money connected with their awards. It is the division/forum's responsibility to communicate with the sponsor and to ensure that the sponsor sends the funds to cover the award honorarium. The division/forum is also responsible for acknowledging the donation and sending the appropriate thank you letter.

All checks should be made payable to AIChE and mailed to the following address:

AIChE  
3 Park Ave., 19th Floor  
New York, N.Y. 10016  
Attn: Stetson Wilson, Controller

To ensure that contributions are coded accurately when received by the Accounting Department, we encourage each division/forum to have the company or individual making the contribution to indicate the name of the division/forum receiving the contribution on the check.

Each check received will be reflected on the division's/forum's monthly financial statement. In addition, a copy of the check and any correspondence received by the accounting Department will be sent to the division/forum to confirm receipt of each contribution.

#### **7.7. (b) Notification and Sponsorship**

Divisions and forums are responsible for sending the award recipient proper notification, and advising them of award presentation details.

#### **7.8. Cost Cutting Strategies**

There are many small things that division/forum leaders can do to cut expenses without decreasing division/forum visibility or program quality. Some suggestions from AIChE division/forum leaders include:

- Prepare a careful budget;
- Find alternatives to full postage and reduce the number of mailings to division/forum members. Use postcards for meeting announcements instead of letters. Bulk mail permits are cost effective for some division/forums; or announce the meetings via email.
- Maximize and develop your division's/forum's electronic communications. Post your news each week or month on the division's/forum's Web site- inviting all members to bookmark the site and visit more regularly;
- Subsidize the cost of newsletter printing and distribution by accepting newsletter advertising;
- When organizing an event with food/beverage, tell the restaurant or caterer your maximum budget. Most will work with you to give good value for the price. Try smaller restaurants and consider a lunch meeting (to avoid higher dinner costs.)
- Have a cash bar instead of a host bar;
- Use company contacts to see what support they might offer for mailings, meeting sponsorship, speaker travel expenses, etc



## **8. Volunteer and Leadership Development**

In addition to their prescribed duties, division/forum leaders must also ensure the division's/forum's future by nurturing and developing new leaders. A qualified officer candidate will be one who has established a strong personal connection with the division/forum through meaningful activity and participation. But how do division/forum officers move members from passive recipients of division/forum services to active volunteers and potential leaders of the organization? Here are some ideas:

### **8.1. The Benefits of Volunteer Leadership and Participation**

Your role as a division/forum leader provides work experience and enhances skills that are transferable to your career. In fact, leadership development is considered a top issue facing companies today. AIChE division/forum officers are given multiple leadership development opportunities in such diverse areas as strategic planning, budgeting, public speaking, communications, project management, membership marketing, event planning, and corporate sponsorship and fundraising.

### **8.2. Recruiting Volunteers: Helping Volunteers Conquer the Fear of Trying**

Every division/forum faces the challenge of inspiring members to volunteer time to help make the division/forum successful. With members' personal workloads and time constraints, it can be daunting for a potential volunteer to consider taking on an assignment, let alone accept a nomination to chair a division/forum, however, there are ways to make the division's/forum's workload appealing to volunteers. Start by rewriting your division/forum's "job descriptions" and make them more function specific. No more than a half dozen bullet points should cover each officer's duties. State the time required for each duty. Members who know up front exactly what's involved in each assignment, and how much (or little) time it will take, are usually more willing to volunteer. Asking a member to run for division/forum secretary can sound intimidating. Instead, why not tell potential volunteers that the division/forum needs someone to spend one hour per month taking notes at the division/forum executive committee meeting, and 30 minutes a month typing up the notes and emailing them to the division/forum membership. The more specific, the better and clearer the expectations are and the more likely the potential volunteer is to say yes.

### **8.3. The Process of Delegation\*- the key to a successful leadership team**

#### **8.3. (a) Make delegation part of each volunteer assignment:**

Delegation in any volunteer structure is key to a successful leadership team. You need to rely on others to help you produce successful results. Further, delegation significantly eases each volunteer's personal workload, making assignments even more manageable. Perhaps, most importantly, new volunteers can be mentored into division/forum leadership without being overwhelmed with a broad responsibility. When you re-write your officer or position descriptions to state specific task and time requirements, always include delegation as a part of the volunteer's responsibility.

#### **8.3. (b) Find the right person:**

After determining what assignments are sensible to delegate, the next step is finding the right person as delegate. Andrew Carnegie once said: "The secret of success is not in doing your own work but in recognizing the right man to do it." The key to finding the right person to delegate to is to match skills and personality to the task at hand. Also, asking the person

where and how they want to expand their skills is another great way to find the right person for the right job.

### **8.3. (c) Communicate what you want done**

Another crucial part of the process of delegation is communicating what you want done. Rather than rush to give "do this, do that" orders, effective delegation consists of explaining the WHAT and the WHY. What do you want the volunteer to do and why did you choose them to do it? Before delegating your next division/forum project or assignment, try composing a WHAT-WHY statement. These statements will be great guidelines, as well, for new division/forum officers to follow. When you've polished your WHAT-WHY statement, you're almost ready to delegate. But first, prepare answers to these three questions:

- ✓ Who should the volunteer work with on this assignment? Who's available to offer help?
- ✓ What resources or tools are available?
- ✓ What's the deadline?

The final step in communicating what you want done is to gauge the volunteer's willingness to comply. End by asking, "Are you excited about doing this?" or "Do you feel comfortable tackling this?" You might also ask for input on how the individual intends to get started. Example: "How do you plan to approach this?"

### **8.3. (d) Follow Up**

Establish checkpoints to monitor progress. This discussion should be a collaborative process where you reach mutual agreement on how you intend to follow up with the volunteer.

(\*Full article titled "How to Delegate Effectively", located at [http://www.lawsoncg.com/lcgi-article\\_delegate.htm](http://www.lawsoncg.com/lcgi-article_delegate.htm).)

## **8.4. Volunteerism: Reviewing the basics**

**Get to know people who attend meetings-** learn their interests, talents, and motivation for participating. Design assignments suitable to their interests and talents.

**Let members know what jobs are available-** use available channels of communication to announce the goal and activities of the division/forum. Match the right person to the right task or ask which areas/assignments are of interest to the person.

**Give volunteers options-** on an invitation to serve, include an option allowing members to say: "I'm interested, but maybe next time." This creates a pool of potential committee members for future projects.

**Write a job description-** make it clear what functions must be performed and what the time commitment is. Remember to write a WHAT-WHY statement for specific tasks.

**Effectively convey the intangible benefits of getting involved-** a member may have the opportunity to practice public speaking skills, network with significant new contacts, or may be able to obtain leadership development opportunities.

**Hold reasonable expectations-**put yourself in your volunteers' shoes. How would you perform under the given circumstances?

**Follow up and follow through-** when a member offers to help and receives no response or insufficient support and instruction, the resulting disillusionment can be destructive to their relationship with the division/forum.

**ASK!** -the biggest reason why people don't volunteer is because no one asked them to. In the culture of your division/forum, find out what constitutes "asking." Sometimes, members don't consider themselves "asked" to serve unless someone has visited with them personally. Others prefer the invitation to volunteer to be in writing or specifically to come from the Chair. Find out what the preferences of your membership are and ASK!

**Create small jobs-** Try to create assignments that are easy for volunteers to accommodate and that can be completed in a relatively short time period.

**Use task forces as an alternative to committees-** Using short-term task forces also allows for the same volunteers to be "recycled" for more than one short-term assignment during the year.

**Listen to your members-** use technology, focus groups, surveys, email, face-to-face dialogue, etc., to reach beyond the division/forum's board to the general membership, which may have a very different point of view.

**Reinforce with thanks and support-** always let volunteers know their efforts are important, recognized, and appreciated. Having an ongoing system of recognition and rewards for volunteers ensures greater participation and involvement in division/forum activities.

## **8.5 Leadership Development Conference**

The Leadership Development Conference (LDC) is one of the most important programs AIChE offers to support, recognize and reward the efforts of our volunteer leaders. AIChE division/forum, local section, and committee leaders from across the country and around the world are invited to join the AIChE Board of Directors, Operating Council members and AIChE staff, for an exciting weekend of networking, learning and fun. The conference program, workshops and theme vary in focus each year; however, every LDC offers a wide array of formal and informal opportunities to discuss critical issues facing volunteers such as leadership, programming, membership, outreach and communications. Please send a representative from your division/forum to the next LDC. To find out more information, please contact [felig@aiche.org](mailto:felig@aiche.org) or call (646) 495-1330.

## **8.6 AIChE National Meetings and Conferences**

AIChE National Meetings and Conferences are specifically designed to help AIChE members network with one another and stay current on the latest advances in the engineering profession. Encourage your division/forum members to take full advantage of

AIChE membership and attend the next AIChE National Meeting. For more information about AIChE Meetings and Conferences, please visit <http://www.aiche.org/Conferences>.

### **8.7. AIChE Volunteer Recognition**

Volunteer recognition, whether through awards, gifts, or words, is an essential part of any and every volunteer driven organization. Not only do volunteer recognition efforts make volunteers feel appreciated, they also increase public awareness and visibility in the community.

#### **8.7. (a) National Volunteer Week**

Sponsored by the Points of Light Foundation, National Volunteer Week is about thanking one of America's most valuable assets – our volunteers – and calling the public's attention to all that they do to improve our communities. Participating in National Volunteer Week is a great way to publicly recognize your division/forum volunteers. For more information about how to get involved, please visit

<http://www.pointsoflight.org/programs/seasons/nvw>

#### **8.7. (b) Media Outreach**

Send a press release about your division/forum activities and the volunteers that make it happen to your local government, media and/or community groups to further recognize your volunteers in a public forum. For more information about media outreach and for tips on writing a press release, please contact [vma@aiiche.org](mailto:vma@aiiche.org).

#### **8.7. (c) Awards and Certificates**

Presenting your volunteers with awards and certificates is a great way to acknowledge their many efforts and promote volunteerism within the division/forum itself, as well as within the community at large. For more information about awards programs and/or to request a “Certificate of Appreciation”, please contact [vma@aiiche.org](mailto:vma@aiiche.org).

#### **8.7. (d) Corporate Involvement**

As you know, AIChE has a “Volunteer Recognition Request” form at <http://www.aiche.org/uploadedFiles/LocalSections/DepartmentUpload/Volunteer%20Leader%20Recognition%20Request%20Form.doc>, available to all volunteers to request a letter of recognition from the AIChE President to be sent to your employer or others in your company, university, or government agency. In addition, many companies have established their own volunteer recognition programs, which acknowledge the volunteer efforts and community involvement of their employees.

For more information and ideas about volunteer recognition, please contact [ninas@aiiche.org](mailto:ninas@aiiche.org).

## 9. Communications

AIChE's Web site, [www.aiche.org](http://www.aiche.org), provides information on volunteer and membership activities, member benefits, industry news, career services, meetings and conferences, technical societies, and a range of other Institute services, products, and activities.

### 9.1 Division/forum Web Sites

If your division/forum has a web site already but your URL is not listed, or is incorrectly listed, on the AIChE web at <http://www.aiche.org/DivisionsForums/ViewAll/index.aspx>, please submit your URL address to [ninas@aiiche.org](mailto:ninas@aiiche.org) and your division/forum web site will be added to the AIChE web.

#### 9.1 (a) Webmaster:

With personal computing almost universal in business and academia, you will find many net-savvy members within your division's/forum's population. Many current division/forum webmasters are local members who have basic HTML skills, access to a computer, web development software, access to a server and who enjoy working online. Some division/forums find volunteer webmasters among local college students. In fact, many division/forum web sites originate from the local AIChE student chapter—where the page is maintained and transmitted to the server by student members or member faculty. Other division/forums hire professional Internet consultants to develop and manage their web site.

#### 9.1. (b) The Message

Division and forum members rely on their group's web site for relevant and timely information and division/forum news, contacts, services, and opportunities for interaction and involvement. This is why your content and navigation needs to be clear, concise, up-to-date, and well presented so as to avoid aimless clicking and user-frustration. It is crucial to keep the "user's experience" in mind at all times, and work to convey the right message, provide clear and current information, and ensure they return to visit the site again.

### 9.2. Division/Forum Newsletters

A periodic newsletter to division/forum members is a quick and informal way to:

- Announce meetings
- Provide information about area events related to chemical engineering
- Recognize members
- Encourage members to get involved with division/forum activities
- List career opportunities
- Recruit volunteers

A designated newsletter editor, the chair, or the division's/forum's secretary generally writes newsletters. Newsletters can be as simple or elaborate as the division/forum desires. The format and length will be determined by the division's/forum's needs, financial and volunteer resources, and the amount of news to report. Be sure to keep record of your division's/forum's newsletters in your archives and send all copies of your newsletters to AIChE's Volunteer and Membership Activities department at [vma@aiiche.org](mailto:vma@aiiche.org)

### **9.3. Public Relations and the Media**

The public is interested in engineering not so much as a profession, but in how the profession affects their lives. A tangible benefit must always be emphasized. If your story is important to the community, it will be of interest to the media.

The freedom of science and engineering inquiry, establishing sound policies affecting engineers, and allocation of adequate research funds, etc., all depend upon public approval. Chemical engineers must accept their share of responsibility for explaining to the public, in clear, non-technical terms, the significant social benefits of their work. If your division/forum doesn't have a public relations program, it allows someone else to tell your story, and perhaps, not the way you want. A successful public relations program can:

- Increase public awareness of the positive contributions of chemical engineers;
- Energize division/forum membership;
- Recognize the achievements of the division/forum and/or specific members;
- Foster better relationships with community;
- Encourage a more technically literate society.

Having your division's/forum's activities featured in public forums and the media enhances your network and helps you establish collaborations, instills pride among your volunteers, encourages the community to participate in your division's/forum's events, and generates goodwill for your profession and your division/forum. Participating in public relations is part of every officer's job.

#### **9.3 (a) Develop a Media List**

Your division/forum can obtain an up-to-date list of community group and media contacts through the Chamber of Commerce or the local/regional convention or visitor's bureau.

### **9.4 Division/Forum Online Forum**

An online forum is available on the AIChE website where division/forum members can share ideas, thoughts, files, etc. In order to access this forum, you must be logged in as an AIChE member. The web page is located off the main AIChE webpage [www.aiche.org](http://www.aiche.org), from the drop down menu "Member Center." The AIChE Forum Community option from the menu will take you to this online forum.

## Appendix

- I. Business Operations
  - II. Conflict of Interest Policy
  - III. Guidelines for Organizing a Division
  - IV. Guidelines for Organizing a Forum
  - V. Model Division Bylaws
  - VI. Model Forum Bylaws
- The following sections link to the AIChE Website
- VII. [Division/Forum Financial Manual](#)
  - VIII. [Petty Cash Reimbursement Form](#)
  - IX. [Check Request Form](#)
  - X. [Model New Member Welcome Letter](#)
  - XI. [Model Certificate of Recognition](#)

## **Appendix I**

### **Business Operations**

#### **Tax-Exempt Income Information**

Division/forums share in the 501(c)(3) non-profit status of the national organization because they share in the national organization's exempt purpose of educating the public on topics relating to chemical engineering, and because they are non-profit.

Because division/forums devote almost all of their activities and spending to education, and abstain from lobbying, and in no way influence the election or defeat of a candidate for public office, the IRS exempts from taxation many sources of revenue needed to fund division/forum activities. This non-profit, educational organization status also allows contributions to the division/forum to be a deduction on the tax returns of the contributors.

Additionally, the U.S. Postal Service gives reduced postage rates for certain types of mailings.

The IRS's definition of education is broad, stating that it relates to: the instruction or training of the individual for the purpose of improving or developing his/her capabilities; or the instruction of the public on subjects useful to the individual and beneficial to the community.

#### **What forms of income are tax-exempt?**

Many sources of revenue are exempt from taxation by the IRS, but not all. Contributions and members' dues are tax-exempt, as are most other revenues, such as fees for seminars and symposia. Below are several criteria to determine whether or not a particular source of revenue is tax exempt or is "unrelated to the division/forum's exempt purpose" and produces "unrelated business taxable income" (UBTI):

1. Was the revenue raised through a "trade or business" organized with the "dominant hope and intent of realizing a profit," whether or not a profit was achieved? Since the "dominant hope" of publishing a newsletter or running a seminar or symposium is to educate, raising revenue sufficient to show a surplus does not create a UBTI.

2. Will exempting the trade or business from taxation rely on an "unfair" competitive advantage? The IRS has determined that using the platform of a tax-exempt newsletter or magazine to publish ads constitutes an unfair competitive advantage.

3. Was the means of raising revenue passive and therefore not a trade or business? For example, investment income is generally considered passive and not UBTI.

4. Was the trade or business regularly carried on with frequency and continuity? Ad revenue realized from a monthly newsletter would be considered UBTI, whereas ad revenue realized from an annual publication would not be frequent or continuous and therefore not UBTI.

5. Was the revenue raised through work and/or sale of merchandise donated to the organization?



Even if your activity does raise revenue from an unrelated activity, it may not have any practical impact on your division/forum. The IRS defines UBTI as revenue from the unrelated business activity, less expenses, directly connected with the raising of the revenue.

### **Tax-Exempt Documentation**

Once your division/forum has been included under the group tax exemption, the Volunteer and Membership Activities department can provide copies of the Institute's tax exemption letter, and a letter stating your division/forum's Employer Identification Number – confirming that your division/forum is included in AIChE's group exemption. These documents are necessary when applying for bulk mail permits, when opening bank accounts, or when applying for local or state tax exemption. To request a copy of the Institute's tax-exempt documentation, and a letter confirming the division/forum's tax-exempt eligibility, contact us at [divisions@aiiche.org](mailto:divisions@aiiche.org) or (646) 495-1330.

### **Federal Tax Returns**

Since AIChE manages the funds of divisions and forums, you are not required to file a separate federal tax return.

### **Newsletter Advertising & the IRS: What Divisions/Forums Should Know**

By publishing paid newsletter advertisements, division/forums can defray the cost of printing and distributing the newsletter, while freeing up the dues income for other division/forum activities. The IRS has determined that using a tax-exempt newsletter as a platform to publish ads may be an unfair competitive advantage; therefore, advertising revenue is potentially considered Unrelated Business Taxable Income (UBTI). Two further criteria that determine UBTI are:

1. The frequency with which paid ads are published in the newsletter
2. The degree to which volunteer labor is used to publish the newsletter.

### **Frequency of Ad Publication and Use of Volunteers**

The appearance of paid ads in up to three issues per year is not considered frequent or continuous trade or business; therefore, that revenue is not considered UBTI. If paid ads were published more often, the advertising revenue for that year would probably be considered UBTI.

Most, if not all, division/forums use volunteers to sell ads for their newsletters; however, if your division/forum pays for a printer to lay out and print the newsletter, you don't have a volunteer-produced newsletter, and your advertising revenue is UBTI. If volunteers handle your entire publication process, then your ad revenue is not considered UBTI.

### **Liability Insurance**

As entities of the Institute, division/forum activities are covered, to an extent, by the Institute's insurance. However, should the division/forum sponsor an event with unusual logistics (i.e. a large scale meeting, sporting event fund raiser, public open house etc.), it is advisable to request additional liability coverage. ***Note: the event must fall within the scope of the Institute's function and business (refer to AIChE's mission statement, available online at <http://www.aiiche.org/About/WhoWeAre/Vision/index.aspx>) in order for it to be eligible for insurance coverage.*** AIChE headquarters will file a request for special coverage on your division/forum's behalf, and a Certificate of Insurance may be issued to the

division/forum. Please be sure to apply for insurance no less than two months prior to your event.

To receive a Certificate of Insurance, division/forums should describe their plans in detail using the Insurance Certificate Request form, available online <http://www.aiche.org/DivisionsForums/Resources/index.aspx> and forward to AIChE's Volunteer and Membership Activities Department at least one week prior to the event.

The request must provide the following information:

1. A description of the event and location, with comments on special circumstances (such as serving of alcohol)
2. The full legal name of the venue or meeting site (i.e. the business desiring coverage), including the name and telephone number of a contact at the business.
3. The types and amount of coverage requested by the owner of the venue. Talk to the meeting site representatives and ask what they require. The Director of Finance will work with AIChE's insurance agent to obtain a Certificate of Insurance for your division/forum event. For more information, please contact us at [divisions@aiiche.org](mailto:divisions@aiiche.org) or (646) 495-1330.



**Board of Director's Conflict of Interest Operating Policy (as approved by the Board of Directors on September 9, 2004.)**

The Officers, Directors and Key Employees of the Institute shall review annually, prior to the Annual Meeting, or upon election, the Institute Conflict of Interest Policy (see page 2). They shall execute a written affirmation that they understand the Conflict of Interest Policy and that they are in conformance with it. The Secretary of the Board shall maintain these affirmations during the time of service of the individual. If during the year, for any reason, an individual feels that they are in a situation that presents a conflict, they shall recuse themselves from any decision, or vote, related to that matter. They shall report such conflict to the Chairman of the Audit Committee who will maintain a confidential file of such reports.

For purposes of this policy officers and directors shall include members of the Audit Committee. Key employees shall include at least the Executive Director and his/her direct reports, all employees making financial decisions and/or commitments, consultants as appropriate and any others the Executive Director may deem appropriate.

The policy shall be reviewed within two years and extended to other groups as deemed appropriate by the Board of Directors. An ad hoc committee consisting of the Secretary, Executive Director and Chair of the Audit Committee shall monitor the policy and report to the Board on its implementation and effectiveness.



## **Conflict of Interest Policy**

Applicable as outlined in paragraph one of the Board of Director's Conflict of Interest Operating Policy (see page 1).

No member of the AIChE Board of Directors, or any of its Committees, shall derive any personal profit or gain, directly or indirectly, by reason of his or her participation with AIChE as an officer, director or committee member. Employees of AIChE or consultants who act on behalf of AIChE shall similarly not derive any personal gain, directly or indirectly by reason of his/her position except such compensation as he/she shall derive from AIChE. Each individual shall disclose to AIChE any personal interest, which he or she may have in any matter pending before AIChE and shall refrain from participation in any decision on such matters.

Any member of the AIChE Board, any Committee, Staff or consultant who is an officer, board member, a committee member or staff member of an organization that benefits directly or indirectly from a relationship with AIChE shall identify his or her affiliation with said organization. Further, in connection with decisions specifically directed to that organization he/she shall not participate in the decision affecting that agency.

Any member of the AIChE Board, any Committee, Staff or consultant shall refrain from obtaining any list of AIChE members or sponsoring organizations (including members or participants in AIChE's Industrial Technology Alliances) for personal or private solicitation purposes at any time during the term of their affiliation.

I understand the AIChE Conflict of Interest Policy and shall adhere to it while engaged in activities in connection with my responsibilities to AIChE.

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

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

Printed name: \_\_\_\_\_

Any exceptions are stated below with a full description of the transactions and of the interest, whether direct or indirect, which I have (or have had during the past year) in the persons or organizations having transactions with AIChE.

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## Appendix III



# Guidelines for Establishing a Division

## I. Establishment

As the first step preparatory to establishment of a Division of the Institute, the Chemical Engineering Technology Operating Council (CTOC) shall, upon written request by a group of at least 10 members, appoint a Division Formation Committee. This Division Formation Committee shall consist of ten or more members of the Institute. The Division Formation Committee Chair shall be approved by CTOC.

The Division Formation Committee shall, within two years of its appointment:

- i. submit a Division Scope and Objectives, and two-year Operating Plan,
- ii. submit Division Bylaws in conformity with the Institute's Model Bylaws for divisions
- iii. submit written pledges for Division membership from at least 100 members of the Institute.

The Division Scope, Objectives, and Operating Plan must demonstrate:

- i. a sustained capability for programming and,
- ii. interest and plans in other professional and service-related activities of the Institute.

Upon approval by CTOC of these submittals, Division status will be granted on a probationary basis. The probationary status will be extended or removed by CTOC after receiving a Division Status Report after two years.

## II. Operations

The Division shall submit an annual report of its activities to the Volunteer & Membership Activities Dept. at the end of each calendar year.

Division Bylaws and amendments thereto, dues and fee schedules, and annual operating programs and budgets shall be approved by CTOC.

Division officers shall be Fellows, Senior Members, or Members of the Institute.

Division members shall be Fellows, Senior Members, Members, or Student Members of the Institute.

Division membership for a period of up to two years before obtaining Institute membership is permitted if specifically provided for in the Division Bylaws.

The Division Program Chair shall become a member of the National Program Committee and the Division program function shall be carried out in cooperation with the Program Committee.

Division cooperation with related outside organizations and participation in joint programs is encouraged, subject to specific approval by CTOC.

No Division shall have authority to act for, or in the name of, the Institute, and no division shall have authority to incur any financial obligation in the name of the American Institute of Chemical Engineers.

CTOC may discontinue any Division if, after the Division has been fully afforded an opportunity to be heard, CTOC judges it to be in the best interests of the Institute to do so. Upon dissolution of a Division, any assets remaining thereafter shall be returned to AIChE.

## **Appendix IV**

# **AIChE**

## **Guidelines for Establishing a Forum**

### **I. Establishment**

As the first step preparatory to establishment of a Forum of the Institute, the Chemical Engineering Technology Council (CTOC) shall, upon written request by a group of at least 10 members, appoint a Forum Formation Committee. This Forum Formation Committee shall consist of 10 or more members of the Institute. The Forum Formation Committee Chair shall be approved by CTOC.

The Forum Formation Committee shall, as soon as possible after its appointment:

- i. submit a Forum Scope and Objectives, and a two-year Operating Plan.
- ii. submit Forum Bylaws in conformity with the Institute's Model Bylaws for Forums.
- iii. submit written pledges for Forum membership from at least 50 individuals, the majority of whom shall be members of the Institute.

The Forum Scope, Objectives, and Operating Plan must demonstrate a sustained capability for programming.

Upon approval by CTOC of these submittals, Forum status will be granted on a probationary basis. The probationary status will be extended or removed by CTOC after receiving a Forum Status Report after two years.

### **II. Operations**

The Forum shall submit an annual report of its activities to the Executive Board of the National Program Committee (EBPC) at the end of each calendar year.

Forum Bylaws and amendments thereto, dues and fee schedules, and annual operating programs and budgets shall be approved by CTOC.

The Forum Chair and Vice Chair must be Fellows, Senior Members, or Members of the Institute. Other Forum officers must be members of the Forum.

Forum membership is open to all with a technical interest in the Forum discipline.

The Forum Programming Committee is considered to be part of the National Programming Committee and its function shall be carried out in cooperation with the EBPC.

Forum cooperation with related outside organizations and participation in joint programs is encouraged, subject to specific approval by EBPC.

No Forum shall have authority to act for, or in the name of, the Institute, and no Forum shall have authority to incur any financial obligation in the name of the American Institute of Chemical Engineers.

CTOC may discontinue any Forum if, after the Forum has been fully afforded an opportunity to be heard, CTOC judges it to be in the best interests of the Institute to do so. Upon dissolution of a Forum, any assets remaining thereafter shall be returned to AIChE.

## Appendix V

### DIVISION MODEL BYLAWS

#### Article I – Name and Objectives

**Section 1.** The name of this organization shall be the \_\_\_\_\_ Division of the American Institute of Chemical Engineers.

**Section 2.** The scope of this Division shall be the broad field of \_\_\_\_\_ and include research, development and applications.

**Section 3.** The objectives of the Division shall be to:

Provide the focal point for AIChE members with interests in \_\_\_\_\_.

Develop technical program for meetings. Seek balanced coverage of a variety of currently used and novel methods of \_\_\_\_\_.

Exchange knowledge of technical publications, computer programs, databases, \_\_\_\_\_ research centers, networks, and programs.

Keep members informed of future \_\_\_\_\_ meetings.

Coordinate exchanges with other groups, such as the \_\_\_\_\_.

Recognize achievements of members through awards.

Encourage chemical engineering educators to place suitable emphasis on the field of \_\_\_\_\_ and on the development of appropriate curricular material.

Foster research, development, and the application of chemical engineering knowledge to \_\_\_\_\_.

**Section 4.** The Division is under the supervision and control of the Chemical Engineering Technology Operation Council (CTOC) of the AIChE. Divisional programming activities shall be carried out in cooperation with the National Program Committee of the AIChE. The Division does not have the authority to act for or in the name of the American Institute of Chemical Engineers or to incur any financial obligations in the name of AIChE.

#### Article II – Membership

**Section 1.** Members of the Division shall be members of the AIChE who have paid the annual Division dues (Article VI, Section 1). Each area chair and vice chair shall be members of the Division. Nonmembers of the AIChE may join the Division for one year with the approval of the Executive Committee of the Division. By the end of this year they must have been accepted for some grade of membership in the AIChE in order to continue as members of the Division.

#### Article III – Organization

**Section 1.** The officers of the Division shall be a Chair, a First Vice-Chair, a Second Vice-Chair, a Secretary, and a Treasurer, all of whom shall hold membership in the Division and shall be Fellows, Senior Members, or Members of AIChE. The term of office in each case shall be one year. Nominations for the offices shall come from the Nominating Committee (Article V, Section 3). The Chair of the Division shall not be eligible for reelection to a Divisional office. The First Vice-Chair is normally the sole nominee for the office of Chair. The Second Vice-Chair is normally the sole nominee for the office of the First Vice-Chair. Any member may be nominated as the Second Vice-Chair. The Secretary and Treasurer may be reelected. The first elected Chair shall make all necessary appointments as needed for the startup of the Division.

**Section 2.** The activities of the Division shall be directed by a Division Board of Directors consisting of the current officers, the most recent living Past Chair of the Division, \_\_\_\_\_ persons elected as Directors from the membership of the Division, and a liaison appointed by the CTOC of the Institute and serving as an ex-officio with voting privileges. More members may be added only in accordance with Section 8 of this Article.



**Section 3.** There shall be an Executive Committee of Division Board, which shall consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, and the most recent living Past Chair. It shall act for the Board on items of business delegated to it by the Board; and when the Board is not in session, the Executive Committee shall manage the affairs of the Division and take such actions as are consistent with the Board's delegations.

**Section 4.** Directors on the Division Board shall be elected for a term of five years each, with two to be elected each year. A person who has served as a Director is eligible for election as an officer, but is not again eligible for service as a Director within a period of five years after serving as Director for five years.

**Section 5.** The Chair is the chief officer of the Division and is Chair of the Division Board and Executive Committee. The First Vice-Chair shall perform the duties of the Chair in the latter's absence or inability to serve. In the event of a vacancy in the office of Chair, the First Vice-Chair shall serve as the chief officer of the Division until the next annual election. If a vacancy occurs in any of the other positions on the Division Board, the Board shall appoint a replacement from the Board if the vacancy is an officer or from the membership if the vacancy is a Director, to fill the unexpired term.

**Section 6.** The First and Second Vice-Chairs shall be responsible for the programming activities of the Division. The chair shall be responsible for the programs which are to be presented during the year s/he holds the office.

**Section 7.1** The Secretary shall

- a. Keep the records of the proceedings of the Division.

Handle the general correspondence of the Division and shall at the direction of the Chair issue notices of all meetings.

Prepare ballots for the election of officers.

**Section 7.2** The Treasurer shall

Handle and record the collection and disbursement of funds as authorized by the Board of Directors of the Division.

Prepare a proposed budget for the upcoming year.

- c. At the end of each year submit a financial report to the Board of the Division and the Secretary of the Institute.

**Section 8.** There shall be a Program Committee, headed by the First Vice-Chair, with the Second Vice-Chair next in charge, and with membership including area chairs and those selected by the First Vice-Chair of the Division with the approval of the Executive Committee. The Program Committee of the Division shall plan the programming activities of the Division and coordinate these with the program of AIChE and of other Divisions, and also of other related groups outside AIChE. Program coordinators will be appointed each year by the First Vice-Chair to develop programming in the various programming areas. One or more members will be designated to represent the Division on the National Program Committee of AIChE.

**Section 8.1** There shall be a Planning Committee, headed by the Second Vice-Chair, with membership of the First Vice-Chair and all the directors of the Division. Past chairs may be invited as ex-officio members. The Planning Committee is responsible for long-term planning and provides recommendations for growth and future state of the Division for leadership, technical programming, membership, publication, and other long-term issues of importance to the Division.

**Section 9.** Such committees as may be required shall be appointed by the Chair with the approval of the Division Board. The services of any such committees or committee members may be terminated at any time by the Chair with the approval of the Division Board.

**Section 10.** Committees which are appointed to prepare for specific meetings or other events will continue to perform their functions, if satisfactorily handled, until the meetings or events designated have actually occurred. The term of service of such committees may therefore continue after the retirement of the Division Chair who made the original appointments.

**Section 11.** There shall be an area chair and a vice chair for each programming area of the Division. The term of area chairs is two years. An area chair may not serve consecutive terms; nor may s/he serve as vice chair immediately following the service as chair. Area chairs should be nominated and elected by the area committees governed by their bylaws (if any) and approved by the Division Board. New persons confirmed to the posts will be the area vice chair for a two-year term and will then serve a two-year term as chair. If the area does not have a committee and wishes to seek deviation from the article they should seek approval from the Division Board explaining the unusual circumstances. Ultimate responsibility of the areas operating in the Division rests with the Board. If the operation of any area is perceived to run counter to the best interests of the Division, disciplinary action may be proposed by the Division Board and put to a vote of the Division.

**Section 12.** New programming areas within the Division shall be created by a petition of the members of the Division followed by the approval of the Division Board.

## **Article IV – Meetings**

**Section 1.** There shall be at least one meeting of the Division called each year, held during a National or an Annual Meeting of the Institute.

**Section 2.** The Secretary shall send members a notice of all meetings of the Division at least three weeks in advance of such meetings.

**Section 3.** A quorum for meetings of the Division shall consist of 1% of the membership. Except where otherwise stated in the bylaws, all actions at a meeting of the Division will be decided by a majority of those voting.

**Section 4.** The order of business for meetings of the Division shall be determined by the presiding officer (See Article IV, Section 7) and will include the reading of the minutes of previous meetings, reports of committees, and new business.

**Section 5.** The Division Board of Directors shall meet at least once each calendar year. Meetings may be called by the Chair at such places and times as s/he deems advisable (including conference call meetings). Meetings may also be called at the request of four members of the Board. The Secretary shall notify the Board of all meetings at least three weeks in advance.

**Section 5.1** The Planning Committee, headed by the Second Vice-Chair of the Division, shall meet at least once a year for developing recommendations for the long-term planning of the Division. The Program Committee, headed by the First Vice-Chair, shall also meet at least once a year to carry out its tasks for the Division.

**Section 6.** A majority of the members of the Division Board shall constitute a quorum. Except where otherwise stated in the bylaws, all action of the Board shall be by majority vote. If a tie vote results, the decision shall take the course voted by the presiding officer.

**Section 7.** The Chair of the Division shall preside at all meetings of the Division Board and of the Executive Committee. In the absence of the Chair, the First Vice-Chair, the Second Vice-Chair, the Secretary, or the Treasurer, in that order, shall preside.

**Section 8.** Any member of the Division Board who fails to attend three consecutive Board meetings shall be considered to have tendered his or her resignation from the Board; however, such a resignation shall be effective only upon acceptance by the Board, which shall have taken into account any extenuating circumstances.

## **Article V – Elections**

**Section 1.** The Chair, First Vice Chair, Second Vice Chair, and \_\_\_\_ Directors shall be elected annually by ballot made available to the members of the Division on or about October 1. The Secretary and Treasurer shall be elected on the same ballot during the annual elections occurring near the end of the incumbent's term or as specified in Article IV, Section 1.

Votes may be cast either in person, by mail, or by other electronic communication means. Election shall be by a majority of those voting. Ballots shall include notice of the date by which they must be received or cast in order to be counted, and that date shall be no earlier than four weeks after the ballots are made available. Ballots received or cast after this date shall not be counted. The count shall be certified to the Executive Committee.

**Section 2.** Delinquent members shall not be eligible to vote nor to hold office (Article VI, Section 1).

**Section 3.** A Nominating Committee shall be formed in April of each year, with the most recent Division Past Chair as its Chair, who shall select two additional Division members

who are not currently serving in an elected capacity to serve on the committee. This committee shall formulate a slate of candidates for presentation to the members; this slate shall include one candidate each, for the offices of Chair, First Vice-Chair, Secretary, and Treasurer, who shall normally be the past year's First Vice-Chair, Second Vice-Chair, Secretary, and Treasurer, respectively, and two or more candidates for each of the other offices and directorships. If the past year's First Vice-Chair, Second Vice-Chair, Secretary, or Treasurer were appointees to fill an unexpired term, then an additional candidate may be named for the successive office(s) for which each would otherwise be the sole nominee. If the past year's First Vice-Chair, Second Vice-Chair, Secretary, or Treasurer cannot stand for election, then two or more candidates for the successive offices thus left vacant will be named. Nominations may also be made for any office or directorship by petition of the membership if at least twenty Division members in good standing sign a petition and submit it to the Secretary by September 1.

**Section 4.** No member shall be eligible for election to more than one office at one time.

**Section 5.** The newly elected officers shall take office on January 1 of each year.

## **Article VI – Dues and Finances**

**Section 1.** Annual dues shall be determined by the Division Board in accordance with policies of CTOC. They shall be payable in advance by January 1 to the Treasurer of the Division. Those members who continue to be delinquent on the following January 1 shall be dropped from the rolls of the Division.

**Section 2.** The dues shall be changed in amount only by affirmative vote of two-thirds of the total members of the Division Board. This vote may be taken at a regular meeting or by mail.

**Section 3.** The Division Board shall make all other regulations regarding payment of dues and shall provide for an annual audit of the Division's financial accounts.

**Section 4.** The Division Board shall review in their last meeting of the year the budget submitted for the upcoming year by the Treasurer. This budget shall be subject to revision at the first meeting after the new officers take office. The officers of the Division may make expenditures within the provisions of the approved budget. On depletion of an individual account in the approved budget, additional amounts shall be spent only after specific approval by the Board.

## **Article VII – General Provisions**

**Section 1.** The decision of the Division Board shall be final on any questions concerning the interpretation of the bylaws, subject to the jurisdiction of CTOC of the Institute.

**Section 2.** In all respects not specifically covered by these bylaws, the general rule of the Institute governing the conduct of the Division shall apply with equal force as if included in these bylaws.

**Section 3.** In the deciding of procedural matters not otherwise covered in the bylaws the most recent issue of Roberts Rules of Order shall prevail.

**Section 4.** In the event of dissolution of the Division, any assets remaining thereafter should be returned to AIChE.

## **Article VIII – Amendments**

**Section 1.** All proposed amendments of these bylaws shall be reduced to writing. Amendments shall be proposed to the membership by the Board, by the majority vote of the members at Divisional meeting, or by petition of ten percent of the members of the Division to the Board.

**Section 2.** A proposed amendment and ballot shall be sent to all Division members by first class mail. Ballots shall be returned to the Secretary, who shall begin tabulation no earlier than four weeks after their mailing; ballots received after this period shall not be counted. The Secretary shall certify the results to the Division Board, which shall accept as approval of the amendment a two-thirds affirmative vote of those returning these ballots. The amendment shall then be submitted to CTOC of the Institute and shall become an effective part of the bylaws upon its approval.

## Appendix VI

### FORUM MODEL BYLAWS

#### Article I. Name and Purpose

**Section 1.** The name of the organization shall be the \_\_\_\_\_ Forum of the American Institute of Chemical Engineers (AIChE).

**Section 2.** The scope of this Forum shall be the broad field of \_\_\_\_\_ and include research, development and applications.

**Section 3.** The Forum will function similar to an AIChE Division but is organized to give stronger emphasis to the following objectives:

- To cover a wide range of interdisciplinary topics in particle technology.
- To serve as an international forum for \_\_\_\_\_.
- To foster and promote industrial and academic interactions.

#### Article II. Relationship to the Institute

**Section 1.** The Forum is a part of AIChE and its activities are open to co-sponsoring not-for-profit societies; members are encouraged to become members of AIChE and cosponsoring not-for-profit societies.

**Section 2.** The Forum is under the supervision and oversight of the Council of the Institute.

**Section 3.** All Forum committees shall work in coordination with corresponding National committees. Forum programming activity shall be carried out in coordination with the National Program Committee of the Institute.

**Section 4.** The Forum shall not have authority to act for or in the name of the Institute except with the explicit prior authorization of the Chemical Engineering Technology Operation Council (CTOC) of the Institute. The Forum does

not have the authority to incur any financial obligation in the name of the Institute.

#### Article III Membership

Membership in \_\_\_\_\_ is by self-selection. Anyone who pays the \_\_\_\_\_ dues will be considered a member.

#### Article IV Organization

**Section 1.** The officers of the Forum shall be a Chair, a First Vice-Chair, a Second Vice-Chair, a Secretary, and a Treasurer, all of whom shall hold membership in the Forum and shall be Fellows, Members, or Associate Members of AIChE. The term of office in each case shall be one year. Nominations for the offices shall come from the Nominating Committee (Article V, Section 3). The Chair of the Forum shall not be eligible for reelection to a Forum office. The First Vice-Chair is normally the sole nominee for the office of Chair. The Second Vice-Chair is normally the sole nominee for the office of the First Vice-Chair. Any member may be nominated as the Second Vice-Chair. The Secretary and Treasurer may be reelected. The first elected Chair shall make all necessary appointments as needed for the startup of the Forum.

**Section 2.** The activities of the Forum shall be directed by a Forum Board of Directors consisting of the current officers, the most recent living Past Chair of the Forum, \_\_\_\_\_ persons elected as Directors from the membership of the Forum, and a liaison appointed by CTOC and serving as an ex-officio with voting privileges. More members may be added only in accordance with Section 8 of this Article.

**Section 3.** There shall be an Executive Committee of Forum Board, which shall consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, and the most recent living Past Chair. It shall act for the Board on items of business delegated to it by the Board; and when the Board is not in session, the Executive Committee shall manage the affairs of the Forum and take such actions as are consistent with the Board's delegations.

**Section 4.** Directors on the Forum Board shall be elected for a term of five years each, with two to be elected each year. A person who has served as a Director is eligible for election as an officer, but is not again eligible for service as a Director within a period of five years after serving as Director for five years.

**Section 5.** The Chair is the chief officer of the Forum and is Chair of the Forum Board and Executive Committee. The First Vice-Chair shall perform the duties of the Chair in the latter's absence or inability to serve. In the event of a vacancy in the office of Chair, the First Vice-Chair shall serve as the chief officer of the Forum until the next annual election. If a vacancy occurs in any of the other positions on the Forum Board, the Board shall appoint a replacement from the Board if the vacancy is an officer or from the membership if the vacancy is a Director, to fill the unexpired term.

**Section 6.** The First and Second Vice-Chairs shall be responsible for the programming activities of the Forum. The chair shall be responsible for the programs which are to be presented during the year s/he holds the office.

**Section 7.1** The Secretary shall

- Keep the records of the proceedings of the Forum.
- Handle the general correspondence of the Forum and shall at the direction of the Chair issue notices of all meetings.

- c. Prepare ballots for the election of officers.

**Section 7.2** The Treasurer shall

- Handle and record the collection and disbursement of funds as authorized by the Board of Directors of the Forum.
- Prepare a proposed budget for the upcoming year.
- At the end of each year submit a financial report to the Board of the Division and the Secretary of the Institute.

**Section 8.** There shall be a Program Committee, headed by the First Vice-Chair, with the Second Vice-Chair next in charge, and with membership including area chairs and those selected by the First Vice-Chair of the Forum with the approval of the Executive Committee. The Program Committee of the Forum shall plan the programming activities of the Forum and coordinate these with the program of AIChE and of other Divisions/Forums, and also of other related groups outside AIChE. Program coordinators will be appointed each year by the First Vice-Chair to develop programming in the various programming areas. One or more members will be designated to represent the Forum on the National Program Committee of AIChE.

**Section 8.1** There shall be a Planning Committee, headed by the Second Vice-Chair, with membership of the First Vice-Chair and all the directors of the Forum. Past chairs may be invited as ex-officio members. The Planning Committee is responsible for long-term planning and provides recommendations for growth and future state of the Forum for leadership, technical programming, membership, publication, and other long-term issues of importance to the Forum.

**Section 9.** Such committees as may be required shall be appointed by the Chair with the

approval of the Forum Board. The services of any such committees or committee members may be terminated at any time by the Chair with the approval of the Forum Board.

**Section 10.** Committees which are appointed to prepare for specific meetings or other events will continue to perform their functions, if satisfactorily handled, until the meetings or events designated have actually occurred. The term of service of such committees may therefore continue after the retirement of the Forum Chair who made the original appointments.

**Section 11.** There shall be an area chair and a vice chair for each programming area of the Forum. The term of area chairs is two years. An area chair may not serve consecutive terms; nor may s/he serve as vice chair immediately following the service as chair. Area chairs should be nominated and elected by the area committees governed by their bylaws (if any) and approved by the Forum Board. New persons confirmed to the posts will be the area vice chair for a two-year term and will then serve a two-year term as chair. If the area does not have a committee and wishes to seek deviation from the article they should seek approval from the Forum Board explaining the unusual circumstances. Ultimate responsibility of the areas operating in the Forum rests with the Board. If the operation of any area is perceived to run counter to the best interests of the Forum, disciplinary action may be proposed by the Forum Board and put to a vote of the Forum.

**Section 12.** New programming areas within the Forum shall be created by a petition of the members of the Forum followed by the approval of the Forum Board.

## **Article IV – Meetings**

**Section 1.** There shall be at least one meeting of the Forum called each year, held during a National or an Annual AIChE Meeting.

**Section 2.** The Secretary shall send members a notice of all meetings of the Forum at least three weeks in advance of such meetings.

**Section 3.** A quorum for meetings of the Forum shall consist of 1% of the membership. Except where otherwise stated in the bylaws, all actions at a meeting of the Forum will be decided by a majority of those voting.

**Section 4.** The order of business for meetings of the Forum shall be determined by the presiding officer (See Article IV, Section 7) and will include the reading of the minutes of previous meetings, reports of committees, and new business.

**Section 5.** The Forum Board of Directors shall meet at least once each calendar year. Meetings may be called by the Chair at such places and times as s/he deems advisable (including conference call meetings). Meetings may also be called at the request of four members of the Board. The Secretary shall notify the Board of all meetings at least three weeks in advance.

**Section 5.1** The Planning Committee, headed by the Second Vice-Chair of the Forum, shall meet at least once a year for developing recommendations for the long-term planning of the Forum. The Program Committee, headed by the First Vice-Chair, shall also meet at least once a year to carry out its tasks for the Forum.

**Section 6.** A majority of the members of the Forum Board shall constitute a quorum. Except where otherwise stated in the bylaws, all action of the Board shall be by majority vote. If a tie vote results, the decision shall take the course voted by the presiding officer.

**Section 7.** The Chair of the Forum shall preside at all meetings of the Forum Board and of the Executive Committee. In the absence of the Chair, the First Vice-Chair, the Second Vice-Chair, the Secretary, or the Treasurer, in that order, shall preside.

**Section 8.** Any member of the Forum Board who fails to attend three consecutive Board meetings shall be considered to have tendered his or her resignation from the Board; however, such a resignation shall be effective only upon acceptance by the Board, which shall have taken into account any extenuating circumstances.

## **Article V – Elections**

**Section 1.** The Chair, First Vice Chair, Second Vice Chair, and \_\_\_\_ Directors shall be elected annually by ballot made available to the members of the Forum on or about October 1. The Secretary and Treasurer shall be elected on the same ballot during the annual elections occurring near the end of the incumbent's term or as specified in Article IV, Section 1.

**Section 2.** Votes may be cast either in person, by mail, or by other electronic communication means. Election shall be by a majority of those voting. Ballots shall include notice of the date by which they must be received or cast in order to be counted, and that date shall be no earlier than four weeks after the ballots are made available. Ballots received or cast after this date shall not be counted. The count shall be certified to the Executive Committee.

**Section 3.** A Nominating Committee shall be formed in April of each year with the immediate Forum Past Chair as its Chair, who may select two additional Forum Members who are not currently serving in an elected capacity to serve as the committee. This committee shall formulate a slate of

candidates for presentation to the members; this slate shall include one candidate each, for the offices of Chair and First Vice Chair, who shall normally be the past year's First Vice Chair and Second Vice Chair, respectively, and two or more candidates for Second Vice Chair, \_\_\_\_ Directors and for Secretary and Treasurer if on the ballot that year. If the past year's First Vice Chair and/or Second Vice Chair cannot stand for such uncontested election, then two or more candidates for the successive offices thus left vacant will be named. Nominations may also be made for any office (on the ballot) by petition of the membership if at least \_\_\_\_\_ Forum members in good standing sign a petition and submit it to the Secretary by September 1.

**Section 4.** Delinquent members shall not be eligible to vote nor to hold office (Article VI, Section 1).

**Section 5.** No member shall be eligible for election to more than one office at one time.

**Section 6.** The newly elected officers shall take office on January 1 of each year.

## **Article VI – Dues and Finances**

**Section 1.** Annual dues shall be determined by the Forum Board in accordance with policies of AIChE's CTOC. They shall be payable in advance by January 1 to the Treasurer of the Forum or through their AIChE dues bill. Those members who continue to be delinquent on the following January 1 shall be dropped from the rolls of the Forum.

**Section 2.** The dues shall be changed in amount only by affirmative vote of two-thirds of the total members of the Forum Board. This vote may be taken at a regular meeting or by mail. **Section 3.** The Forum Board shall make all other regulations regarding payment of dues and shall provide for an annual audit of the Forum's financial accounts.



**Section 4.** The Forum Board shall review in their last meeting of the year the budget submitted for the upcoming year by the Treasurer. This budget shall be subject to revision at the first meeting after the new officers take office. The officers of the Forum may make expenditures within the provisions of the approved budget. On depletion of an individual account in the approved budget, additional amounts shall be spent only after specific approval by the Board.

**Section 2.** A proposed amendment and ballot shall be sent to all Forum members by first class mail. Ballots shall be returned to the Secretary, who shall begin tabulation no earlier than four weeks after their mailing; ballots received after this period shall not be counted. The Secretary shall certify the results to the Forum Board, which shall accept as approval of the amendment a two-thirds affirmative vote of those returning these ballots. The amendment shall then be submitted to CTOC of the Institute and shall become an effective part of the bylaws upon its approval.

## **Article IX General Provisions**

**Section 1.** The decision of the Executive Committee shall be final on any question concerning the interpretation of the Bylaws, subject to the jurisdiction of CTOC of the Institute.

**Section 2.** In all respects not specifically covered by these Bylaws, the general rules of the AIChE governing the conduct of Forums shall apply with equal force as if included in the these Bylaws.

**Section 3.** In the deciding of procedural matters not otherwise covered in the bylaws the most recent issue of Roberts Rules of Order shall prevail.

**Section 4.** In the event of dissolution of the Forum, any assets remaining thereafter should be returned to AIChE.

## **Article VIII – Amendments**

**Section 1.** All proposed amendments of these bylaws shall be reduced to writing. Amendments shall be proposed to the membership by the Board, by the majority vote of the members at Forum meeting, or by petition of ten percent of the members of the Forum to the Board.