Industrial Designers Society of America
Chapters and Sections
Leadership Guide
January 2012

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I. About IDSA

About Industrial Designers and IDSA

Industrial Designers create satisfied customers by designing products, interfaces and services that are desirable, accessible, comfortable, ecologically responsible, innovative, safe and easy to use. In this way, industrial designers have a quiet but profound presence in almost everything people encounter during the day.

IDSA is the voice of industrial design, committed to advancing the profession through education, information, community and advocacy.

The Industrial Designers Society of America (IDSA) is the national nonprofit organization for professionals who design products, instruments, equipment, furniture, transportation, toys, exhibits, packaging and environments and provide related services.

First founded in the 1930s, the present-day IDSA is the result of a 1965 merger of two related design organizations. The Society has approximately 3000 members.

Mission

IDSA's mission is threefold:

- Lead the profession by expanding our horizons, connectivity and influence, and our service to members
- Inspire design quality and responsibility through professional development and education
- Elevate the business of design and improve our industry's value

Purpose/Goals

- Promote the benefits, awareness and value of design in business and society
- Assist the advancement of our members throughout their careers
- Facilitate design quality through professional development and education
- Create a vital and expanding global design community
- Provide access to information most relevant to the design profession
- Pursue continual improvements to IDSA

Governance

IDSA is governed by a Board of Directors, with an Executive Committee of the Board comprised of the President, Executive Vice President, Secretary/Treasurer and Board Chair.

The interests of educators and students are represented by an elected Education Council, headed by the Education Vice President and composed of five (5) regional educators and three (3) practitioners. The Chapter Council is comprised of the chairs of the Society's chapters and is headed by the Chapter Vice President. The Section Council is comprised of the chairs of the Society's sections and headed by the Section Vice President.

Elections for the Board and Education Council are held biannually in even years. Chapter and section officers are elected biannually in odd years. The Society holds an annual Orientation/Transition meeting in January for incoming and renewing officers.

The Society and its Board are governed by its Bylaws, which are available on the Society's website. Amendments to the Bylaws require a vote of the full membership. In addition the Bylaws, officers of the Society's must abide by Policies established by the Society's Board of Directors.

The Society's elected and appointed officers have a fiduciary duty to the Society. Officers must be current members in good standing. Officers and chapters and sections of the Society should represent the interests of the Society's members and should not engage in any activity that would put the Society at risk— legally, financially or ethically.

Logo and Brand

The IDSA logo is a registered trademark and may not be modified in any way. The IDSA logo along with the name "Industrial Designers Society of America" is a national registered trademark, and may not be used to adopt, publicize, promote or otherwise convey any policy or principle without the prior written permission of the national organization.

The IDSA brand should be protected at all times. Only with a strong, cohesive brand can the Society effectively speak as the voice of the industry and have a positive impact on the future.

IDSA chapters and IDSA sections are required to use the logo without any alteration in design along with the name "XYZ Chapter, Industrial Designers Society of America" or "XYZ Section, Industrial Designers Society of America" on all printed and electronic materials. It is important that chapters and sections always use the logo on their communications to emphasize to members that this information comes from IDSA. A newsletter or meeting announcement without a logo doesn't tell members what their chapter or section is doing for them.

The following guidelines are intended to protect the integrity of and assist in the effective use of the logo.

- The logo should be used whenever possible in the vertical orientation, as originally intended by Pentagram Design.
- The logo can be scaled down uniformly, so that overall proportions are maintained. It must never be skewed or scaled in such a way that the vertical and horizontal percentages are not equal.
- The logo should always be used with the ® mark following IDSA. Earlier versions of the logo do not have this trademark and should not be used. The ® mark on the IDSA logo must always remain as shown in relationship to the "A".
- The IDSA logo consists of two colors. The dot is PMS 485 (red) and everything else is black. The red can be a four-color build when used in a four-color document. When the logo is used in a black and white document, the dot should be made 100% black—not gray. Note: Occasionally, when the logo is imported into a layout program, the dot is not the appropriate color. It is acceptable to place a dot of the correct color over the dot and then crop the logo so the original dot is no longer visible.

Professional Designation

The professional designation "IDSA" following a designer's name denotes a level of professionalism and experience. Only designers who have met the requirements for professional membership and are current professional members of the Society are entitled to use the designation. Officers of the Society at all levels should set an example by using the professional designation, and promoting its value to non-members, business and the media.

Code of Ethics

Recognizing that industrial designers affect the quality of life in our increasingly independent and complex society; that responsible ethical decision-making often requires conviction, courage and ingenuity in today's competitive business context: We, the members of the Industrial Designers Society of America, will endeavor to meet the standards set forth in this code, and strive to support and defend one another in doing so.

Fundamental Ethical Principles
We will uphold and advance the integrity of our profession by:
- Supporting one another in achieving our goals of maintaining high professional standards and levels of competence, and honoring commitments we make to others;
- Being honest and fair in serving the public, our clients, employers, peers, employees and students regardless of gender, race, creed, ethnic origin, age, disability or sexual orientation;
- Striving to maintain sufficient knowledge of relevant current activities and trends so as to be able to assess the economic and environmental effects of our decisions;
- Using our knowledge and skill for the enrichment of human well-being, present and future; and
- Supporting equality of rights under the law and opposing any denial or abridgement of equal rights by the United States or by any individual state on account of gender, race, creed, ethnic origin, age, disability or sexual orientation.

Articles of Ethical Practice

The following articles provide an outline of ethical guidelines designed to advance the quality of our profession.

Article I: We are responsible to the public for their safety, and their economic and general well-being is our foremost professional concern. We will participate only in projects we judge to be ethically sound and in conformance with pertinent legal regulations; we will advise our clients and employers when we have serious reservations concerning projects we have been assigned.

Article II: We will provide our employers and clients with original and innovative design service of high quality; by serving their interests as faithful agents; by treating privileged information with discretion; by communicating effectively with their appropriate staff members; by avoiding conflicts of interest; and by establishing clear contractual understandings regarding obligations of both parties. Only with agreement of all concerned will we work on competing product lines simultaneously.

Article III: We will compete fairly with our colleagues by building our professional reputation primarily on the quality of our work; by issuing only truthful, objective and non-misleading public statements and promotional materials; by respecting competitors' contractual relationships with their clients; and by commenting only with candor and fairness regarding the character of work of other industrial designers.

Article IV: We will be responsible to our employees by facilitating their professional development insofar as possible; by establishing clear contractual understandings; by maintaining safe and appropriate work environments; by properly crediting work accomplished; and by providing fair and adequate compensation for salary and overtime hours.

Article V: We will be responsible to design education by holding as one of our fundamental concerns the education of design students; by advocating implementation of sufficiently inclusive curricula and requiring satisfactory proficiency to enable students to enter the profession with adequate knowledge and skills; by providing opportunities for internships (and collaboratives) with and observation of practicing designers; by respecting students' rights to ownership of their designs; and by fairly crediting them for work accomplished.

Article VI: We will advance the interests of our profession by abiding by this code; by providing a forum within the Society for the ongoing review of ethical concerns; and by publishing, as appropriate, interpretations of this Code.

Tax Exempt Status

IDSA is nonprofit, recognized by the IRS as a 501(c)(6) corporation. The Society is exempt from most federal income tax under Section 501(c)(6) of the Internal Revenue Code, but is subject to Unrelated Business Income Tax (UBIT) on revenues from activities that do not relate to its nonprofit mission. The Society does not qualify for nonprofit postage rates nor are they exempt from paying sales or other business taxes and fees. Contributions to The Society are not tax-deductible as a charitable contribution.

Fiduciary Responsibility and Legal Risk

In a landmark case, the US Supreme Court held the American Society of Mechanical Engineers liable for triple damages (over $3 million) in connection with the actions of a committee chair who had been given apparent authority to act on behalf of the organization.

All officers have a fiduciary duty to the Society. Chapter and section chairs are ultimately responsible for the actions of their officers and appointed volunteers and must provide adequate oversight of their officers and appointed volunteers to practivity risk or harm to the Society. Chapters and sections must establish adequate controls to inform their officers and volunteers when they are not authorized to take certain actions on behalf of the Society. If an officer or other volunteer cannot agree to these controls, they should be replaced with another member to ensure the successful completion of the project.

It is a violation of anti-trust laws, at any chapter or section meeting, to discuss fees, profit margins, pricing procedures, cash discounts, allocation of markets, decisions to quote or not to quote, and boycotts of products and services. Officers of the Society must not allow discussions that violate anti-trust laws at any chapter or section meeting or activity.

Membership

The majority of the Society's members are Professional Members. To qualify for professional membership a designer must have a design-related degree and must practice design or be a design educator, or qualify as a Seasoned Practitioner—practicing designers without a degree who have appropriate professional experience, including a minimum of seven years experience as a designer and/or design educator. Only Professional members may vote or hold any office. Only professional members may use the professional designation with their name. (See Appendix for a list of Membership Categories and their rights and benefits)

IDSA advocates equal opportunity for all practitioners of industrial design and practices equal opportunity of access to volunteer offices, publication and employment.

Chapter and section leaders, much as the members of the Society's Board, are ambassadors for IDSA. As such, they should be willing and able to promote the benefits of Society membership and volunteer participation to members and nonmembers alike.

Programs and Activities

In support of its mission, the Society provides a variety of programs and activities, including: chapters, sections and student chapters; conferences, symposia and seminars; publications and communications; competitions and awards; and the Society's website. (See Appendix for a list of IDSA Programs)

Volunteers

Volunteers are the lifeblood of any professional society. The Society values the efforts and contributions of its volunteers. It is an ongoing effort to recruit and nurture volunteers for future leadership positions, and officers should actively seek and encourage new volunteers. Volunteers must also be recognized and rewarded for their efforts.

II. Chapters and Professional Interest Sections

Overview

The Society's chapters provide community for members based on geography and are organized into five districts, with each district having an elected District Vice President and District Education Representative. The Society's District Vice Presidents are responsible for promoting, monitoring and nurturing the chapters within their districts. The Chapter Vice President oversees all activities of the Society's chapters.

The Society's Professional Interest Sections provide a forum for networking and exchange of ideas. Sections also play an important role in providing professional development to members. The Section Vice President oversees all activities of the Society's sections.

Chapter Consolidation Mergers

As of May 1, 2008 the Society's chapters merged with the Society and ceased to operate as independent entities. Following the merger, chapters were to uphold and abide by the Society's Bylaws and policies. Benefits of the mergers included: improved member services; more consistent benefits to members; aligning needs of chapters and sections with available resources; shift of risk from chapters to the Society; shift of staffing burden from volunteers to paid staff and improved reporting. These mergers put chapters and sections on equal footing and brought the chapters into compliance with the Society's Bylaws.

Leadership - Chapter and Section Officers

Chapter or section officers are the governing body of the chapter or section. Ultimate responsibility for the chapter or section rests with the chair, which set the tone by:
- Meeting the needs of the chapter or section membership;
- Approving and evaluating chapter or section programs and activities;
- Planning the future direction of the chapter or section;
- Establishing policies to guide the operation of the chapter or section; and
- Setting financial goals.

Elections and Transition

Chapter and section officers are elected for a two-year period. During their two years in office, the chair and other officers should nurture members who are potential candidates, and should identify their successors. Chapter and section leaders should identify and nurture new, young members and guide them through the hierarchy so that they gain the experience they will need to become future leaders.

In the second year, a call for nominations for chapter and section officers will be announced. Candidates for office must be current voting members of IDSA in good standing. Affiliate and student members cannot vote or hold office. Ballots should be emailed by the first of September and election results must be final by late October. New officers take office January 1.

After each election, the outgoing officers and the newly elected officers should hold a transition meeting for transfer of files and information to the new officers. The meeting should include:
- Transfer all chapter or section officers' files
- Review the plan for the coming year
- Discuss the role of each chapter or section officer
- Discuss interaction with student chapters and other groups

Immediately upon assuming office, all new officers should:
- Become familiar with the Society's Bylaws. Chairs must ensure the chapter or section abides by the purposes and objectives of the Society in accordance with the Bylaws and all other rules and standards of the Society
- Contact prior officers to collect all historical and working files and documents
- Check the minutes of the meetings for the previous year and become familiar with past procedures
- Set the dates and purposes for all upcoming meetings
- Review the membership list and financial data

- Review the IDSA requirements for maintaining chapter or section status

Chapter and section officers who attend the annual leadership orientation should plan an orientation for officers who did not attend. The orientation should cover legal and financial requirements; goals and objectives; responsibilities of officers; existing national and chapter or section policies; recent chapter or section decisions; and a discussion of the major issues facing the chapter or section and its members.

Resignations

Despite the best intentions, relocations, job commitments or personal problems sometimes force volunteers to resign from office. In the activity of the resignation of a chapter or section officer, the remaining officers should assist in managing an orderly and timely transition. Delay will complicate the transition. If the chair resigns, the vice chair becomes chair; and. then the chapter or section can appoint a new vice chair. If one of the other officers resigns, the chapter or section can appoint another member to fill the office.

Whenever a change takes place concerning officers, notify the national office as soon as possible.

Officers and Their Roles

Chapter officers must include the elected Chair, Vice Chair, Treasurer and Secretary. Additionally, each chapter must also appoint a Student Chapter Liaison. Large chapters may elect more than one vice chair designated to regions in their chapter's area. Section officers must include the elected chair and at least one vice chair.

Chair

Serves as chief elected officer of the chapter or section, and is ultimately responsible for the actions of the chapter or section. The success of the chapter or section depends upon the chair's leadership. The chair must provide the vision and management skills to preside at meetings, oversee volunteers, and guide them to reach definitive goals. Additionally:
- Provides leadership to establish and direct goals, and plans and oversees communication
- Presides over meetings and keeps their officers and relevant vice presidents informed on the conditions and operations of the chapter or section
- Conducts an annual review of chapter or section performance and effectiveness in achieving its goals and objectives and returns the report to the District Vice President or Section Vice President
- With the vice chair and Treasurer, develops the annual budget
- Monitors expenditures to assure operation within the annual budget
- Ensures that all officers are IDSA members in good standing
- Serves as a voting member of the Chapter or Section Council

Vice Chair

This position should be used as an orientation for a future chair. Additionally:
- Assumes the responsibilities of the chair in their absence
- Assists the chair in developing activities and carrying out the chapter or section's goals
- Conducts membership development campaigns
- Develops and administers a process for identifying, recruiting and enrolling potential members, as well as a process for retaining current members of the Society and sees that membership recruitment goals for the year are met
- With the vice chair and Treasurer, develops the annual budget

Treasurer

Maintains accurate financial records and ensures the integrity of the fiscal affairs of the chapter or section. Additionally:
- Prepares regular financial reports for presentation at meetings
- With the chair and vice chair, develops the annual budget
- Verifies accuracy of invoices, and sends to the national office for approval and payment
- Receives and sends to the national office any checks collected, and deposits any cash collected activities

Secretary

Maintains records of chapter or section meetings and provides copies of meeting minutes to officers and Vice Presidents, as appropriate.

Student Chapter Liaison and Student Chapters

According to the Society's Bylaws, the chapter chair shall appoint a liaison to each local student chapter. That liaison should coordinate all activities that build bridges between students and practitioners. IDSA chapters have a responsibility to maintain relations with the local student chapters (if any) and to nurture the future leaders of the profession. Each chapter should have a student chapter liaison assigned, whose responsibility it is to make sure that the students are aware of chapter activities and of their eligibility to attend at a student discount. They must ensure that chapters nurture the student chapters, as students are the future of the Society. Students want to network with professionals and provide a ready pool of volunteers for activities. Student chapter officers are also potential future leaders. Above all, make sure that students know who and what IDSA is and what it can do for them now and in the future, and encourage other members to do the same.

- Get involved with local design schools by having activities at the schools and/or inviting the students to all activities
- Hold a portfolio review at the school or at a chapter or section activity
- Participate in the Mentorship Program
- Invite students to make a presentation at a chapter or section activity
- Begin a big brother/big sister program with members of the student chapter
- Offer internships and summer work programs for students
- Teach a class at the school and/or speak at a student chapter activity
- Invite student chapters to tour your facilities

Officers Meetings
Chairs should hold regular meetings, in-person or via conference call, with their officers. Meetings should follow an action-oriented agenda that clearly identifies all items brought before the officers as either an action or an information item. All action items should be documented fully and should contain specific recommendations for action. Except in emergencies, the officers should only consider issues that have been placed on the meeting agenda beforehand. Chairs should send the agenda and supporting material to officers in advance to allow time for preparation. Actions by the chapter or section should be decisive: recommend policy, modification of a policy, request for additional facts on which to base an opinion, or referral for review to the appropriate task force. (See Appendix for additional information on officers meetings.)

Goals and Objectives
Once the chapter or section has determined their goals and objectives, the budget can be developed. The objective cannot be general, e.g. develop activities; it must be specific, e.g. develop four activities during the next twelve months. The motivation to work on chapter or section activities is relative to how important and specific the task is and the leadership of the chair.

Task Forces
Task forces perform specific jobs and are disbanded when the job is completed. The Chair appoints task force members. A task force might be formed to organize a specific program. Task forces are more effective than standing committees because volunteers have a specific responsibility and time frame. A task force must report to the chair on a regular basis and keep the chair appraised of the program's progress and timeline.

Volunteer Accountability and Recognition

Most programs fail for lack of follow-through and lack of explicit expectations. Officers must initiate accountability on the part of volunteers and anyone who accepts a role of responsibility within the chapter or section. Be specific about expectations from volunteers, or you risk having to do everything yourself because you a volunteer did not understand their responsibilities. Remember that volunteers are donating their valuable time and efforts.

Along with accountability goes recognition for a job well done. When volunteers have contributed time and effort, their contributions should be recognized publicly at an activity, in a newsletter, with a phone call and/or a letter. Everyone likes to be told when their efforts are appreciated and contribute to the chapter's success.

Involving members in activities helps develop greater participation and identifies potential chapter or section leaders. New members are especially enthusiastic and probably have joined so that they can interact with other designers. Inviting new members to help achieve a specific goal is the most effective way to channel their enthusiasm. Also, since

first-year members drop out at a higher rate, it is best to involve them early.

Communication with Members

Chapter or section chairs should schedule regular communications with their membership—either email or a blog. For member communications, regularity is more important than being long or elaborate. A short monthly email or blog will keep your members informed and engaged. If members feel engaged, membership grows and opportunities expand. When members don't feel engaged, they question the value of their membership. An email newsletter or blog can be the best way to reach the many members who do not attend activities.

Email is inexpensive, fast and environmentally responsible, but an effort must be made to collect email addresses from all members for it to be truly effective for member communications. Email communications can also be shared by your members with their colleagues, who may be potential new members. For communications that require a response, it is much easier for members to respond to an email than to return a postcard or a phone call.

The chapter or section newsletter, blog and/or website should be used for both information and public relations purposes. Interesting articles and useful information make a successful newsletter. A newsletter produced every month for three months and then not at all for the remainder of your two-year term will send the wrong message. And a website not regularly updated sends a bad message about membership value.

The chapter or section's website should be easy to navigate, so that visitors to the site can find with they want without frustration. Always identify your chapter or section by using "XYZ Chapter/Section of the Industrial Designers Society of America" somewhere on each issue of your newsletter and on the home page of your website, and always include contact information for chapter officers. Websites and newsletters are often read by non-members and can be valuable tools for recruiting members. A strong, well-written newsletter and easy-to-use website will interest others in your activities and are good tools to increase membership.

Forming New Chapters and Sections

The IDSA Bylaws grant the Board of Directors the authority to charter chapters or sections to any group of 20 voting members. The requirements are:

- A minimum of 20 IDSA voting members must express a willingness to participate in and support the activities of the group by submitting a petition to the IDSA Board of Directors.
- The new group must elect a chair, vice chair, and Secretary/Treasurer to serve as officers for a term that would normally expire December 31 of the next odd-numbered year. Chairs can run for two consecutive terms of office.
- For chapters, written letters of agreement of the District Vice President and the chairs of the chapters whose constituencies would be changed by formation

The results of the election along with the petition, letters of agreement and a plan for the coming year should be forwarded to the IDSA national office. The petition, if in order, is then submitted to the Board of Directors for approval.

International Chapters

The Society's Bylaws require a minimum of 20 voting members to petition for a chapter charter. IDSA International members residing outside the United States do not have voting rights.

IDSA members in Canada are not international members and have voting rights, so may petition for a chapter charter. Canadian chapters must be incorporated under Canadian law, and as such are separate entities from IDSA.

III. Student Chapters

Policy and Dues

IDSA Student Chapters may be established in any college, school or university in the United States. A student chapter must have at least five full-time IDSA Student Members who are working towards a Bachelor's or Master's degree with a major in industrial design, and the chapter must hold 1-2 activities a year. (Individual student members each pay IDSA an annual fee of $50 while they are student members. International student members each pay an annual fee of $95 while they are student members). To maintain the chapter's active status it must contain at least five student members. Student chapters are independent entities that hold their own elections. Student chapters receive specified mailings and publications of IDSA. Members of student chapters receive the IDSA Quarterly, Innovations, and may attend regular meetings or functions of the Society at the member discount. They are eligible to vote in their student chapter's elections but not in the Society's elections.

Student Chapter Officers, Faculty Advisor and Chapter Liaison

Each IDSA student chapter must have a chair, vice chair and Secretary/Treasurer. Student chapters hold elections each spring for the following term's officers. Each IDSA student chapter has a faculty advisor who must be a current member of IDSA and a member of the industrial design faculty of the school. Each student chapter has a liaison with the local IDSA chapter. The Student Chapter Liaison coordinates activities between the two groups.

Student Chapter Officer Orientation Program (SCOOP)

Each spring, The Society's District Education Representatives hold an annual SCOOP meeting at the district conferences. The SCOOP meeting serves to disseminate information about IDSA and the profession and to help IDSA student chapter officers develop long-term goals and strategies.

Student Merit Awards

In an effort to encourage, reward and celebrate excellence in industrial design education, IDSA encourages student chapters to nominate its best and brightest for the chapter Student Merit Award Competition. Each student chapter holds a competition, juried by professional designers, to select the one Student Merit winner who will represent their school at the District Conference. The winner from each school presents at the District Conference, and a jury of professional designers select the National Student Merit Award winner for the district. Each year, the five National Student Merit winners are invited to display their work at the National Conference. This elevated recognition serves to connect undergraduate design students with the Society's national scope while honoring them in a national arena for academic design achievement. You have to be an Individual Student Member to enter the Student Merit Awards.

Communications

IDSA Individual Student Members receive Innovation and designBytes. They also receive an email newsletter specifically for students, StudentBytes.

Activities

Student chapters must hold at least two (2) connected activities (meaning partnered with a chapter or section) per year. Student chapters can approach or be approached by chapters or sections to collaborate on connected activities. As independent entities, student chapters are responsible for all funding of and receipts from activities they host. In the case of a connected activity with a chapter or section, the chapter or section would be the program lead and handle funding and receipts.

Student chapters should alert the national office of upcoming activities so they can be included on the online Event Calendar and have their event shared amongst the national Student community on the IDSA Website.

IV. Chapters & Sections Connected Activities

Mission

To provide the Society's members with meaningful and accessible content by linking two or more of the Society's councils together on a consistent basis.

Goals

- To work together in creating an environment that benefits the majority of the Society's members.
- For the Society's chapters and sections to operate equally.
- To create unity in advancing the profession of industrial design through education, information, community and advocacy.

Annual Requirements

Each chapter and section must hold at least four (4) connected activities annually. Four activities is a minimum, and chapters and sections are encouraged to plan and hold more activities for their members.

Chapters must hold a minimum of four (4) activities annually:

- one with a section
- one with a student chapter, school or educators
- one with an outside industry group or association, e.g., AIGA, IHA
- one elective activity

Sections must hold a minimum of four (4) activities annually:

- one with a chapter
- one with a student chapter, school or educators
- one with an outside industry group or association, e.g., AIGA, IHA
- one elective activity

Chapter Consolidation

As of May 1, 2008, the Society's US chapters merged with the Society and ceased to do business as independent entities. Chapters outside the US were required to be incorporated by their country's laws, and as such, remained independent entities, but still operate under chapters and sections. The consolidation of the Society's chapters relieved chapter officers of much of their previous liability, as well as accounting and tax reporting. The consolidation provided an economy of scale that allowed the Society to provide support and resources—like broadcast emails, online registration and web hosting—to chapters and sections, and allowed them to focus on building membership and providing information, activities and benefits to their members.

Chapter & Section Events Fund

As of the May 1, 2008 mergers, all monies remitted by the merging chapters were used to create a connected events fund. The connected events fund is used to provide monies for connected activities held by chapters and sections. Beginning May 1, the Society no longer collects and distributes chapter dues. Beginning May 1, the Society began collecting $50 connected dues from each new and renewing member (connected dues for Life Members are $25). Revenues and profits from connected activities are used to replenish the connected fund to ensure funding availability for future activities for all sections and chapters. Sponsorship money designated for a specific chapter or section activity is applied towards the costs of that specific activity, and will not be available for other chapter or section activities.

Dues

As of the May 1, 2008 mergers, the Society no longer collects and distributes chapter dues. Beginning May 1, the Society collects $50 of connected event dues from each new and renewing member regardless of chapter. Connected events dues for Life Members are $25. All connected events dues collected are applied to the connected events budget. Membership renewals no longer provide detailed separate amounts for national dues and chapter dues, and instead show a single total amount for all dues.

Chapter and Section Vice President Role

The Society's Chapter Vice President and Section Vice President will oversee the fund and will review and approve all proposals for funding. The Chapter Vice President and Section Vice President will monitor the fund and ensure that approved amounts do not exceed available funds in the connected events fund. The Chapter Vice President and Section Vice President will review proposals and report their decisions in a timely manner.

Funding Proposals and Approval

All chapters and sections have an equal opportunity to request funding from the Chapters and Sections fund. All funding proposals must be submitted for review and approval by the Chapter Vice President or Section Vice President. Proposals for connected activities, whether requiring funding or not, will be submitted through an online form. Proposals should be submitted at least 2 weeks prior to the activity date, and ideally 6 weeks, to provide sufficient time for approval and marketing the activity.

Funding proposals must meet the requirements of connected activities:
- Must be held jointly with another chapter, section, student chapter, outside organization, or as a connected event elective
- Must include a plan for capturing content of value for future use by the Society and its members
- Must be budgeted to make a profit

Rules and Reporting

For recognition as a connected activity, three steps must be fulfilled:
1. Plan and promote the activity (at least 6 weeks prior)
2. Hold and document the activity
3. Report following the activity

Additionally, a connected activity must include a plan for capturing content of value for future use by the Society and its members, and must be budgeted to make a profit.

The Manager of Membership Relations will track chapter and sections activities completed by chapters and sections, and will provide quarterly reports of all activities and the chapters and sections fund to the chapter and section Vice Presidents.

Additional information about chapters and sections activities and financial activities is covered in other chapters of this manual.

V. Connected Activities

Definition

A connected activity is collaboration between a chapter or section and another group, which provides a professional benefit for the Society's members and captures valuable content to build the Society's body of knowledge. Connected activities may be physical activities, virtual activities or another activity.

Annual requirements

Each chapter and section must hold at least four (4) connected activities annually. Four activities is a minimum, and chapters and sections are encouraged to plan and hold more activities for their members.

Submitting Activity Funding Proposals

For activities requiring funding, chapters and sections would fill out a brief online submission form which includes the following information:

- Date(s) and time of activity
- What other chapter/section/school/organization will be involved, if any
- Date(s)/time(s)
- Description of activity
- Topic or content
- Proposed speakers or participants
- Funding requested
- Estimated attendance
- Estimated expenses
- Estimated revenue to offset expenses
- Is online registration required?
- How will content be captured for future use (i.e., papers, studies, audio/video recordings, etc.)?

Submissions will be reviewed for completeness by the Manager of Membership Relations and forwarded for evaluation to the appropriate Vice President.

Evaluation and Approval Process

All Chapter and Section activities will be evaluated for approval by the Chapter Vice President and/or Section Vice President, as appropriate. Proposals should be reviewed and decisions made in a timely manner.

Following their decision, the Chapter Vice President or Section Vice President will notify the Manager of Membership Relations whether an activity was approved, rejected or requires additional information for evaluation. The Director will then notify the submitting chapter or section.

Post-Approval Process

For approved activities, the Manager of Membership Relations will work with the chapter or section to get as much preliminary information as possible to begin promotion of the activity through IDSA's website and appropriate additional venues. Chapters and Sections activities will be included in the Activities Calendar on www.idsa.org.

Any invoices should be sent directly to IDSA, to the attention of the Manager of Membership Relations, for processing and payment. If contracts are required for facilities, food or speakers, those contracts will need to be sent to IDSA for review, approval and signature, and the chapter or section chair should provide the vendor contact information to the Manager of Membership Relations. If online registration is necessary, IDSA will work to get registration set up in an adequate amount of time.

Promoting and Holding the Activity

Once an activity has been approved, the national staff will work with you to plan promotion of your activity. Promoting an activity early and often is one factor in its success. All Chapter and Sections activities will be included on the Activity calendar on the website, and the national office can assist as necessary in sending email broadcasts to promote the activity. The activity should also be promoted on the relevant chapter or section websites. Make sure that the announcements and promotions include contact information, how to get more information, how to register and the IDSA logo with your chapter or section name.

Depending on the type and size of the activity, the chapter or section chair will need to appoint a team of volunteers to assist with pre-activity details and, as well as at the activity. Details may include inviting and confirming speakers, finding locations, making a/v arrangements, finding caterers and selecting menus, or preparing programs, signage or badges. (See Appendix for a step-by-step guide to planning an activity and a variety of handy checklists, worksheets and timelines.)

Post-Activity Program Summary

For the purposes of evaluation and improving future offerings, chapters and sections will be asked to complete a brief post-activity report within 30 days. The report could be an online form or a word document. The post-activity report should include:

- Dates of activity
- What other group was involved, if any
- Attendance: total and paid
- Expenses
- Revenue
- Promotional efforts
- What content was captured for future use
- Brief notes on what worked well and what could be improved in the future

Whenever possible, chapters and sections should take photos at their activities and provide the national office with digital copies. Those photos may be used for post-activity coverage of activities on the website and/or in the *Member Newsletter.*

Capturing Content for Lasting Value

One of the goals of IDSA is to build a body of knowledge by capturing content and valuable information from connected activities. All Chapters and Sections activities should include a plan to capture content of value. Those post-activity assets may take a variety of forms including: PowerPoint slideshow, handouts, audio-recordings, publications, papers or exhibits. Post-activity assets become the property of the Society and may be used as free member benefits, or sold to provide funding for programs and other member benefits.

Activity and Activity Ideas

See Appendix for a list of Chapter and Section Activity and Activity Ideas

Sponsorship

Chapters and sections may solicit sponsorship to help cover activity costs and subsidize registration fees. Prior to soliciting sponsorships, chapters or sections should notify and coordinate with IDSA's Senior Director of Business Development. By coordinating efforts we can maximize the benefit of sponsorship to the Society.

Sponsorship money designated for a specific chapter or section activity will be applied towards the costs of that specific activity, and will not be available for other chapter or section activities.

VI. Finance/Legal

Authority to Contract and Create Obligations

Per the Society's Bylaws only the President, CEO and Director of Operations are authorized to sign contracts and/or commit the Society to financial obligations.

Sufficient time (approximately 7-10 business days) should be allowed for adequate review of all contracts by staff.

If a vendor for chapter or section activities requires a contract for facilities, food, speakers, or any other reason, the contract and related contact information should be sent to the Manager of Membership Relations for review, subsequent approval and signature by the President, CEO or Director of Operations.

All vendors should be notified to send invoices to Accounts Payable, c/o IDSA, at 555 Grove Street, Suite 200 Herndon, VA 20170. Invoices sent to the national office should clearly state the payee name and address, a description of the charges and purpose and the amount due.

Budgets

The Society begins the budgeting process during the summer for the next fiscal year. A proposed budget is presented for discussion by the Board of Directors at the fall board meeting, and subsequently to the Board for authorization at the winter meeting.

The Chapters and Sections portion of the budget (for 2009 forward) and work plan will be prepared by the Council Vice Presidents and staff based upon the requests and input from the chapters and sections. This portion of the budget will be included in the annual budget proposal for review and authorization by the Board of Directors.

Activities included in the adopted budget will be implemented by the chapter and staff during the budget period as part of the Society's operations. Activities not specified in the adopted budget will need to be approved by the Council Vice President subject to the revenue collected from dues and other net program proceeds. If the activity jeopardized positive net revenues from these sources, the Council Vice President will request approval from the Board of Directors prior to authorization.

All requests for funding must be submitted online for review and approval by the Chapter Vice President or Section Vice President.

IDSA Operating Account

IDSA maintains one bank account, which is utilized for operations. Per the Society's Bylaws, authorized signatures on this account are the President, Secretary/Treasurer, CEO and the Director of Operations.

- Receipts and payments for all operations are transacted through this account. These include:
    - collections for dues, sponsorships, sales and miscellaneous cash receipts,
    - payments to all vendors for program costs and overhead,
    - transfers to and from investments and savings,
    - transfers to and from all inter-company accounts receivable/payables,
    - petty cash account replenishments, and
    - all other sources of cash receipt or disbursement.
- Invoices should be sent directly to the national office, however in the rare situation where an invoice is sent to the chapter; it should be approved by the Treasurer, noted as to the purpose of the invoice and sent to the national office for further processing and payment.
- If services are necessary from a vendor that does not invoice, then a Request For Payment form should be completed by the chapter and sent to the national office for further processing and payment. (see Appendix for Request For Payment form and sample)

Disbursements and Corporate Credit Card Usage

Effective February, 2010, disbursements will either be paid by check or central or individual corporate credit card. Policies regarding what expenses are to be paid using what method of payment are described below and in detail under sections A and B.

Corporate credit cards have been established per cardholder depending upon the volume of past transactions and nature of responsibilities ($250/card for Chapter Chairs). These pre-set credit limits can be temporarily or permanently revised if deemed necessary and after receiving approval from the CEO or Director of Operations. The purpose of these credit cards are to provide a mechanism to pay for ordinary and necessary business expenses that arise periodically, to accommodate small but immediate incidental cash needs, and to create an efficient method for financial information flow into the Society's records. Cardholders may only use the credit cards for official business activities.

As described in section C, corporate credit card statements will be mailed directly to the National Office for reconciliation on a monthly basis. However, cardholders will have access to view and print their transactions through SunTrust Bank's ESP online system (initial web link and instructions to be provided in a future email). Cardholders must access the system to reconcile receipts at the end of each month and submit them to Bridget Brooks, Accounting Coordinator, within 5 days of the next month (see *Monthly Transaction/Reconciliation Schedule* for specific dates each month).

A. **Expenses to Be Charged on Individual Credit Cards:**

- Incidental, petty cash-type, or travel-related expenses incurred while carrying out set business responsibilities (i.e., purchasing supplies or other on-site event expenses, etc.) may be processed using an Individual's Corporate Credit Card up to the set credit limit.
- Routine or contractual business expenses that would normally be paid by check after receiving an invoice should **not** be paid using an individual's corporate card but should instead be processed for payment by submitting an approved *Payment Request Form*, indicating whether the payment should be made by check or Central Corporate Card. See section B for details.
- If contracts are required for facilities, food or speakers, those contracts must be given to IDSA's CEO or Director of Operations, who are the only employees authorized to sign a contract on behalf of IDSA.
- It is against IDSA policy to use the corporate credit cards for any use other than for specific business purposes for IDSA. Cardholders will be expected to reimburse IDSA for unapproved expenses paid for with a corporate card. Below is a list of allowable & unallowable expenses:

<u>Allowable Petty Cash Expenses:</u>	<u>Unallowable Petty Cash Expenses:</u>
- Office/Event Supplies - Printing - Group Meals - Postage/Shipping - Event-related transportation such as taxi fare of venue parking	- Expenses related to the operations of a chapter (i.e., website hosting, email blast software, etc. These expenses will be covered directly by IDSA through our godaddy.com conversion of all external websites.) - Non-incidental event expenses (i.e., facility rental fees, catering, bartender, speaker fees, etc.) unless prior approval has been obtained through submission of a SCARF form (see Chapter Disbursement Policy)

B. **Expenses to be paid by Check or Central Corporate Card**:

- Submit your approved *Payment Request Form* to the Accounting Coordinator along with the original invoice or original receipt within *10 days* of its due date. Please make note if there is a discount date. Note that either the CEO or Director of Operations must approve each *Payment Request Form* as indicated on that form.
- On the *Payment Request Form*, it is important to identify the form of payment (check or Central Corporate Card). **Please communicate with vendors in advance to inquire whether they accept payment by credit card (Visa), and if so, this will generally be the preferred method of payment (up to IDSA's set credit limit).** It is also advised to negotiate the most favorable payment terms whenever possible.
- All payments (check and Central Corporate Card) will be processed by the Accounting Coordinator on a weekly basis (generally on Thursdays).

<u>**Allowable Expenses:**</u>	<u>**Unallowable Expenses:**</u>
- Event venue approved via SCARF submission and signed contract - Catering - Audio/Visual - Event-related transportation such as taxi	Any expense not deemed necessary to carry out chapter business such as: - Tobacco products - Alcoholic Beverages in excess of needs based on catering standards per fare or venue parking person (see Alcohol Policy) - Entertainment Expenses considered inappropriate and not in conjunction with the Society's code of conduct

If you have a question about whether or not an expense is allowable, please contact the Manager of Membership Relations *before* you spend the money.

C. Month End Reconciliation Procedures for Corporate Credit Card Activity

- Each month, **a transaction report should be generated from the SunTrust online system, printed and submitted along with the <u>original</u> receipt of each transaction and given to Bridget by the 5th day of each month for the previous month's transactions**. It is important for each cardholder to maintain and organize monthly receipts for this purpose (see *Monthly Transaction/Reconciliation Schedule for specific dates each month*).
- <u>If fraudulent or unfamiliar transactions appear on your monthly transaction report, please notify Bridget **immediately**</u>. She will assist you in resolving these situations. **Note:** SunTrust's policy requires that all disputes be submitted **within 60 days** of the transaction date.
- If **original** receipts are <u>not</u> submitted for charged expenses **within three months**, it may become necessary for the National Office to **inactivate your credit card** and **also issue personal 1099-Misc. Income tax forms to the IRS at year end for any unsupported expenses**, which could create a tax liability for the respective individual. <u>Please help us avoid this scenario by maintaining and submitting all of your monthly supporting receipts in a timely manner.</u>
- All expenses will be charged to the appropriate expense account, department, and program as indicated by each cardholder through the month-end reconciliation process.
- Monthly (or quarterly) financial reports will be made available to program managers (or chapter/section chairs) for review and analysis any questions or requests for reclassifications should be directed to Bridget, who will then coordinate with the accounting department as necessary.

Taxes and Tax Exempt Status

IDSA is exempt from most federal income tax under Section 501(c)(6) of the Internal Revenue Code, but may be subject to Unrelated Business Income Tax (UBIT) on revenues from activities that do not relate to its tax exempt purpose.

The Society does not qualify for nonprofit postage rates nor is it automatically exempt from sales and use tax in every state. State sales & use tax must be obtained from each state individually, and the Society is currently seeking exemptions from any state it conducts business in. Exemptions have been granted from the following states: Michigan and Ohio. Information regarding proof of exemption should be obtained from the Society's accounting office by contacting the Accounting Coordinator at bridgetb@idsa.org to ensure the applicable tax exemptions are given when making purchases in those states. Note that sales & use tax exemption was denied in the following states based on their current laws and regulations regarding tax exempt organizations: Georgia, Louisiana, Missouri, Oregon, Rhode Island, Texas, and Virginia.

Contributions to IDSA are not tax-deductible as a charitable contribution. Contributions may be deductible as a business expense.

Additional Resources See Appendix for financial worksheets, templates and forms.

VII. Planning

Strategic Planning - Preparing an Annual Plan and Calendar

All IDSA chapters and sections need to develop an annual plan of work based on their programs and goals. Chapters and sections each must hold at least four (4) activities per year. Chapters and sections should complete their annual plan prior to annual budget preparation, so they can develop an annual budget based on the programs and goals they have set for the coming year.

Each chapter and section should prepare a calendar for the following year. The calendar should include all known and planned activities and activities. Once drafted, the calendar should be checked alongside IDSA's calendar and those of other related organizations to minimize conflict with other industry or Society activities. Scheduling conflicts can impact the success of an activity. The most important consideration in developing a calendar is to consider *what* the members are interested in before thinking of potential activities. Speakers and other program elements should always be selected after you determine what the members want.

Identify Needs

Start the planning process by determining the specific needs among your chapter or section members. Knowing what your members want is a key to success. Common goals include:
- Provide opportunities for members to network with peers
- Provide useful information to members
- Provide professional development opportunities
- Publicly represent the industrial design profession within local design, government and business communities

Establish Program Priorities

Once you have determined areas of need, set priorities using the following criteria.

If you cannot answer YES to all four questions, eliminate the program as a priority.

- Does the program meet a need among your membership?
- Can the program be realistically achieved using available resources?
- Are the factors that control the program's success solely within the chapter or section's authority or influence?
- Is the program worth the effort and expense required?

Assess Available Resources and Set Realistic Goals

List all resources available including volunteer workers, volunteer time, money, in-kind services, etc. Make sure your programs and activities meet realistic goals. Do not set goals beyond what your chapter or section can effectively implement using available resources. Stick to the plan that you budgeted. It is better to concentrate efforts and resources on projects you can do well, than spread the chapter or section's resources too thin and be ineffective or risk failure.

Budgeting an Activity

The chapter or section vice president must approve activities needing funding from the chapters and sections fund. Connected activities should be budgeted to net a profit. Programs will always put money back into the chapters and sections fund, provided they are properly managed.

To successfully budget an activity, follow these steps:
- Add all fixed costs, such as printing and mailing costs; telephone costs; speaker costs; room-rental and setup; audio/visual charges; registration costs; and the costs of any food or beverages. You must do research to ensure that your numbers accurately reflect current costs.
- Based on experience, estimate the minimum number of members who will attend a particular meeting. Be conservative with estimates.
- Divide the total fixed costs by minimum number of members expected.
- If costs food or beverage costs will be charged on a per person basis, add this cost to your fixed costs (be sure

to include all tax and gratuity) to determine the actual cost per attendee.

- Member registration fees should be based on actual cost per attendee plus an additional amount to cover unexpected costs and provide some profit.
- Non-member registration fees should be significantly higher than member rates (up to 100% markup). Non-members should always pay more than members to attend chapter or section activities because non-members are not helping to cover overhead. It is also an incentive for non-members to join.
- Chapter or sections should offer discounted registration for IDSA student chapter members.
- Sponsorship contributions may be used to offset costs and help keep down registration fees. Only confirmed general sponsorship amounts should be considered in calculating registration fees. Sponsorship contributions designated for unbudgeted items, e.g., t-shirts, should not be considered against fixed costs in your planning.

Estimating Expenses
An expense budget should be prepared based on the facts at hand and knowledge of the operation. Whenever there is same question about the particular expense of an item, always use the most conservative estimate. Review program accounts from the previous year as a guide in setting up a fair estimate. Consider possible new program expenses. For every program listed under income there should be a corresponding program expense. Fixed costs should be included in your expenses budget for meeting programs and should be covered by registration fees and/or sponsorship contributions.

Estimating Revenue
Always use a conservative estimate if you are unsure about a particular source of revenue. Revenues might include activity registrations, sponsorships and other contributions.

Additional Resources for Planning Successful Activities

See Appendix for Activity Planning Ideas, checklists, timelines, templates and samples.

VIII. National Support and Resources

National Staff

The primary contact at national for chapters and sections is the Manager of Membership Relations. Email the director with any question, request or problem, and as appropriate, your question will direct you to the right member of IDSA's staff who can promptly meet your needs.

A complete list of national staff is available on IDSA's website, but key staff that chapters and sections may work with includes:

> Manager of Membership Relations
> Membership Coordinator
> Chief Operating Officer
> Director of Content Development

Accounting

The Society's national accounting staff will handle membership billing, dues processing, accounts payable, accounts receivable and invoicing of sponsors. The Manager of Membership Relations will provide quarterly reports to the chapter and section officers. Other reports may be available upon request with sufficient lead time. Contact the Manager of Membership Relations with requests or questions. The national staff will also handle all tax reporting and the annual audit.

Membership Rosters and Mailing Labels

The national office maintains a database of members, former members and prospective members. Member rosters are sent monthly to chapters to help you keep track of new members, expired members and address changes. Rosters are sent quarterly to sections. With the implementation of the new database in summer 2008, chapter and section officers should be able to access their rosters online.

Mailing lists are available by emailing a request to the Membership Coordinator or Manager of Membership Relations at least three (3) working days in advance of your intended mail date. Custom lists, e.g., former members or prospective members, are available upon request. We will not send any chapter or section mailing labels for another chapter or section, without that chapter or section's approval.

Be sure to notify the national office promptly if you learn of an address, job or email change for any member.

Email Broadcasts and E-newsletters

With the implementation of the new database, the national office will be able to send broadcast emails or e-newsletters for chapters or sections. Email all requests for email broadcasts to the Manager of Membership Relations at least five (5) working days in advance of your intended broadcast date. IDSA's Board had set a policy that the Society will not give out email addresses of its members.

Conference Calls, Podcasts, Webinars, and Online Surveys

If a chapter or section is interested in holding a conference call with their officers or other volunteers, the national staff can provide an access number and passcode. Additionally, the national office staff can assist chapters or sections with conducting podcasts, webinars or online surveys; contact the Manager of Membership Relations for further information.

Online Registration

The Society currently uses NetForum for conference and activity registrations, but with the implementation of the new database, will be able to do online registration with the database. You should work closely with the Manager of Membership Relations as far in advance as possible before an activity if online registration services are needed.

Websites and Blogs

The IDSA website -- www.idsa.org – is a tool which communicates the value of industrial design to society, business, media, educators, students and government. It promotes dialogue and serves its members by functioning as a resource for employment, networking and research.

IDSA offers to host a web page for every chapter and section. Each entity is responsible for maintaining and updating their page(s). If you're interested in getting started, or if you already have a website, please contact IDSA's national office for specifics. Although it's your job to keep the site current, IDSA staff is available to share their expertise and are eager to hear of your needs and ideas for improving the value of the Society's overall website to the chapters and the profession.

Promotion of Activities or Activities

IDSA will promote Chapters and Sections activities through its website, *Member Newslettter, designBytes* and, as appropriate, through email broadcasts or other media.

For the *Member Newsletter*, please email digital photos and a brief write-up to the newsletter editor by the 10th of the month prior to publication. Also, keep in mind that if you have an extra unusual and large-scale activity planned that merits deeper coverage, you should bring the IDSA newsletter editor into the loop for coverage planning several months prior to the activity.

Membership Development Materials

The national office will provide membership applications and additional material to use at local activities to recruit new members upon request. Chapters are a vital link in recruiting members. (See Appendix for ideas on membership recruitment and retention programs.)

Insurance

The Society maintains liability insurance through AON. This insurance covers liability for most activities and activities of the Society. However, this policy does not cover liquor liability or sporting activities (e.g., sky diving, bungee jumping, motorcycle racing, etc.). AON will provide Certificate of Insurance upon request. If you have questions about insurance, contact the Chapter & Section Relations Manager. (See Appendix for a copy of AON's request forms.)

If liability results from an officer's actions, such as a breach of contract or an injury at a meeting, the Society is responsible. For activities where alcohol is served, you should use a caterer who has the appropriate permits and insurance, or hold the activity in a restaurant/hotel that handles the alcohol. No volunteer or officer—on the chapter, section or national level—should buy or dispense alcohol at any IDSA activity. To do so puts the Society at risk, even if the Society is unawares.

Speakers and Experts

The national staff will begin to compile a resource of design speakers and experts for use by chapters and sections. Until that resource is completed, chairs seeking speakers or experts on specific topics or in specific locations should email the Manager of Membership Relations.

Chapters and Sections Manual and Training

The Chapters and Sections Manual replaces and augments the former chapter and section manuals, with guidelines, forms and templates for new Chapter and Section activities. The Chapters and Sections Manual will remain an electronic document with an electronic index for user convenience and timely updates as additional materials are developed.

Training will be provided for chapters and sections officers through webinars and individual sessions as needed.

Ongoing Support

In addition to the above-mentioned support, national staff may provide other support as necessary or possible in the future.

IX. Appendix

Appendix documents and files are provided in electronic form and available from the Chapters and Sections Resources page online. The files will include samples, forms, templates, checklists and information related to: Governance, Membership, Finance, Activity Planning and Communications.

CHAPTER AND SECTION EVENT AND ELECTIVE IDEAS

The following list includes ideas contributed by many Chapter and Section Chairs. New and additional ideas are always welcome and this list will be updated periodically. Please email your ideas to jennifers@idsa.org.

Collaboration Ideas
- Association Collaboration
- Chamber Of Commerce
- Community Involvement
- Corporate Association
- High School or K-12
- Junior Achievement (www.ja.org)
- ITEA
- Museum Collaboration
- Local community

Formats
- Awards
- Audio Conference - Topic Dialog
- Charrette
- Competitions
- Conference Within A Conference
- Course materials
- District support events
- Public Exhibition
- Workshop
- Seminar
- Galleries
- Kit Competition
- Mentorship
- Papers
- Participatory Event
- Podcast
- Portfolio review for students
- Progressive Workshops
- Pecha Kucha
- Public Design Panel
- Publications
- Resource Directory
- Repeatable Workshops or seminars
- Student Merit Awards Presentations
- Surveys
- Video documentary
- Virtual seminars – very eco-friendly – no cars, no paper
- Webinars
- White papers

Topics
- Case Study
- Creativity
- Cross Cultural Communication
- Derby

- Design Enrichment For Underprivileged Kids
- Design Research
- Design Squad
- Improv
- Information To Children - Design Future And Opportunity
- Information To Educate the Boss (Value) $
- Inspirational content
- Manifestos
- Opposites Forum
- Portfolio preparation workshop
- Pro Bono Design Services
- Professional connections
- Recognition
- Re-Use Design
- Sketch Off
- Social Movements And Solutions
- Working With Overseas Manufacturing
- World View

PLANNING TIMELINE

This timeline provides a checklist for your program. Adapt it to your own particular needs—establish your own "ideal" and "can't-miss" due dates.

FROM 3 MONTHS OUT, OR AT TIME OF BOOKING

- ☐ Determine the objective of the meeting and develop the program and budget.
- ☐ Book meeting site and support services. (Check calendar of local events to avoid conflicting or inappropriate dates.)
- ☐ Send letters of agreement to hotel and suppliers.
- ☐ Set up master account for your meeting charges with the hotel (authorize who can sign charges).
- ☐ Invite speakers and inform them about your attendees and the facilities of the hotel, including audiovisual capabilities.
- ☐ Notify attendees.
- ☐ Make travel arrangements.

AT LEAST 5 WEEKS BEFORE YOUR MEETING

- ☐ Confirm menus, room setups and supplies in writing with your event manager.
- ☐ Monitor speakers' presentation development and offer assistance in reproducing any handouts.
- ☐ Order signs and printed materials.
- ☐ Mail attendees the agendas, suggested dress and other instructions.
- ☐ Order gifts and amenities. Arrange deliveries of gifts (and meeting registration materials) with your hotel contact.

AT LEAST 3 WEEKS BEFORE YOUR MEETING

- ☐ Check with your speakers regarding the progress of their presentations, audiovisual and logistical arrangements.
- ☐ Submit rooming list to hotel and confirm arrangements for amenities.

AT LEAST 1 WEEK BEFORE YOUR MEETING

- ☐ Ship materials to arrive 24 hours before your arrival, and confirm arrival before leaving your office.
- ☐ Confirm all audiovisual requirements and produce slides.
- ☐ Make arrangements for shipping materials back to your office after the meeting.
- ☐ Confirm (72 hours in advance) your meal and beverage counts for the first day food functions.
- ☐ Take a complete master set of all handouts with you. (If your shipment of materials is lost or delayed, you can arrange to have your master set photocopied.)

UPON ARRIVAL

- ☐ Review details and walk through your meeting space with your property event manager.
- ☐ Personally inspect shipped materials to be sure that all of your items have arrived and that they are in good condition.
- ☐ Check the hotel function board and front desk for posted times and locations of your functions.

MEETING DAYS

- ☐ Check function space one hour in advance.
- ☐ Notify your event manager immediately of any changes in your plans or requirements.
- ☐ Sign banquet checks each day and keep an ongoing record of your on-site expenses.

CONCLUDING A SUCCESSFUL MEETING

- ☐ Meet with your event manager to review your sessions, charges and receipts.
- ☐ Share with your event manager the names of personnel who have provided extraordinary service.

BUDGETING CHECKLIST

Since every meeting is different, the following is a guideline of possible expenditures that may be included in producing a successful meeting.

1. SITE SELECTION
- ☐ Researching sites, including costs of directories, software, etc.
- ☐ Preparing and distributing requests for proposals
- ☐ Travel, housing, ground transportation, and other site visit costs

2. STAFF
- ☐ Salaries and benefits for permanent staff
- ☐ Wages for temporaries
- ☐ On-site expenses for travel, housing, and other costs
- ☐ Custodial, security, electrical, audiovisual, and other contracted

3. PROMOTION
- ☐ Production and distribution of promotional pieces and other delivery vehicles
- ☐ Telephone fees
- ☐ Advertising costs
- ☐ Registration/housing confirmations

4. PRINTING
- ☐ Forms for registration (and housing if done in house)
- ☐ Tour and special event order forms
- ☐ Tickets for meals and special events
- ☐ Program agenda booklet
- ☐ Badge blanks and holders
- ☐ Special handouts and announcements
- ☐ Banquet menus and programs if separate from program booklet
- ☐ Enclosures, order forms, and other items in registration packets
- ☐ Exhibit programs (if separate from program booklet)
- ☐ Special invitations
- ☐ Materials for divisions, committees, board members, special interest groups, published proceedings, abstracts

5. PROGRAM
- ☐ Planning: committee meetings, telephone, mailing, duplicating
- ☐ Expenses of speakers: honoraria, amenities, travel
- ☐ Audiovisual services
- ☐ Meeting room rental costs
- ☐ Special events, entertainment
- ☐ Golf or other sporting events
- ☐ Decoration costs
- ☐ Signs
- ☐ Awards
- ☐ Flowers
- ☐ Food and beverage costs
- ☐ Office furniture and equipment
- ☐ Staging
- ☐ Registration equipment
- ☐ Telephone
- ☐ Press room
- ☐ Simultaneous translation and audience response equipment

6. EXHIBITS PROMOTION
- ☐ Communication contracts
- ☐ Room rental costs
- ☐ Decorator services
- ☐ Audiovisual
- ☐ Duplication services: manuals, lists, regulations, charts, etc.
- ☐ Drayage
- ☐ Electrical costs
- ☐ Storage fees
- ☐ Staff office accommodations

7. SPOUSE, CHILDREN, GUEST PROGRAMS
- ☐ Coordinator expenses
- ☐ Gifts and amenities
- ☐ Printed program
- ☐ Transportation costs
- ☐ Entertainment
- ☐ Committee expenses
- ☐ Child care
- ☐ Insurance
- ☐ Signs

additional "Living Checklists," visit the PCMA website at
pcma.org.

8. MISCELLANEOUS EXPENSES TO KEEP IN MIND

- ☐ Office supplies
- ☐ Insurance
- ☐ Taxes
- ☐ Shipping
- ☐ Storage
- ☐ Gifts
- ☐ Shuttles, limousines and other transportation
- ☐ Accounting
- ☐ Legal service

MEETING PROMOTION AND PUBLICITY CHECKLIST

- ☐ Review previous years' promotional budgets.
- ☐ Determine objectives and scope of program.
- ☐ Determine audience(s): membership, potential exhibitors, an industry or trade, general public.
- ☐ Develop theme and corresponding graphics.
- ☐ Considerations should include purposes of individual pieces: who will receive them, tone to be conveyed, how they will be produced, how many colors will be needed, what layout is required at each stage (from rough to comprehensive), and how much is budgeted for them.
- ☐ Develop a schedule for the campaign.
- ☐ Set promotional budget based on characteristics of membership, features of the venue, time of year, strength of program, and costs of attendance.
- ☐ Develop promotional materials according to tested criteria: short and forceful sentences, convincing explanation of benefits to attendees, clear emphasis on important elements of meeting, and easy means of registering.
- ☐ Plan for all campaign items to carry theme forward, taking into account costs of special effects like embossing or die-cutting; quality, grade, weight and finish of paper; number of ink colors used; time for production; and quantity required:
    - Pre-meeting letters and announcements
    - Preliminary programs
    - Registration and housing forms
    - Promotional pieces for both exhibitors and attendees
    - Invitations
    - Follow-up mailings
    - Final agendas/program books
    - Badge inserts
    - Tickets
    - On-site registration materials
    - Signage
    - Newsletters
    - Lists of registered attendees

- ☐ Solicit a minimum of three competitive bids for all printing, checking samples of paper stock, samples of work for other meetings, references, and explanation of other services each firm can provide.
- ☐ Select printer(s), taking into account whether need is for "quick" or commercial quality, demonstrated ability of a single printer to handle all needs, availability of necessary equipment for jobs, and ability to meet deadlines.
- ☐ Agree with printer on schedule into which extra time is built, and monitor deadlines for rough layout, submission of copy, preliminary approval, completed layout, final approval of blueline, and delivery of job.
- ☐ Promote at previous year's meeting.
- ☐ Release promotional pieces, press releases, and related materials in accordance with schedule, with news releases preceding membership promotional mailings.
- ☐ Target local, national, international media as appropriate by type: trade papers, newspapers and periodicals of general interest, radio and television tailored to market.
- ☐ Control promotional costs through the following measures:
    - Obtain firm written bids for services.
    - Provide clean, competently proofread copy to printers.
    - Use standard paper sizes when possible.
    - Use same paper stock for many pieces.
    - Piggyback print items using same color.
    - Use standard PMS ink colors.
    - Reuse graphics.
    - Avoid unnecessary special effects.
    - Avoid perforations in favor of dotted-line cutting guides.
    - Coordinate printing times.
    - Set and enforce firm policy on overtime.
    - Minimize number of copy changes.

FOOD AND BEVERAGE ARRANGEMENTS

Catering Checklist
- What is the estimated attendance?
- What are the table linen color choices?
- Are centerpieces and decorations needed for head and buffet tables?
- How many places are required at the head table? Will the head table be on a platform?
- Is a floor or table lectern needed? Where should it be placed?
- Is a microphone needed? If so, what type and where?
- How much time is needed for set up? When will the room be accessible?
- Are meals to be served at the head table, or will dignitaries take their places from reserved tables after the meal?
- If service is buffet style, are head table guests to serve themselves, or are servers to prepare their plates?
- If meal tickets are to be collected, who will collect them and where, at the door or at the table?
- (Provide the caterer with a sample.)
- How are late arrivals without tickets to be handled?
- Are tickets required for head table guests?
- Is a registration or supply table needed outside the function room? Is an award table needed behind the head table?
- Are programs or menus to be placed on tables or chairs or distributed at the door?
- Is a room needed for VIPs prior to the function?
- Must special arrangements be made for guests with dietary restrictions?
- Are there banners that need to be placed?
- Is a coat check room needed?
- If awardees are seated in the audience, how will they approach the lectern? Will a spotlight be used
- to illuminate their approach to the platform? Is the master of ceremonies to be spotlighted?
- Is the national anthem to be played? In the United States, the American flag is required. (The American flag must always be displayed to stage right, and state flags to stage left.)
- Will there be an audiovisual presentation? What type?
- Is background or dance music planned?
- Will there be a show or entertainment (including a band) for which an additional stage or platform is needed? If so, what size and height?
- Are platforms and stages to be skirted and/or carpeted? Are there lighted stairs with handrails?
- Is a rehearsal planned? When?
- At what time will the doors be opened?
- What is the timing for all aspects of the event? (Pre-program music, entertainment, meal service timing, formal program and presentations, dancing, etc.)
- Where are the restrooms? What arrangements should be made to allow guests to re-enter the function room if door controls will be in place?

Source: *Professional Meeting Management*, *third edition*, published by the Professional Convention Management Association

NEGATIATION TECHNIQUES

The following general principles must be remembered and applied to negotiations for any site, service, or supplier. By following these simple guidelines, a meeting manager can utilize the methods and lessons of meeting management in a more efficient manner.

Remember!

• Present and maintain a professional attitude.
• Control stress and tension.
• Avoid politics and egos.
• Take time to gather all facts and requirements beforehand.
• Meet with the proper hotel or site people who have the authority to make decisions.
• Know all the following Do's and Don'ts.

DO
• Define the purpose and objectives of the meeting.
• Know the event.
• Have printed copies of meeting plans available.
• Make key contacts in all services and sites.
• Follow up frequently.
• Obtain peer referrals.
• Contact union stewards before an event at a union venue.
• Communicate with clarity and outline everything in writing.
• Make all agreements part of the written contract.
• Possess the authority to make a decision (or sign a contract).
• Possess the authority to make a decision (or sign a contract).
• Be ethical.
• Ask questions.
• Listen and pay attention.
• Minimize all distractions.
• Verify all legal clauses of the contract with an attorney.
• Know the budget.

DON'T
• Sacrifice quality for cost.
• Make unreasonable demands.
• Insist on being the final authority.
• Be inconsiderate of a supplier's profit margin and business needs.
• Escalate and overestimate needs.
• Hesitate to ask questions.
• Be apprehensive about negotiating for everything required.
• Promise what cannot be delivered.
• Lie or misrepresent.
• Jump at the first offer.
• Pass up a good deal based on a personality conflict.
• Be intimidated.
• Hesitate to advise the facility of changes.

Source: *Professional Meeting Management*, *third edition*, published by the Professional Convention Management Association