

Chapter Leader Handbook



American Society of
Media Photographers

Companion to
The QuickStart Guide For Chapter Leaders

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WELCOME

Congratulations on becoming a board member of your ASMP chapter! This Guide was written by current and past national and local board members, most of whom have been in your shoes.

This is a “living document” and will evolve – in fact, *must* evolve – over time. So, we are eager to hear any ideas and comments you may have - please do not be shy about letting us know what you think; feel free to contact us through the ASMP site.

The following statements are the official guiding principles of the Society

The Three Purposes of ASMP

- To **protect** and promote the interests of independent professional photographers whose works are primarily for publication
- To maintain and promote high professional standards and **ethics in photography**.
- To cultivate friendship and mutual understanding among professional photographers.

ASMP Mission Statement

Creating sustainable information, advocacy and communication systems designed to empower and educate publication photographers.

LIAISONS

Each chapter is assigned a Liaison who is always a national director, which means you have a direct line to the national leadership. Their job is to be a resource for everything you’re likely to encounter as a leader.

Liaisons provide answers to common questions and know where to find answers for uncommon questions. They are prepared to get in the trenches with you.

All your questions, including how to find out who your Liaison is, can be found at the Chapter Resource Center:

<https://www.asmp.org/chapters/chapter-resource-center/>

Can I Talk To A Liaison Other Than My Assigned Liaison?

Yes. All the Liaisons are here to support you (and each other). If you have a better rapport with another Liaison, please reach out to them.

If your board does not like the Liaison assigned to you, that can probably be changed.

Even Though We Have A Liaison, Can I Still Contact The National Office?

Yes. Every member – whether on a board or not – has that ability.

HOW CHAPTERS WORK

Chapters operate in similar ways to the national board. Chapters are the lifeblood of the Society, specifically because you are “on the ground” with the membership and are the best possible recruiters for new members and holding onto existing ones.

You may hear the saying, “We are all ASMP”. This is as true for local chapters as it is for the national board.

Sprinkled throughout this are direct links to information on the ASMP website.

How Many Board Members and Officers Do We Need?

ASMP bylaws call for a minimum of 3 officers: President, Vice-President, Secretary, and Treasurer. (On some boards, the Secretary/Treasurer is combined). Officers can be elected by the board members themselves (the usual way it’s done), or by the chapter members during an election.

Officers and board members can be any Professional or Associate Member.

The size of a chapter board varies from chapter-to-chapter. Some boards vote to maintain a minimum size and others let the numbers float. It is up to the chapter to decide.

In addition to officers, all the positions described on the following pages help chapters function more easily, whether board members or other volunteers.

The Treasurer position, for obvious reasons, is a special one. The ASMP Constitution requires the term cannot be longer than two years. No one can be Treasurer for more than three consecutive terms and more than six consecutive years. Anyone who has served as Treasurer for three consecutive terms has to be out-of-office for at least two years to serve again as Treasurer.

Contact your Liaison or the National office with any questions of any kind.

Don’t be shy about this - it’s their job to answer your questions.

CHAPTER ROLES (Officers and Committees)

President

The cheerleader and ringleader: presidents are a member of their own board and partners with them. Try to schedule board meetings on a regular basis. Some boards meet every month, some 3 or 4 times a year. In any event, stay in contact with your board members and committee chairs at least once a month (even if it's just by email). Be sure to include the Vice President so they can act as a backup, and potentially, as a successor.

A chapter president has signature authority on the chapter's bank account along with the Treasurer, so be sure you know your chapter's financial situation. If you don't receive a Treasurer's Report, ask for it - in fact, any board member can ask for it.

If you (or any board member) have any reimbursement requests, get those documents to the Treasurer within 30 days of incurring the charge. ASMP has a reimbursement form you should use. It's important to keep current on this because there may be problems getting reimbursed from the national office if you don't get your request in. Do not write a check for reimbursement to yourself - that's the Treasurer's job. Chapters are not allowed to enter into any contract exceeding \$3000 without permission of the national board.

If you are contacting national sponsors for chapter support check with the national office to see if that would create any conflicts. Regional and local sponsors are less of a concern.

Consult with your board about all your chapter events and activities - they are your partners. The President's job is a big one, but does not have to lead to burnout. You can also reach outside the board for help (also a great way to find people to be one of your next board members).

All ASMP board meetings are open to any member. If you need to declare a board meeting closed (for board members only, called Executive Session), you'll need a specific and compelling reason. Transparency is the only way trust can be built and maintained. Closed sessions are - and should be - a very rare event. Before going into closed session, be sure you know the rules set up by ASMP for such an event.

The President's job is much easier if you understand what your officers jobs are (and the chairs), which are described in the next section. Another great help is the President's Checklist on [Page 10](#) and the ASMP website. (*Handy for all board members to know.*)

Vice-President

It is worth reading the section describing the President because part of the job of a VP is to be a “back-up” in case the President is temporarily not able to do their job. (Typically, the VP is “President-In-Training”, but that is not a requirement.)

It’s a good idea to be in contact with the President at least once a month (even if just by email), and the same goes for board members.

Secretary

(This position can be combined with the Treasurer if there are only 3 officers.)

The Secretary writes the minutes of the official meetings. Be sure to include motions, who presented the motion, who seconded it, and whether it passed or not. It is not necessary to include who voted in favor or not unless a roll call vote is requested by someone.

Contact the President and board members a week before the meeting to find out what agenda items are to be discussed so the agenda can be delivered to board members 24 hours in advance of the meeting.

If that’s not possible, bring printed copies for everyone. After the meeting, type up the minutes and send them to the board for review and comments. When it’s complete, post it to your chapter website where it can be read by any ASMP member.

Treasurer

(This position can be combined with the Secretary if there are only 3 officers.)

You are responsible for keeping the chapter’s financial records current for both your own board members and the national office. There are links for more information at the end of this description.

The following makes the job sound like an awful lot of work, but in practice, it’s not. If you can write down numbers and keep track of expenses, you’re most of the way there. Prepare a Treasurer report for each board meeting. There is a template for this in the Chapter Resource Center and at the end of this doc. The requirements are pretty straightforward.

How much money does the chapter have in the bank and in reimbursement (voucher) funds?

How much money is owed to the chapter? (From sponsors, etc.)

How much money does the chapter owe for programs, vendors, location, etc.

Reimbursements/Vouchers. Each chapter is eligible to receive 11% of each chapter member’s dues for chapter expenses, plus a percentage of student member dues. After the expense is made, you fill out a reimbursement form that includes things like food, space rentals, or equipment and send it to the national office for reimbursement. It’s best to submit for reimbursements every month, even if it’s a small amount.

Treasurer (cont.)

Include receipts with the reimbursement form. Waiting too long can generate problems with not being able to be reimbursed.

The Treasurer also writes checks to reimburse board members or other volunteers for expenses. Be sure to include a receipt when you send your reimbursement requests to the national office.

There must always be a second signatory (signer) on the chapter bank account, usually the President.

Federal & State Reporting Requirements. You have a lot of help available to you from the national office. It's simpler and easier than it sounds.

Make sure the National office has a current username and password for the chapter's bank account. The national office will not remove money from your account, but must be able to access all your chapter's bank account information for our IRS reporting.

While the chapter's bank account contains funds for the chapter's use, in reality, the chapters' funds are part of the national organization, in exactly the same way as chapters are part of the national organization.

When you hear the phrase, "We are ASMP", that, in part, is what that means.

Each chapter shall send an annual financial report of funds held in the Chapter's control to the national office within 30 days after the end of the calendar year. (The national office will supply a form of required information to be filed by the Chapter's Treasurer.) The books and records of each Chapter are subject to audit by the national Treasurer or their designee.

A few important rules for the Treasurer:

Never write a check to yourself.

Always require a receipt for every reimbursement check.

Chapters are not allowed to enter into any contract or expense exceeding \$3000.00 without approval of the national Board of Directors.

All the information a Treasurer needs is on the ASMP website, under "Financial Reporting":

<https://www.asmp.org/chapters/chapter-resource-center/>

Membership Chair

Your job is to help find new members and hold onto existing ones. Among your jobs is to find Professional Membership sponsors for applicants that request them.

It is important to note that neither chapters nor chapter leaders can approve or disapprove members of any level, including Professional, for any reason. Simply steer all potential members, including Professional, to the website application process.

At meetings, delegate other greeters than just yourself and have current membership materials available at meetings.

Volunteer Chair

The main job is to help locate volunteers to help with events, planning, and publicity; really, anything it takes to keep the chapter going. It's best to use members for this, but it's not a requirement. Lots of times volunteers become members once they feel like they are part of the community - which is part of every board members' job.

Sponsorship Chair

The job of Sponsorship Chair is to find and develop relationships with other organizations and businesses, so that each stands to gain from the relationship with the chapter, and they can be other photography or creative organizations, schools, trade and business groups, vendors, or even individuals.

Once the connection is made, make sure the exposure or benefit to a sponsor is delivered, including such things as providing photographs of events, display ads, or publicity on social media.

If you want to develop a relationship with organizations or businesses with which ASMP National already has a relationship with such as organizations and vendors you see in the national communications, contact your Chapter Liaison or the national office first to see if that's appropriate.

Of course, if you have any ideas for the national organization regarding who might be a great sponsor, let us know!

Communications / Social Media Chair

The job is to maintain the chapter website, Facebook page, Twitter account, and your other social media feeds. Feel free to post industry news and other articles of interest.

Maintain your chapter's email lists and event marketing materials, which would typically be a combination of web, email, and newsletter.

If your chapter has a newsletter, you'll want to distribute it to photography schools, retail stores, and other industry partners. It's a good idea to send out at least four communications per year, to keep the chapter in the minds of your audience.

Events / Program Chair

This can be an incredibly creative position on a board: to help invent and plan events and programs.

Your job is also to organize and delegate responsibilities like manning the registration table, working the attendee check-off list, speaker transportation, and anything else it takes to put on an event, including developing copy and graphics for the event.

You'll want to coordinate with other board members to get placement on the chapter's website, other social networking sites, and in quarterly communications.

Typically, the Events/Program Chair maintains event calendar on your website.

Very Important: Never plan or implement programs that are not voted on and approved by the Board.

There are lots of resources to help chapters think up and run events and programs.

Here's a couple of links to help with programs:

<https://www.asmp.org/members/successful-programs/>

<https://www.asmp.org/order-printed-materials/download-templates/>

Election Chair

The Election Chair's job is to help prepare ballot and update National as to any Board member changes, including contact information. Elections should be held in accordance to National and Chapter By-Laws.

Chapters MUST hold an election at least every two years, but it's best practice to hold elections every year (like the national board).

All elections, both for chapters and the national board, are done electronically through the national office. It is easy, fast, and works very well.

Call for nominations for 30 days in advance of posting who the candidates will be. Give candidates a week to provide their ballot statements, and get all ballot statements to the national office. Allow a week for ballot development.

The chapter board decides whether officers are elected by the board itself, or as part of the chapter election process. Typically, boards elect the officers themselves, as does the national board.

If there are no contested positions, no election is necessary, and whoever volunteers to run is automatically put on the chapter board.

Here's a link to more information about elections:

<https://www.asmp.org/chapters/chapter-elections/>

Education / Outreach Chair

The job is to help coordinate the chapter's relationship with schools. Develop and maintain a contact list for instructors and students, including working with the Sponsorship Chair to explore building relationships, sharing programs and events.

Advisory Committee

This committee might include past presidents and board members (whether they are current board members or not) who can provide institutional memory, history, and insight, as well as any other community partners that can bring value to the board, including vendors, teachers, photographers, stylists, digital techs, or really anyone with something to offer.

BY-LAWS and CHAPTER POLICIES

In addition to the constitution and bylaws that govern the national board and the organization as a whole, there are bylaws that govern chapters.

Some chapters develop additional sets of by-laws for themselves, but chapter by-laws cannot conflict with national by-laws.

Here is a link to the Chapter Bylaws (specific to chapters):

https://www.asmp.org/wp-content/uploads/Bylaws_2014.pdf

Here is a link to the ASMP Constitution and Bylaws:

<https://www.asmp.org/constitution-by-laws/>

Attendance. A board member cannot miss more than two consecutive meetings or two meetings in a year. This might be considered an automatic resignation by that board member (some discretion is allowed by the board).

Transitions. We suggest chapters hold elections one-to-three months before the new board members are seated, which allows the new members to work with the sitting members to ensure continuity.

Officers. It's best to have officers be elected by the board itself after an election. This avoids a situation where someone coming in with no experience and suddenly becomes President. This is how the national board elects its officers.

Board Meeting Minutes. It's important that minutes be posted to the chapter website - there are few better ways to build trust with the members, potential members, industry partners, and sponsors.

Event Lead. We strongly suggest that each board member lead at least one event a year, from conception all the way through to the event itself. It takes the load off of everyone.

Event Support. We suggest that each board member volunteer at a minimum of two events a year in a support role at an event or program.

Travel Expenses. This can be a big issue for chapters. Any payments to board members can be, legally, extremely problematic.

Contact your Liaison if this question comes up on your board.

CHAPTER PRESIDENT'S CHECKLIST

On Meeting Day

Bring the meeting agenda, printed, for all board members.

Open the meeting.

Review and approve the last meetings minutes and Reports - most importantly the Treasurer's Report.

Work through the Agenda. Sometimes it's hard to get through everything, just be sure to cover the really important items.

Prepare for the next meeting, including any to-do items resulting from votes.

You don't have to use **Robert's Rules of Order** in its entirety, but sticking to a few of them will make your life - and that of the board members - a lot easier.

Board members ask President to be recognized before speaking if they want to bring something to a vote.

They state the motion: "I move..."

Another member seconds the motion: "I second..."

The Chair states, "It has been moved by (name) and seconded that..."

Ask for discussion. Every member has the right to talk.

In taking the vote, you can use a voice vote, show of hands, or a ballot vote.

A majority must be reached to approve a motion.

Upon completion of the vote count, the chair states the result.

Officers may vote on all issues.

In the case of a tie, a motion is lost.

The President can choose to vote to break a tie, or not vote at all.

A quorum of board members must be present in order to vote.

A quorum exists when there is more than 50% of board members present.

If you don't have a quorum, you cannot have a binding vote.

If board members are absent, this is how chapters and the national board must conduct voting:

Votes can be taken by phone or electronically by such things as Skype or Google hangout.

Email votes must be unanimous in order to pass; no exceptions.

It's a great idea to advertise to the membership when-and-where a board meeting is going to take place, so that interested people can have their voice - and ideas - heard - a great way to draw people to ASMP and board service, too.

GENERAL INFORMATION FOR CHAPTER LEADERS

Member Applications

Generally, applications are received at the National office through the web site. It's always easiest for people to apply online.

Only Professional-level applicants need a sponsor. Chapter leaders should offer to mail any applications filled out at a Chapter function (or copy as a PDF and send by email). The chapter can send multiple applications together, expediting the process for everyone.

It is important to note that neither chapters nor chapter leaders can approve or disapprove members of any level, including Professional, for any reason. Simply steer all potential members, including Professional, to the website application process.

No money has to be sent in with any application with the exception of students. Students must include the full first-year dues and proof of student status along with the application.

All other new members will be billed the appropriate dues after their application is processed. Professional Members will be billed for the Find a Photographer fee at the same time as their initial dues.

Finding Volunteers, Members, and New Board Members

People who attend events are a terrific source of new board members, new members, and volunteers. People who offer to help at events and programs have already begun to self-select themselves as potential members.

Other sources might be schools, vendors, friends of friends, and associates such as retouchers and assistants.

Make it easy for your newsletters to be subscribed to by placing a form on the front page of your chapter website – and don't forget social media such as Facebook, Instagram, or Twitter.

Chapter Leader's Financial Responsibilities

It is important for all chapter board members to know about the chapter's financial situation. If you do not get financial information in a timely manner from your Treasurer, ask for it. Do not wait until a crisis develops before you take action.

Get the right person for the job of Treasurer – someone who is responsible and willing and able to keep track of things. This is the members' money.

W-9

Sometimes a sponsor of an event or a speaker requires a W-9. This is not a problem. Contact the national office for a form.

In addition to the national office's information, add your chapter's name and your chapter address (usually the Treasurer's, but it does not have to be).

Put your chapter tax ID number in the Employer Identification number. Your chapter ID may be available from the national office.

Chapter Reimbursement / Voucher Funds

Your chapter's voucher funds for a calendar year are determined by the number and level of membership of your chapter. Chapters receive 11% of those dues, plus a percentage of student dues.

Those funds are for the chapter to spend - please spend them!

Unspent voucher money left in the chapter's account after December 31st and not requested by voucher within 60 days (by the end of February of the following year) will be returned to the national treasury.

Send all reimbursements requests to: accounting@asmp.org.

Receipts must accompany all voucher reimbursement requests - and they must be in PDF format because the system that pairs up requests with receipts can only read PDFs.

If you want a vendor to be paid directly, the "Direct Reimbursement" option must be circled on the chapter voucher reimbursement form. This option means "pay directly to the provider/vendor who has provided a service".

If you want the chapter to be reimbursed, the "Reimbursement" option must be circled. If nothing is circled, the voucher reimbursement will automatically go back to the chapter.

A chapter's new allotment of voucher funds is based on membership figures from the previous October 1, and will be available January 1.

Chapters cannot begin spending next year's allotment until after New Year's Day. The date governing which allotment an expense is applied to is not the date a chapter sends in the voucher, but the date of purchase as shown on the invoice.

Reimbursable Expenses

The most common expenses are things like printing, postage, graphic design, speaker expenses, food and beverage, facility rental, equipment rental, and transportation. There may be other reimbursable expenses, but those are the most typical.

NOTE: Chapters are not allowed to spend more than \$3000 without approval of the national board.

Some events and programs may be eligible for grants from the ASMP Foundation.

Event and Program Attendee Payments to Chapters

There is a lag time from when event registrations close until the the money is accounted for using credit card payments, because the payments must be validated against each credit card number.

Then, there is a second lag time when the payments flow into the ASMP national bank account at which point the funds are reconciled against the list that has been given to our accountants for each event. We do this in order to make sure all the money due a chapter has actually arrived and been accounted for.

Given our schedule for sending such revenue back to chapters, there are circumstances where the lags may mean payments come in two chunks, and are sometimes split over a two-month cycle.

Therefore, while a total amount may be shown in the final income report for the event, it is possible the money flowing back to the chapters will not initially be for the full amount. It will get there eventually!

RULES and REGS (legal issues)

Filing Returns and Reports

The National office takes care of your National IRS reporting requirements. However, you may have state reporting requirements. The national office may have your TID (Tax ID).

Be sure the chapter has filed a 990-N tax form for your chapter for the previous year. If this has not been done, inform the national office immediately, and we can help take care of that.

Information about this is located on the website under financial reporting in the Chapter Resource Center:

<https://www.asmp.org/chapters/chapter-resource-center/>

State and Local Taxes

ASMP is a 501 (c) (6) trade organization, a bit different than a 501 (c) (3), which is a non-profit.

Neither ASMP nor its chapters are exempt from state sales taxes.

If you have any questions about tax issues, contact the national office.

State and local income tax filing requirements are roughly parallel to the federal requirements and often require attaching a copy of the federal returns to the state returns.

There may also be state and/or local franchise taxes, as well as other taxes and/or licensing and/or registration requirements.

To find out the requirements in your state and community, check with your state's department of revenue: "Please send me information on the filing requirements for 501(c)(6) trade associations."

If you're not able to find out what you need from the ASMP national office or local government, consider calling your local Chamber of Commerce, or local bar association to see if there is a local Lawyers For The Arts or similar organization, who may be able to refer someone who can help at little or no charge.

This all may sound a bit scary, but most chapters have little-to-no problems in this area. Previous board members, and even other chapter board members, can be a great help.

What if You Get Contacted by the Government or a Lawyer?

If you are contacted by a representative of a local, state, or national government, contact the national office or your Liaison immediately.

The same is true if you ever get a letter from a lawyer suggesting any kind of claim against you, the chapter, or ASMP. Staff is ready and able to handle these matters; it is part of their job. ASMP carries insurance for most kinds of liabilities. However, unless we notify the insurance carriers of claims or circumstances that could develop into claims promptly, the carriers could be in a position to deny coverage.

COMMON QUESTIONS

The Language You Use

As a board member, you are the face of ASMP. The basic rule of thumb is simply to follow the rules of good journalism: be accurate and don't be mean or vindictive.

This policy is exactly how the national board and staff operates, and as a chapter leader, you are under the same obligations.

Elections

The benefits of having elections are many: getting fresh energy and ideas into the mix, avoiding burnout on the part of sitting board members, and enabling transparency in your chapter. No less, elections are a way to find out what's important to your members and your industry.

Even if you don't think anyone is interested or that you won't have enough new people to run, avoiding elections can lead to a range of problems, both for the chapter and the national office.

Many chapters have found themselves in trouble - sometimes to the point of collapse - because they did not engage with their chapter members enough by having elections.

Elections are actually pretty easy to run, and there is a whole support system set up for you.

In any event, chapters are required to have elections every two years. We suggest staggering the number of positions up for re-election to ensure that only a portion of the board turns over in a given year, rather than having an entire board up for election at the same time.

This really helps maintain momentum and continuity of operation from year-to-year. For instance, if you have a seven-person-board with terms of two years, this would mean that three are up for re-election one year, and four the next.

There is no need to re-invent the wheel. You have terrific sources of information available to you: your Liaison, other national board members, and other chapter leaders around the country, so use them. And there is a lot of good information on the website.

Here's a link with more information:

<https://www.asmp.org/chapters/chapter-elections/>

Board Approvals (Voting!)

Everything major that happens in a chapter occurs because the entire board agreed it should. It's critical to actually vote and not just have conversations about ideas and events.

Don't assume something is approved because no one spoke up in opposition. The process of voting ensures that everyone has their say and that there is a record: transparency is crucial for the health of any organization and board.

No less, voting avoids the possibility that only a few people make decisions outside of a board meeting, ensuring that finances are under control, without any surprises.

Can the Board Vote By Email?

Yes, but it has to be a unanimous decision in order to be "legal", because it's not possible to have an actual, real-time verbal conversation by email. This is how the national board operates, as do many other kinds of boards. You can certainly have email discussions on topics and request a vote to take action. If you need to have a vote by email, everyone must sign their email with their full name. If you do not get a unanimous result from the voting, the votes do not count.

As long as a vote is done via using your voices, it is fine to have a vote over the phone or using electronic means, such as Skype or Google Hangout.

Closed Board Meetings

Board meetings are open to any member that wishes to attend - this is in the ASMP Constitution. Transparency is at the core of all well-run organizations, including ASMP.

The only reasons a board meeting can be closed ("Executive Session"), with non-board members excluded, is to discuss or take action regarding something very sensitive about chapter activities.

Closing a board meeting is a serious step and should never be taken lightly. There are strict responsibilities attached to a board that goes into closed session, so if you're not sure about taking that action, contact your Liaison before the meeting to ensure you are operating in accordance with our governing requirements.

NOTE: No votes may be taken during Executive Session. Ever.

Removing A Board Member

A board cannot vote to remove another board member that has been elected by the membership. Every board experiences members who are considered a problem within the board, such as someone who is chronically absent or is perceived as destructive to board planning and activities.

However, ASMP and all chapters within ASMP are governed by New York state law, and those laws prohibit chapter and national board members from voting another board member off their board.

The law states that a board member can only be removed the same way they achieved a seat on the board, so if a chapter's members vote to elect their board members, then the chapter's members must also vote to remove a board member.

If you run into an issue regarding a member of your board that is so serious you feel the need to take action, please reach out to your Liaison.

The National board has a policy that if more than two consecutive meetings are missed without prior board approval, that is considered a voluntary resignation by that board member. You may vote as a board - in advance of such action - to institute the same policy or bylaw.

There is some flexibility here, however; the board can decide whether or not to honor that requirement (people may miss meetings because of sickness, for instance).

Removing a Member from ASMP

If a board or board member thinks someone should be removed from ASMP membership, please contact your Chapter Liaison. This can only be accomplished at the national level.

Removing A Member or Follower From Social Media

There will be times when online discussions become contentious. Banning someone from any of your social media platforms, particularly without cause and due process, is and should be a rare event. Contact your Liaison if this becomes a problem.

Events

There is no better way to meet current members - and find new ones - than holding events and programs.

ASMP has published a **QuickStart Guide** that has everything you need to get a handle on events and membership recruitment, available on the ASMP site:

https://www.asmp.org/wp-content/uploads/ASMP_Chapter_Leader_Quickstart.pdf

Events must be approved by the full chapter board so that one director, or even a small group of directors, can't commit the chapter to an event that has not been approved by a formal vote of the board.

Programs That Discuss Pricing

Any program that discusses pricing in a way that tells the audience *specifically* what to charge may be interpreted as an attempt to price-fix, and is illegal (the same is true for discussions on all the ASMP forums).

Programs about business, of course, can and should discuss pricing methods and strategies; this is fine - problems only arise when people are told *how much* to charge.

It is fine for a speaker to reveal, online and in person, what they have charged in the past.

Can We Serve Alcohol At Events?

Yes. **But:** you are not allowed to *sell* alcohol - you can only *give* it away.

NOTE - ASMP voucher funds cannot be used for the purchase of alcohol. However, a chapter's independently-gained or sourced funds may be used for that purpose.

Make sure you are complying with the laws of your community, including monitoring for under-age drinking, overconsumption, and any dangers posed by people who are drinking.

Some chapters don't provide alcohol to avoid any liability altogether, and some have it on a BYOB basis. It is up to you and your leadership how to handle this.

It's a good idea to have a written chapter policy regarding alcohol that is formally voted on by the board and periodically reviewed as the board leadership changes.

Attracting Future Board Members

At events, make a point of talking to as many attendees as possible to ensure they feel welcome. You may start to notice the same people coming to events over and over again.

Are there one or two that show up early? Stay late? Seem especially engaged or enthusiastic? Ask them if they'd like to help.

These sorts of folks can be valuable volunteers, committee members, or even possible board members. Start small.

This will give you the opportunity to see how well they work and if they would be a good fit as a chapter leader.

Consider asking them to a board meeting. If they seem like a good fit, talk to the other board members about reaching out to them about board service.

Planning / Retreats

It's a great idea, once or twice a year, to have a special planning session with the entire board; it really helps boards develop a sense of direction. Sessions can be a half-day, full day, or two days depending on how much you intend to cover.

These sessions are for the "big ideas" and long-range plans, such as developing missions and goals, by-laws and policies, and for planning out the next 6-12 months of events and programs.

Here's a couple of links to help with programs:

<https://www.asmp.org/members/successful-programs/>

<https://www.asmp.org/order-printed-materials/download-templates/>

Official ASMP Logo and Style-Guide

All chapters are required to use the official ASMP logos and adhere to our branding, including the choice of colors. There is a Style Guide (or Identity Guide) on the ASMP site with lots of resources, including logos in various styles and colors, and details about colors and fonts that is easy to understand.

Using logos other than the official one, however, may result in the amount of voucher money your chapter receives the following year to be reduced by 10%. If you have a particular idea about making use of ASMP branding outside the requirements, contact your Liaison.

The Style (or Identity) Guide is here:

https://www.asmp.org/wp-content/uploads/2016/04/ASMP_Identity_Guidelines-1.pdf

Logos are here:

<https://www.asmp.org/members/logos-specialty-group/asmp-member-logos/>

Conflicts Between Chapter Leaders

You're all here because you want the chapter to thrive - and you're all volunteers. If things get too contentious, just contact your Liaison. They may be able to provide insight and strategies on how you can work together or suggest ways to make things better.

Burnout

This is a common problem on every board, particularly for the officers, but it doesn't have to happen.

Be helpful with each other. If you see someone on the edge of burnout, talk with them about it and how it is affecting their relationship with the chapter as well as with the operation of the board. Not to mention how it affects their personal and professional life. We're all volunteers, we all work hard, and we all understand. Every Liaison has dealt with burnout issues many times - and has probably experienced it themselves - so be sure reach out to them.

Communication On The Board

Nothing will derail a chapter's efforts faster than a lack of communication. Copy each other on emails, conversations, and updates. People may not realize they need to be doing something, may feel as though they are being intentionally left out, or have simply lost track. It happens to us all.

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The ASMP Chapter Leader Handbook

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