

CHAPTER OPERATIONS MANUAL

SOLE - THE INTERNATIONAL
SOCIETY OF LOGISTICS



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CHAPTER OPERATIONS MANUAL

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This manual replaces the Chapter Operations section of the August 2001 SOLE Management Manual in its entirety. Future changes will be made by footnote annotation to the text, with the corresponding record of Change Authority documented in the “Notes on Change Authority” section at the end of this document.

Foreword

This Chapter Operations Manual (“Manual”) documents the policies and procedures for chapter operations within SOLE - The International Society of Logistics (“SOLE,” “the Corporation” and/or “the Society”). The information provided herein is intended for use by those responsible for management and direction of SOLE activities.

This Manual provides guidance and procedures, and is subordinate – in ranked order – to the SOLE Bylaws, SOLE Operations Manual and SOLE corporate operating procedures and policies. In the event of a conflict between this Manual and any of the aforementioned documents, the aforementioned documents take precedence, unless otherwise directed by the Executive Board of Directors of SOLE.

Changes to this Manual are subject to the approval of SOLE’s Executive Board. Recommended changes, deletions, or additions to this Manual should be initiated by submission of a Document Change Request to SOLE Headquarters.

Additional information concerning the programs and policies of SOLE may be obtained by contacting SOLE Headquarters at the current address as noted on the SOLE web site (www.sole.org).

NOTE: Whenever the masculine noun/pronoun is used it shall be construed to include equally the feminine and neuter noun/pronoun.

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Section 1: INTRODUCTION

1.1 SOLE Organization and Chapter Operations

SOLE - The International Society of Logistics (“SOLE”, “the Corporation,” or “the Society”) is an international, non-profit professional society of individual and corporate members dedicated to the advancement of the art and science of logistics technology and management. The Society charters and authorizes chapters to provide local members with a forum for furthering the goals and objectives of the Society and providing mutual support at the local level (whether finite or virtual). These SOLE chapters engage in a wide variety of professional activities in pursuit of these objectives. The Society provides for intermediate areas of chapter coordination by districts based on areas for mutual coordination and promotion of the Society and its activities.

This Manual is provided as a guide for chapter operations and details the responsibilities of and the performance guidance for those individuals serving as chapter managers within the Society. This Manual is reflective of both the operational guidelines for the Society and those of the District Operations Manual, all of which are necessary for a complete understanding of the role and responsibilities of the chapter’s management team.

1.1.1 SOLE Corporate Organization

SOLE was organized and incorporated under California law as a general non-profit corporation on 1 July 1966. The Society is recognized as a non-profit organization under Section 501(c)(3) of the Internal Revenue Code, based on its stated purpose of “the advancement of the art and science of logistics technology through literary, educational and scientific endeavors.” SOLE has an international membership of professional, technical and management personnel engaged in the fields of logistics planning, operations and education. Chapter operations are designed to support these goals. All chapters and their activities are subject to the ongoing oversight and management of the Society’s Board of Directors and the Society’s Executive Board of Directors. As provided in the Bylaws of the Society, districts and chapters in the United States are chartered by SOLE, and are barred from separate incorporation or IRS registrations. Chapters located in Europe or other countries are permitted – when required – to incorporate and register as separate entities under local laws.

1.1.2 SOLE Chapter Governance and Management

Local chapters are established by SOLE to provide mutual support to the members in a geographic area. They are administrative elements of SOLE, and cannot be separate entities under SOLE’s governing requirements and restrictions (except for foreign chapters, where required, as discussed below). Chapters may conduct local technical meetings and workshops designed to provide SOLE members with opportunities for professional advancement. Chapters and districts may jointly sponsor district or regional technical meetings.

1.1.2.1 Responsibilities of the Chapter and the Chapter’s Management Committee

Chapters and chapter members have a responsibility to act in the best interest of both SOLE and the individual members of the Society. They may not suborn the interest of the Society in their local operations and activities. Chapters and their management have a responsibility that transcends their local boundaries and that must reflect the professionalism of the worldwide membership. Chapter activities, like those of the districts, are similarly constrained and shall only be permitted to conduct such activities that enhance the body of the Society as a whole.

1.1.2.2 Chapter Management

Chapter activities are managed by both a management committee (“Management Committee”) elected from those affiliated members of the chapter in good standing, and operational committees (as discussed more fully, in Section 2). No member of a chapter’s Management Committee is an Officer or Director of SOLE. They may not

commit the Society beyond the limits set for in this Manual, the Bylaws or applicable law, without written authority from the Executive Board or the actions of the Board of Directors as a whole. The Chapter Management Committee is elected to represent and promote the Society to the members and non-members in the geographic areas of the chapter. As such, they have a responsibility to ensure that all activities in the Chapter are in the best interest of both the Society and the individual members of the Society. Further, chapter activities may not be conducted to benefit either the chapter or the district to the detriment of the Society. It is the responsibility of each member of the chapter's Management Committee to ensure that this balance is maintained.

1.1.3 Chapters and Chapter Management Committee Members as Agents of SOLE

Chapters and their committees, like their individual members, are NOT authorized agents of SOLE beyond the exact authority granted in this Manual or in the Bylaws. As such, chapters and members of their Management Committee/operational committees shall not represent themselves, either through acts of commission or omission, as authorized agents of SOLE. Chapters and their Management Committees/operational committees, like other Directors of the Society's Board of Directors or, for that matter, any individual member of the Society, are not authorized to commit SOLE in contracts, legal agreements, or otherwise. No one other than those duly authorized agents of the Society shall present themselves as an agent of the Corporation.

1.2 SOLE Intellectual Property and Non-Discrimination Policies

1.2.1 Intellectual Property Policy

SOLE's intellectual property – including but not limited to the trademarked SOLE logo, SOLE artwork, SOLE's name and/or copyrighted material – may only be used by the chapters in the conduct of the authorized activities of SOLE. The use of intellectual property shall be in accordance with proscribed and published guidelines, or – in the absence of published policy - only as approved by SOLE Headquarters. No individual member is authorized to use any SOLE specific intellectual property unless and specifically as approved by SOLE Headquarters. Further, with the exception of the use of the CPL designation by a duly certified CPL, the use of the CPL logo and designation may only be used in connection with the CPL program. The use of any and all of SOLE's intellectual property by individual members, chapters, or districts of the Society except as approved is expressly prohibited and subject to the appropriate statutes and laws governing copyright and trademark laws.

1.2.2 Non Discrimination Policy

No member, chapter, district or any operating entity of SOLE may discriminate against an individual because of race, color, creed, sexual orientation, educational achievements, or any other classification as defined by local or national statute.

Section 2: CHAPTER OPERATIONS

This section provides basic information for the formation, organization, control and activities of chapters (both designated and virtual). It also provides reference to the Bylaws and Management Manuals of the Society where additional information can be found.

2.1 NEW CHAPTER ESTABLISHMENT

2.1.1 District Director Role in the Establishment of New Chapters

District Directors are responsible for the recruitment of new members in the areas of the district not served by a chapter. As Directors they also are responsible for the development of new chapters to serve these members. The following procedures describe the process for developing a new chapter and its recognition by SOLE – The International Society of Logistics.

2.1.1.1 Any number of local chapters may be established within a geographical district as long as such chapters comply with the policies and objectives of SOLE and operate in accordance with the procedures in this Manual.

2.1.1.2 A group of individuals wishing to establish a chapter must contact the District Director and provide him with the details of organization. (In the absence of a District Director, the information will be submitted to SOLE Headquarters.) In order to officially establish a new chapter, the District Director must, in turn, submit the following information to the SOLE Executive Director:

District Director endorsement (if applicable).

Name of the individual organizing the chapter, who acts as interim chairperson pending election of a permanent chairperson by chapter members;

A "Petition for Establishing a Chapter" (SOLE Form M-1, as attached to this Manual) with signatures of at least 12 active SOLE members; and

The name by which the chapter wishes to be identified and the city in which it is located.

2.1.2 Executive Board and SOLE Headquarters Role in the Establishment of New Chapters

Upon receipt of the information required by Section 2.1.1.2, and after approval of the Executive Board, the SOLE Executive Director will issue a chapter number to the submitting District Director and advise the SOLE Board of Directors of the formation of the new chapter. New chapters shall be provided with a chapter charter, and other documents as may be required for effective operation. In addition, a SOLE banner shall be supplied at no cost to the chapter to promote identification as part of the SOLE organization.

2.1.3 Vice Presidents, European and Asia/Pacific Operations Roles in the Establishment of New Chapters

Individuals wishing to establish a new international chapter but not having district affiliation must send their Petition for Chapter Establishment directly to the Vice President, European Operations or Asia/Pacific Operations, as applicable, for recommendation for chapter establishment. Once approved, the petition will be forwarded to SOLE Headquarters for review and subsequent approval of the Executive Board and formal processing and issuance of the chapter charter.

2.2. CHAPTER ORGANIZATION

2.2.1. Chapter Organizational Construct

There are two key elements in the organizational construct of the chapter for operations. The first is the chapter Management Committee, comprised of members of the chapter elected by the members of the chapter to provide guidance and leadership. The second is the organization of committees in the chapter to provide day-to-day operations of the functions and operation of chapter activities.

2.2.2. Chapter Management Committee

Each chapter must have the following elected positions:

Chapter Chair;

Vice Chair, Finance;

Vice Chair, Member Services; and

Vice Chair, Administration.

At the request of the Chapter Chair and upon a majority affirmative vote of the chapter members, the following additional positions may be elected:

Vice Chair, Education; and/or

Vice Chair, Professional Development; and/or

Logistics Education Foundation (LEF) Liaison.

The Chapter Chair is responsible to the District Director for the operation of the chapter and its activities. Chapters vice chairs are elected for the purpose of assisting the Chapter Chair and, as such, their function is only advisory. Chapter Chairs and vice chairs may exercise one vote (as a chapter member) on matters requiring a chapter vote.

2.2.2.1. Chapter Chair

The Chapter Chair is responsible for the administration, coordination, and control of chapter activities. Specific functions and tasks include:

- Promote the policies and objectives of SOLE
- Expand membership
- Appoint chairs of the various chapter committees
- Act as an ex-officio member of each chapter committee
- Coordinate the work of all chapter committees
- Chair all meetings of the chapter
- Provide liaison with District and Society officers, as required
- Submit all required reports to SOLE Headquarters
- Participate in the SOLE Annual Meeting and the Annual Chapter Chair's Meeting
- Report all chapter activities to the District Director and participate in district meetings
- Ensure that the chapter is recognized for all its achievements by participating in the Annual Chapter Awards Program

2.2.2.2 Vice Chair, Member Services

Functions: Develop and implement continuing recruiting activities to identify and recruit new logisticians to Society membership. Provide guidance and assistance to members, particularly as it relates to the maintenance of their membership; and to the chapter as it relates to membership retention. To present a membership report (e.g., number of new and renewing members, special membership achievements, etc.) at each chapter meeting, and to provide leadership for all committees designated by the Chapter Chair to be the responsibility of the Vice Chair, Member Services. Additionally, the Vice Chair, Member Services serves as a resource to the SOLE Membership Committee, as administered by the Society's Vice President, Member Services.

2.2.2.3 Vice Chair, Finance:

Functions: To maintain records of all chapter receipts and expenditures. To present a financial report at each chapter meeting, and to provide leadership for all committees designated by the Chapter Chair to be the responsibility of the Vice Chair, Finance. Also, to submit the Annual Financial Report to SOLE Headquarters. Additionally, the Vice Chair, Finance serves as a resource to the SOLE Finance Committee, as administered by the Society's Vice President, Finance.

2.2.2.4 Vice Chair, Administration

Functions: To record and maintain the minutes of all chapter meetings, including attendance records. To prepare and submit the chapter's Annual Election Report (submitted to SOLE Headquarters) and Quarterly Activities Reports (submitted to the District Director) for the chapter. To provide leadership for all committees designated by the Chapter Chair to be the responsibility of the Vice Chair, Administration.

2.2.2.5 Vice Chair, Education:

Functions: To interface with local academic institutions to identify continuing educational opportunities for logisticians. To provide assistance to the chapter's members in the areas of professional designation and certification, to include acting as the liaison with the Certified Professional Logistician (CPL) Qualifications Review Board (QRB). To provide leadership for all committees designated by the Chapter Chair to be the responsibility of the Vice Chair, Education.

2.2.2.6 Vice Chair, Professional Development

Functions: To plan and oversee the chapter's technical programs and, including meeting programs, training, and workshops; and assist in the continuing professional and technical development of the chapter's members. To provide leadership for all committees designated by the Chapter Chair to be the responsibility of the Vice Chair, Professional Development.

2.2.2.7 Logistics Education Foundation (LEF) Liaison

Functions: To identify continuing educational requirements of and opportunities for logisticians; to identify and solicit, in conjunction with the LEF, sources of funds to be used as scholarships. Also, to work with the Society's Scholarship Committee in the identification of individuals to be awarded Society scholarships. In conjunction with the Society's Education Committee, participate in logistics educational programs in the chapter area.

2.2.3 Election of Chapter Management:

2.2.3.1 Newly formed chapters

Within thirty days after notification from SOLE Headquarters of the assigned chapter number, the interim Chapter Chair shall call a meeting of the signatories of the Petition for Chapter Establishment, and those other SOLE members within the geographic boundaries of the chapter for the purpose of electing the chapter's

Management Committee. The initial term of office for the chapter's Management Committee is the remainder of the initial year through 30 September of the following year. Subsequent terms of office shall be 1 October through 30 September annually.

2.2.3.2 Existing Chapters

2.2.3.2.1 Chapter Management Committee members must be elected during June of each year by a majority vote of the members in good standing of the chapter using a secret ballot. Elected leaders shall take office on the following 1 October. For members (both individual and those in positions of management, whether elected or appointed), that means being current, with dues paid-up; and not being in violation of the Society's governing policies and procedures.

2.2.3.2.2. Chapters must form a Nominating Committee a minimum of four months prior to the conduct of an election. This committee must be comprised of at least three members in good standing to solicit candidates for chapter management positions.

2.2.3.2.3. All candidates must self nominate and commit to serving in the specified management position for the term of office specified. All candidates must be a member in good standing with dues paid at the time of nomination, and election. The member must maintain this status for the duration of the term of the position. Should the member at any time not remain a member in good standing, the member shall be deemed to have resigned from the position, and the Chapter Chair may appoint, or the chapter may elect an alternate to fill the remainder of the term of service.

2.2.3.2.4. Notice must be provided to all chapter members in good standing a minimum of thirty (30) days prior to the election. That notice shall advise of the intent to conduct the election, the slate of candidates and the positions to which they are to be elected; and the date, time and place of the election.

2.2.3.2.5. Members in good standing shall be provided a formal ballot listing the candidates for each position. This may be provided either by hard or electronic copy to each member. The ballot may not be posted on a website, although the candidates may have resumes posted there for the members' reference.

2.2.3.2.6. A quorum of ten chapter members, in good standing, is required for the conduct of the chapter election. Only members in good standing may vote. Further, no member may cast more than one vote; nor can a member give another member his proxy to vote. Ballots may be cast either in person at the time and place stated on the election notification; or if the notification includes such a provision, may be cast by mail to the chapter person conducting the election. Hard copies of the ballot must be collected and tabulated at the meeting. The chapter must maintain all ballots received for a period of one year from the date of election along with the tabulation sheet used at the meeting.

2.2.3.2.7. The election results must be submitted to the District Director and SOLE Headquarters within thirty days after the election results are announced using the Chapter Management Committee Election Report, SOLE Form M-2.

2.2.3.2.8. The term of service for the chapter's Management Committee shall be one year. Officers may succeed themselves, if nominated and elected for the coming year.

2.2.4 Operational Committees

The following committees shall be formed as necessary for the smooth functioning of the Chapter:

2.2.4.1 Membership Committee

Functions - To establish programs and policies for the purpose of expanding SOLE membership in the Chapter. To provide literature and application forms to chapter members with prospects, and generally promote recruitment efforts of the Chapter. To establish a follow-up system to ensure maximum renewal activity of existing

members. To establish communications to publicize membership activity; and to establish communication and act as the liaison with District and SOLE membership committees. To provide biographies of new members to the Chapter Newsletter editor.

2.2.4.2 Finance Committee

Functions: To oversee the fiscal affairs of the chapter and to make recommendations to the Chapter Chair. To conduct the annual audit of the Vice Chair, Finance's report and make a written report to the Chapter Chair.

2.2.4.3 Technical and Training Committee

Functions: To formulate and make recommendations to the Chapter Chair relative to policy, organizational arrangement, scopes of interest groups, and programs for the establishment, development, conduct and appraisal of chapter technical activities. Also, to determine the professional subject matter for each chapter meeting; to arrange for speakers, panels and films; to make arrangements for a meeting place for chapter meetings and to establish communication and act as the liaison with District and SOLE Application Divisions and Committees.

2.2.4.4 Program Committee

Functions: To arrange for speakers, panels, and films, and to make reservations and meeting location arrangements for chapter meetings. Also, to establish communication and act as the liaison within other chapters in the district; and with SOLE's Application Divisions and technical committees.

2.2.4.5 Education Committee

Functions: To conduct studies of the needs for education in the field of logistics and make reports and recommendations to the Chapter Chair. To establish communication and act as the liaison with SOLE's Education Committee. To develop and conduct workshops for logistics interest areas.

2.2.4.6 Professional Certification Committee

Functions: To assist local chapter members to prepare, apply, study and sit for SOLE's certification exams [i.e., the Certified Professional Logistician (CPL) and Certified Master Logistician (CML)], and to coordinate with the applicable qualifications review boards. Additionally, to encourage and assist members to apply for and be recognized under SOLE's Designated Logistician Program [i.e., Designated Logistician (DL), Designated Senior Logistician (DSL), and Designated Master Logistician (DML)].

2.2.4.7 Nominations Committee

Functions: To solicit the chapter membership for names of candidates for leadership positions in the chapter. To select nominees for each position and obtain affirmation from them that they will accept the office, if elected. To prepare the ballot and have copies available at the time of election, and to advise the SOLE Nominations Committee and District Director of chapter members eligible for society leadership positions.

2.2.4.8 Elections Committee

Function: To tabulate the results of the election for presentation to the Chapter Chair for announcement to the chapter.

2.2.4.9 Publications Committee

Functions: To promote and coordinate the chapter newsletter and the technical publications activities of the chapter; to review articles originated within the chapter to ensure criteria and procedures established by the SOLE Publications Committee are met regarding adequacy and excellence; and to establish communication and act as the liaison with other chapter Publications Committees.

2.2.4.10 Photographer

Functions: To attend chapter meetings, seminars and symposia, and take photographs of meeting participants, guests and speakers. To interface with the Public Relations Committee chair to ensure proper coverage of chapter activities are made available to local news media. To interface with the Publication Relations Committee chair to ensure photographs are made available for chapter, district or national publications.

2.2.4.11 Public Relations Committee

Functions: To prepare, disseminate, and publish information concerning chapter activities which enhance and promote SOLE objectives. To establish communication and act as the liaison with other chapter and Society Public Relations Committees, and the local newspapers, radio, and television.

2.2.4.12 Mailings Committee

Function: To assist the Publications, Technical Development and Training, Programs, and Public Relations Committees in the distribution of newsletters, flyers and press releases.

2.2.4.13 Awards Committee

Functions: To monitor chapter activities and to place members in nomination for the SOLE Annual Awards or in nomination for Fellow. To establish chapter recognition of guest speakers, as appropriate, and recognition of individuals deserving chapter awards. To coordinate awards with the SOLE Awards Board and the District Director. To gather all Information relative to the Chapter Annual Awards Program and coordinate with the Chapter Chair to ensure input is made to the District Director and the applicable award committee.

2.2.4.13 History Committee

Function: To develop, maintain, and compile historical information about the chapter and its activities and to coordinate with the SOLE Bylaws/History Committee.

2.2.4.14 Job Referral Committee

Functions: To assist local chapter members in locating employment if temporarily unemployed, to develop contacts with local employers for logistics job openings, and coordinate with SOLE Headquarters. Also, to assist student members in obtaining employment in logistics career fields.

2.2.5 Installation and Removal of Management Committee Members

2.2.5.1 Installation of Chapter Management Committee Members

Members of the chapter's Management Team should be installed at a meeting of chapter members, using the oath of service presented in Figure 2-3. The outgoing Chapter Chair or the District Director should administer the oath of office.

2.2.5.2 Removal of Chapter Management Committee Members

A member may be removed from the Chapter Management Committee by a majority vote of the members in the chapter using a secret ballot provided by each chapter member. A member of the Chapter Management Committee is defined as a person occupying a position in the defined management committee or on one of the operational committees. The ballot shall state the cause for seeking removal.

An authorized removal shall take effect immediately and the Chapter Chair shall promptly notify the removed member of the action taken.

2.3 CHAPTER OPERATING PROCEDURES

2.3.1 Chapter Operations Manual

Chapters must use this Manual as the operational procedures for the chapter. All changes to this Manual must be approved by the Executive Board in writing prior to implementation.

2.3.2 Non-North American Chapters

In order to meet the requirements for operations in countries outside North America, SOLE chapters that are legally organized as professional non-profit societies in their own right (in the country in which they are domiciled) may prepare separate national bylaws and other management documents. These documents shall be prepared by a committee of members within that country. That committee shall submit the documents through the Vice President, European Operations or Asia/Pacific Operations, as applicable, to SOLE Headquarters for review and approval. All such documents shall refer to the international SOLE Bylaws. Upon SOLE approval and subsequent filing with and approval by the country, a copy of the documents showing country approval and recording shall be forwarded to SOLE Headquarters for retention.

2.4 CHAPTER MEETING REQUIREMENTS

2.4.1 Chapter Meeting Requirements

A chapter shall meet not less than twice each year and shall maintain a minimum of ten members in order to sustain its recognition as a SOLE chapter. Except for the conduct of necessary chapter business, meetings shall be devoted to activities tending to advance SOLE objectives in improved professionalism through advances in techniques, educational programs and exchange of information on the professional level. Chapters shall encourage the preparation and presentation of technical papers at chapter meetings for the purpose of constructive criticism before submission of such papers for publication by SOLE.

2.4.2 Chapter Meeting Rules of Conduct

2.4.2.1 The rules of parliamentary procedure in Roberts Rules of Order shall be adhered to in the transaction of business as interpreted herein.

2.4.2.2 A suggested agenda for the meetings is shown, below. Chapters are free to modify this as necessary to meet local or monthly needs.

- Chapter Chair – Call to Order
- VC, Administration – Reading/approval of minutes of previous meeting
- VC, Finance - Financial Report
- Committee Reports: Reports from Committee Chairs having announcements about upcoming activities
- Chapter Chair: Introduction of new members and presentation of new member certificates and Senior Member certificates
- Chapter Chair: Old Business
- Chapter Chair: New Business
- Technical Program: Introduction of visitors and guest speaker and presentation of Certificate of Appreciation to guest speaker
- Chapter Chair: Closing remarks and adjournment

Chapters are encouraged to submit suggestions and ideas for the advancement of SOLE and its programs to their District Director. This is especially true of such recommendations as may develop from the conduct of technical and educational programs by the chapter.

2.5 BUDGET AND FINANCE

2.5.1 Annual Budget

All chapters should prepare an annual budget based on anticipated income to be derived from chapter fund-raising activities and anticipated expenses.

2.5.2 Liabilities

SOLE will not be responsible for any financial commitment or indebtedness incurred by any chapter leader or SOLE member, unless specifically approved at a SOLE Board of Directors Meeting prior to incurrence.

2.5.3 Sources of Chapter Income

2.5.3.1 Each chapter may be allocated certain sums from SOLE Headquarters for conducting chapter business as follows:

2.5.3.1.1 A new chapter support grant of \$100.00, or as modified by the Board of Directors, will be provided by SOLE to serve as initial operating fund. This grant is provided after assignment of the new chapter number and issue of the chapter charter by SOLE Headquarters. The chapter shall also receive a SOLE chapter banner at no cost.

2.5.3.1.2 Chapters may, by two-thirds affirmative vote of all chapter members, establish local chapter dues. These dues must be additive to the Society dues: no chapter may collect dues from an individual unless he/she is first a member of the Society.

2.5.3.1.3 Chapters shall not otherwise assess any member.

2.5.3.2 Chapters may charge fees for admission to workshops or for other activities sponsored by the chapter. Activities held for the purpose of raising funds shall be subject to written prior approval of the District Director for the district in which the chapter is located.

2.5.4 Chapter Bank Accounts

2.5.4.1 Chapters may open local bank accounts solely for the purpose of operational control of the chapter funds. Balances in these accounts may not exceed 200% of the annual operating plan funds as defined in the operating budget for the chapter.

2.5.4.2 All chapter bank accounts must be registered under SOLE's Employer Identification Number (EIN) as issued by the Internal Revenue Service and provided by SOLE Headquarters. Use of any other EIN or any member's Social Security Number is prohibited. Copies of all documents used to establish said accounts (e.g., signature cards, banking resolutions and account forms) will be provided to SOLE Headquarters not later than 30 days after the establishment of the account.

2.5.4.3 All excess funds shall be turned over at the end of SOLE's Fiscal Year (30 September) to SOLE, as proposed by the members and approved by SOLE's Vice President, Finance.

2.5.5 Financial Reporting Requirements

Chapter funds, such as those obtained from chapter dues or fund raising activities, will be reported to SOLE in accordance with the procedures in Section 2.8.2 of this Manual. Each local chapter shall maintain current records of all local chapter financial activities. All records shall be coordinated with and reported through SOLE's Vice President, Finance and SOLE Headquarters.

2.6 CHAPTER OPERATING GOALS

Each chapter shall establish operating goals for themselves and their members. Typical goals are shown in the following paragraphs.

2.6.1 *Membership Participation*

Every chapter member should participate by making an effort to:

- Attend chapter meetings
- Volunteer to assist on committees
- Enroll one or more new members
- Publicize the Society and its activities
- Recommend ways of making local chapter meetings or other affairs more interesting or educational.

2.6.2 *Education*

A prime goal for the year is to organize a structured educational program for chapter members to improve their professionalism through:

- Local and regional workshops/seminars
- Attendance at the Society's Annual International Logistics Conference and Exposition
- Preparation for the C.P.L. examinations
- Interfacing with local colleges to initiate a course with a curriculum designed for logistics management.

2.6.3 *Relationships with Other Societies*

Societies with similar interests should be contacted for possible joint meetings or educational programs. Chapters in the United States are barred from entering into alliances, associations or affiliations with other societies. All such alliances, associations and affiliations shall be processed by SOLE Headquarters. International chapters operating under local laws and incorporated in individual countries shall coordinate all associations, alliances and affiliations with the applicable area Vice President and SOLE Headquarters.

2.6.4 *Technical Activities*

Individual chapter activities should be expanded in conjunction with other chapters to achieve increased technical excellence.

2.6.5 *Awards*

The chapter's Awards Committee should ensure that members of the chapter, and the chapter itself, receive recognition worthy of the achievements accomplished by SOLE for each program year. The Awards Committee should do more than report on the accomplishments of the chapter – they should take an active role in the formation of the yearly program to ensure that the chapter will qualify for the recognitions offered by the Society.

2.7 CHAPTER PUBLICATIONS

2.7.1 Chapter Newsletters

Chapters should endeavor to publish newsletters to promote chapter/district activities and to serve as a communications medium both within and between chapters and the Society as a whole. See the separately published chapter newsletter guide for the implementation instructions for the newsletters. Chapters and districts publishing newsletters on a regular basis are eligible for newsletter awards. (See [Awards Manual](#))

2.7.2 Chapter Websites

Chapters are encouraged to develop and maintain web sites both to promote chapter/district activities and to serve as a communications medium both within and between chapters and the Society as a whole.

2.7.3 Chapter Flyers

Chapter meeting/event flyers should contain the announcement of general membership meetings of a local chapter and provide information about the speaker, subject, place of meeting and cost. Workshop notices are also in this category.

2.7.4 Chapter Membership Directories

Membership information is available to all members in good standing on the protected area of the SOLE web site. Limited information is available to the general membership; however, more detailed information is made available to the Officers and Directors of the Society and the chapter 's Management Committee as required for effective management and coordination. All membership information that is collected by the Society is governed by both privacy act laws and statutes and other acts strictly regulating the sale, dissemination, distribution, trade, or exchange of the information, whether printed or electronic. Because of the sensitivity of the information, both in the US and in foreign countries, all membership information is considered to be the intellectual property of the Corporation, and is protected accordingly. Consequently, chapters may not publish, post to a web site, or distribute in any manner or format any membership directories.

2.7.5 Proceedings from Chapter Events

If a local chapter holds a technical symposium, the publication and distribution of the technical papers that were presented in the form of proceedings becomes an invaluable reference document. SOLE encourages such publications. The price of these proceedings is to be determined by the chapter hosting the local or regional symposium. Two copies of all such proceedings will be submitted to SOLE Headquarters for archiving.

2.8 CHAPTER REPORTS

2.8.1 Chapter Annual Election Report

A formal report of the results of chapter elections shall be submitted annually by the chapter to SOLE Headquarters (with a copy to the appropriate District Director, if applicable) within thirty days after the election of the chapter's Management Committee. A revised report (SOLE Form M-2) also must be submitted when there has been a change in either the individuals holding elected positions or upon the appointment to fill operational committee chairs. Chapters failing to file the report will not be in good standing, and will become ineligible for any distribution of funds from the Corporation.

2.8.2 Chapter Annual Financial Report

All chapters – whether U.S. or non-U.S. – shall submit a Chapter Annual Financial Report (SOLE Form M-4) to SOLE Headquarters (with a copy to the appropriate District Director, if applicable) **within twenty days** following 30 September annually. The report is an adjunct to the Society’s financial reporting. As such, the reporting period adheres to the Society’s Fiscal Year (1 October – 30 September), and is irrespective of the chapter’s program or awards year. The report shall identify all of a chapter’s financial accounts and assets, and detail the chapter revenue and expenses for the previous twelve months. [A illustrative sample of a completed report is shown at Figure 2-5.] Chapters failing to file the report will not be in good standing, and will become ineligible for any distribution of funds from the Corporation.

2.8.3 Quarterly Activity Report

Each chapter shall submit a quarterly activity report (SOLE Form M-3) to its District Director (with a copy to SOLE Headquarters) within ten days following the end of each quarter. The report will summarize the programs and activities of the chapter, its membership status and its plans for the coming quarter. Format of the report is shown in Figure 2-4.

2.9 GUIDELINES FOR CHAPTER WORKSHOPS AND TECHNICAL SYMPOSIA

2.9.1 General Guidelines

Chapter sponsored or co-sponsored workshops or technical symposia should be conducted in accordance with the instructions in the following paragraphs.

NOTE

In no case shall any chapter or district engage in any activity which may benefit said chapter or district to the detriment of the Society as a whole. No locally sponsored event (including those supported or sponsored by chapters in the international areas of operations) will compete with Society sponsored events, to include the solicitation of advertisers or exhibitors already supporting Society objectives. Also prohibited are those events that, on analysis of the Executive Board, are determined to be of national/international/overall Society focus or more appropriately conducted at the the chapter level. The conduct of all activities which have the potential to adversely effect the Society’s Annual International Conference and Exposition or International Logistics Congress are expressly prohibited.

2.9.2 Focus for Attendance

All chapter events shall focus on the technical training of members and other logisticians in the area served by the chapter. (District events shall focus on the requirements for technical training and the implementation of policy germane to those members and logisticians in the area served by the district.) While attendance is not restricted to the geographical boundaries mentioned, the planning and marketing of the events must be based on and limited to these areas.

2.9.3 Authorization

All chapter workshops and technical symposia require approval and coordination through the District Director, and final approval by SOLE’s Executive Board of Directors. Approval by the Executive Board is contingent upon presentation of a technical program, technical plan (including backdate calendar and risk assessment/mitigation plans); and the development of a sound financial plan and operating budget for the event.

See Appendices for examples and general content requirements for plans and documentation for events and activities.

2.9.4 Conducting the Event

2.9.4.1 Workshops and Technical Symposia may be conducted by chapters, or through the coordinated activities of local chapters; or co-sponsored with local government agencies or educational institutions. The number of symposia, seminars, workshops or technical conferences, staged in any one year is not restricted except that events will not be held within 120 days before or after the Annual International Conference and Exposition.

2.9.4.2 Conflicts between chapters or within a district are to be resolved by the District Director. Conflicts between districts will be resolved by the SOLE Executive Board. Scheduling of local or regional symposia to conclude the day before or commence the day after concurrent meetings of the SOLE Executive Board or Board of Directors meetings is encouraged. However, such scheduling will not ensure that the Executive Board or individual members will be present at the event.

2.9.4.3 The Vice President, Professional and Technical Development, Application Division Directors; Vice President, Education; and Education Committee of SOLE may, upon request from the host chapter, provide assistance in the identification of speakers and development of the technical symposium format and topics. SOLE Headquarters will provide, upon request, a mailing list of all SOLE members residing in the region covered by the event.

2.9.5 Financial Policies for Local or Regional Technical Symposia

2.9.5.1 Basic Policy

Workshops and Technical Symposia must generate sufficient funds to enable the sponsoring chapter or regional group to meet expenses. Reasonable but not exorbitant surplus may be incurred. (Exorbitant in this case is defined as an amount equal to or greater than 25% of the overall chapter operating budgets for the previous year.) Distribution of portions of any surplus funds to both SOLE and the Logistics Education Foundation (LEF) is required, and must be specified in the basic plan for the event.

2.9.5.2 Division of Surplus or Loss

As an incentive to the host chapters, the surplus (or loss) accruing to the host chapter from sponsorship/co-sponsorship of local or regional symposia will be divided as specified in instructions in the presented Technical Plan for the activity. Items included in the final financial statement will be in accordance with the approved financial plan, previously forwarded to the Society's Vice President, Finance through the District Director. If a loss is incurred no reimbursement will be made by the Society unless properly authorized before commitment.

2.9.5.3 Budget and Financial Reporting

A proposed financial plan for each district or chapter workshop or technical symposium will be submitted through the District Director and Vice President, Professional and Technical Development, to the Vice President, Finance – along with the initial request for symposium approval - at least 150 days prior to the event. The financial plan normally will include a detailed budget, listing of fees, expense breakdown (including repayment of any cash advance from SOLE), and a cash flow projection.

2.9.5.4 Cash Advance

Requests for loans from SOLE Headquarters may be made using the guidelines on the "Chapter Loan Request for a Workshop" form (SOLE Form M-5). This advance, if approved by SOLE's Executive Board of Directors, is considered a first level debt and must be repaid before any and all other creditors.

2.9.5.5 Bonding and Indemnification/Liability Coverage

All individuals responsible for handling cash at regional or chapter symposia must be bonded for not less than \$15,000 through a recognized bonding company. This is a mandatory requirement, not an option. This is necessary because chapter management and members are not covered under the Society's Directors and Officers General Liability Insurance policies, since chapter management are not included in the definition of officers under the provisions of corporate law. This coverage will be obtained through SOLE Headquarters upon completion by the chapter/district of the forms required by the bondor/insurer. Further, SOLE regional and chapter symposia must have liability insurance coverage issued by the Society's insurer for each event to these minimum levels:

Bodily injury	\$1,000,000/2,000,000 U.S.
Property damage	\$500,000 U.S.
Theft, Robbery, Hold-up	\$ 50,000 U.S.
Exhibits	as required by the Exhibits Manager

NOTE

Most hotel and other event centers' insurance policies have recently been changed to exclude coverage for organizations holding events at the location.

2.9.5.6 Closing the Books

Unless otherwise approved by the Society's Vice President, Finance all accounting and accounts for regional and chapter symposia must be closed not later than 60 days after the date of the event. When the books are closed, all remaining copies of the symposium's proceedings must be sent prepaid to SOLE Headquarters for archive and inventory management.

2.9.5.7 Audit

The final regional or chapter symposium financial statement shall be audited by the Society's Vice President, Finance and SOLE Headquarters not later than 90 days after the closure of the event accounts or 120 days after completion of the event, whichever date falls first.

2.10 DEACTIVATION AND MERGING OF CHAPTERS

2.10.1 Chapter Status Definitions

Like members, chapters enjoy the privileges and benefits of the Society only when they are "in good standing." For members (both individual and those in positions of management, whether elected or appointed), that means being current, with dues paid-up; and not being in violation of the Society's governing policies and procedures. Chapters in good standing are those having all requisite reports (i.e., Annual Chapter Election Report and Annual Chapter Financial Report) duly filed with SOLE Headquarters; and operating in compliance with the requirements of this Manual. Further, based on a chapter's level of activity, the following definitions apply:

2.10.1.1. An **active chapter** is one whose members are participating as a chapter or as SOLE representatives in logistics activities; which maintains communication among the members; and which has a member who takes the responsibility of communicating with the other parts of SOLE. The status of "active chapter" is not related to the number of chapter members.

2.10.1.2 An **inactive chapter** is one which has members, but which does not produce or participate in any logistics activities as a chapter or as SOLE representatives; which does not maintain any communication among the members; and which has no member who takes the responsibility of communicating with other parts of SOLE. The status of “inactive chapter” is not related to the number of chapter members.

2.10.1.3 A **deactivated chapter** is one from which the charter has been withdrawn, and members have been transferred to another chapter. A Board of Directors decision or concurrence to deactivate a chapter is not related to the number of chapter members.

2.10.1.4 A **reactivated chapter** is a previously deactivated chapter which has had the charter returned, members assigned, and is participating in logistics activities, maintaining communications among the members, and communicating with other parts of SOLE. A Board of Directors decision to reactivate a chapter is not related to the number of chapter members.

2.10.1.5 A **merged chapter** is made up of two or more chapters which have combined into a single chapter.

2.10.2 Determination of Chapter Status

Although definitions and determinations are not based on the number of chapter members, chapters with a very small membership (e.g., less than ten members) run a risk of becoming inactive as other requirements take up members’ time. Therefore, the District Director (as applicable) needs to maintain close communication with small membership chapters to see what assistance they need to sustain their active chapter status.

2.10.3. Withdrawal of Chapter Charter

The SOLE Board of Directors may at any time, by majority vote, void and withdraw the charter and recognition of any chapter which willfully violates the provisions of the SOLE Bylaws or the Management and or Operations Manuals; which participates in activities that are considered not to be in the best interests of SOLE; which has become inactive; or whose members request the chapter be deactivated.

2.10.4 Procedures for Deactivation

2.10.4.1 If it comes to the attention of any Board of Directors member or the Executive Director that any chapter is in violation of the SOLE Bylaws, this Manual or other governance documents, or is participating in activities not in the best interest of SOLE, the Vice President, Member Services will be informed. The Vice President, Member Services will direct the applicable District Director to investigate the charge(s) and formally report on his findings within 30 days. Other Board of Directors members and SOLE Headquarters will assist the District Director with the investigation in any way necessary. If the investigation reveals the charges to be true, the offending Chapter Chair will be notified and counseled by the Vice President, Member Services and the District Director. If the chapter continues with the objectionable activities, the Vice President, Member Services will send (by certified mail) a warning letter to the chapter stating that unless the activities cease, the chapter will be deactivated. Additionally, a letter will be sent to all of the chapter members explaining the situation and asking their assistance in policing the chapter’s activities. If the activities still do not cease, at the next regularly scheduled Board of Directors meeting (providing more than 30 days have elapsed since the warning letter was received by the chapter), the Board will be briefed on the situation and asked to vote to withdraw the chapter’s charter. Chapter members may attend the Board of Directors meeting to defend their actions. If the Board of Directors decides to withdraw the charter, the chapter will be so notified and directed to return the funds and charter to SOLE Headquarters. In addition, the members will be notified of the deactivation, and that they must choose to affiliate with another chapter.

2.10.4.2 If a chapter becomes inactive, the applicable District Director must notify the Vice President, Member Services of the situation. The District Director then will try to contact the chapter members within the next 60 days to determine if there is a way to make the chapter active. The results of the District Director's efforts will be reported to the Vice President, Member Services at the end of the 60 days. If there is not a way to make the chapter active, at the next regularly scheduled Board of Directors meeting, a vote will be taken to deactivate the chapter. If the Board of Directors decides to withdraw the charter, the chapter will be so notified and directed to return the funds and charter to SOLE Headquarters. In addition, the members will be notified of the deactivation, and that they must choose to affiliate with another chapter. It is incumbent upon the District Director to maintain contact with the chapters in his district to determine which are active and which are inactive, and to find ways to keep chapters active so that this type of withdrawal of charter can be avoided when possible. It is also incumbent upon SOLE Headquarters to inform the District Director and Vice President, Member Services when contact from, or communication with, a chapter becomes difficult, thus indicating a reduced level of activity.

2.10.4.3. A chapter may submit a request to be deactivated, either verbally or written, to the Executive Director, District Director or Vice President, Member Services. Upon receipt of such a request, the person notified will notify the other two. The District Director will discuss the request with the member submitting the request to determine if there is a way to continue the chapter as an active chapter. The District Director also should contact other members of the chapter to determine if there is agreement within the chapter about the request for deactivation. These actions must be completed within 60 days of the request. Subsequently, the District Director will notify the Vice President, Member Services of the outcome. If there is no way to continue the chapter as an active chapter, the request will be approved by the Vice President, Member Services and the chapter so notified. With the notification, the chapter will be told the procedures for the directed disposition of its funds and charter. The Board of Directors will be asked for concurrence at the next regularly scheduled meeting. When a chapter is deactivated, the Executive Director shall transfer the current members to another chapter of their choosing.

2.10.5 Disposition of Funds and Charter

When a chapter has been deactivated, a chapter officer (or member) shall forward the charter, a check for the funds remaining in the treasury, the banner and any other pertinent documents to SOLE Headquarters for safekeeping. However, prior to forwarding the treasury check to SOLE Headquarters, the chapter must liquidate all chapter debts. The number on the charter of a deactivated chapter will belong to that chapter forever, and will be held for the possible reactivation of the chapter.

2.10.6 Procedures for Reactivation

When SOLE members desire to reactivate a chapter, they will notify the applicable District Director, Vice President, Member Services, or the Executive Director. The person notified will, in turn, notify the other two. Upon concurrence of the Vice President, Member Services, SOLE Headquarters will return the records and reissue the charter. Also, if the reactivation occurs within three years of the deactivation and return of the treasury to SOLE, a check in the amount corresponding to the amount received at the time of deactivation, or \$100 (whichever is greater), will be issued to the chapter. If the time period exceeds the three years since deactivation the chapter will receive the \$100.00 seed money noted for new chapter activation.

2.10.7 Procedures for Merging

2.10.7.1 Chapters may merge in two ways: both chapters may be deactivated and a new one formed; or one chapter may be deactivated and its members and funds added to another chapter. In either case, the deactivation associated with mergers differs from the deactivations discussed above in that the funds are not sent to SOLE Headquarters, although the charter, banner and other records are. Additionally, in either case, the deactivated chapter or chapters must show proof to SOLE Headquarters that all chapter outstanding revenues have been collected and all outstanding debts have been liquidated.

2.10.7.2 Since merging affects existing SOLE members who are already in a chapter, approval for that action can only be granted by the Board of Directors. Merger approval can be granted only after a majority of all of the members of the chapter or chapters being deactivated indicate agreement with the plan. Furthermore, rationale for merging the chapters has been submitted to the Vice President, Member Services for review, and then to the Board of Directors for approval. When the merger action has been approved, the deactivated chapter or chapters will transfer its funds to the new chapter being created or the existing chapter it is merging with, and return the other items cited above to SOLE Headquarters. SOLE Headquarters will then reassign the members to the new or existing chapter.

2.10.7.3 If a new chapter is being formed from two existing chapters, a petition must be submitted to SOLE Headquarters with at least 12 members signatures, and concurrence of the District Director. At the same time, the chapter Management Committee's names and phone numbers must be submitted. Upon receipt of the petition, SOLE Headquarters will issue a chapter number and will provide a banner with the new chapter name and number at no cost to the new chapter.

PETITION FOR CHAPTER ESTABLISHMENT

TO:
SOLE – The International Society of Logistics
8100 Professional Place, Suite 111
Hyattsville, Maryland 20785-2229
USA



District _____
Chapter _____

As provided in the Bylaws and the Chapter Operations Manual of SOLE – The International Society of Logistics, we, the undersigned members of SOLE, hereby request establishment and official recognition as a SOLE chapter with the following geographical jurisdiction:

Country: _____ State/Province: _____ City: _____

We further request that the Chapter name be recorded as: _____

Should this petition be granted, we agree to support said chapter actively and to conduct its affairs as prescribed by aforesaid Bylaws and for the benefit of SOLE.

The Organizer of this Chapter is:

#	Member's Name (Type/Print)	SOLE Member No.	Signature
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			

(Use additional sheet(s) if necessary.)

Approved by: _____

District Director
District No.
Date

FOR SOLE HEADQUARTERS USE ONLY

1. Date Received _____	4. Initial Package Mailed _____
2. Executive Board Approval _____	_____
3. Charter Mailed _____	5. SOLE Documents Mailed _____
_____	_____

Figure 2-1. Petition for Chapter Establishment
F-1

CHAPTER ANNUAL ELECTION REPORT

TO:
SOLE – The International Society of Logistics
8100 Professional Place, Suite 111
Hyattsville, Maryland 20785-2229
USA



District _____
Chapter _____
Date _____

Our Chapter Officers for the Program Year _____ are: *

CHAPTER MANAGEMENT COMMITTEE			
Chapter Chair	Member No. _____	Home Phone _____	Business Phone _____
		Fax No. _____	E-Mail _____
Vice Chair, Finance	Member No. _____	Home Phone _____	Business Phone _____
		Fax No. _____	E-Mail _____
Vice Chair, Member Services	Member No. _____	Home Phone _____	Business Phone _____
		Fax No. _____	E-Mail _____
Vice Chair, Administration	Member No. _____	Home Phone _____	Business Phone _____
		Fax No. _____	E-Mail _____
Vice Chair, Education	Member No. _____	Home Phone _____	Business Phone _____
		Fax No. _____	E-Mail _____
Vice Chair, Prof. Development	Member No. _____	Home Phone _____	Business Phone _____
		Fax No. _____	E-Mail _____
LEF Liaison	Member No. _____	Home Phone _____	Business Phone _____
		Fax No. _____	E-Mail _____
<i>Submitted By (signature):</i>			
<i>Title:</i>			
<i>Date:</i>			
<p>NOTE: Please print or type name, membership number, and mailing address information for each individual.. Submit this report to SOLE Headquarters (with a copy to your District Director) NLT 30 days after the completion of your election</p>			

SOLE Form M-2, rev Dec 2004

Figure 2-2. Chapter Annual Election Report

**SWEARING IN OATH
FOR INSTALLATION OF CHAPTER MANAGEMENT COMMITTEE**

WOULD THE NEWLY ELECTED (AND APPOINTED) MEMBERS OF THIS CHAPTER'S MANAGEMENT COMMITTEE STEP FORWARD AND FORM A SEMI-CIRCLE FACING THE PODIUM.

BY THE AUTHORITY VESTED IN ME AS THE PRESENT CHAPTER CHAIR OF THE ___ CHAPTER, SOCIETY – THE INTERNATIONAL SOCIETY OF LOGISTICS, I WILL NOW ADMINISTER THE OATH OF INSTALLATION:

PLEASE RAISE YOUR RIGHT HAND AND REPEAT AFTER ME:

"I DO HEREBY SOLEMNLY PROMISE ---- THAT I WILL FAITHFULLY DISCHARGE TO THE BEST OF MY ABILITY ---- THE DUTIES OF THE POSITION TO WHICH I HAVE BEEN ELECTED (OR APPOINTED)----ACCORDING TO THE BYLAWS AND OPERATING PROCEDURES ---- OF SOLE-THE INTERNATIONAL SOCIETY OF LOGISTICS----. I SOLEMNLY PROMISE ---- THAT I WILL ENTHUSIASTICALLY SUPPORT THE SOCIETY ---- AND WILL ENDEAVOR IN ALL ACTIVITIES---- TO EXEMPLIFY THE CODE OF ETHICS AND THE PROFESSIONAL PLEDGE. ----I WILL IN BOTH MY PERSONAL AND PROFESSIONAL EFFORTS --- ACTIVELY PROMOTE THE SOCIETY AND ITS COALS --- SO HELP ME GOD."

GENTLEMEN (LADIES) YOU ARE TO BE CONGRATULATED, I WISH YOU EVERY SUCCESS IN THE YEAR TO COME.

OR (OPTIONAL)

GENTLEMEN (LADIES) ---- YOUR SUCCESS OR FAILURE DURING YOUR TERM WILL DEPEND ENTIRELY UPON THE WISDOM AND ENERGY WITH WHICH YOU ADMINISTER THE AFFAIRS OF YOUR POSITION ---- ALWAYS REMEMBER ---- YOU WILL HAVE IN YOUR CHAPTER ---- MEMBERS WITH A GREAT VARIETY OF EXPERIENCE - --- IN CONDUCTING THE AFFAIRS OF THIS CHAPTER GIVE DUE CONSIDERATION TO THE OPINIONS OF ALL MEMBERS WHO, LIKE YOURSELVES, ARE VITALLY INTERESTED IN THE OBJECTIVES OF SOLE -THE INTERNATIONAL SOCIETY OF LOGISTICS AND OF THIS CHAPTER.

LET THE HIGHEST PRINCIPLES OF YOUR PROFESSION GUIDE ALL OF YOUR DECISIONS AND ACTIONS----

EXTEND AT ALL TIMES THE SPIRIT OF COOPERATION AND FELLOWSHIP----FOR THIS TRULY IS THE ROAD TO SUCCESS AND HAPPINESS----LEARN WELL THE RESPONSIBILITIES ENTRUSTED TO YOU ---- SO THAT YOU MAY INTELLIGENTLY DISCHARGE THE DUTIES YOU ARE TO UNDERTAKE.

AS OUTGOING CHAPTER CHAIR, I HEREBY PROCLAIM THE NEWLY ELECTED MEMBERS OF THIS CHAPTER'S MANAGEMENT TEAM TO BE DULY INSTALLED AND MY DUTIES AS CHAPTER CHAIR ENDED. HOWEVER, AS I ASSUME THE ROLE OF PAST CHAIR, I WILL BE AT YOUR CALL TO ASSIST YOU WITH COUNSEL AND EXPERIENCE GAINED DURING MY TERM OF OFFICE.

TO THE INCOMING CHAPTER CHAIR (BY THE OUTGOING CHAPTER CHAIR)

MR./MADAM CHAIR----YOUR NEW MANAGEMENT COMMITTEE HAS BEEN DULY ELECTED AND INSTALLED --- -AND I HEREBY PROCLAIM THIS CHAPTER IN GOOD WORKING ORDER FOR THE ENSUING YEAR----

THANK YOU----

Figure 2-3. Script For Installation of the Chapter Management Committee



CHAPTER QUARTERLY ACTIVITY REPORT

CHAPTER

Name	No.	District	Date

CHAPTER OFFICERS (CHANGES ONLY)

Title	Name	Company/Organization

MEETINGS

Date	Location	Speaker	Topic	No. Attended

WORKSHIPS/SEMINARS/TRAINING

Date(s)	Location	Topic	No. Attended

COURTESY MEMBERSHIPS PRESENTED

Date	Name	Title	Company/Organization

SPECIAL ACTIVITIES/EDUCATION AND SIGNIFICANT FINANCIAL DISTRIBUTIONS

AWARDS PRESENTED

Date	Award	Name	Company/Organization

Date: _____ Submitted by: _____, C/C

Figure 2-4. Chapter Quarterly Activity Report (Sheet 1 of 2)



SOLE – The International Society of Logistics

CHAPTER ANNUAL FINANCIAL REPORT – FY 04 (1 Oct 03- 30 Sep 04)

Chapter Name	District	Chapter	Date	
Southern Indiana Chapter	04	10	as of 30 Sep 04	
Beginning Balance as of:		Date 1 October 2003	Debits	Credits \$26,555.62
I. RECEIPTS				
A Meetings/Programs				\$841.00
B Other Income				
1.	Membership Dues Receipts			\$2,155.00
a.	Automatic DFAS Charleston allotments for 16 members/mo [\$2,015]			
b.	Non-Allotment member payment [\$140]			
2.	Interest and Dividends (all accounts)			\$181.94
a.	Savings – Crane Federal Credit Union, Share Acct. 15573 [\$60.89]			
b.	Checking – Crane Federal Credit Union, Share Draft Acct. 15573 [\$121.05]			
3.	NAVSEACOTS 02 Workshop (last open registration payment)			\$450.00
TOTAL RECEIPTS				\$3,627.94
II. EXPENSES				
A Meetings/Programs			\$816.00	
B 1. Education (National, District and State Symposia)			\$2,601.00	
a.	Chapter subsidy for MAL 04 attendance (Chapter Chair)			
b.	Chapter subsidies for SOLE 2004 attendance (Chapter Chair and 3 members)			
2. SOLE Donation			\$1,500.00	
	Chapter donation for SOLE HQ support to NAVSEACOTS 02			
3. Other Expenses				
a.	Member Payments to SOLE HQ		\$3,045.00	
(1)	DFAS Charleston-paid dues allotments (see I.B.1, above) [\$2,155]			
(2)	FY 03 payment clearing in FY 04 [\$890]			
b.	Local Chapter Member Fee Subsidy Program		\$665.00	
	19 regular members at \$35			
c.	Administrative (Postage, PO Box Fee)		\$50.80	
(1)	PO Box Annual Rental [\$36.00]			
(2)	Postage [\$14.80]			
d.	Public Relations		\$1,074.15	
(1)	NSWC Science Fair donation [\$200]			
(2)	NSWC New Employee Orientations (3 orientations – refreshments) [\$374.15]			
(3)	NSWC Non-Appropriated Fund Support Fund [\$500]			
e.	LEF Scholarship Donation		\$2,000.00	
f.	Memorial Contribution			
	Bloomfield – Eastern Greene County Library monetary contribution		\$100.00	
TOTAL EXPENSES			\$11,851.95	
Ending Balance as of:		30 September 2004		\$18,331.61
Submitted by:			Jeffrey L. Schafer, VC Finance	
			11/26/04	

Figure 2-5. Chapter Annual Financial Report (illustrative sample)



SOLE - The International Society of Logistics

Chapter Loan Request for a Workshop

Chapters should use this form to request a short-term, zero interest loan from the SOLE Home Office to help cover the costs associated with conducting a workshop, symposium, conference, or other professional development event. Please complete this form and submit it along with a business plan for the workshop to the SOLE Home Office. The VP Finance and the Home Office require 30 days to review and approve each loan request.

Loan Request By: _____ Date: _____
Chapter Name Chapter No. District No.

Workshop Information:
Workshop Title
Workshop Location Date(s) and Time of the Workshop

Brief Description (Purpose, scope, intended audience, etc):

Please attach the following:

- Breakeven analysis that includes all anticipated expenses, cash flow, anticipated number of attendees, and minimum number of attendees needed to breakeven. (See sheet 2.)
Business plan that identifies how the tasks before, during, and after the workshop will be done.
If this chapter has done this or a similar workshop before, attached a copy of the closing financial report from the last one.

\$ _____ Amount of Loan Requested _____ Repayment Date

Points of contact: Chapter Chairperson Symposium Chairperson
Name
Telephone (day)
Fax No.
E-Mail address
Signature
Address to Send the Check to:

For SOLE Office Use Only:
Date Request Received Received By Approved By
Check No. and Date Sent to Actual Repayment Date

Figure 2-6. Chapter Loan Request for a Workshop (page 1 of 2)



SOLE - The International Society of Logistics
Chapter Loan Request for a Workshop

Financial Projections

Use this portion of the form to forecast the anticipated income and cash flow for the workshop.

Projected Income	Input	Calculated Dollars
1. * Estimated Number of Paying Participants <i>(Provide basis for estimate details)</i>	_____	
2. Registration Fee	_____	
3. Registration Income (line 1 x line 2)		_____
4. Estimated Number of Exhibitors	_____	
5. Exhibitors Fee	_____	
6. Exhibit Income (line 4 x line 5)		_____
7. Other Anticipated Income (Sponsor Donations, etc)	_____	
8. Total Income (Sum lines 3, 6, 7)		_____
9. How much of line 8 do you estimate will be invoiced following the workshop?		_____

Projected Expenses		
<i>Prior to the Workshop</i>		
10. Advertisement and Publicity (e.g., flyer preparation, printing, postage)	_____	
11. Facility Deposits (e.g., room and food)	_____	
12. Speaker Gifts	_____	
13. Other (e.g., supplies, name badges, printing the proceedings)	_____	
14. Total Seed Money Required (sum of lines 11 thru 13)		_____
<i>On or After the Workshop</i>		
15. Room Rental (less deposit)	_____	
16. Snacks and Beverages	_____	
17. Meal(s)	_____	
18. Audio/Visual Equipment Rental	_____	
19. Speaker Fees	_____	
20. Other Expenses (provide detail)	_____	_____
21. Total Expenses (Sum lines 14 thru 20)		_____

Profit		
22. Anticipated Profit (line 8 minus line 21)		_____

Comments

Figure 2-6. Chapter Loan Request for a Workshop (page 2 of 2)

Appendix A – Sample Event Technical Plan

The technical plan presented herein is a sample outline of the one that the district or chapter should prepare for the event. Elements in this plan must be addressed in their entirety for the event to be considered by the Executive Board.

Probably the single most effective means of adding to the chapter treasury is to conduct a one-day seminar or symposium consisting of three to six technical papers presented by local or regional experts. Included in the fee is usually a luncheon or buffet. Frequently, a panel session is included, either to start the technical program or to recap the earlier topics. Fees for chapter events can run from \$25.00 to \$100.00 and the chapter may expect to attract from 35 to 100 participants. District event fees should be commensurate to the level of participation, but should be not higher than half of those charged by SOLE for the annual symposium. If a full technical program is provided with interesting speakers, and if a meal is included, the higher fee is appropriate.

The expenses associated with such seminars are normally minimal: included would be the cost of the facility (frequently no cost), the cost of the meal, some minor speaker expense, reproduction of handouts and the cost associated with publicity for the event. A chapter could have a surplus of \$1,000 or more from such an event; however, excessive surplus is not encouraged since the primary purpose of the event is training. District and chapter workshops also can be conducted throughout the year, either as a single all-day event or a series of shorter (e.g., two hour) training sessions. Workshops should be as carefully structured as the seminars.

Instructors or workshop speakers should be recognized leaders in the subject under discussion. The chapter's own members often are the best available and should be used. Since the cost of workshops is minimal, the fee charged should also be minimal.

When a symposium or workshop is concluded, extra copies of the proceedings are usually available. The chapter may wish to offer these for sale to those who were unable to attend. **Two copies of all event proceedings are to be submitted to SOLE Headquarters for filing in the Society's library and historical archives.**

Districts and chapters cannot legally accept monetary gifts for their operating expenses. Gifts of service, on the other hand, both by individuals and their companies are acceptable and encouraged as ways of reducing expenses. Corporate support for reproduction and mailing of course materials may be essential for chapters with a membership below 50.

Every chapter should emphasize continuing professional activity. If a chapter is active - holding monthly meetings, conducting workshops or seminars, publishing a newsletter, communicating with and involving the members and conducting a vigorous renewal and recruitment campaign - adequate sources of chapter income will be developed.

PROPOSED DISTRICT (OR CHAPTER) PLAN

for a

TECHNICAL LOGISTICS SYMPOSIUM



By

District (or Chapter) XX (number) Event Committee of
District (or Chapter) XX of SOLE – The International Society of Logistics

Date: _____

Chair Person (Name)

District Director (Name)

Approved by Executive Board _____ Date: _____

Appendix A – Sample Event Technical Plan

A.1 Introduction

Indicate the purpose of the event in terms of the goals of the Society (i.e., “... the advancement of the art and science of logistics technology through literary, educational and scientific endeavors”).

A statement in this area might read:

The goal of the symposium is to build a foundation for an annual event designed to be of high educational value to the local logistics community and provide a basis for revenue to continue the local chapter activities.

A.2 Concept

Provide a detailed concept plan for the event including:

The technical focus, and the number of days that it will span

The target market –members, non-members and the geographic area

Other organizations supporting and providing attendance

Number and source of instructors/presenters – to include how the chapter will validate their credentials

Identification of support required from SOLE Headquarters

A.3 Facilities

A.3.1 Most chapter sponsored events should take maximum advantage of local corporate facilities and should not require the use of facilities which must be placed under contract a significant time in advance of the event. Use of local hotels and convention facilities is discouraged.

A.3.2 Use this paragraph to describe the facilities you will use for the event and how the facilities will be committed.

A.3.3 Please note here that the only authorized Contracting Officer for the Society is the Vice President, Finance. District Directors, chapter management and event or activity chairmen are not authorized to sign any contract. If significant negotiations and commitment on the part of SOLE is required for the acquisition and contract of the facilities the event will be classified as a SOLE event, not a District or Chapter event. This classification would cause significant control of the event to revert to SOLE and, thus, making it no longer a local event.

A.4 Financial Planning

A.4.1 Budgeting and Funds Management

A.4.1.1 The basic budget for the event should be provided under a separate cover showing the necessary financial planning. In this section describe the general approach to financial plans. A basic budget for a chapter event is included at Attachment 1.

A.4.1.2 Indicate the processing of all monies, credit cards, and if applicable government vouchers. Note that all credit cards and government vouchers must be processed through SOLE Headquarters. Chapters are not authorized to process instruments made out to SOLE, and are not authorized to collect the funds in SOLEs' name.

A.4.1.3 Indicate how the recruitment of exhibitors will not compete or interfere with the corporate exhibitors or partnerships at the SOLE Annual Symposium.

A.4.1.4 Indicate how the financial records for the event will be maintained and how responsibility for accuracy will be allocated. SOLE reserves the right to provide for/conduct an audit of the event records at any time from the commencement of the collection of funds through the final accounting close-out.

A.4.1.5 Demonstrate an understanding and plan for both bonding and insurance for the event.

A.4.2 Division of Surplus or Loss

A.4.2.1 Surplus revenue

Provide a specific plan for the distribution of surplus income. You may indicate a minimum amount that goes directly to the chapter with the remaining funds to be distributed to SOLE or LEF. It should be noted that the chapter's share may not exceed 25% of the prior year's operating capital as reported on the chapter Annual Financial Report. (Operating capital is not the balance in the bank account.) All other funds must be allocated to SOLE or the LEF. Local scholarships are not approved applications for these funds.

A.4.2.2 Negative Revenue

In the event of negative revenue the chapter must indicate how the shortfall will be provided for. Plans must clearly indicate the use of existing funds, or the requirement for SOLE to provide a loan to cover the shortfall. Please note that all such eventualities must be included in the risk management plan for the event (see Attachment 3 to this Appendix).

A.5 Schedule

A comprehensive backdate schedule must be developed for the event. All activities leading up to the event must be included and tracked. This should be included as an attachment to the plan. A draft is included at Attachment 2 for your use in the initial planning. This should be updated to reflect the local chapter approach to the event.

A.6 Administration

All administrative requirements must be described. Indicate how registrations will be supported, how monies will be accounted for and how the day to day activities of the event will be provided for. All administrative relationships between the chapter and other local organizations must be described in full. Indicate how the chapter will provide for publicity and other information for the event.

Attachment 1 to Appendix A – Basic Budget for a District or Chapter Event (Sample)

SOLE Headquarters will provide an Excel version of the budget illustrated below to allow rapid computation of the final budget. Input worksheets and final budgets must be included in your request for the event approval by the Executive Board.

Paid Attendance	Fee	Number	Day One	Day Two	Total					
Full Non Members	\$120.00	25			\$3,000					
Early Non Members	\$95.00	5			\$475					
Full Members	\$85.00	55			\$4,675					
Early Registration	\$60.00	15			\$900					
Total Paid		100	100	100	\$9,050					
Non Paying										
Instructors		2								For Workshops
Presenters		8								For Sessions
Staff		8	8	8						Use Volunteers for this
Guests		4								VIP attendance
Total Non Paid		22	22	22						
Exhibitors	Fee	Number								NOT Recommended for Local Events
Exhibitor Std	\$700.00				\$0					In line booth
Exhibitor High	\$750.00				\$0					Corner or high traffic booth
Total Exhibitor Personnel					\$0					
Sponsorships										NOT Usually Available for Local Events
Sponsors Basic	\$200.00				\$0					
Sponsors Medium	\$500.00				\$0					
Sponsors High	\$750.00				\$0					
					\$0					
Expenses	Cost Each									
Instructor Fees										
Instructor Fees	\$0.00									Use Volunteers for this
Tokens For Speakers	\$15.00				\$150					
Rent for Event	\$750.00									
Meals	Cost Each									
Breakfast	\$7.50				\$0					
Morning Break	\$6.50		\$793.00	\$793.00	\$1,586					
Lunch	\$11.00				\$0					
Afternoon Break	\$6.50		\$793.00	\$793.00	\$1,586					
Dinner	\$17.50				\$0					
Total Food					\$3,172					
Exhibitors	Fixed Cos	Cost Each								Not Recommended for Local Events
Drapery		\$25.00	Enter based on final contract							
Exhibits Manager										
Exhibitor Prospectus										
Security	\$275.00									
Phones - Internet		\$25.00								
Admin Expense										
Admin to HQ for										
Credit Cards & 1556s	5.00%				\$226					Reflects charges from Credit Card Company
Phones - Internet	\$15.00									May not be required
Staff Tokens	\$5.00		\$40.00	\$40.00	\$80					
Liability Insurance	\$500.00									Validate with SOLE HQ
Printing Advertising	\$5.00				\$500					For Chapter Event use \$5.00 for District Event use \$10.00
Printing Proceedings	\$25.00				\$2,500					Covers cost of Proceedings
Shipping	\$3,500									Only if Materials From SOLE HQ are required
Registration Personnel	\$9									Use Volunteers For this
Registration Materials	\$250				\$250					
Computer Rentals per day	\$0									Use Local Members Assets
Facility Administrative Fees	\$250				\$250					Provides for last minute support
Total					\$3,806					

Attachment 2 to Appendix A – Event Backdate Calendar (Sample)

SOLE Headquarters will provide an Excel Worksheet that will compute the due dates when you enter the event date.

<u>Date</u>	<u>Backdate</u>	<u>Activity Complete</u>	<u>Responsible</u>
-360	-360	Schedule panels	Conference Chair
-350	-350	Target Theme Confirmed With Local Customers	Chapter/District Officers
-340	-340	Proposal to Executive board	Chapter/District Officers
-300	-300	Do Not Proceed until approved	
		Executive Board Approval	Exec Bd
-260	-260	Technical Program Outline with Keynote speakers and session topics	Conference Chair
-225	-225	PAPER Abstracts Due	Authors
-200	-200	Final Site Selection	Conference Committee
-175	-175	Exhibits Manager Confirmed	SOLE Hq
-160	-160	Invitation to Exhibitors	Exhibits Manager
-150	-150	Site Contract Negotiated and Signed	VP Finance/President/
-140	-140	Preliminary Booth Layout	Exhibits Manager
-120	-120	Detailed Agenda	Conference Chair
-90	-90	Review Abstracts Completed	Paper Committee
-90	-90	Registration Form to Web Site, Spectrum and SOLEtech	Conference Chair
-90	-90	Interim Exhibitors' Fees/Charges to SOLE HQ	Exhibits Manager
-85	-85	Acceptance/non-acceptance notification	Paper Committee
-75	-75	Preliminary Program Information & Speaker Lists	Conference Chair
-75	-75	e-mail Promotion to Mailing Lists	Conference Chair
-60	-60	Technical Agenda Published	Conference Chair
-60	-60	e-mail to Presenters	Conference Chair
-60	-60	Interim Exhibitors' Fees/Charges to SOLE HQ	Exhibits Manager
-60	-60	Select Speakers' Gifts items (Keynoters, Workshop Leaders, Panel/Session Moderators/Panelists, Paper Presenters)	Conference Chair SOLE Hq Support
-60	-55	Determine quantity for Gift Items, submit to vendor for price/delivery time quote	Conference Chair SOLE Hq Support/Guidance
-55	-55	Accept quote, place order for Gift Items	SOLE Hq
-50	-50	Assign time slots for Papers	Conference Chair
-45	-45	Identify Audio Visual Requirements	Conference Chair
-30	-30	Select CD contractor for Proceedings	SOLE HQ
-30	-30	Arrange for AV Resources	VP Finance
-30	-30	e-mail Promotion to Mailing Lists	Conference Chair
-30	-30	Interim Exhibitors' Fees/Charges to SOLE HQ	Exhibits Manager
-25	-25	e-mail to Presenters	Conference Chair
-10	-10	Balance of Exhibitors' Fees collected	Exhibits Manager
-10	-10	Exhibitors' Fee Balances/Charges to SOLE HQ	Exhibits Manager
-10	-10	Final Program to Printers	Conference Chair
-5	-5	Deliver Final Program to Hq	Printers
-2	-2	All Materials On Site	Conference Chair
-2	-2	Registrations to SOLE Hq for Processing (CC & 1556s)	Conference Chair
-1	-1	Registration Set Up/ Materials In Bags	Conference Staff
0	0	Symposium Relax It's too Late to Worry	Conference Chair
2	2	Close Symposium Accounts and Cross Check Registrations	SOLE Hq & Conference Chair
10	10	Papers input deadline to CD Contractor	Conference Chair
15	15	Preparation of CD's Complete	Contractor
30	30	Accounts Closed	VP Finance
48	48	All Uncontested Bills Paid	SOLE Hq & Conference Chair

Attachment 3 to Appendix A – Event Risk Analysis and Mitigation Plan (Sample)

The risk analysis plan illustrated here is a basic analysis tool that allows the Executive Board to gain an appreciation of the level of understanding by the district and chapter of the risks associated with the planned event, and their ability to respond by mitigating the probability of occurrence and/or the impact on success should they occur.

	Risk		Opportunity					
	Worst Case		Nominal		Best Case			
Income								
Registration	\$6,787.50	-25%	\$9,050.00	15%	\$10,407.50			
Sponsorships	\$0.00	-30%	\$0.00	10%	\$0.00	Not Used for This Level Event		
Exhibitors	\$0.00	-20%	\$0.00	10%	\$0.00	Not Used for This Level Event		
Total Income	\$6,787.50		\$9,050.00		\$10,407.50			
Expenses								
Instructor Fees	\$0.00	0%	\$0.00	0%	\$0.00	Not Used for This Level Event		
Tokens	\$150.00	0%	\$150.00	0%	\$150.00			
Rentals	\$0.00	0%	\$0.00	0%	\$0.00	Recommend Alternative Sourcing		
Exhibitors	\$0.00		\$0.00		\$0.10	Not Used for This Level Event		
Meals	\$3,172.00	0%	\$3,172.00	15%	\$3,647.80	Assumes you can go up but not down		
Admin Expense	\$3,806.25		\$3,806.25		\$3,806.25			
Total Expenses	\$7,128.25		\$7,128.25		\$7,604.15			
Revenue	-\$340.75		\$1,921.75		\$2,803.35			

NOTES ON CHANGE AUTHORITY

All changes to this Manual will be made by footnote annotation to the text in future editions, with the corresponding record of Change Authority included on this page.