



American Society for Training and Development

Cascadia Chapter

The American Society for Training and Development (ASTD) is a national organization dedicated to the professional development of those in the training field.

ASTD - Cascadia Chapter serves Oregon and Southwest Washington.

**The chapter's aim is to be the premier resource for training professionals in the area.**

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# Policies and Procedures Manual

Revised November 2010

# Cascadia Chapter Policies and Procedures

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*Revised October 2008*

# ASTD-Cascadia Chapter Policies and Procedures

*This document describes the policies that have been voted and approved by the Chapter Board of Directors and the procedures that have been created for day-to-day operations of the Cascadia Chapter of the American Society for Training and Development. These policies and procedures are determined within the guidelines of the National ASTD charter and our Chapter bylaws.*

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## Welcome to the ASTD-Cascadia Chapter

The ASTD-Cascadia Chapter is a professional organization that provides the highest level of services and benefits to its members in Oregon and southwest Washington. Our members are training and development professionals and other individuals interested in this field.

### Legal constitution

The ASTD-Cascadia Chapter is a non-profit, tax-exempt, 501(c)(3) corporation. Our tax identification number is 51-0222873 as determined by the IRS. Our registry number with the State of Oregon is 229678-89.

We are chartered and affiliated with the national organization of ASTD. We align ourselves with National ASTD's vision, policies, and services.

### Strategic direction

Our strategic direction is to be the premier resource for training and development in Oregon and southwest Washington.

### History

To review the ASTD-Cascadia Chapter's complete history, including a list of past presidents, refer to our web site under *About*.

### Bylaws

To review the most recent revision of our bylaws, refer to our web site under *About*.

# Leadership

## Policies

Chapter bylaws govern the makeup of the Board of Directors. This document details the operations of our Board of Directors and contains explanations for each Board position. The term of office for Board members is November through October.

Board members must sign and abide by the *Board Member Statement of Responsibilities*. Failure to do so may result in disciplinary action as outlined in the *Board Member Discipline Policy*.

Past Presidents receive free, lifetime membership in the chapter if they so choose.

## Procedures

### Election of Board

The ASTD-Cascadia Chapter President oversees Board elections.

<i>Who</i>	<i>Does What</i>
President (and/or President-Elect)	<ol style="list-style-type: none"> <li>1. By August, call a Nominating Committee to develop a slate of officers. Ensure that the Nominating Committee is not part of the slate of officers.</li> <li>2. Review potential slate of officers with current Board members.</li> </ol>
ASTD Office	<ol style="list-style-type: none"> <li>3. Collect and post bios for all potential Board members on the Chapter web site.</li> <li>4. Send the names of candidates to the membership via the web site and email for voting.</li> <li>5. Retain results of the voting at the ASTD Office.</li> <li>6. Update the elected Board members' contact information on the web site, and notify all sources of any change.</li> </ol>
President	<ol style="list-style-type: none"> <li>7. Submit Chapter leadership changes to National ASTD.</li> </ol>
President and VP of Finance	<ol style="list-style-type: none"> <li>8. Complete new signatory cards for the Chapter checking account.</li> </ol>

### Board Meetings

Board meetings must be held at least quarterly, but typically are held each month at the call of the President. These meetings are open to all members and are posted on the web site under *About*.

- ◆ **Board member reports:** The Secretary prepares a report containing a financial statement and specific updates from each Board member and sends this compiled report by email several days before each meeting.
- ◆ **Minutes:** The Secretary records the minutes and emails them to all Board members and the ASTD Office within two weeks of the meeting. A copy of the financial reports and budgets will be kept with the minutes.

## Board Decisions

Decisions made by the Board require a quorum of all Board member positions currently filled. The act of a majority of Board members present at a Board meeting where a quorum is present will constitute the act of the Board, unless the decision requires a greater percentage or member approval as outlined by the bylaws.

Outside of a Board meeting, the President may ask for votes on a decision by other methods, including email and fax. These other methods of voting constitute a quorum for purposes of making a decision. When “virtual” voting is done, a majority of all currently filled Board members must approve in order to constitute a decision.

At the end of a virtual vote, the President will file a report with the ASTD office that reiterates the motion and records the vote of each Board member. In addition, the President will insure that virtual votes / actions are included in the minutes of the Board’s next scheduled meeting and that a summary is sent virtually to the Board as soon as is practicable.

## Retreats and Conferences

Each year at least one Board member attends ASTD’s National Leadership Conference (NLC) as time and budget allow. More members may attend at the discretion of the Board.

In the fall, the incoming President hosts a retreat for all incoming Board members and develops the plans and budgets for the coming year.

## Board Discipline

All Board members are required to sign the *Board Member Statement of Responsibilities*, which outlines expected behaviors required by state law and by the organization. Any breach of these responsibilities will be grounds for disciplinary action, up to and including termination of the board member’s service and legal prosecution, if appropriate.

### Corrective Action:

Reasonable efforts will be made to fully understand and correct any performance concerns as quickly as possible. The following process is recommended:

1. Any perceived board member improprieties should be brought directly to the attention of the offending Board member and the President (or to

another Board member if the issue involves the President). Discussions of this nature should be documented.

2. Issues brought to the President (or another Board member) will be raised and discussed by the Board. Board members will determine corrective action to be taken and clarify performance expectations for the Board member.

#### **Termination:**

If the issue continues to be unresolved, the following steps may be taken to terminate the Board member's service:

1. By 2/3 vote of the entire Board, the Board may terminate a Board member for behavior in violation of these bylaws or which is detrimental to the Chapter.
2. Termination of Board members will be considered at a regularly scheduled Board meeting. Written notice, including reason for the proposed termination, will be sent to Board members and the individual concerned at least two weeks before the meeting.
3. Any motion for termination must be made by a Board member, based on personal knowledge, official Chapter records, or statement signed by no fewer than four Chapter members.
4. Before termination, the Board member will have an opportunity to be heard by the Board.

## **Forms**

Forms appear on the following pages, including:

- ◆ Board Member Statement of Responsibilities
- ◆ Board Member Statement of Conflict of Interest
- ◆ Position descriptions

## Board Member Statement of Responsibilities

By agreeing to serve as a Board member of the ASTD-Cascadia Chapter, you are not only pledging to support this organization, you are accepting a legal responsibility within the State of Oregon. The law generally imposes three duties of trust:

### 1. Duty of Care:

You must discharge your duties with the care an ordinary, prudent person in a like position would under similar circumstances. You need not always be right, but you must act with common sense and informed judgment. This requires:

**Active Participation:** It is expected that you will actively participate in the management of this organization, including attending Board meetings, reading minutes, reviewing financial documents, submitting reports, and completing assignments as agreed.

**Reasonable Inquiry:** If a problem exists or a report on its face does not make sense, you have a duty to inquire into the surrounding facts and circumstances. You have the duty to investigate warnings or reports of member theft, mismanagement, or impropriety.

### 2. Duty of Loyalty:

You have a duty to give your undivided loyalty to the organization. Decisions regarding the organization's funds and activities must promote the organization's public purpose rather than private interest. Any potential conflicting transactions should be scrutinized closely. This includes:

**Conflicts in General:** While transactions between the organization and individual Board members should be avoided, they are not absolutely prohibited by law. The Board should only approve transactions that are clearly in the Chapter's best interest.

**Disclosure of Personal Benefit:** Any personal benefit to be derived from Board decisions should be openly shared. Board members who may receive personal benefit will abstain from voting in such decisions.

**Loans:** The ASTD-Cascadia Chapter may not loan money to any Board member, employee, contractor, or member.

### 3. Duty of Obedience:

You have a duty to follow the Chapter's bylaws and policies. These are explained within the Board manual provided to all Board members.

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Signature

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Date

## Board Member Statement of Responsibilities

### 1. Purpose

The purpose of this conflict of interest policy is to protect the Chapter's interest when it is contemplating entering into a transaction that might benefit the private interest of a Board member. Conflicts of interest exist when the personal or professional concerns of a board member or a staff member affect his or her ability to put the welfare of the Chapter before personal benefit.

### 2. Situations which may create a conflict of interest include:

- A transaction between the Chapter and a responsible person or family member.
- A responsible person or their family member competing with the Chapter in the rendering of services or in any other transaction with a third party.
- A responsible person accepting gifts, entertainment or other favors from any individual or entity that does or is seeking to do business with, or is a competitor of the Chapter; or under circumstances where it might be inferred that such action was intended to influence the responsible person in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value or entertainment of nominal or insignificant value which are not related to any particular transaction or activity of the Chapter.

### 3. Definitions

- A "conflict of interest" is any circumstance described in Section 2 of this Policy.
- A "responsible person" is any person serving as an officer, employee or member of the Board of Directors of the Chapter.
- A "family member" is a spouse, domestic partner, parent, child or spouse of a child, brother, sister, or spouse of a brother or sister, of a Responsible Person.
- A "material interest" in an entity with a substantial interest of any kind that would affect a responsible person's judgment with respect to transactions to which the entity is a party. This includes all forms of compensation.
- A "transaction" is any agreement or relationship involving the sale or purchase of goods, services, or rights of any kind, the providing or receipt of a loan or grant, the establishment of any other type of pecuniary relationship, or review of a charitable organization by the Chapter. The making of a gift to the Chapter is not a transaction.

### 4. Procedures

- Prior to board or committee action on a transaction involving a possible conflict of interest, a responsible person having a conflict of interest shall disclose all facts material to the conflict of interest. Such disclosure shall be reflected in the minutes of the meeting.
- A person who has a conflict of interest shall not participate in or be permitted to hear the board or committee's discussion of the matter except to disclose material facts and to respond to questions at the discretion of the President. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting.
- If a majority of the Directors who have no conflict of interest with respect to a transaction vote to authorize, approve, or ratify the transaction, a quorum is present for

the purpose of taking action under this policy. The person having a conflict of interest may not vote on the transaction and shall not be present in the meeting room when the vote is taken, unless the vote is by secret ballot. Such person's ineligibility to vote shall be reflected in the minutes of the meeting

- In the event it is not entirely clear that a conflict of interest exists, the individual believing there to be a potential conflict shall disclose the circumstances to the President, who shall determine whether such a conflict of interest exists.
- A responsible person shall not disclose or use information relating to the business of the Chapter for the personal profit or advantage of the responsible person or a family member.

#### 5. Review of Policy

- Each Board member shall be required to review a copy of this policy and to acknowledge in writing that he or she has done so.
- Each member of the Board of Directors shall review this policy annually. Any changes to the policy shall be communicated immediately to all responsible persons.

Please describe below any relationships, positions, or circumstances in which you are involved that you believe could contribute to a Conflict of Interest. A list of potential sources of conflict of interest include:

The Connor Group (contractor for the Business Manager)  
Kern & Thompson, LLC (CPAs for the Chapter)  
Bank of America (checking account)  
Fullerton Co (insurance providers)  
Corner Office (mail and secretarial support)  
Blue Host (ISP, web hosting and programming services)  
Speakers, facilities or other resources used to produce a program  
Other (please describe) \_\_\_\_\_

Please list the number of any of the above listed companies and the nature of your relationship to them.

\_\_\_\_\_  
\_\_\_\_\_

Comments:

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agree to abide by, the Policy of Conflict of Interest of the Chapter that is currently in effect.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print Name

## President

<b>Key Role</b>	Provide Chapter leadership. Coordinate all activities, including vision, strategy, and objectives to the Board and Chapter.
<b>Responsibilities</b>	Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter's mission, values, and strategic plans. Serve as chair of the Chapter Executive Committee. Ensure an ongoing and healthy succession planning process across the areas covered by the position. Facilitate Board meetings and implement decisions. Coach Board members. Work with the VP of Finance to examine operations and expenses. Develop the budget. Be a liaison with the ASTD Office and between National ASTD and the Chapter. Maintain contact with other ASTD Chapters. Represent the Chapter at Chapter events, professional and civic functions. Ensure that Chapter involvement, activities, and decisions serve member interests and National ASTD policies. Provide leadership and direct oversight to the CLO, COO, President Elect and Past President. Supervises the Business Manager.
<b>Qualifications</b>	Elected by membership vote. Have prior membership on the Chapter Board for at least two years. Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD. Maintain email account and have Internet access to Chapter web site.
<b>Key Partners</b>	President Elect, Past President, CLO, COO, ASTD Office, Board members and previous Chapter Presidents
<b>Term of Office</b>	One year as President-Elect, one year as President, one year as Past President
<b>Time Required</b>	8 to 10 hours per week. This includes attending monthly events, chairing Board meetings, organizing and attending various retreats, and attending the ASTD Leadership Conference.

## President Elect

<b>Key Role</b>	Prepare for and plan to serve as President for the following year.
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter's mission, values, and strategic plans.</p> <p>Act for the President during the President's absence.</p> <p>Learn all aspects of Chapter operations, including history, policies and procedures, current practices, and bylaws, to prepare for the President's position.</p> <p>Participate in the Nominating Committee and Financial Review Committee as required by Chapter bylaws.</p> <p>Serve as a member of the Chapter Executive Committee.</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p> <p>Work with the VP of Finance to examine operations and expenses and to develop the budget.</p> <p>Assist with strategic planning. Ensure that the strategic issues and plans identified by the Board are not forgotten in the barrage of regular activities as the year progresses.</p> <p>Assume other duties, including special projects as needed by the President and the Board.</p>
<b>Qualifications</b>	<p>Elected by membership vote.</p> <p>Have prior membership on the Chapter Board for at least one year.</p> <p>Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.</p> <p>Maintain email account and have Internet access to Chapter web site.</p>
<b>Key Partners</b>	President, Past President, CLO, COO, ASTD Office, Board members, and Nominating Committee
<b>Term of Office</b>	One year as President Elect, plus a commitment for one year as President and one year as Past President
<b>Time Required</b>	6 to 8 hours per week. This includes attending monthly events, attending Board meetings and various retreats, assisting the President, working with volunteers, training new leaders, and attending the ASTD Leadership Conference.

## Past President

<b>Key Role</b>	Serve as advisor and resource to the Board and Chapter.
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter's mission, values, and strategic plans.</p> <p>Answer questions that members or potential members have about our Chapter, the field of training and development, or their careers.</p> <p>Assist with Board meetings and strategic planning.</p> <p>Serve as a member of the Chapter Executive Committee.</p> <p>Participate in the Nominating Committee and Financial Review Committee as required by Chapter bylaws.</p> <p>As appropriate, submit chapter best practices to National ASTD for recognition and replication.</p> <p>Assume other duties, including special projects, as needed by the President and Board.</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p>
<b>Qualifications</b>	<p>Must have served as President during the prior year.</p> <p>Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.</p> <p>Maintain email account and have Internet access to Chapter web site.</p>
<b>Key Partners</b>	President, President Elect, CLO, COO, previous Chapter Presidents
<b>Term of Office</b>	One year
<b>Time Required</b>	3 to 5 hours per week. This includes assisting the President and Board, and attending monthly events, Board meetings, and various retreats.

## Chief Learning Officer (CLO)

<b>Key Role</b>	Provide leadership and guidance for all programmatic aspects of Chapter operations.
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter's mission, values, and strategic plans.</p> <p>Coordinate programmatic initiatives as necessary and desirable with those of ASTD-National, staying abreast of relevant emerging National initiatives.</p> <p>Ensure and grow speaker and presenter bench strength across all programmatic areas.</p> <p>Stay abreast of current and emerging local, national, and international trends in Workplace Learning and Performance.</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p> <p>Coordinate and evolve a multi-year programmatic strategy that weaves programs, series, forums, interest groups, and the conference into a cohesive whole.</p> <p>Provide leadership, mentorship, and direction to the VP of Outreach, VP of Conference, VP of GIGs, VP of SIGs, VP of Series &amp; Forums, and VP of Programs.</p> <p>Serves as member of Chapter's Executive Committee.</p>
<b>Qualifications</b>	<p>Elected by membership vote.</p> <p>Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.</p> <p>Maintain email account and have Internet access to Chapter web site.</p> <p>Senior professional required; extensive experience in the Portland T &amp; D community preferred.</p>
<b>Key Partners</b>	President, President-Elect, Past-President, COO, VP of Outreach, VP of Conference, VP of Geographic Interest Groups, VP of Special Interest Groups, VP of Series & Forums, VP of Programs
<b>Term of Office</b>	One year
<b>Time Required</b>	4 to 6 hours per week. This includes attending monthly events and professional development workshops, Board and relevant committee meetings and various retreats.

## VP of Learning Technologies

<b>Key Role</b>	Research options, strategize and guide the use of technology in both internal and external applications.
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter’s mission, values, and strategic plans.</p> <p>Recruit and lead directors and other volunteers to implement best practices and Board strategies for technology issues.</p> <p>Develop a technology needs assessment and prioritized budget for implementation.</p> <p>Strategize needs related to internal technology (web site design, web site use and development, Intranet for Board use, discussion lists, chat rooms, mailing lists, electronic communications, etc.).</p> <p>Strategize technology-related needs for events (programs, AIT, professional development, SIGs, e-learning, etc.).</p> <p>Advise Board members, SIG leaders, and Program coordinators on technology-related issues for their functional area.</p> <p>Develop virtual knowledge products to sell or offer to members (digital learning, event archives, etc.).</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p>
<b>Qualifications</b>	<p>Elected by membership vote.</p> <p>Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.</p> <p>Maintain email account and have Internet access to Chapter web site.</p>
<b>Key Partners</b>	President, CLO, ASTD Office, other VPs, technology-related SIGs
<b>Term of Office</b>	One year
<b>Time Required</b>	4 to 6 hours per week. This includes attending monthly events and professional development workshops, Board and relevant committee meetings and various retreats.

## VP of Conference

**Key Role** Successfully, plan, manage and coordinate Chapter’s annual Regional Conference.

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**Responsibilities** Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter’s mission, values, and strategic plans.

Plan and promote annual conference by developing theme, selecting speakers, setting format, and managing logistics.

Recruit and lead volunteer committee to plan, organize and manage annual conference.

Identify and recruit volunteers as need to assist with logistical arrangements.

Design program content to provide learning opportunities from leading national and regional subject-matter experts as well as professional peers.

Met financial goals for conference by making good business decisions.

Assess and evaluate conference and customer satisfaction.

Ensure an ongoing and healthy succession planning process across the areas covered by the position.

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**Qualifications** Elected by membership vote.

Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.

Maintain email account and have Internet access to Chapter web site.

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**Key Partners** President, Board members, ASTD Office, VP of Human Resources, VP of Marketing and Communications, COO

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**Term of Office** One year

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**Time Required** 6 – 8 hours per week. This includes attending conference committee and Board meetings and retreats. Time commitment increases closer to conference, depending upon planning and logistical details. Last week may reach full time.

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## VP of Geographic Interest Groups

<b>Key Role</b>	Provide leadership and guidance for all geographical interest groups (GIGs) formed across the chapter.
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter's mission, values, and strategic plans.</p> <p>Help Geographic Interest Groups meet member needs in a professional, responsible manner.</p> <p>Recruit and mentor Directors and other volunteers to assist with ongoing running of geographic interest groups.</p> <p>Evaluate opportunities across the chapter's service area for future GIGs.</p> <p>Coach members in starting new GIGs when warranted. Work with the local GIG team to form a strategic plan for the area.</p> <p>Serve as a GIG liaison to the Board.</p> <p>Develop and manage a calendar of events for each GIG. On an occasional basis, partner with VP of Programs and VP of Series &amp; Forums to offer chapter events in GIG areas.</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p>
<b>Qualifications</b>	<p>Elected by membership vote.</p> <p>Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.</p> <p>Maintain email account and have Internet access to Chapter web site.</p>
<b>Key Partners</b>	President, CLO, VP of Programs, VP of Series & Forums, Board members, ASTD Office, GIG leaders
<b>Term of Office</b>	One year
<b>Time Required</b>	2 to 4 hours per week. This includes attending Board meetings, monthly events, GIG events and various retreats. It also includes traveling to geographic areas to evaluate opportunities for future GIGs and to develop existing GIGs.

## VP of Special Interest Groups

<b>Key Role</b>	Provide leadership and guidance for all Portland Metro special interest groups (SIGs) formed across the chapter.
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter's mission, values, and strategic plans.</p> <p>Help Special Interest Groups meet member needs in a professional, responsible manner.</p> <p>Recruit and mentor Directors and other volunteers to assist with ongoing running of special interest groups.</p> <p>Provide resources and tools for ongoing sustainability of SIGs.</p> <p>Evaluate opportunities across the membership for both short term and long term SIGs.</p> <p>Coach members in starting new SIGs when warranted. Work with the SIG teams to form a strategic plan.</p> <p>Serve as a SIG liaison to the Board.</p> <p>Monitor and tend to SIGs throughout the SIG operational lifecycle.</p> <p>Provide speaker suggestions to groups.</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p>
<b>Qualifications</b>	<p>Elected by membership vote.</p> <p>Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.</p> <p>Maintain email account and have Internet access to Chapter web site.</p>
<b>Key Partners</b>	President, CLO, Board members, ASTD Office, SIG leaders
<b>Term of Office</b>	One year
<b>Time Required</b>	2 to 4 hours per week. This includes attending Board meetings, monthly events, SIG meetings and various retreats.

## VP of Series and Forums

<b>Key Role</b>	Provide leadership and guidance of series and forums, which may include Fundamentals of Training, Managing the Training Function, eLearning Strategies. Senior Forum and CEO Forum.
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter's mission, values, and strategic plans.</p> <p>Manage training series and forums. Assess and evaluate events and customer satisfaction.</p> <p>Recruit volunteers to assist with series and forums.</p> <p>Meet the financial goals for events by making good business decisions.</p> <p>In conjunction with the VP of Geographical Interest Groups, plan or promote non-Portland-based series and/or forums.</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p>
<b>Qualifications</b>	<p>Elected by membership vote.</p> <p>Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.</p> <p>Maintain email account and have Internet access to Chapter web site.</p>
<b>Key Partners</b>	President, CLO, Board members, ASTD Office, Director of Senior Forum, Director of Training Series
<b>Term of Office</b>	One year
<b>Time Required</b>	4 to 6 hours per week. This includes attending Board meetings, monthly events and various retreats.

## VP of Programs

<b>Key Role</b>	<p>Provide leadership and guidance for non-recurring programs.</p> <p>Set overall direction and ensure that events meet the needs of training and development professionals in Oregon and southwest Washington.</p>
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter’s mission, values, and strategic plans.</p> <p>Plan and promote a variety of Portland-based events throughout the year (including the first quarter of the following year to ensure a smooth transition).</p> <p>In conjunction with the VP of Geographic Interest Groups (or delegate), plan and promote several non-Portland-based events throughout the year.</p> <p>Recruit volunteers to facilitate event planning and chair events at program locations.</p> <p>Design events to provide learning opportunities from subject-matter experts as well as professional peers.</p> <p>Meet financial goals for events by making good business decisions.</p> <p>Assess and evaluate events and customer satisfaction.</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p>
<b>Qualifications</b>	<p>Elected by membership vote.</p> <p>Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.</p> <p>Maintain email account and have Internet access to Chapter web site.</p>
<b>Key Partners</b>	<p>President, CLO, VP of Series and Forums, VP of Membership, VP of Outreach, Business Manager</p>
<b>Term of Office</b>	<p>One year</p>
<b>Time Required</b>	<p>6 to 8 hours per week. This includes coordinating and attending monthly events and professional development workshops, and attending Board meetings and various retreats.</p>

## Chief Operating Officer (COO)

<b>Key Role</b>	<p>Provide leadership and guidance for all administrative and non-programmatic aspects of Chapter operations.</p> <p>Supervise any paid administrative staff subsidiary to the Business Manager.</p>
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter's mission, values, and strategic plans.</p> <p>Support, maintain, and update Chapter website content.</p> <p>Oversee the membership database and member information maintenance.</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p> <p>Ensure that accounts payable and accounts receivable for the Chapter are handled accurately and in a timely manner.</p> <p>Provide leadership, mentorship and direction to the VP of Finance, VP of Membership, VP of Human Resources, VP of Marketing &amp; Communication, Secretary, and Director of Technology.</p> <p>Serves as member of Chapter's Executive Committee.</p>
<b>Qualifications</b>	<p>Ex-officio member by virtue of Business Manager status. Meets all qualifications for Business Manager role.</p> <p>Supervised by President of Board of Directors.</p> <p>Supervises VPs of Finance, Membership, Human Resources, Marketing/Communication; Secretary; and Director of Technology.</p> <p>Maintain email account and have Internet access to Chapter web site.</p>
<b>Key Partners</b>	<p>President, President-Elect, Past-President, CLO, VP of Finance, VP of Membership, VP of Human Resources, VP of Marketing &amp; Communication, Secretary, Director of Technology</p>
<b>Term of Office</b>	<p>One year, renewable as long as Business Manager status is maintained</p>
<b>Time Required</b>	<p>15 – 18 hours per week. This includes attending Board and relevant committee meetings and various retreats.</p>

## VP of Finance (Treasurer)

<b>Key Role</b>	Responsible for the financial management of the Chapter including safekeeping of all financial records.
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter's mission, values, and strategic plans.</p> <p>Work in conjunction with the Business Manager to Oversee the Chapter's financial health and proper compliance with National and Chapter guidelines.</p> <p>Oversee and review the ASTD Office's handling of Chapter records and finances. Sign checks. Analyze monthly financial reports.</p> <p>Report on the Chapter's financial condition at Board meetings and at the President's request.</p> <p>Mentor and coach other Board members in the development of the annual budget. Works with individual Board members in developing budgets related to specific events.</p> <p>Recommend policies and procedures for financial activities. Help educate the Board to understand the Chapter's financial status and its financial reports.</p> <p>Recruit volunteers to assist with financial activities and audits.</p> <p>Partners with the Business Manager and Financial Review Committee to conduct internal Financial Review on a bi-annual basis. In alternate years, partners with the business Manger to perform an internal review orientation.</p> <p>Safeguard the Chapter's financial assets.</p> <p>File financial reports with National ASTD on time. Comply with IRS and other government requirements to maintain the Chapter's 501(c) (3) tax-exempt status.</p> <p>Is backup for the COO for business interruption plan, including working knowledge of the Chapter's financial records and financial accounts.</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p>
<b>Qualifications</b>	<p>Elected by membership vote.</p> <p>Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.</p> <p>Maintain email account and have Internet access to Chapter web site.</p>
<b>Key Partners</b>	President, COO, ASTD Office, National ASTD, Financial Review Committee, Board Members, CPA
<b>Term of Office</b>	One year
<b>Time Required</b>	2 – 4 hours per week. This includes performing financial activities and attending monthly events, Board meetings, and various retreats.

## VP of Membership

<b>Key Role</b>	Ensure that the Chapter is serving members' needs in Oregon and southwest Washington.
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter's mission, values, and strategic plans.</p> <p>Recruit and retain members. Promote membership opportunities.</p> <p>Oversee and review the ASTD Office's handling of the membership database, forms, reports, and inquiries.</p> <p>Answer questions that members or potential members have about our Chapter, the field of training and development, or their careers.</p> <p>Recruit volunteers to assist with membership efforts. Provide leadership and guidance to membership volunteers.</p> <p>Meet financial goals for membership.</p> <p>Arrange and coordinate membership orientations as deemed necessary.</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p>
<b>Qualifications</b>	<p>Elected by membership vote.</p> <p>Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.</p> <p>Maintain email account and have Internet access to Chapter web site.</p>
<b>Key Partners</b>	President, COO, ASTD Office, Board members, Director of Orientation
<b>Term of Office</b>	One year
<b>Time Required</b>	2 to 4 hours per week. This includes coordinating membership activities and attending monthly events, Board meetings, and various retreats.

## VP of Human Resources

<b>Key Role</b>	Research options, strategize and guide the direction for the Chapter's volunteer efforts.
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter's mission, values, and strategic plans.</p> <p>Develop and manage volunteer management program, including application procedures, review of skill set, orientation and evaluation.</p> <p>Identify and channel volunteers to appropriate functions.</p> <p>Educate members to volunteer opportunities during Member Orientation and other events.</p> <p>Communicate specific volunteer opportunities through web site and email notices.</p> <p>Provide oversight of volunteer database, committee and communications.</p> <p>Manage volunteer incentive efforts.</p> <p>Manage volunteer recognition efforts and programs.</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p>
<b>Qualifications</b>	<p>Elected by membership vote.</p> <p>Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.</p> <p>Maintain email account and have Internet access to Chapter web site.</p>
<b>Key Partners</b>	President, Board members, ASTD Office, COO, Committee, volunteers
<b>Term of Office</b>	One year
<b>Time Required</b>	2 to 4 hrs per week. This includes attending monthly events as possible, attending Board meetings and various retreats and managing committees.

## VP of Marketing and Communication

<b>Key Role</b>	Promote Chapter activities, events, and all services to the membership and to the community.
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter's mission, values, and strategic plans.</p> <p>Organize and direct the Marketing Committee to sell and promote Chapter services effectively.</p> <p>Manage and lead branding of Chapter across multiple media including web site look and feel, communication processes.</p> <p>Oversight and leveraging of marketing lists and media contacts.</p> <p>Solicit sponsorships to financially support Chapter offerings, such as the web site, events, member services, and benefits.</p> <p>Develop and distribute marketing materials as needed by Chapter and Board members.</p> <p>Develop marketing timelines for events and provide oversight to VPs with specialized marketing support.</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p>
<b>Qualifications</b>	<p>Elected by membership vote.</p> <p>Background or experience in marketing preferred.</p> <p>Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.</p> <p>Maintain email account and have Internet access to Chapter web site.</p>
<b>Key Partners</b>	President, COO, Board members, VP of Series and Forums, VP of Programs, VP of Conference, VP of GIGs
<b>Term of Office</b>	One year
<b>Time Required</b>	4 – 6 hours per week. This includes coordinating marketing activities and attending monthly events, Board meetings, and various retreats.

## Secretary

<b>Key Role</b>	Responsible for maintenance and accuracy of all non-financial records of the ASTD-Cascadia Chapter.
<b>Responsibilities</b>	<p>Follow Chapter bylaws, policies and procedures; strive to fulfill the Chapter's mission, values, and strategic plans.</p> <p>Assist the President in managing chapter meetings, including preparation and distribution of meeting agendas and pre-reading materials; recording minutes at Board meetings; and promptly distributing meeting minutes and other necessary documents.</p> <p>Provide leadership to the Chapter in ensuring, evaluating and reinforcing business interruption plans and actions.</p> <p>Ensure an ongoing and healthy succession planning process across the areas covered by the position.</p> <p>Ensure that all chapter non-financial reports, records, and forms are maintained with the assistance of the ASTD Office. This includes:</p> <ul style="list-style-type: none"> <li>◆ Maintaining permanent files of all Chapter legal documents.</li> <li>◆ Maintaining files of all Board activities.</li> <li>◆ Maintaining all Chapter forms.</li> <li>◆ Ensuring that the Chapter <i>Policies and Procedures Manual</i> is current.</li> <li>◆ Ensuring that best practices in archival and storage of records are followed.</li> <li>◆ Ensure that the Chapter bylaws are current and that any required changes are handled according to policy.</li> </ul>
<b>Qualifications</b>	<p>Elected by membership vote.</p> <p>Maintain active Chapter and National ASTD membership as required by the Chapter bylaws and National ASTD.</p> <p>Maintain email account and have Internet access to Chapter web site.</p>
<b>Key Partners</b>	President, ASTD Office, COO, Board members
<b>Term of Office</b>	One year
<b>Time Required</b>	1 to 2 hours per week. This includes creating and distributing Board minutes and attending monthly events, Board meetings, and various retreats.

# Membership

## Policies

Individual membership is not transferable to another person, position, organization, or chapter. A membership is transferable from one person to another only if the membership was paid by an organization on behalf of an employee who has since been replaced.

Membership information is available to members only by using a member ID on the web site or by purchasing mailing labels of members who have opted in to receive direct mail. For security reasons, no mailing lists are available on diskette.

## Procedures

### Categories

The ASTD-Cascadia Chapter has regular and student memberships. Discounts may be arranged for multiple individual memberships from one organization.

### Cost

The regular cost to join is \$70 plus a \$15 processing fee. The cost to renew is \$70. The regular cost for student memberships is \$45.

Chapter members also may join National ASTD. There is no price break for belonging both to National ASTD and the ASTD-Cascadia Chapter.

### New Members

New members receive a welcome letter via email from the ASTD Office as soon as both payment and application are received. This letter includes their membership ID# to access members-only areas of our web site.

Each month, the VP of Membership receives a list of new members, their contact information, and their interest in volunteer activities. The VP of Membership also receives a list of membership totals monthly. Those new members are contacted by the Board to determine how the Chapter can best serve them as well as to provide the new member with volunteer opportunities.

### Student Members

To qualify for the student member rate, the individual must be enrolled as a full-time student, as defined by their university or college, in their most recently completed term. Some exceptions have been made and are listed below. To have a university, college or program added, contact the VP of Membership.

School	Level	Hours
Oregon State University	Undergraduate	12 or more credits
Oregon State University	Graduate	9 or more credits
Oregon State University	Masters of Adult Ed	Current student in AE Specialist Program, 3 Yr Regional Cohort
Portland State University	Undergraduate	12 or more credits
Portland State University	Graduate	9 ore more credits
Portland State University	Training and Development Certificate Program	6 or more credits

## Corporate Discount

The ASTD-Cascadia Chapter offers a group discount for organizations that have 4 or more individuals from that organization who join at one time.

Each individual who joins under this program receives a unique membership number. These numbers are not transferable to others in the same organization. The Chapter must receive payment from all group members at the same time to obtain the group discount. Payment will preferably be one check or credit card number from the organization.

The group rate benefits are:

- Discounts of 10% off the total price for the number of members joining. The amount will be pro-rated depending upon the time of the year that the organization joins.
- Each new group member from the organization will receive one \$10 off voucher for any ASTD-Cascadia Chapter event to be used within six months. This voucher will be sent electronically in PDF format or via mail with personalized information so it can't be altered.
- Corporate members also receive all individual membership benefits.
- Organization benefits by having common knowledge of the most recent raining information and trends to say ahead of their competitors.

Organizations that already have 4 or more individual memberships can be converted to corporate membership only at annual renewal time.

If a corporate member is separated from the company in the year of membership, the membership can be transferred to another individual in the organization. A new membership number will be issued to the new group member.

## **Honorary, Courtesy and Lifetime Members**

The ASTD-Cascadia Chapter has one courtesy member (National ASTD representative) and two honorary members. Former Chapter presidents receive free, lifetime membership for as long as they choose.

## **National Dues Assistance for Chapter Board Members**

Current Board members may request a \$50 subsidy toward National ASTD dues. Board members may apply this assistance toward any reduced dues rate extended to Chapter leaders from National ASTD. Any board member who cannot devote a complete term of office may be asked by the Board to return this assistance to the Chapter.

## **Renewals**

The ASTD-Cascadia Chapter operates on an annual renewal date of October 1. The ASTD Office sends email renewal notices to all members. Members who do not renew by November 15 are automatically removed from the database and from members-only areas of our web site.

## **Membership Database**

The database is a virtual database that is automatically updated in real time as members change information or join.

### **Codes**

Codes are used to categorize members:

- 1: Both National and local member
- 2: Local member
- 4: Courtesy member
- 7: Lifetime member
- 8: Corporate member
- 9: Student member

### **Information**

Information kept on each member (as given by the member) includes:

Member code (see above)

Renewal date

Member start date

Member ID# (to access web site)

First name, middle initial, last name

Title, company, address, city, state, zip

Phone numbers (business, fax, home)

Email and web site address

Employee or independent

Options to be: listed in online directory, listed in the resource directory, wants to receive emails about contracts, wants to receive direct mail, wants to be on national ASTD's list)

How hear (how did a member hear about the organization)

What gain (what does a member hope to gain from ASTD)

Volunteer activities

Specialty areas

Company Description

## Publicity

The Chapter occasionally takes digital photos at various functions for future marketing uses. No one is identified either by name in the picture or in the actual photo file name listed on the web site. Attendance at a program or applying for membership automatically means that members understand and agree to this.

## Forms

### Web Site

Forms available on the web site under *Join* include:

- ◆ Membership Application
- ◆ Renewal (during renewal time only)
- ◆ Membership Statistics

### ASTD Office

Forms available from the ASTD Office include:

- ◆ New Member Notice
- ◆ Renewal Notice
- ◆ Membership Totals

# Services and Benefits

## Procedures

### Special Interest Groups (SIGs) and Geographical Interest Groups (GIGs)

Our Chapter strongly encourages ASTD members and non-members to meet informally on areas of special interest. By belonging to a SIG / GIG, participants may learn about interesting topics, network with colleagues, and uncover opportunities within our profession.

SIGs / GIGs generally receive no financial assistance from the Chapter and are not expected to charge for attendance. If food or beverages are made available, attendees are expected to pay for it on their own. SIGs / GIGs are neither a profit nor loss center for the Chapter.

SIG / GIG  
Meetings

All meetings are open to Chapter members.

Chapter membership materials are announced and available at all meetings.

All subject matter is expected to support the Chapter.

SIGs / GIGs that are co-sponsored with other organizations must still adhere to the policies and procedures of the Chapter.

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Representative

The Chapter must have a representative at each meeting. The representative must be a current Chapter member, an active SIG / GIG member and serve as the SIG / GIG liaison to the Board.

At the end of the month, the representative reports any upcoming meetings to the ASTD Office, as well as the number of ASTD members and non-members who attended SIG / GIG meetings.

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ASTD Support

To show support, our ASTD Office provides SIGs / GIGs with Chapter membership materials and advertises SIG / GIG meetings on the web site, in monthly program emails, and to affiliated organizations.

If requested by the SIG / GIG, the ASTD Office can maintain a list containing email addresses provided by the SIG / GIG representative and then send monthly email reminders to SIG / GIG members.

Information about all SIGs / GIGs is posted on our web site under *Programs*. The ASTD Office regularly updates this information on our web site.

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New SIGs /  
GIGs

Any member may suggest forming a SIG / GIG. Please contact the VP of Interest Groups if you have comments or questions about forming or becoming involved with a SIG / GIG.

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## Student Clubs

Our Chapter strongly encourages ASTD student members to belong to the student club. Participants may learn about interesting topics, network with colleagues and professionals in the field and uncover opportunities within our profession. Student clubs may receive a small sum from the Cascadia Chapter to help with costs associated with student club meetings. Participants in student clubs are queried to be members of ASTD-Cascadia Chapter.

### Student Club Meetings

All meetings are open to all Chapter members.

Chapter membership materials are announced and available at all meetings.

All subject matter is expected to support the Chapter.

Student clubs must still adhere to the policies and procedures of the Chapter.

Non-members are allowed to attend one student club meeting before having to join ASTD-Cascadia Chapter.

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### Representative

The student club must designate a representative who will serve as the liaison to the VP of Membership. The representative must be a current Chapter member and an active student club member.

At the end of the month, the representative reports any upcoming meetings to the ASTD Office, as well as the number of ASTD members and non-members who attended the student club meetings.

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### ASTD Support

To show support, our ASTD Office provides student clubs with Chapter membership materials and advertises student club meetings on the web site, in monthly program emails, and to affiliated organizations.

If requested by the student club, the ASTD Office can maintain a list containing email addresses provided by the student club representative and then send monthly email reminders to student club members.

Information about student clubs will be advertised on the web site. The ASTD Office regularly updates this information on our web site.

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## Affiliations with Other Organizations

Our Chapter has affiliations with training-related organizations to broaden the access of programs and networking opportunities for our members. Any reciprocal agreement should be in writing and signed by the President of both organizations. Reciprocity details may vary from agreement to agreement, but they generally include discounted rates at the organization's programs.

Affiliated organizations are listed on the web site.

## Email Reminders of Events

At the end of each month, the ASTD Office emails a summary of next month's programs to Chapter members who have email addresses.

The monthly email consists of Chapter-sponsored program information (date, time, location, cost, topic, speaker, registration, and web link); reminder of other events as listed on our web site; and reminders of programs sponsored by affiliated organizations. This email also includes other information.

Special emails may be sent as requested by the President. The ASTD Office handles all email addresses and bulk email processes. There is no listserv for Board members or Chapter members to use to send out emails.

## Directory

All members may use their Chapter membership ID# to access our online membership directory. The directory is searchable by name, company, city, state, ZIP code, specialty area, and all fields.

The membership directory also is available online as a .pdf file for printing and is updated monthly.

## Mailing Labels

Anyone (discounted rates for members) may purchase mailing labels of members who wish to receive additional information on training-related matters. To protect members and to ensure the appropriate use of the mailing list, the list is never available on diskette. A copy of the proposed piece is required before approval is given to release the mailing list. Member may elect not to receive such mail.

## Contract Opportunities

The ASTD Office receives numerous phone calls from companies looking for specific training resources. To match those needs with our members' expertise, the ASTD Office provides a free email to interested members about their request for training resources.

Members who wish to receive this information may select this service on their membership application or renewal form. Members may email the ASTD Office to be placed on this broadcast email list.

## Job Listings

Any company may provide, free of charge, information about jobs within their company. The ASTD Office formats and posts the job listings on our web site. The listings are available to anyone visiting our web site.

Information may be sent by email, fax, or with the online form. We request the following information:

- ◆ Contact name
- ◆ Position title

- ◆ Position location
- ◆ Job responsibilities and requirements
- ◆ Organizational values and culture
- ◆ Salary
- ◆ How or where to apply (for example, mail, fax, email, web site)

## **Web Advertising**

The ASTD-Cascadia Chapter offers an opportunity for advertising programs or services on our web site:

The *Other* section of the *Programs* page allows anyone (discounted rates for members) to post training-related events and to have those events listed in our monthly program email.

## **Volunteer Opportunities**

The ASTD-Cascadia Chapter depends on volunteers to work for the organization and encourages them to participate and network with colleagues. Each VP or Committee chair is responsible for obtaining volunteers. The ASTD Office provides monthly reports to the Board on new members and their volunteer abilities.

# Programs

## Policies

This section summarizes the ASTD-Cascadia Chapter's policies regarding programs. Whatever arrangements are made must be put in writing to the host site and to the ASTD Office.

Diversity	Our Chapter encourages awareness of and sensitivity to diversity issues when planning all events.
Fees	Members attend events at a lower fee than non-members.  All programs must generate net revenue.  All programs and events carry a 100% satisfaction guarantee. A participant's registration fee will be refunded by check at the discretion of the VP of Events if that attendee is not satisfied for any reason.
Speakers	Speakers generally are not paid a fee but are compensated through negotiated terms. This compensation may include a web site and/or email link in the program description, contact information on all publicity related to a program, display of brochures, etc.  Our Chapter does not provide speakers with a list of attendees. However, speakers may solicit contact information from the attendees on the day of the event.
Other Supporters	Other supporters of programs may be compensated in various ways as negotiated by the VP of Events. For example, the host site may have up to five employees attend at no cost.  Sponsors providing payment may receive free registration. Program coordinators may attend the program they are coordinating at no charge.
Volunteers	Any Board member managing a program that has costs associated with it may designate a limited number of current Chapter members to attend that event at no charge. This benefit is not extended to nonmembers.  Comped persons should significantly contribute to the production of an event through material or non-material means.  The board member may also designate a limited number of volunteers to receive a discount to the program. The discount benefit may be extended to both members and nonmembers.  Effort should be made to extend this opportunity as a volunteer service incentive to those who are unemployed, underemployed, or students and to widely distribute this benefit among members.

Board Members Board members / AVPs may be comped at Monthly Programs, Series and Learning Leaders Forums if there are open spaces as determined by the Board member overseeing the event. Board members / AVPs can secure a space at an event by paying the going rate.

Board members / AVPs may be comped at the Regional Conference in exchange for a minimum of 6 – 8 hours of volunteer time.

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Generating Revenue

To further support its members and help promote their businesses in the workplace learning community, the Cascadia Chapter authorizes the COO to enter into collaborative agreements with current Chapter members interested in such support.

The Chapter member's company could provide any or all of the items listed per event:

- Trade show booth or other type of display space
- Provide some sort of discount to chapter members for table
- Provide the Chapter with some sort of percentage or per person fee in return for the support
- Provide the Chapter with some sort of percentage or per exhibitor fee in return for the support

The Chapter could provide any or all of the items listed:

- List the program info on the "paid ads" web page at no cost until the date of the program
- List the program info in the monthly email under the "paid ads" section until the date of the program
- Provide an Excel mailing list of members who have opted in to receive direct mail
- Allow the member's company to pitch the event at Chapter events, either verbally or with marketing materials, at the pre-arranged discretion of the VP managing the event

The Chapter logo would NOT be used on the member's web site and the Chapter would NOT be considered an official sponsor of the event.

The COO would negotiate the respective portions of the agreement, commit to it in writing and monitor the marketing and financial aspects of the agreement.

At this point, these options are intended as a benefit for current chapter members residing in our service area.

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## Procedures

### Program Development

The VP of Events plans and manages all aspects of ASTD-Cascadia Chapter events (not related to professional development) throughout Oregon and southwest Washington.

A program committee works closely with the VP of Events. A *Program Management* packet outlines the process for determining topics and selecting speakers.

### Program Registration

Anyone can register for any event by using our web site, email, or voice contact with the ASTD Office. Cancellation policies are posted on our web site and are two business days prior to an event unless otherwise noted in the event description.

The ASTD Office prepares a list of registrants for each event. The ASTD Office also prepares a list of attendees and a revenue summary.

### Diversity Issues

When selecting a date, speakers, topics, etc., the planning committee for any event should consider religious holidays, ethnic and cultural makeup of presenters, non-discriminatory language, and other diversity issues. Information to the speaker includes language addressing this issue.

Holidays include, but are not limited to:

- ◆ Yom Kippur
- ◆ Ramadan
- ◆ Christmas
- ◆ Easter
- ◆ Federally-observed holidays

## Forms

Forms available from the ASTD Office include:

- ◆ Program Management Packet
- ◆ Attendance and Revenue Summary

# Marketing and Communications

## Policies

The VP of Marketing develops and implements the Chapter marketing plan. Our marketing focus is to:

- ◆ Increase Chapter visibility with those in training and development and in the community.
- ◆ Enhance our relationships with affiliated organizations to benefit our members.
- ◆ Increase the number of members in our Chapter.

## Procedures

### Interface with Events

The VP of Marketing reviews each event for marketing opportunities that may include:

- ◆ Web site description
- ◆ Press releases
- ◆ Emails to members
- ◆ Affiliated organizations and news media
- ◆ Flyers at programs

### Web Site

Our web site is the primary medium of communication with members and the community. The home page highlights special areas to members and is updated at least monthly.

Maintenance	The ASTD Office is responsible for maintaining information. The ASTD Office keeps on file technical information on the Internet Services Provider (ISP), programming, access codes, etc.
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Resource Directory	Members may list information about their organization in the Resource Directory. This service is accessed by those looking for training resources.
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Paid Ads	Anyone may purchase a listing (members receive a discount) about a training-related event in the <i>Other</i> section of the <i>Programs</i> page and may sign up for this service online.
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Web Committee	This committee consists of the President, VP of Marketing, any interested Board member, contractor, and other selected individuals. This committee is charged with overall design and service delivered on our web site.
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## Forms

### Web Site

Forms available on the web site under *Programs* include:

- ◆ Other Training and Development Programs Sign Up
- ◆ Other Training and Development Programs Listings

Forms available on the web site under *Join* include:

- ◆ Membership Directory (available with membership ID#)
- ◆ Resource Directory Search

### ASTD Office

Forms available from the ASTD Office include:

- ◆ Monthly Program Email

# Finances

## Policies

	<p>The Chapter operates under the following financial guidelines.</p>
Revenue	<p>All programs must generate net revenue.</p> <p>Membership revenues include dues, interest, and income from the directory, monthly program mailings, and mailing lists.</p> <hr/>
Expenses	<p>Web development expenses are paid through web advertising revenues.</p> <p>Administrative expenses are covered by membership revenues.</p> <p>Administrative expenses include:</p> <ul style="list-style-type: none"><li>◆ Contractor</li><li>◆ Administrative postage, supplies, phone</li><li>◆ National Leadership Conference</li><li>◆ Insurance</li><li>◆ CPA</li><li>◆ Licenses</li><li>◆ Web site server and web site credit card leasing</li><li>◆ Postage and supplies for new member packets and new member orientation</li><li>◆ Postage and supplies for directory and monthly program mailings</li></ul> <hr/>
Credit Card Use	<p>To facilitate the business of the Chapter and to add another level of review, the Board has approved the use of a business credit card. Any and all transactions must be used for the purchase of goods or services related to the business of the Chapter and its endeavors. While the credit card will be in the physical possession of the Business Manager, the credit card may be used for approved Chapter purposes only.</p> <hr/>
Investments	<p>In keeping with a commitment to fiscal responsibility, the Board may invest a portion of revenues (in excess of operating costs) in interest-bearing investment accounts. The investment is a means to provide financial stability and the ability to bridge unforeseen or unusual circumstances as they arise. The specific policy is available from the office.</p> <hr/>

## Procedures

### Budget Development

The President and VP of Finance develop a preliminary annual budget based on input from each Board member, committee chairs, and the ASTD Office. All Board members and the ASTD Office review and approve all budget figures for appropriateness and realistic attainment.

### Activity Budgets

Each Board member or Committee chair must understand the budget forecast documents. The Board must approve any budget forecasts of \$500 or more before money is spent for that function.

The VP of Events (or other Board appointed individual) can commit up to \$750 of Chapter funds for a specific Chapter event based on the Board-adopted budget. If the commitment of funds exceeds \$750 but is less than \$1500, the individual must secure the written (electronically or otherwise) approval of the President and VP of Finance. If the commitment of funds exceeds \$1500, the individual must secure a majority of Board approval (electronically or otherwise).

### Accounting Procedures

Here is a summary of responsibilities related to accounting procedures.

<i>Who</i>	<i>Does What</i>
VP of Finance	<p>Signs checks.</p> <p>Performs regular and periodic mini-audits of the accounting process, in accordance with National ASTD's guidelines outline in the <i>Financial Management for Chapters</i> document.</p> <p>Prepares annual reports for National ASTD.</p> <p>Works with Board members to ensure adherence to the budget reporting process.</p> <p>Works with the ASTD Office to develop the Chart of Accounts by which all transactions are posted.</p>
ASTD Office	<p>Works with the VP of Finance to develop the Chart of Accounts by which all transactions are posted. (Deposits are made weekly. Deposits are made with one deposit slip for all deposits and are broken out into appropriate categories in the financial database.)</p> <p>Processes all payments and deposits (including those for our web site).</p> <p>Updates the financial records weekly (using the QuickBooks database).</p> <p>Prepares checks monthly for the VP of Finance's signature.</p> <p>Prepares a check register of all transactions when checks are reconciled at the end of the month.</p>

## Financial Reviews

The ASTD Office and the VP of Finance prepare a comparative income and expense statement that is filed with the compiled Board report. Any other financial report is available upon request to any Board member.

The Chapter is required to file an IRS tax return as well as any State of Oregon returns that may be required. The ASTD Office posts this information on our web site under *About*.

National ASTD requires that chapters have, at a minimum, a bi-annual comprehensive cash management practices review (with an agreed-upon procedures report issued by a qualified CPA). This review may follow “best practices” appropriate for Chapter size and financial accounts. The Board requires that an independent CPA will perform this review. In the years when the review is not done, the Board will establish a Finance Committee to conduct an internal review of financial operations. This Committee will consist of at least one Board member and two non-Board members who must be Chapter members in good standing.

## Credit Card Management

There will be two credit cards attached to the Chapter account. One will be in the physical possession of the Chief Operating Office (COO) and the second in the physical possession of the Administrative Assistant (AA). The credit card will be used for approved Chapter purposes only. No prior approval is needed for individual purchases under \$500. For individual purchases over:

- \$500, written approval from VP of Finance required; email approval is acceptable.
- \$1000, written approval of President and VP of Finance required; email approval is acceptable.

Board members will not be in possession of a credit card. To use the Chapter credit card Board members must:

- Initiate the authorization process via an email or other written document (see sample form) to the Chapter Office outlining the amount of the expense, any important details and the rationale for the expense.
- The COO is authorized to provide credit card information to the Board member for charges within h/her committee’s established budget. If the COO is not available, the VP of Finance or President will authorize the AA to provide credit card information to the board member.
- Guidelines for approval (email is acceptable) outside the established budget include:
  - Written approval from VP of Finance for charges over \$500.
  - Written approval from President and VP of Finance for charges over \$1,000.
  - Written approval from Board for charges over \$2500.00.

- The Chapter credit card number and expiration date will be provided, by the COO (or AA, if properly authorized) to the Board member via the phone, not in written form. The credit card number, expiration date and related information should be destroyed, preferably shredded, immediately after use. The Board member is responsible for sending an official (not manufactured) detailed receipt to the Chapter office. A readable receipt (original or copy) for every credit card charge must be submitted within 5 days after the charge. Receipts can be faxed or mailed to the office if they are not electronically available.

If the VP of Finance is not available to provide approval, the President will need to make the approval. If the President is not available, the President –Elect will need to make the approval. If the President-Elect is not available, the Past President will need to make the approval.

The VP of Finance will review the credit card statement each month to ensure that all credit card charges have a matching receipt and that the charges are appropriate and within budget.

The VP of Finance will maintain a password for accessing any available online account information. That password will be contained in the Vendor Code information document made available to the Executive Team (President, Past President, President Elect, VP of Finance).

Any changes to this policy, approval processes or amounts or access to the online account will be made in writing after a vote of the Board. The vote and any discussion pertaining thereto made are done by virtual discussion.

## **Payment of Expenses**

Any person authorized to expend personal funds for a function must submit a completed reimbursement form to the ASTD Office before payment will be made. Receipts are required to support the expense.

## **Financial Accounts**

ASTD-Cascadia Chapter bank accounts include:

- ◆ Checking, Savings and CDs (Bank of America)
- ◆ Merchant services for web site (Practice Pay Solutions, VISA, MasterCard, American Express, Discover)

The President, President Elect and VP of Finance are authorized to sign for business at any of these institutions. The ASTD Office is authorized to make all transactions necessary except to sign checks and withdraw funds.

## **Emergency Management Documentation**

The ASTD Office maintains a detailed document of emergency management procedures should the Office be damaged or incapacitated for any reason. This detailed document is shared with the President and VP of Finance for their use in assuming administrative functions of the Chapter.

## Forms

Forms available from the ASTD Office include:

- ◆ Budget Forecast
- ◆ Expense Form
- ◆ Chart of Accounts
- ◆ Investment Policy

# Administration

## Policies

The Chapter expends funds to have a professional business manager and administrative assistant and to maintain a business address and phone number.

## Procedures

### Contract Terms

Responsibilities of the business manager include:

- ◆ **Administrative support:** Membership database maintenance, application and renewal processes, program registration, email reminders for SIGs, Board support, office management, office services
- ◆ **Financial support:** Maintain all accounts, process all payments and deposits, maintain financial database
- ◆ **Publications and communications:** Design and produce membership directory, manage mailing list service, design and produce monthly program mailings, design and maintain non-programmable sections of the web site, including job hotline, program information, and directory updates

### Record Maintenance

The ASTD Office maintains and stores archival information for the Chapter. Paper files for all functional areas are placed in one container each year and stored. Non-renewing member records are maintained in an archived database for two years.

National ASTD requires that the following records be maintained by a Chapter:

Permanently:	Accounts receivable spreadsheets, bank statement, accounts payable spreadsheets, checks, financial statements, audits, tax returns, payroll records, organizational documents
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Three Years:	Membership records, supporting documentation, insurance policies
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### Vendors and Suppliers

The ASTD Office maintains a list of vendors and suppliers, and updates any changes to signers or contact information.

## Forms

Forms available from the ASTD Office include:

- ◆ Letter of Agreement with Contractor
- ◆ List of Vendors and Suppliers