

Division Handbook

Organizing and Managing Divisions

Revised August 21, 2009

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Introduction

What is a Division?

The ATA Bylaws, Article XII, Section 1-b state:

“A Division of the Association consists of members who share a common interest in a specific aspect of the profession. It serves as a means of communication between its members and the Board of Directors, provides information and services to its members in their own specific field of interest, organizes meetings to further cooperation and information exchange among them, and supports and promotes the policies and objectives of the Association.”

The Divisions Committee

- **Mission Statement**

The Divisions Committee serves as a forum for communicating among division officers, and for communicating between divisions, ATA Officers, Directors, and Headquarters. It considers policy and administrative issues affecting Divisions, makes recommendations, and provides information to its members and ATA leadership. Its purpose is to help divisions thrive as an active and integral part of the Association.

- **Membership**

The Divisions Committee voting membership consists of the Divisions Committee Chair, and the Administrator of each division. In addition, all officers of each division are non-voting members of the Committee. The President, President-elect and Executive Director of the ATA are non-voting ex officio members. Information is distributed to the Committee in paper copy or by email.

Establishing a New Division

Petition

A petition consists of 20 signatures from voting ATA individual members (see Appendix III, p.30). All 20 signatures must be obtained before the petition can be presented to the Board for approval. With the assistance of Headquarters, an announcement is sent out, through email and/or *The ATA Chronicle*, notifying the membership at large that the establishment of a particular division is being sought. Headquarters then becomes the contact point for obtaining the petition. Once all 20 voting member signatures have been gathered, they, along with the Bylaws and the name of the administrator and newsletter editor, are presented to the Board for approval.

Bylaws

Each division must have its Bylaws ready before it is fully established. You may use the sample Bylaws (Appendix II) included in the Appendices, which are also available in electronic format from Headquarters. Bylaws may be reviewed by ATA counsel if there are any issues that need to be addressed. If there is a conflict between division Bylaws and the ATA Bylaws, ATA Bylaws govern the issue. See the next section for some relevant information about Bylaws.

“Being Established” Status

This status was created in 1996 at the Colorado Springs conference. We had four groups of ATA members who wanted to set up divisions, but who had not met the requirements established by the bylaws (presentation of a petition signed by twenty voting members and preparation of bylaws). The Nordic group, for instance, had over fifty interested members, but could not meet the requirement of twenty voting members, since certification was not offered in most of their language pairs, and few members had undergone peer review. The German group was just beginning to cohere, but had no identified leadership. Many Spanish-speaking members wanted a division, but had not yet organized to achieve it. We therefore created a preliminary administrative category, a “Division being established,” which would allow us to encourage ATA members who were interested in joining the new groups to apply to do so on their membership forms. The forms go out immediately after the conference, and if we did not have a way to list these new groups on the form, momentum would dissipate and the chance to get the new group going would be lost for another year. Once the group got going, it could proceed with preparing bylaws and ensure that it had the required minimum of voting members.

In order to ensure that each group had leadership, the Board appointed division officers (Administrator and Assistant Administrator) as “acting administrator” or “acting assistant administrator.” This was done both in recognition of the fact that these groups were not yet full divisions, and because some of the candidates were not voting members, and thus would not be eligible to serve as division officers under the ATA bylaws. Four divisions [being established] were created, and the ATA membership responded positively, with large increases in membership in these groups. Over the course of the following year, the ATA Divisions Committee assisted the groups’ organization.

Now that it is easier for Associate members to become voting members through the membership peer review process, we have less need for this category to help divisions on their way.

Board Approval

Board approval is necessary for any action relating to establishing or disestablishing a division. You will work closely with the ATA Chapter and Division Relations Manager and the Divisions Committee Chair on these issues.

Division Core Activities

The core services provided by ATA divisions to their members include:

- Professional networking
- Regular newsletters
- Educational sessions at the Annual ATA Conference
- Website
- Listserve
- Other continuing education events outside of the Annual ATA Conference

Division Newsletters

- **ATA Guidelines**

Each division should publish a newsletter at least two times a year, and preferably four times a year. The maximum length for a division newsletter is 20 pages.

As stated in the ATA Bylaws, ATA divisions “support and promote the policies of the Association.” We hope and expect that division publications will take a positive tone with respect to ATA issues, airing any disagreements or difficulties in a fair and non-partisan manner. All divisions are requested to display the ATA name and/or logo prominently on the front page and masthead; these materials are available in electronic or camera-ready format for your use. In addition, it is very important that any announcements or content of general interest be included in English as well as in the language of your newsletter. Board members or others who may be affected by, for instance, the call for nominations or an announcement of a division social-networking gathering, need to be sure to have the information available to them. Your editorial policy should also be written in English (as well as another language if you wish).

- **No Rate Information To Be Published**

In accordance with ATA policy (see Appendix XIX), division newsletters may not include any discussion or information about rates for translation and/or interpretation. This is a vital point to follow. Please ensure that all editors are familiar with the ATA policy and follow it to the letter.

- **Selecting the Editor**

Finding a capable editor for your newsletter is one of the most important steps to making your division thrive. You may solicit candidates from among those interested in the new division. It is not necessary to choose someone who is already an established editor, as often volunteers take on a job in order to learn and gain experience while doing so. You will want, of course, to pick someone who is conscientious and dedicated.

- **Schedule For Publication And Page Layout**

The newsletter should be published quarterly, or, at the very least, twice a year, with particular attention being given to the Annual Conference issue. It will make publishing easier if, between the administrator and the editorial staff, there is a publication schedule hammered out beforehand and printed in each newsletter. This schedule may include months of publication, topics of interest, and deadlines. It is important to establish and maintain deadlines for authors who are contributing to the issue (i.e. July 10 being the deadline for articles being published in the August/September issue).

When publishing a newsletter, the number of pages should be divisible by 4. So, this leaves a lot of room for editors to make decisions about the content and scope of each newsletter. It may happen that one newsletter is 12 pages, but the conference newsletter is 20 pages – that is perfectly acceptable. The maximum size for a division newsletter is 20 pages.

The content of the newsletter is based upon the wants and needs of the division and the Administrator, but on several occasions individuals outside of the division may have the opportunity to read it. This makes it really important that pertinent, deadline-oriented announcements and information be in English or English and the division's specific language.

- **Method Of Distribution**

All division newsletters should be posted on the division's website. A print copy of a division's newsletter is available to members who request it. Here are the steps for getting your division's newsletter out to your membership.

1. **Post the newsletter on the division's website:** The division's webmaster posts the newsletter in PDF format on the group's website. If the division does not have a website, the newsletter should be sent to the ATA Chapter and Division Relations Manager (divisions@atanet.org) for posting to the ATA server.
2. **Prepare an email broadcast:** The Administrator or Assistant Administrator prepares an email broadcast that includes the online link to the newsletter. The email should be prepared in Word without any formatting. The Chapter and Division Relations Manager can provide a template for preparing the broadcast.
3. **Request an email broadcast:** When the broadcast announcement has been prepared, send it to Jamie Padula, Chapter and Division Relations Manager, at jamie@atanet.org. This will put your email broadcast on the broadcast schedule to be sent to all ATA division members who have provided the Association with an email address.

Division members may request a print copy of the newsletter by emailing jamie@atanet.org or by selecting "print copy" on their ATA renewal application. ATA Headquarters will prepare print copies on demand and mail out to those division members who have made the request.

- **Subscriptions**

The division Administrator should decide whether or not subscriptions will be sold to nonmembers. The cost of the subscription must cover the expense of printing and mailing the newsletters. The cost per year and payment instructions should be printed in each newsletter.

Payment for subscriptions should be made out to ATA and mailed to the editor or administrator. The check should then be forwarded to ATA Headquarters to the attention of the Chapter and Division Relations Manager. The editor is responsible for tracking nonmember subscriptions. If the subscription is for a print copy of the division's newsletter, the editor should send the ATA Chapter and Division Relations Manager a list, per publication date, of nonmember subscriptions.

- **Advertising**

The division Administrator and Editor should decide if "classified" advertising space will be sold. If so, the cost per space, per time period (member and nonmember rates are an option) should be printed in the newsletter.

For example:

Full page ad (19 x 24) = \$75/year
Half page ad (19 x 12 or 9.5 x 24) = \$50/year
Quarter page ad (9.5 x 12) = \$25/year
Small ad/Business card (9 x 6) = \$12.00/year

The instructions in the newsletter should cover format for submissions, deadlines, payment information, whether or not graphics are allowed, dates of publication, and any other stipulations, per division, that need to be addressed.

- **Honoraria**

Pursuant to the bylaws amendment that our membership passed in 1997, divisions may pay an honorarium to editors and layout artists of their publications *if funds allow*. Honoraria are not meant to reflect current market rates or serve as full reimbursement for time spent. It is a token of appreciation for the volunteer's effort. Please refer to the *Division Policies and Procedures* for current honoraria guidelines.

To request an honorarium payment, the division Administrator must complete the honorarium request form (see *Division Policies and Procedures*) and send it to the Chapter and Division Relations Manager at ATA Headquarters (divisions@atanet.org). ATA Headquarters will review and approve the request; payment will be made directly to the editor or layout artist.

- **“How We Do It” From The Slavic Languages Division**

Appendix XVI is an excellent article that was published in the Winter/Spring 2000 issue of the *Slavfile*. Written by editor Lydia Razran Stone, it contains helpful information about newsletter publication practices.

ATA Annual Conference – General

- **Annual Meeting of Division Administrators**

The Divisions Committee Meeting is held during the Association's Annual Conference. All divisions are invited, and urged, to have their officers attend if at all possible. During this time we can review current issues, distribute useful information, and brainstorm on matters to be taken up during the coming year.

- **Division Administrators Boot Camp**

The Division Administrators Boot Camp was begun in 2004 at the Annual Conference in Toronto. This session is designed specifically for newly elected division officers. Division officer tasks are discussed during the Boot Camp and a reference calendar of what to do when is provided.

- **Annual Division Meeting**

The Annual Division Meeting during the Annual Conference is an important part of your division's year. If you have a preferred time for your Annual Division Meeting, you should advise the Conference Organizer, who will do his or her best to accommodate you. Please understand that it is difficult, however, to change a scheduled meeting once it has been set up. See “Division Elections” for more details on this meeting in a year when elections are scheduled.

The appendices contain a sample Agenda for an Annual Division Meeting (see Appendix VII). You should prepare copies of the Agenda in advance and have it for your members' use during the meeting.

- **Educational Sessions**

All divisions are encouraged to appoint a conference coordinator, who is responsible for soliciting and reviewing proposed division presentations for the Annual Conference. This person may be the Administrator, Assistant Administrator, or a member who volunteers for the job. Please let Headquarters know who is filling this role in your division.

We have found in the past that by having a division member take on this role, a better and more carefully coordinated program for your members ensues. When the coordinator knows of a prospective presenter, he or she may invite that person to submit a proposal for conference presentation using the online form. A hard copy of the form may be submitted to Headquarters instead of an online submission, if the presenter prefers this method.

Each division is asked to review the conference proposals that have been submitted to ATA Headquarters and recommends which proposals are acceptable for scheduling. The input and

comments from division officers is greatly appreciated. It is important to note, however, that whether a proposal is accepted will ultimately depend on how well the session meets the goals of a well-rounded conference.

When soliciting and reviewing proposals and selecting speakers, divisions should seek to serve their entire membership. For language divisions, this will mean ensuring a good mix of presentations in both language directions, including Division Distinguished Speaker presentations (see below).

The deadline for submitting conference proposals is set before each conference. Sometimes the deadline is flexible, but other times it is a “real” deadline. Early submission is the best guarantee of success.

- **Goals of the ATA Conference Organizer**

One of the goals of the Conference Organizer is to keep a balance of specialties and the types of sessions so that there will be something of value for all attendees.

After the proposals are sorted into language and specialty and construction of the schedule is begun, the Conference Organizer looks for a way to cover as many interests as possible and to have an equal number of into/out of language sessions.

The Conference Organizer tries to avoid specialty conflicts. For example, she or he would not want to schedule a Japanese Language Division engineering session against a Spanish Language Division engineering session, especially if both are being presented in English.

Regarding Division Distinguished Speakers, the idea is to bring in speakers that division members would not otherwise have the opportunity to hear.

The Conference Organizer will focus on the speaker’s level of presentation, preferring intermediate and advanced presentations to the beginning level.

- **Schedule For Planning Purposes**

Please be sure to focus on the deadlines for conference planning and do your best to meet them, in order to make the whole process flow smoothly. It is also important to let presenters know that the process of approval can take quite a while, usually by the beginning of June.

ATA Annual Conference – Division Distinguished Speakers

Division Distinguished Speakers

In July 1997, the ATA Board approved division use of funds to pay some, but not all, of the expenses of speakers invited to ATA conferences. Distinguished Speakers offering educational sessions at the Annual Conference are seen as a primary benefit to division members, and these sessions, along with reporting on them in division newsletters, increase the divisions’ vitality. These guidelines are intended to assist divisions in planning for **ATA’s 50th Annual Conference in New York, New York (October 28-31, 2009)**.

The guidelines establish some limitations on the use of funds. Although the division as a whole benefits from distinguished speakers and paying some of their expenses, not every member of a division can attend the conference. It is important to be prudent in expending funds that do not provide the same benefit to every member. It is also important to keep in mind (1) the fact that most speakers participate in the conference on a volunteer basis and (2) possible perceptions of unfairness or insider benefits in extending invitations.

- **The Conference Organizer is responsible for issuing official invitations to speak at the Annual Conference and for making the final decision on financial support for speakers.**

- Establishing a division committee to review proposals is recommended. It is also desirable to seek as much member input as possible regarding speakers and topics, although the division leadership is responsible for compiling the information gathered and submitting the final recommendation.
- In the process of developing recommendations, it may be necessary to engage in preliminary discussions with potential speakers to get an indication of their interest and availability. Please be sure not to make any commitment to potential speakers during these preliminary discussions.
- While speakers from outside the United States are obvious candidates, divisions are reminded that there is a vast pool of talent within the United States.
- Once a potential speaker or list of speakers has been established, the Division Administrator or the Chair of Conference Planning Committee for the division, as appropriate, **submits a written proposal on the *Request for Distinguished Speaker Compensation* form along with a completed *Proposal for Conference Presentation: Division Distinguished Speaker to the Conference Organizer* for his/her review and approval.** In some cases, division organizers prepare the *Proposal for Conference Presentation* on behalf of the speaker.
- The further processing steps are outlined in the *Sequence of Events* listed at the end of these guidelines.
- ATA members who would normally attend the Annual Conference are generally not the intended target of Distinguished Speaker invitations. The idea is to bring in speakers that division members would not otherwise have the opportunity to hear.
- ATA funds are most often used for transportation costs of Division Distinguished Speakers. Funds are not available for meals or incidental expenses. In some cases an honorarium may be paid in lieu of expenses.
- ATA funds used in support of Distinguished Speakers should be thought of as a “catalyst” rather than as the main source of funding for a given individual's participation. The most appropriate use of funds is to offer a modest subsidy to encourage a speaker to attend the Conference. In general, the principle should be that funds are used to make possible a special event that would otherwise not occur.
- The Conference Organizer has the authority to cover certain additional expenses if this would assist the division in arranging a special event that would otherwise not be possible.
- Please note that Distinguished Speakers are encouraged to participate in at least two events; for example, one preconference seminar and one 90-minute session. These presentations should be on different topics.
- Pre-approved expenses are reimbursed and honoraria are paid after the conference.
- For reimbursement of pre-approved expenses, an ATA Request for Reimbursement Form with attached receipts must be submitted to the Chapter and Division Relations Manager as soon as possible after the conference. No additional paperwork is required for approved honoraria.

Sequence of Events

1. Division Administrator establishes committee to make recommendations for conference speakers (this is the ideal way to go about it) or begins to gather information him/herself.
2. Committee presents suggestions and gets approval of Administrator, engaging in **informal** discussions with potential Division Distinguished Speakers if necessary.

3. Administrator or the Chair of Conference Planning Committee for the division, as appropriate, forwards the Request for Distinguished Speaker Compensation and Proposal for Conference Presentation: Division Distinguished Speaker forms to ATA Headquarters at jamie@atanet.org by **March 14, 2009**.
4. Conference Organizer discusses proposals with Divisions Committee Chair, engages in discussion with Administrator as needed. Conference Organizer approves or disapproves proposal.
5. Conference Organizer sends an official letter of invitation to the speaker outlining specifics of financial support being offered, welcoming speaker to conference, and thanking speaker for participation.

ATA Annual Conference – Social-Networking Event

Many divisions organize an annual social-networking event at the conference for the purposes of networking and building camaraderie in the division. However, it usually turns out to be a little complicated to find the perfect or near-perfect location to suit the members' tastes and pocketbooks. Whatever event you schedule, please be sure to let Headquarters know as soon as possible, so that the people staffing the registration tables and information desks can be fully informed. Some years we have had a number of disappointed people who wanted to attend a division event, but had no idea where it was being held.

If you are interested in holding a division social event in the hotel (a reception or meal), please let the ATA Chapter and Division Relations manager know as soon as possible. We also usually have information as to nearby restaurants. Events off-site can present some transportation issues.

Given the complications attendant on scheduling such events, Headquarters has kindly offered to take registration for division receptions through the conference registration form. This will be possible, however, **only if your event is held in the hotel and if the arrangements are finalized in time for the event to be included in the form**. Of course, catering costs at conference hotels are generally going to be higher than the price of a meal at a restaurant. In addition to the baseline prices listed for food and beverages, you need to add on additional amount, usually at least 25%, to cover tax and service charge.

It is easy for the hotel to schedule a cash bar for a reception. We just need to have adequate notice.

All onsite (hotel) division social/networking events must be self-funded. That is, tickets must be sold to cover the entire cost of the event.

Other Division Activities

Electronic Presence

A division website has become an expected membership benefit. Many divisions have also established listserves using Yahoo! Groups. These forums have become invaluable in facilitating communication between division members. To have ATA Headquarters set up the listserv for your group, contact the ATA Chapter and Division Relations Manager at jamie@atanet.org.

Mid-Year Conferences

Some divisions have hosted Mid-Year Conferences. This is an option, not a requirement. It is important for division leadership to carefully consider their volunteer resources before undertaking a Mid-Year Conference. Ensuring educational sessions at ATA's Annual Conference should take priority over organizing a Mid-Year Conference.

Special Publications

Special publications, such as the JLD Patent Handbook and the SPD Conference Presentation booklets, provide a wonderful service to division members. But since they can also be expensive to produce, they must be carefully planned and developed. Please contact the Chapter and Division Relations Manager at ATA Headquarters to discuss your ideas before charging full speed ahead.

Also, divisions should keep in mind that their newsletters, conference activities, listserves, and website content are the core services and must be provided before taking on additional projects. All other division activities and publications can only be considered when the division's core services are being consistently met.

Division Governance

Division Officers

Each division is led by an Administrator and Assistant Administrator. Some divisions also have a Treasurer and/or a Secretary. Your division will be guided by their Bylaws in this regard.

Elected division officers must be (a) members of the division, and (b) voting members of the ATA. Some Bylaws have restrictions on how many consecutive terms a member may serve.

In some cases, when it is impossible to find a qualified candidate who meets the requirements, divisions have nominated an individual who is not a voting member of the ATA to serve. In this case, the ATA Board can appoint that person as “Acting Administrator” or “Acting Assistant Administrator.”

One question that has arisen in the past is whether Corresponding members of the ATA are eligible to serve as division officers. According to Article III, Section 3-b of the ATA Bylaws, “Corresponding members have all the rights and privileges of Active members except the right to hold Association office and to serve on the Board of Directors or standing committees.” There are four Association offices: President, President-elect, Treasurer and Secretary. **The offices of Administrator and Assistant Administrator of divisions are not Association offices. Therefore, Corresponding members are eligible to serve as division officers under ATA Bylaws.**

Duties of officers are enumerated in general terms in the Bylaws. A more specific listing of the Administrators’ duties is as follows:

1. Serve as communications link between the division, Board, and Headquarters. This will include preparing a Board Report four times a year, before each board meeting.
2. Oversee division activities, in particular publication of newsletter and planning for conference programs.
3. Communicate with members to the extent feasible. This may include regular or occasional columns in the newsletter
4. Appoint committee heads as per Bylaws.
5. Oversee elections, including appointing Nominating Committee, publishing call for Nominations, and coordinating mailing of ballots with Headquarters.
6. Conduct Annual Meeting; attend Annual Meeting of Division Administrators.
7. Submit requests for reimbursement of division expenses and honoraria payments to Headquarters.
8. Organize other special activities, such as Mid-Year conferences, special publications, coordination of articles for special issues of *The ATA Chronicle*, maintenance of the division website, and email lists.

The Assistant Administrator, Treasurer, Secretary have the usual duties of these offices as per Robert’s Rules of Order; other duties as specified in Bylaws.

(Note: Given the prolific nature of email, correspondence can become a substantial burden, in which case Administrators may refer members to Frequently Asked Questions posted on the division’s website if possible, use standard language in reply, or refer members to Headquarters or other individuals when questions can be answered by them. There is no need to feel obliged to answer in detail an inquiry about how to find a job, for instance, when this information is available through other sources.)

One practical suggestion for division officers is that in their speech and writing, they should avoid the use of the terms “my Division,” “my newsletter,” “my budget” or “my volunteers.” As volunteers we do expend a great deal of personal effort to make the division succeed, and we often justifiably feel proud of our

efforts, but the work of the division is always collective. Supporting and encouraging awareness on the part of all members that we are all “in this together” is essential.

Good communication among the triangle of division officers, ATA Board, and Headquarters staff is also a key part of success. As a division officer, you need to know that you are not “dangling in outer space” but have resources ready to hand when you face new issues and challenges. On the other hand, it is important to take the broader Association view into account when new ideas arise, since there are issues of fairness and precedent that must be considered – divisions are not antonymous groups but rather are part of the larger whole. We hope that this handbook will assist you in these endeavors.

Elections

The election procedures are the same for all ATA divisions. Please refer to the *Division Election Guidelines* for current policy and procedures.

- **Appointment Of Nominating Committee**

The Administrator appoints a Nominating Committee no later than March 31 of any year in which elections for office are to be held. This Committee usually has two or three members. Members of the Nominating Committee must be ATA members in good standing. This Committee shall not include any current officer or any candidate for office.

- **Announcement to Members**

The division must publicize the election and the appointment of the Nominating Committee to the members. This may be done through the division’s newsletter, website, listserve, and broadcast sent by Headquarters. The announcement contains the names of the Committee members, the deadline by which candidates’ names must be submitted to the Committee, and preferably information about the duties of the officers to be elected.

- **Selection of Nominees**

The Nominating Committee reviews all proposed candidates for the election. In some fortunate divisions, there may be enough candidates to have a contested election. Often, however, it is only possible to nominate one candidate for each position. The Nominating Committee takes into account whatever limitations the Bylaws may include as to number of terms that a current officer may serve. The Nominating Committee consults informally with the division officers as to the past experience and qualifications of the nominees, but bears the sole responsibility for making the nominations.

- **Review Of Nominees’ Membership Status**

The Nominating Committee submits the proposed slate, along with their written acceptances to ATA Headquarters, no later than 16 weeks before the Annual Meeting of the Division. Headquarters will review the names of all candidates to verify that they are voting members and qualified to serve.

In cases where an intensive search fails to locate qualified Active or Corresponding Members, Associate Members may run for office and serve as “acting” officers. This proviso is to be used only if absolutely necessary, however, as it is better to have officers who meet the standard requirements for service. Division Administrators should check his or her division’s Bylaws for specific requirements.

- **Candidate Statements**

The candidates prepare short statements about their background, qualifications and platform, which are submitted to the Nominating Committee.

- **Publication of Slate to Division Membership**

The division Administrator has the slate of candidates and their statements published to all members of the division at least 14 weeks before the Annual Meeting of the Division. This publication can be by whatever method will reach all members of the division and may include a broadcast, newsletter, listserve, or division website.

- **Additional Candidates**

Additional candidates may be entered on the ballot by a petition endorsed by the signatures of 15 members of the division. This petition and a written acceptance from the proposed candidate must be received by the Nominating Committee no later than 45 calendar days after the publication of the slate to the division membership.

- **Inspector of Elections**

The division leadership must appoint an Inspector of Elections to receive ballots. Before the Annual Meeting of the Division, the Inspector of Elections will verify members' eligibility to vote and count the mailed ballots. If the division is large, a team may be appointed to assist the Inspector of Elections.

- **Elections**

In the case of uncontested elections, division officers shall be declared by acclamation. In the case of contested elections, mail ballots and copies of the candidates' statements will be prepared and mailed to all division members by ATA Headquarters at least 6 weeks before the Annual Meeting of the Division. There shall be no voting by proxy.

Ballots must be received by the Inspector of Elections or by the Chapter and Division Relations Manager at ATA Headquarters, if designated as his or her representative, at least 7 days prior to the Annual Meeting of the Division. Ballots without a current and legible ATA membership number will be declared invalid. Faxed ballots will be accepted.

- **Preparations for Annual Meeting**

The Administrator prepares an agenda that includes time to present the candidates and announce the election results, and duplicates this for the Annual Meeting also. Results are customarily announced during the Annual Meeting, so the election team needs to be well prepared and energetic.

- **Annual Meeting**

The Administrator conducts the Annual Meeting, and announces the election results. The administrator then basks in the well-deserved praise of colleagues for a complex task well done.

- **Resignations**

When an officer of a division resigns, the remaining officers attempt to identify a candidate who is willing to serve. The senior officer then submits a memorandum to the ATA President requesting that that person be appointed to fill the vacant office. The President may request that the ATA Board make the appointment, which will be valid until the next scheduled election. He or she may choose to wait until a scheduled Board meeting, or may request a Board vote by fax. For your information, according to the ATA Bylaws, a Board vote by fax must be unanimous and have every eligible member vote to take effect. It is therefore not something to be undertaken lightly, since if a single Director fails to vote or disagrees, the motion will fail.

Changes to Bylaws

There may be a need for a division to make changes to their Bylaws. Before undertaking a Bylaws change, the division first needs to confirm that the contemplated amendment does not conflict with the Association's Bylaws.

1. Consult ATA Chapter and Division Relations manager about proposed changes.
2. Prepare a draft showing both current text and proposed changes, usually by striking out text to be deleted and marking text to be inserted in bold or italics.
3. Submit the change to the Chapter and Division Relations Manager at ATA Headquarters. If needed, Headquarters will have ATA's legal counsel review the proposed changes.
4. If required by Division bylaws, submit proposed changes to membership for vote, usually at the Annual Division Meeting.
5. Submit approved Bylaws to Board at next ATA Board meeting for approval.
6. Prepare a final copy of amended Bylaws for posting on the division's website.

Division Finances

- **Expenses and Reimbursements**

According to Article VIII, Section 1 of the ATA Bylaws, "Officers, Directors, chairmen and members of committees of the Association or any of its Chapters or Divisions shall receive no salary or other compensation with the exception that editors of ATA Division and Chapter publications may receive a modest honorarium, as authorized by the Board. Duly authorized expenses incurred on behalf of the Association shall be reimbursed."

It is important for division officers to claim the expenses that they incur for the division. Claims must be made within 90 days. This is part of our professionalism and is also necessary in order that our budgets may accurately and truly reflect the costs of doing business. You may keep receipts for postage, paper, envelopes, and telephone calls, for example, and submit them on the "Request for Reimbursement Form" (see Appendix X) for reimbursement. Please submit expenses within the calendar year in which they are incurred.

Ordinarily travel expenses are not reimbursed. Division officers, other than the administrator, must also pay for their Annual Conference registration. We are a volunteer association and unfortunately we are not able to waive travel and registration costs for our volunteers – if we were to do so, we would lose a large percentage of our revenues, since so many people volunteer to make things happen.

- **Division Financial Guidelines**

The ATA Divisions Committee has developed financial guidelines within their ATA Division Policies & Procedures manual. These Policies and Procedures are available in print upon request and on the ATA website at <https://www.atanet.org/divisions/procedures.php>

Difficulties with Volunteers

One of the occasional hazards of division work is finding that some volunteers are difficult to deal with. They may over identify with the division and tend to resist any suggestions to change the way things are done. They may overwork, and wear themselves out in a good cause. They may find their personal lives complicating their volunteer work, and be slow or very late in answering email or telephone calls.

It is very important to take a compassionate approach to these problems. All volunteer work is a gift to the Association and the profession. Performance can be encouraged but not demanded. As division officers or volunteers, you may need to take action to solve a problem area, but this must be done with sensitivity and understanding. Please feel free to contact the Divisions Committee Chair or the Chapter and Division Relations Manager for advice if you find yourself in a difficult situation. You certainly won't be the first, or the last, to have such questions.

Relations with the ATA Board and Headquarters

Board Support and Oversight

The ATA Board takes great interest in the work of the divisions and enthusiastically supports them. You will be requested to prepare a Report for the Board in advance of each meeting (beginning January 2004, these are held four times a year). See the appendices for a sample Board Report with request for action. All ATA Officers and Directors are automatically enrolled as members of divisions by virtue of their office.

Headquarters personnel

Your chief contact at Headquarters will be the Chapter and Division Relations Manager. In addition, you may have contact with the Membership Services Manager, the Information Services Manager, and the Executive Director.

The ATA Headquarters staff is available to hear suggestions and comments and, with guidance from the Board, facilitate division matters. Whether there are changes to the division brochure, questions about financial matters, suggestions about the website, or comments about an *ATA Chronicle* article, the staff encourages division leadership and members to be involved.

Disestablishing a Division

It may become necessary, in the course of a division's life, to disestablish it. According to the ATA Bylaws, the Board may take this action for several different reasons. If you feel that this is an appropriate step, please confer with the Divisions Committee Chair and the ATA Chapter and Division Relations Manager about the procedure to be followed. It is very important to keep your membership fully informed about any such proposed action and to be guided by their response as needed.