

Division Handbook

Organizing and Managing Divisions

March 12, 2021

Dear Division Leaders,

Thank you for volunteering! Without the dedication and support of Division officers, members, and other Division volunteers, ATA could not provide the wide range of services and opportunities it currently offers to its members. You are the backbone of ATA.

Before you dive head-first into Division activities, please take some time to read this Handbook. It will answer many questions you may have about ATA's Divisions and help you to avoid some rookie mistakes.

Many new Administrators are surprised at the extent that Headquarters is involved in Division activities. This is due to the need to protect ATA's brand and limit its liability. The staff at Headquarters is a valuable resource. They are familiar with proven methods that work and can warn you away from some that do not. Furthermore, they can give you guidance on how to motivate volunteers.

Most important, as you embark on your term as a Division officer, please know that you are not alone. The members of the Divisions Committee and your counterparts in the other Divisions are always there to help. Just ask. Chances are they have had similar questions and concerns.

Once again, thanks for volunteering! We look forward to working with you to ensure that ATA remains an important resource for language professionals.

Regards,

The Divisions Committee

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1 Introduction

ATA's 21 Divisions—or professional-interest groups—play an important role in the Association. The services they typically provide are explained in depth in this document, which is intended to provide practical guidance on how Division Administrators and other volunteers run their Divisions, in accordance with the ATA Bylaws and the Governing Policy for Divisions. This Handbook is updated periodically by ATA's Divisions Committee, with input from various board members and Headquarters staff. It explains how Divisions should achieve their mission and answers common questions. It also refers to documents routinely used for Division matters. These can all be obtained from the Chapter and Division Relations Manager at Headquarters or in the files section of the Divisions Administrators' Groups.io online forum.

1.1 *The Divisions Committee*

As is the case for many other areas of ATA activity, a committee is in place to help ATA's Divisions function and prosper. The Divisions Committee's purpose is to help Divisions thrive as an active and integral part of the Association. It facilitates communication among Division Administrators, ATA Officers, Directors, and Headquarters. It considers policy and administrative issues affecting Divisions, makes recommendations, and provides information to Division Administrators, the ATA Board, and Headquarters.

1.1.1 Membership

The Divisions Committee consists of the Divisions Committee Chair, appointed by the Board, and others invited by the Committee Chair to serve for a two-year term. The Committee Chair presents them to the ATA President for approval. Should a vote be required on any matter, the Committee will vote. The ATA President and President-elect are non-voting ex officio members. Information is distributed to the Committee using Basecamp.

1.2 *Communicating with Members*

Division Administrators do not have access to databases of contact information or lists of their members. While it seems intuitive that Division leadership would want to be able to contact all Division members directly, there are several reasons that communication occurs through Headquarters. The primary reason is the question of liability: since Divisions are part of the Association, all communications have the potential to expose the Association to legal liability. Therefore, because ATA could be liable for the communications of Division volunteers who are not trained in the relevant law or ATA policies and procedures, all ATA communications and publications (see section 4.4.2.1 for more detail) are reviewed by Headquarters to protect ATA from potential risk. There are also brand, message, and other legal considerations (such as ATA's Antitrust Compliance Policy and the European Union's General Data Protection Regulation). Another reason is technical: the overhead of maintaining two membership lists (one at Headquarters, and one in the Division) would be immense, and would lead to unnecessary duplication of efforts. Member data changes constantly.

To find people who are members of a given Division, Division leadership may use the membership directory to search for individual member's status. This directory can be found at http://www.atanet.org/local_bin/login.pl?redirect=/membership/membershipdirectory.php. However, the membership directory is to be regarded as confidential information. It may not be duplicated: member names and contact information may not be entered into any other database or kept as a list. The membership directory may not be used for mass communications.

For the reasons stated above, all broadcast emails are sent from Headquarters. The process works as follows: Administrators send any proposed text to the Chapter and Division Relations Manager for review, and once the text has been finalized, Headquarters will send the message. Divisions may request that Headquarters send email to their membership when needed. Note that Headquarters carefully monitors the overall volume of email being sent out and a limit may be set at any time. This is most likely to occur in the months immediately preceding the Annual Conference.

2 Division Governance

2.1 Governing Policy for Divisions

The Governing Policy for Divisions came into effect in 2011 and applies to all Divisions. This policy is designed to foster new energy and lead to leadership continuity in Divisions. It replaced all individual Division bylaws. The Policy is deliberately limited to essential Division functions to remove any obstacles to the pursuit of innovation. All Leadership Council members should be familiar with the Governing Policy for Divisions, which is available at the ATA website: https://www.atanet.org/divisions/governing_policy_2011.pdf.

2.2 Division Officers

Each Division is led by an Administrator and an Assistant Administrator. These are the two elected Division officers. Per the ATA bylaws, both of them must be (a) members of the Division, and (b) voting members of ATA.

Note that corresponding members of 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." However, the offices of Division Administrator and Assistant Administrator are not Association offices. Therefore, Corresponding members are eligible to serve as Division officers under ATA Bylaws.

Officer duties are enumerated in the Governing Policy for Divisions. A more specific listing of the Administrators' duties follows:

1. To serve as a communications link between the Division, the Board, and Headquarters.
2. To oversee all Division activities to ensure that core services are met.
3. To communicate with members to the extent feasible. This may include regular or occasional columns in the newsletter or blog.
4. To appoint Leadership Council members.
5. To call for volunteers to form the Nominating Committee.
6. To conduct the Annual Meeting of the Division and to attend the Annual Meeting of Division Administrators.
7. To review and submit requests for reimbursement of expenses incurred by individuals on behalf of a Division and honoraria payments to Headquarters.
8. To organize or delegate other special activities, such as special publications.
9. To submit a quarterly report to the ATA Board.

Good communication among Division officers, the Board, and Headquarters staff is a key part of Division success. Officers should gain experience on Leadership Councils before serving. It is important to consider the broader Association view when new ideas arise, since there are issues of fairness and precedent that must be considered—Divisions are not autonomous groups but rather are part of the larger whole. We hope that this Handbook will assist you in these endeavors.

2.3 Leadership Councils

In addition to the two Division officers, a team known as the Leadership Council (LC) completes the core volunteers, who have assumed responsibility for Division functioning at a given time. Leadership Councils will usually be composed, at a minimum, of the Administrator and Assistant Administrator, the webmaster, the newsletter editor, the online forum moderator, and a conference coordinator. Some Divisions may find it helpful to have larger Leadership Councils, and others may prefer to keep them small or have fewer volunteers. Divisions may have one person handling more than one role. Each Division Administrator is free to decide how to set up the Leadership Council in order to serve members best, but all volunteers ensuring core services (see Section 4) should be invited to join the LC. To form a team, the Administrator may invite people to serve or may send out an open invitation requesting volunteers through the Nominating Committee. Before appointing a council member, the

Administrator must first verify that the potential council member is an individual ATA member and Division member. Members are typically invited to serve for one year and may be re-invited, or not, the next year at the discretion of the officers. One thing to keep in mind when choosing Leadership Council members is that new Division Administrators should come from within the Council in order to promote continuity, so all Administrators should have potential successors in mind. In order to increase the pool of potential successors, it may make sense to give younger Leadership Council members tasks, such as planning the annual networking event or writing for the newsletter/blog, that develop their leadership skills and give them visibility within the Division and ATA. It is also desirable to invite past Administrators to join the Council to provide continuity and advice, whether or not they are currently involved in performing a particular Division task.

2.3.1 Public Statements

Council members should be careful not to use their ATA position when making public statements without first getting permission from ATA through Headquarters.

2.3.2 Leadership Council Meetings

There is no set frequency or requirement for Council meetings. This is an area where Division officers are free to establish a method that is effective for their Division. Some Divisions make no attempt to hold teleconference or other meetings with all present, considering it to be too difficult logistically, and handle everything by email. Others choose to hold regular meetings using GoToMeeting or Skype or similar. Some hold ad hoc meetings as necessary. If you decide to hold a teleconference, a best practice is to enforce strict speaking rules so that all Council members have the chance to participate. It is sound legal practice to not record meetings. Minutes, if taken, should record decisions made, not who said what.

2.4 Limitation of Terms

According to the Division Governing Policy (§5), *Administrator and Assistant Administrator shall serve no more than two consecutive elected terms (in each position). There shall be no term limitation for other Leadership Council members.*

Administrators and Assistant Administrators who have been appointed, for example after the previous Administrator or Assistant Administrator stepped down, are not considered elected.

Q&A

What exactly is the Leadership Council?

The Leadership Council is a formalization of the group of Division members with individual ATA membership status, who commonly hold multiple functions in a Division. These generally include newsletter or blog editors, people who help plan events like conference sessions, offsite events, and the like. Ideally, past Administrators will continue to serve on the Leadership Council to provide continuity, but the group should also include talented newcomers who have great ideas, but need some hands-on experience with the reality of Division operations.

Does the Leadership Council replace the Division Administrator and Assistant Administrator?

No, the Leadership Council exists in addition to the Division Administrator and Assistant Administrator. Its purpose is to broaden the give and take of information and provide support for the Division and its members.

How is the Leadership Council formed?

Because the Leadership Council is not elected, each Division will have a different “schedule” for forming and re-forming their council, and there will be some fluidity as members come and go. However, as a rule, officers will issue annual invitations. There may be bigger shake-ups when Administrators change, but the overall Council makeup will remain relatively stable, and this stability will translate into Division stability. Each Division is free to find a schedule that works for them.

Are there term limits for people in the Leadership Council?

No. Since one of the purposes of the Leadership Council is to ensure long-term stability, there are no term limits for Leadership Council members. Some Administrators may form a new Leadership Council every year, while others may keep the same core group of volunteers for the duration of their terms. Leadership Council members who for whatever reason cannot complete their term are asked to send a courtesy email informing the Administrator and the Chapter and Division Relations Manager of their resignation from the LC.

Do people have to be nominated to join the Leadership Council?

The members of the Leadership Council are invited to serve by the Administrator. There are no nominations and no elections because the Administrator has already been elected. A wise Administrator will build a balanced council of people who are currently serving, past leadership and fresh talent and should certainly consider suggestions as to whom to appoint. The Administrator can also turn to the Nominating Committee to issue a call for Leadership Council volunteers.

Do people have to be voting members of ATA to join the Leadership Council?

Members of the Council do not have to be voting members. However, if they expect to move up the ranks to an Administrator position, they will need to become voting members of the Association through certification or active membership review.

Do people have to be certified to join the Leadership Council?

No. Not all Divisions are language related, and not all languages have certification. In addition, a member of ATA can become a voting member through active membership review as well as through certification.

How should we handle problems with volunteers?

One of the common difficulties of Division work is problems with volunteers. 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 for 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. They may volunteer for a task that ends up being beyond their ability.

Every Administrator will have a different leadership style, and will have to judge how to handle each case on an individual basis. However, it is important to take a compassionate approach to such problems and to remember that as the Administrator you are representing ATA in your communications. 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 address a problem area, but this should be done with sensitivity and understanding. For Leadership Council members, since the invitation is annual, the Administrator can simply choose not to re-invite that person to be part of the team the next year. Contact the Divisions Committee Chair or the Chapter and Division Relations Manager for advice if you find yourself in a difficult situation.

3 Relations with the ATA Board and Headquarters

3.1 Board Support and Oversight

The ATA Board enthusiastically supports the Divisions and takes great interest in Division activities. In order to keep the lines of communication open and bi-directional, the ATA President and President-Elect typically sit on the Divisions Committee. Division Administrators will be invited to prepare a Report for the Board in advance of each Board meeting (held four times a year), so that the Board can ensure that core services (see section 4) are being provided. Reports should give an overview of any key activities or changes since the previous report. Some Divisions may find it useful to track the number of volunteer hours that Leadership Council members have spent on Division activities. A template for a Board Report is available upon request from the Chapter and Division Relations Manager. In order to facilitate communication, some Administrators find it useful to reach out to individual Board Members or invite a Board Member to join their Leadership Council. This is especially valuable if the Division is planning activities that will require the Board's input.

3.2 Headquarters Staff

The chief contact at Headquarters is the Chapter and Division Relations Manager. In addition, the Executive Director and other staff may be involved in specific areas of decision-making or activity. All Headquarters staff is available to hear suggestions and comments and, with guidance from the Executive Director, to help.

3.3 ATA Board Elections

Divisions must remain neutral regarding ATA Board Elections: *Regardless of the venue, context or audience, the opinions and comments of the Association's leadership nevertheless may be perceived as carrying more weight. As such, all elected office holders and appointed representatives of the Association (officers, Board members, committee chairs, division administrators, assistant administrators, leadership council members, and spokespersons) and its employees are expected to maintain neutrality surrounding elections. They shall refrain from publicly endorsing or showing preference to any candidate for office, either explicitly or implicitly, at any time. Chapters of ATA are encouraged to refrain from making endorsements.* —B. Endorsements, from ATA Board Elections Policy

3.4 Board Action Requests

From time to time, Division officers may need to ask the Board to approve certain events or activities. Such events and activities include, but are not limited to, events co-sponsored with Chapters (see section 8.2) or activities that go beyond the procedures outlined in this document. Please consult with the Chapter and Division Relations Manager regarding any such activities. If Board approval is required, Division officers should submit a Board Action Request for review by the Executive Director. This form is available from the Chapter and Division Relations Manager upon request.

4 Core Services

The core services provided by Divisions to their members are:

- Professional interaction and networking
- Mentoring and support
- A regular publication (newsletter and/or blog)
- Educational sessions at the Annual Conference
- A website
- An online email group or forum
- To serve as representatives of Division members to Headquarters and the Board of Directors

The most important Division functions are to foster networking, promote professional development opportunities, and transmit information in the Division's specific area of interest and/or language(s).

4.1 Website

Divisions provide and maintain a website as a basic benefit for their members. Website content should be updated as needed throughout the year. Many Divisions update their sites with news monthly in an attempt to keep the content dynamic as well as to inform members of news more often. Some have their blogs linked to their sites, which means the site content is updated very often.

4.1.1 Setting up a Website

Registration and Hosting

ATA recommends that all Division website domains be registered and hosted by Headquarters. Divisions that plan to migrate their sites to ATA hosting should do so as soon as is feasible (i.e. upon the expiration of their domain registrations).

Website Design Templates

ATA owns website design templates and encourages Divisions to use one of them, although this is not mandatory. Here is the general process (contact the Chapter and Division Relations Manager for more information):

- Divisions choose template design.
- Headquarters is responsible for the core setup of the site (install the core files).
- Division's website coordinator adds initial content to the site. All media (images, videos, sound, etc.) can be uploaded through the management panel. The Division can decide on the structure in terms of what content is static, what content is dynamic. The Division decides on images, placement, and size of images.

4.1.2 Mandatory Content

Websites must include the following information:

- Homepage with ATA logo prominently displayed
- Names and contact information for Division Administrators and Leadership Council members
- Link to the Division's online forum and other social media
- Link to past issues of the Division's newsletter and/or link to the Division's blog

4.1.3 Recommended Structure

The following is a sample recommended layout for a Division website. Divisions may omit links if content is not applicable. For example, some Divisions update the website with announcements about Division activities such as social activities during the Annual Conference, reminders of conference proposal submission deadlines, updates about the conference planning process and Distinguished Speakers, etc. Some Divisions use other communication methods for this and have a more static website.

Homepage

Subpages: About

News & Events (can be separated)

Annual Conference
Online Resources
Links: Archived newsletter issues or individual articles or blog posts (possibly with a table of contents)
Online forum
ATA homepage
ATA Online Directories
Annual Conference proposal submission form link
Annual Conference information/registration
Division conference events
LinkedIn group
Facebook group or page. Groups are strongly preferred over pages. Please contact Headquarters before starting on Facebook.
Twitter account/feed

4.1.4 Content Management

As a rule, information provided on the Division website should be directly related to the Division's languages or field of interest, its members, and events. Personal advertisement of a member's services, discussions that are inappropriate or irrelevant to the focus of the Division, disparagement of the skills or business practices of specific other individuals or agencies, and all other violations of the principles of civil discourse are not permitted. Civil debate about Division policies, and other matters related to general translation and interpreting business practices is permitted, though Divisions may prefer to keep discussions narrowly focused on their subject area. If so, they may say so in the group's rules.

In accordance with ATA Antitrust Compliance policy (http://www.atanet.org/governance/governance_policystatement.php), Division publications may not include any discussion or information about rates for translation and/or interpreting. All Leadership Council members should be familiar with the ATA policy and follow it to the letter. Reminding the Division membership of the reasons for this every year or so is a good idea, as new members inevitably ask and need an explanation.

Divisions must have a webmaster to manage the website. Division leadership provides content to the webmaster, and the webmaster uploads the content and keeps the site up to date by both adding new material and removing outdated items. Many websites include links to groups not affiliated with ATA but that are relevant to the Division's concerns.

4.1.5 Funding

Divisions are allocated funds for a website to include the following expenses:

- Website design honorarium (up to \$500 once every 3 years with written proposal)
- Webmaster honorarium (\$16 per hour, up to \$500/calendar year with an itemized invoice, including hours and dates of work done)
- Website coordinator honorarium (up to \$500 once every 3 years with summary of work done or itemized invoice)

Honoraria are not meant to reflect current market rates or serve as full reimbursement for time spent. They are a token of appreciation for the volunteer's effort. The Division Administrator must approve and submit to Headquarters the webmaster and website coordinator's honorarium requests and itemized invoices of work done. The ATA Chapter and Division Relations Manager reviews honorarium requests.

4.2 Online Group or Forum

Divisions have established online forums using Groups.io and Google Groups. These forums have become invaluable in facilitating communication among Division members. Additionally, for some Divisions where many members take advantage of this networking opportunity, this is the main avenue used for informational email. For other Divisions, informational notices go on the Division website. Online forums are moderated by Division volunteers and content posted on them must follow the guidelines specified in section 4.1.4 above. A copy of (or a

link to) the *ATA Antitrust Compliance Policy* and the *American Translators Association Listserv Policy and Etiquette* should be posted on the forum. Contact the Chapter and Division Relations Manager for copies of these documents. Membership lists should be reviewed periodically by Division volunteers, to ensure that participants are current members of ATA and the Division. The suggested frequency is every two years.

Discussion should be related to the Division's area/languages of interest and the profession. Links (along with short descriptive text) to articles, and to job postings for institutional and nonprofit organizations, are generally appropriate. Inappropriate content, including a member's promotion of any of their own or another's services, will be removed by the moderator(s). However, Divisions may maintain calendars on their websites listing events/courses that have been approved for continuing education points, that offer an ATA member-to-member benefit, or that are organized by a non-profit organization.

The ATA Chapter and Division Relations Manager must be a silent group owner. This is a precaution in case of unexpected problems due to list owners leaving or discontinuing the necessary work unexpectedly. Moderator(s) seeking advice about how to solve online forum related problems should contact the Division Administrator, who may then consult the ATA Chapter and Division Relations Manager, the ATA Divisions Committee Chair, or other Division officers on the Division Administrators' online forum.

4.3 Other Online Networking Venues

At the time of writing, Divisions use social media platforms (Twitter, LinkedIn, and Facebook) for further networking and communication. Some Divisions use none of these, and some use all three. They are not currently part of the core services for Divisions but may be added to the core services in the future.

Any of these methods, or others that become available in the future, should have at least two members of any Division in the owner/moderator/administrator role (as appropriate for the medium). Similar to online forums, the ATA Chapter and Division Relations Manager may be a silent group moderator or administrator.

In general, groups allowing members and discussion are preferred over static pages. (See each platform for what that means in each case, but for example, currently, Facebook: Groups are preferred over Pages and LinkedIn: Groups are preferred over Profiles).

Non-Division members are not allowed to join these networking groups, and content should only be accessible by group members. Applicants will therefore be screened. If a group is running smoothly, its owners will only have to verify that the people who request to join the group are both ATA and Division members. Membership lists should be reviewed periodically to ensure that participants are current members of ATA and the Division. This is normally the responsibility of the group moderator appointed by the Division Administrator.

A copy of (or link to) the *ATA Antitrust Compliance Policy* and the *American Translators Association Social Media Policy and Etiquette* should be posted on social media sites. Contact the Chapter and Division Relations Manager for copies. Division members seeking discussions with a community broader than Division or ATA members may certainly start such groups and request that a link to them be provided on Division websites.

4.3.1 Podcasts

Division podcasts are an educational resource provided free to anyone interested in translation and interpreting. Podcasts are created using volunteer time of the host, the administrator, and interviewees. For Divisions interested in creating podcasts, please submit a short podcast proposal (50 words) to Headquarters and the Divisions Committee Chair. For Divisions committed to producing at least three podcast episodes per year, ATA may reimburse a Division up to \$150 per year for annual hosting fees from a service such as SoundCloud.

4.3.1.1 Honorarium

ATA offers an honorarium of \$60 per podcast episode (recommended length of 30 minutes) for a total of up to six episodes per calendar year.

Honoraria are not meant to reflect current market rates or serve as full reimbursement for time spent. They are a token of appreciation for the volunteer's effort.

4.3.1.2 Role of the Podcast Host

As a guideline, it is recommended to use the following procedure when planning each podcast episode:

1. The podcast host proposes and selects interviewees in agreement and consultation with the Division officers.
2. Prior to the interview session, the podcast host prepares the interview questions and submits them to the Division officers or a designee.
3. The podcast host contacts potential interviewees to coordinate the interview session.
4. The final audio file of the podcast is submitted for approval to the Division officers.
5. The podcast host submits a summary of the podcast and a bio of the interviewee to the Division officers for publication and broadcast.
6. Before the podcast is published, the final audio is submitted to Headquarters for review.

It is recommended to appoint a co-host to split podcast production tasks. This will help other volunteers to learn the necessary skills and makes it easier for new hosts to take over.

4.4 Division Publications (*Broadcast Emails, Newsletters, and Blogs*)

As part of their core services, Divisions keep their members informed about all Division activity, relevant ATA activity, relevant outside events, and matters of professional interest. Divisions may use a periodic publication posted on the Division website in either printable (usually PDF) format or online format, or may use a blog, posting on a continual basis throughout the year. Members access all of these options via a link from the Division's website. Divisions may select any combination of these options but must provide at least one.

4.4.1 Frequency and Volume

4.4.1.1 Newsletters

If a Division publishes a newsletter, they should be published on a regular quarterly schedule and contain anywhere from 10 to 20 pages of material, depending on the size or activity of the Division. They should be published at least twice a year to fulfill the minimum requirement for Division activity, for example after one conference and before the next.

4.4.1.2 Blogs

Blogs should have new posts at least monthly or bi-monthly, depending on the size and activity of the Division. An average of about two a month with a good balance of short informational posts and longer original content is ideal. This should produce a similar volume of content to that of newsletters.

4.4.2 Newsletter/Blog Editor

Finding and/or selecting an editor for a newsletter or blog is a key task for every Administrator. An editor must be a Division member and usually becomes a member of the Division's Leadership Council when appointed, if they are not already a Council member. There are no term limits for editors and they often remain in the position through more than one Administrator's term. A good solution for continuity, if the blog or newsletter output has been satisfactory, is to find volunteers willing to work as assistant editors or other members of the editorial staff with the idea that they will eventually take over as principal editor. If a newsletter or blog has more or less ceased to function satisfactorily, the task of finding an editor becomes both crucial and difficult. Ideally, an editor should have:

- familiarity with the range of interests and concerns in the Division
- contacts and/or people skills for recruiting contributors
- experience working on a similar publication
- the desire to write original materials

- good writing skills
- for online newsletters and blogs, enough technical skill to manage the online implementation of publications.

It may be that no single volunteer has the entire skill set or the time available to do the whole job. There is no reason why co-editors should not be appointed to split the job as they see fit. An Administrator or Assistant Administrator may volunteer to help the editor(s) in any way that is mutually agreeable, but should endeavor not to act as editors themselves. All regular contributors to content or editorial work should be listed in each issue on the masthead or on the blog's permanent title/sidebar, possibly under the heading of Editorial Board.

4.4.2.1 Content

The specific content of Division publications and broadcast emails is left to the discretion of the Division Administrators and publication editor(s). Headquarters reviews all newsletters, broadcast emails, and all article-length blog postings before publication. Due to concerns of legal liability and in the interest of protecting the ATA brand, Headquarters may request corrections. In addition, from time to time, Headquarters may make suggestions on how to polish a given text. When these corrections do not touch upon ATA's liability or brand, they are non-binding. In this case, the final say resides with the publication's editors. Usually, however, such changes are obvious corrections on which all parties will agree. When Headquarters and Division leadership do not agree on a text for publication, they should involve the Divisions Committee Chair to help them come to an understanding.

Short news items and information notices posted on forums, websites, and blogs do not need to be reviewed. But they must still comply with this section. If you are new to your role, please review your first few notices with the Chapter and Division Relations Manager.

ATA Divisions may not publish or publicly discuss information about rates for translation or interpretation, in accordance with ATA policy. Division publications and Division communications must follow these guidelines:

- Avoid publication of materials that create a risk of antitrust violations.
- Bear in mind that publishing information regarding translation rates, methods of calculating translation rates, rate levels, future rate expectations, rate projections, or any other matters that may affect translation rates can create a risk of antitrust violations. Do not publish written statements, comments, suggestions, or views, etc. regarding any matters that may affect translation rates, and do not make statements on those matters.
- Matters that affect rates or restrain competition among members should not be published.
- Consult with Headquarters on any question that might have competitive or antitrust implications.

Other guidelines include:

- Arrangements and discussion of alternate hotels should not be allowed in a Division's publications, including blog comments and social media groups (see 4.5.8). Any such postings should be removed.
- Avoid sales or promotional topics, although it is appropriate to review tools, publications, and conferences that Division members may find useful.

The type of material appropriate for Division publications may include but is not limited to:

- Announcements and reviews of Division activities, including conference educational presentations and social activities;
- Announcements and reviews of other activities and events relevant to the main focus of the Division and general interests of all language professionals;
- Administrative announcements and discussion of Division and ATA administrative decisions;
- Reviews of relevant dictionaries, books, movies, web resources, Internet groups;
- Member profiles and reports on member activity related to languages and language related professions;

- Interviews of members or other people of interest (often a good way in for people who don't want to develop their own material but want to help, and also a good way to get 'stars' to be involved without having to write);
- Discussions related to the profession and business of translation and interpreting;
- Member-created glossaries or descriptions of available glossaries;
- Discussion of developments in or aspects of the languages (or subject areas) that are the main focus of the Division;
- Excerpts from interchanges on the web relevant to the Division's focus (e.g., terminology discussions);
- News articles and editorials relating to Division concerns;
- Entertaining and/or amusing material related to any of the above;
- Pictures/photographs illustrating articles or depicting members and article authors.

Divisions are encouraged to develop guidelines for authors that address content, length, and the editorial review process. Please see this sample: <http://ata-md.org/caduceus/Caduceus%20Submission%20Guidelines.pdf>

Administrators are expected to write a column in most if not all issues, or several times a year for blogs. Possible topics for columns include conference news and announcements about ATA, Division, and member news. Assistant Administrators may share this task or write their own articles or columns. Editors should attempt to work with the authors of all but offensive or irrelevant contributions to get them into shape to be published. If there is a concern about violation of ATA policies, editors should contact ATA's Chapter and Division Relations Manager. Regarding reviews, most commonly of conference sessions, emphasize to both presenters and reviewers that the main purpose of reviews is to tell members who did not attend the presentation what it was about—highlighting the most useful information. Evaluation need not be included and good friends of the presenter are suitable reviewers. Negative criticism should be permitted, especially of specific points in the presentation. However, an editor may decide not to publish a very unfair or completely negative review and might possibly substitute informational material from the slides or notes of the presenter.

4.4.2.1.1 Permission

Submission of original material to a Division publication should be construed as demonstrating the author's agreement to its publication. However, if the material is substantially changed in the editorial process, the original author's permission to publish in the new form must be additionally secured. In addition, persons depicted in pictures must give their consent before publication.

Original material, preferably written by Division or ATA members, is the ideal for Division publications. However, it may occasionally be acceptable to publish material reprinted from other publications or media after consultation with the Divisions Committee and the Chapter and Divisions Relations Manager. Keep in mind, though, that authors' or other copyright holders' permission must be secured and the original source and permission statement must be cited. If a copyright fee is requested the request should be forwarded to Headquarters prior to publication. Links to online articles or other materials are acceptable and encouraged.

4.4.2.1.2 Language

Content in publications of Divisions with a subject matter rather than language focus should be written in English. This does not mean that text in another language cannot be discussed and used as examples, but simply that these examples should be translated into English. Divisions focused on a single language may publish content in that language or English; examples and text in that language need not be translated. However, ATA requires that content pertaining to ATA policies and Division functions and governance be published in English. Links or references to articles or books published in any language are perfectly acceptable. Consider pointing out the language of references, whether printed or online, for readers' convenience.

Editors should make it clear to non-native English writers that the text will be polished until it is indistinguishable from native speaker contributions. If the publication is in English, editors may request translations by members of

relevant published articles in other languages, giving full credit to the translators, and thus providing an opportunity to display translation skills.

4.4.2.1.3 Comments

Some Divisions may want to use the “Comments” feature of blogs and social media. The rules for comments are similar to those for an online group or forum. All comments must comply with sections 4.2 and 4.4.2.1 above and must be moderated in some form. The type of moderation, however, is left to the discretion of individual Divisions. Some Divisions may wish to appoint a moderator who periodically reviews comments and enforces site rules. In this case, it may make sense to notify the moderator each time that a comment is posted. Other Divisions may ask the blog editor to edit all comments before they are placed on the site. In all cases, there should be a link to relevant site rules displayed on the blog or social media site.

Because blogs and websites are accessible to the general public, non-ATA members may wish to comment on a post or article. For this reason, some Divisions require all users, ATA members and non-ATA members alike, to register with the site before they are allowed to post comments. Thus, the posting privileges of persons who routinely violate the site’s rules can be revoked at the moderator’s discretion. In some social media, access can be limited to ATA members, and in others that is harder to enforce. Each Division should decide their policy for any medium, and as needed, how they will enforce a member-only interaction policy, or how they will handle non-members who have access.

4.4.2.2 Pre-publication and Publication

Divisions using blogs may post short news items and information notices at any time, and other articles and publications should be sent to the Chapter and Division Relations Manager at Headquarters for review before posting them (see 4.4.2.1). Review usually takes only a few business days.

When a newsletter issue or blog post is ready for publication, it should be sent to the Chapter and Division Relations Manager at Headquarters for review. Headquarters will return it with any changes within about one week, though this may occasionally take longer at busy times of year (e.g. in the run up to the Annual Conference). When Headquarters has approved an issue, the webmaster may post it and Headquarters will schedule an email broadcast announcing the posting to all Division members. Once an article or newsletter is posted, the editor or Administrator additionally uses the Division’s usual means of communication (online forum announcement, Facebook group post, Tweet, website news update, etc.) to announce the new posting/issue.

4.4.2.2.1 Layout Designer

Because of the complexity of laying out a document, Divisions publishing formatted newsletters may opt for a paid layout designer, who may or may not be a member of the editorial staff or even of the Division. Divisions unable to find such a designer within their membership should contact Headquarters for suggestions.

4.4.2.3 Honoraria

The ATA bylaws stipulate that Divisions may pay a modest honorarium to editors of their publications. This has been extended in practice to layout designers as well. Honoraria are not meant to reflect current market rates or serve as full reimbursement for time spent. They are a token of appreciation for the volunteer’s effort.

Role	Amount	Maximum
Newsletter editor, or Newsletter Blog editor	\$200 per issue 2.5¢ per article word	\$800/calendar year
Layout designer	\$16 per page	\$1280/calendar year
Layout Design	Up to \$500 honorarium for template and header	Once every 3 years

Please note that ATA will provide each Division with only one honorarium for editing and one honorarium for layout design. If two individuals decide to share the editor’s role, they may arrange to split the Editor’s honorarium, with the Administrator’s approval. If a Division publishes both a blog and a newsletter, and these

publications are edited by different persons, the newsletter editor and blog editor should make arrangements to split the editor's honorarium, with the Administrator's approval. If the newsletter editor has also taken on the task of layout designer, that person is eligible for both fees. Editors of publications with a paid layout designer who wish to publish issues that altogether exceed the 80-page yearly maximum, must first secure the agreement of the designer to perform the extra unpaid design work the additional pages would require. To accommodate newsletter formats other than PDF, Divisions may work with Headquarters and the Divisions Committee Chair to determine an appropriate honorarium based on existing honoraria. To apply for the honorarium, use the form in Appendix 1: ATA Request for Payment of Editor's Services (Honorarium).

4.5 ATA Annual Conference

One of the goals of the ATA Conference is to provide a balance of sessions that treat various specialties, languages, and levels so that there will be something of value for all attendees. Divisions play a vital role in identifying speakers, both by suggesting Distinguished Speakers (DS) and actively seeking contributors to their "track."

When soliciting proposals, Administrators should be aware that the decision of whether a session is accepted, as well as the scheduling, track, and room assignment ultimately lies with the Conference Organizer and HQ's Professional Development Manager. Administrators should not make any promises to those submitting proposals and should bear in mind that unsolicited proposals may be a better overall "fit" for the goals of the conference. If there are questions or special requests, the Conference Organizer will work to respond to them, but may not be able to accommodate all requests.

4.5.1 Distinguished Speakers

ATA Divisions are encouraged to identify and recommend Distinguished Speakers for the Annual Conference. Educational sessions by Distinguished Speakers at the Conference are seen as an important benefit to Division members. Such sessions, and reports on them in Division publications, increase the Divisions' vitality.

Distinguished Speakers should be recognized experts in their field whose presentations benefit the professional development of a large segment of Division members. Distinguished Speakers must be non-ATA members who have not regularly presented at previous Annual Conferences, and proposals should be exceptional. The overarching goal of the Distinguished Speaker program is to bring in high-level speakers that Division members would not otherwise have the opportunity to hear at an ATA conference.

4.5.2 Recommending and Inviting Distinguished Speakers

Each Division may identify one potential Distinguished Speaker. The Distinguished Speaker should be someone who is an engaging presenter and who can speak on a topic that Division members are really interested in. Proposed Distinguished Speakers **may not** be ATA members, but **may** have presented at an ATA conference before, as long as a) their evaluations were excellent, and b) they will not repeat their previous presentation at this conference, unless it is significantly updated. Please make sure that you can assess your proposed speaker's presentation skills: that you, or someone you trust has seen them present before, and that the presentation was excellent. Consult your Leadership Council for Distinguished Speaker suggestions. You may also want to make "Distinguished Speaker" an item on your Annual Meeting agenda. Think carefully about the person you nominate so that we can avoid the disappointment that comes from rejections. After a candidate has been identified, the Division Administrator submits the Distinguished Speaker Nomination Form to the Conference Organizer. The Conference Organizer evaluates the request, may engage in a preliminary discussion with the potential speaker or the Division Administrator to get an indication of potential presentations, and makes a decision whether or not to invite the speaker to submit formal session proposals.

An additional possibility is for multiple divisions or committees to co-sponsor a speaker with cross-disciplinary or cross-language appeal. If you would like to propose this type of speaker:

- The speaker still receives up to four complimentary hotel nights and a conference fee waiver

- The speaker still presents two 60-minute sessions
- The speaker receives double the honorarium they would ordinarily receive. For example, if a speaker is co-sponsored by two divisions and comes from within the local area, they would receive a \$1,000 honorarium.

However, there is a constraint: for technological and logistical reasons, each presentation can be listed in only one track in the conference program. Co-sponsored speakers will give two 60-minute presentations, which will be listed in the track that best fits the session's content. Each division will be given visible recognition for the Distinguished Speaker that they sponsor, but the conference planning team will decide how to list co-sponsored speakers' sessions. Please make sure that this is acceptable to you before proposing a co-sponsored speaker.

Only the Conference Organizer may invite a Distinguished Speaker to present at the conference. The Conference Organizer decides which speakers to invite and then issues invitations through Headquarters. There is a separate online proposal form for potential Distinguished Speakers. The link to this form is sent in the email that extends the invitation to submit proposals.

This is not an all-expenses paid trip and is not usually a good fit for high-profile public speakers or people who expect to make a profit on a speaking gig. The funding options simply will not meet some people's requirements. Only locals are likely to come out ahead financially, so you should assume that all Distinguished Speakers should enjoy attending an ATA conference anyway. While speakers from outside the United States are good candidates, Divisions are reminded that there is a vast pool of talent within the United States and that international travel stretches the conference budget.

Honoraria should be thought of as a token rather than a complete means of financing a given individual's participation. The principle should be that an honorarium is used to enable a special event that would otherwise not occur.

The honorarium is typically given during the conference. In special cases, where other arrangements are desired, the Division Administrator should consult with the Conference Organizer well before the deadline for submissions. Funds are not available for meals or incidental expenses. Accommodation is only covered during the conference dates and only for the conference hotel.

4.5.3 Funding Overview

Compensation and expectations for Distinguished Speakers are now standardized. All Distinguished Speakers will receive up to four nights in the conference hotel, and a conference fee waiver. If a speaker comes from the local area (within 100 miles of the conference city), they will receive a \$500 honorarium. If they come from outside the local area but within the continental US or Canada, they will receive a \$750 honorarium, and if they come from outside the continental US or Canada, they will receive a \$1,200 honorarium. ATA does not directly reimburse speakers for airfare, food or other travel expenses. All Distinguished Speakers will be asked to present two 60-minute sessions in the regular conference program or one 120-minute session. This will allow all conference attendees to have access to the Distinguished Speakers without paying an additional fee. However, Distinguished Speakers may present Advanced Skills & Training sessions separately from their participation as Distinguished Speakers.

Named speakers (Greiss, Gaddis Rose) no longer receive a separate honorarium. These speakers now receive the funding described above.

Speakers make and pay for their own travel arrangements. The Association will not reimburse money spent on gifts, including flowers.

4.5.4 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. Some Divisions choose to form a conference planning committee to perform this task. Preference tends to be given to more advanced topics, as they appeal to the typical conference demographic. If you identify conference goals, such as session topics, communicate them to the Conference Organizer. Similarly, the Conference Organizer should share any relevant goals with Divisions, particularly new goals.

When a Division member, usually a Leadership Council member, takes on the role of conference coordinator, the resulting track is better and more carefully coordinated. When the coordinator identifies a prospective presenter, he or she may invite that person to submit a proposal for a conference presentation using the online form provided on the ATA website. Likewise, Division participants should be encouraged to let this Division coordinator know if they are submitting a proposal. Seeking member input regarding speakers and topics is advisable.

Representatives from each Division are asked to review the conference proposals for their Division's track that have been submitted to ATA Headquarters and recommend proposals for scheduling. The Division Administrator and Assistant Administrator typically do this, but the Conference Organizer may also invite others to participate, such as a Division's conference coordinator. It is important to note, however, that whether a proposal is accepted by the Conference Organizer ultimately depends on how well the session meets the goals of a well-rounded conference. Administrators may want to warn interested parties that the approval process will be final around June 1.

When soliciting and reviewing proposals and selecting speakers, Divisions should seek to serve their entire membership. Again, some Divisions find it helpful to identify conference goals. For language-specific Divisions, this means ensuring a good mix of presentations that focus on the relevant languages or languages, and pertain to translating and interpreting in both directions. For Divisions not focused on a specific language or language group, sessions are language neutral and presented in English, although this does not prevent the presenter from referring to and thoroughly explaining examples in other languages.

The deadline for submitting conference proposals is typically in the first half of March.

4.5.5 Annual Meeting of the Division

The Annual Meeting of the Division during the Annual Conference is an important part of a Division's schedule of yearly activities. ATA's Professional Development Manager will contact Administrators each spring with a reminder to plan this event, which will be held as a special event during the conference. If a Division Administrator has a preferred time for the Annual Meeting of the Division, they should submit a request to the Meetings Manager, who will attempt to accommodate the request.

The meeting should have a published agenda and minutes. In late summer, Headquarters sends minutes and agenda samples to Division officers. They are also available on request. The agenda can also be posted online on the Division's website, online forum, and/or blog to promote attendance.

Prior to the Annual Conference, the Division Administrator should ask a member to take minutes. Within a reasonable period after the conference (ideally 30 days, but up to 90 days to allow for Divisions with quarterly newsletters), the minutes should be drafted, approved by the Leadership Council, and posted publicly on the Division's website, online forum newsletter, and/or blog.

4.5.6 Welcome Celebration

The Welcome Celebration for all members at the start of the Annual Conference provides a chance for Divisions to attract new members and allow current ones to reconnect with colleagues. The Celebration is open to all conference attendees and Divisions should be ready to welcome new or prospective members. A variety of food and beverages are provided by ATA. Please note that ATA's catering contract with the conference hotel prohibits bringing in food and beverages.

In preparation for the Celebration, Division Leadership Councils should think about how to best present their Division to the general membership, and plan to provide information for how interested members can follow up. For example, make fliers showing links to the Division's website and online forum. Note that the space provided is often very small, so consider smaller items like business cards (or even QR codes) that do not overwhelm the display space.

4.5.7 Offsite Social Event(s)

Many Divisions organize one (or more) annual social events at the conference for the purposes of networking and building camaraderie in the Division. The Division plans and organizes the event. Headquarters is not involved in registration or finding a venue.

Division social events are held offsite and many venues require the Division to secure a deposit. ATA no longer provides a credit card for a deposit; any deposit will be the responsibility of the Division member(s) organizing the event. Even if a Division arranges an event onsite in the conference hotel, which is strongly discouraged, ATA will not be involved in organizing it.

Any contract that your Division representative signs with the venue is legally binding. Please read this document over carefully to ensure that it is fair to the Division and the venue.

When planning the offsite social event, keep the following in mind:

Many Divisions hold large group dinners at the conference, and these are often well-attended. Just be aware that scheduling a large group dinner can be time-consuming and complicated; make sure you are clear on whether the restaurant charges a private room fee, whether the quoted price includes tax and tip, what happens if you don't meet the restaurant's minimum number of attendees, and how you will sell registration and pay the restaurant for the dinner.

Make sure that Headquarters has basic details (Division contact name, venue, date, time, etc.) so that ATA registration and the people staffing information desks at the conference can answer questions. Make sure members know where and when any meeting point is, what the payment/reservation situation is, and where and when the event starts.

In the spring, Headquarters emails Division officers a memo with more details about Division offsite events.

4.5.8 Onsite Social Event(s)

Divisions may organize Division events at the conference hotel. However, if a Division wants to organize an event and use space in the host hotel, the event must become an ATA conference event and is subject to approval by the Conference Organizer. If a Division's onsite event is approved and space is available, the Conference Organizer will determine the day, time, name, description, and all other details for such event, just as with all other events.

Please remember that conference events should be as inclusive as possible. Therefore, events held in languages other than English will only be considered on a case-by-case basis.

4.5.9 Conference Hotel

ATA carefully considers the room rate, location and facilities when selecting a host hotel for the conferences, usually several years in advance. The ATA Conference model is based on contracting with a hotel to provide free meeting space and discounted catering in exchange for a guaranteed minimum number of guest rooms. If that room block is not met, there are stiff penalties; making our room block keeps registration rates much lower than comparable events. For this reason, arrangements and discussion of alternate hotels should not be allowed in a Division's publications, including blog comments and social media groups. Use these platforms—along with your Division online forum and ATA's roommate blog—to promote the benefits of staying in the conference hotel: networking opportunities, convenience, room sharing, as well as the mutual benefit of keeping rates lower for all.

4.6 Annual Meeting of Division Administrators

The Annual Meeting of Division Administrators is usually held on the Wednesday before the Annual Conference. Administrators and Assistant Administrators, including incoming ones, and Leadership Council members are invited and encouraged to attend if at all possible. During the meeting, participants review current issues, distribute useful information, and brainstorm on matters to be taken up during the coming year.

4.7 Division Administrators Training Session

Each year at or immediately before the Annual Conference, a training session is held for new Division Administrators and Assistant Administrators. This may be combined with the Annual Meeting of Division Administrators or may be at a different time. An agenda is issued prior to the meeting. During the meeting, core services and resources are discussed, all those present are invited to introduce themselves, and there is an open question-and-answer session. The Divisions Committee Chair or a person appointed by him/her chairs this meeting.

4.8 Planning Timeline

Administrators need to focus on the deadlines for conference planning and do their best to meet them, in order to make the whole process flow smoothly.

November	Appoint a Conference Coordinator or form a Conference Planning Committee during or after the Annual Conference. Identify conference goals, including names of potential Distinguished Speakers, and share them with the Conference Organizer.
November/December	Identify potential Distinguished Speaker candidates and ATA members to present at the conference.
January/Early February	Submit the Distinguished Speaker recommendation to Headquarters.
February/March	Remind members to submit session proposals.
June	Speakers receive notice of approval, rejection, or placement on wait list.
August/September	Begin scouting venues for your Division social event and sign a contract if applicable. Prepare material for the Annual Meeting of the Division, the Annual Meeting of Division Administrators, or the Division Administrators Training Session as required.
June through mid-October	Send broadcast via Headquarters with information about your Division's social event and a link to your Division's sessions.

Q&A

How can I check if someone is a member of a Division?

Once you are logged in to the ATA website, you can search the individual membership directory in the Member's Only section, by name (or email) and Division. See Appendix 5 for detailed instructions.

How do I start a Facebook group?

<https://www.facebook.com/about/groups> If the Division's Facebook Group Administrator needs help in setting up a moderator team, they should contact the Chapter and Division Relations Manager for assistance.

How do I start a Twitter feed?

<https://support.twitter.com/groups/31-twitter-basics> Be sure to contact the ATA Chapter and Division Relations Manager for both help in setting up the feed, and help in publicizing it.

How do I start a LinkedIn group?

http://help.linkedin.com/app/answers/detail/a_id/1164 Be sure to contact the ATA Chapter and Division Relations Manager for both help in setting up the group, and for assistance in setting up a moderator team.

How do we set up a blog?

Division website templates include a blog. Divisions are encouraged to take advantage of the templates.

Why can't Divisions simply be responsible for their own publications?

Divisions are not independent entities. Divisions are a part of ATA and need to abide by its policies and bylaws.

Why can't I write my Letter from the Administrator in my native language: the language of our Division's focus?

A language Division may publish many articles in its language other than English. However, materials that pertain to ATA policies and Division functions and governance must be published in English so that Headquarters can verify accuracy before publishing, and so that all Division members have access to those materials.

What is the best format for submitting a newsletter or article to Headquarters for review?

Submission is preferably a Word document, so changes can be tracked on the document.

How long does the review take?

Headquarters needs up to five business days to review a newsletter. But it can take longer depending on the content and if other staff—such as the Certification Program Manager or the Executive Director—need to be consulted.

Does a newsletter editor need to be a Division member?

Yes. The role of Division editor is an excellent opportunity for professional development and networking. It should be filled by a Division member who is familiar with the Division's interests and concerns.

My Division's newsletter already has an editor. Why should Headquarters be a second editor?

Headquarters is not editing. Headquarters assures that ATA publications are consistent with ATA's policies, bylaws, and facts.

Do I have to make every correction Headquarters submits?

Some corrections are required because content is not consistent with ATA policies, ATA bylaws, or facts. Some corrections are only requested because they may improve the quality of an article.

I want to use content with a copyright. ATA is a nonprofit, so I see no harm in using such content without an owner's consent. Why can't I?

The use of content with a copyright requires written permission from the owner because the content belongs to the owner, regardless of ATA's nonprofit status.

How do we define what falls under the scope of relevant to our members?

As well as the obvious T&I-related subject matter, many Divisions provide content that is of cultural value—for example, the Slavic Languages Division has a popular column reviewing Slavic films in its newsletter, and therefore on its website. This is not directly related to translation, but to aspects of Slavic culture.

Are members remunerated for contributing articles?

No, but certified translators may find that editing or contributing to a newsletter or blog is an effective way to earn CE points. Two continuing education points are earned for each article contributed to Division publications (with a maximum of eight points over the three-year reporting period).

See http://atanet.org/certification/aboutcont_record.pdf.

Publications to cite on CVs and to potential clients may motivate contributors. People who write particularly good articles or show expertise in a specific area frequently may be offered work as a direct result of a newsletter article. (Editors who find out about this particular cause and effect should publish it (with permission of course).)

How can our Editor inspire members to contribute to our newsletter or blog?

- When you publish announcements of an event that some members may attend, include an invitation for attendees to report on it.
- Welcome unsolicited contributions in (virtually) every newsletter issue and in an occasional blog post. Topical columns from regular contributors work well for both formats.
- Consider asking each LC member to write at least one article a year about Division-related activities or any other topic. Administrators are expected to write a column in most if not all issues. Assistant Administrators may share this task or write their own articles or columns.
- Publishers of books (e.g., dictionaries) or journals frequently provide review copies. Request them and use the opportunity to line up a reader, offering them the free copy in exchange for writing a review.
- Connect with members personally. Email is a good start, but one of the most effective ways is to attend all conferences and Division events and talk with members (see below).
- Print profiles of translators in the publication. This can be a quarterly feature. Emphasize reports of professional contacts resulting from profiles and articles.
- Include brief professional biographies, including contact information, with each article unless the writer does not agree.
- Publishing a professional headshot of the contributor with articles may have a motivating effect.
- Peer recognition is a substantial motivator. Often a blog post will be tweeted, posted on Facebook, discussed on an online forum, and the editor or author becomes a recognized expert in an area. The best newsletters and their editors are regarded like Journals.
- People who may not agree to write an article for a publication (e.g., someone who has just written a book, a star interpreter, etc.) frequently will agree to answer email questions from an editor or editorial staff member, which can be submitted as the equivalent of a publishable interview. This method also means that the focus remains on the areas of most interest to Division members.

How can Editors leverage the Annual Conference to produce material?

- When recruiting contributions, work under the assumption that anyone at an ATA conference has something of interest to write and can write it well.
- Every year, find a first-time attendee to give a report.
- Use conference events as sources of review articles. Set out with the goal of providing a review for each Division educational presentation at a conference. Consider asking the presenter to find a reviewer or request one at the session itself, or both. Social events and relevant Division and ATA events as well as presentations in other Divisions may also be reviewed.

- Minutes of the Annual Meeting of the Division should be published as soon as they are issued for blogs or in the next publication issue after the conference, with author's credit given to the minutes taker.
- Editors can spread contributions from the conference out over posts/issues published in the following months—there is no immediate urgency for potential contributors. If they do not send a piece as agreed, remind those who have promised to write an article of their promise at that time or until they ask to be released. If no review is forthcoming, an editor or member of the publications staff may write the review based on a recording, slides, or the author's write-up, or the presenter may be recruited to summarize the presentation.
- Try to identify interests and specialties and suggest topics attendees might be recruited to write about, and follow up afterwards by email.

How much detail do we need in meeting minutes?

The minutes are a record of what was agreed and achieved at the meeting—NOT what was said by members or guests. The Chapter and Division Relations Manager has a list of tips on writing minutes if you need them. Remember to include the basics: where and when, who wrote the minutes, and who approved them. Then cover the information that people who did not attend need to see in order to understand that the Division is being run according to ATA's requirements and that members are being informed or consulted as is appropriate.

We really want to have a large-group dinner. Can you give us tips on how to arrange it?

It is the Division's responsibility to make arrangements and negotiate terms. Members living in the conference city and the host Chapter or group can be of great assistance in finding, evaluating, and negotiating with potential venues. Volunteers for this task may be recruited at the previous Annual Conference. Finding and negotiating a venue with space available at the time you desire may take several months and it is recommended that Divisions start this process early. In the spring, the Chapter and Division Relations Manager sends a tips memo to all Division officers on how to plan offsite events.

How do we plan conference sessions?

Divisions go about conference planning in widely varying ways. Soliciting sessions is very useful. Many members need encouragement to attempt speaking on their area of expertise. At a minimum, a few emails sent to Division online forums and in social networking areas in the run up to the deadline will usually help. Some Divisions work very hard and solicit many proposals. Planners should recognize though, that some unsolicited proposals may be stronger than the planned ones so not all solicited proposals will necessarily be accepted.

I'm the Administrator and I can't attend the conference this year. How should I handle that?

It is very important to let the Assistant Administrator know this as early as possible – certainly early enough for them to plan travel for early arrival for Wednesday events – and to include the Assistant Administrator in all planning so that they feel comfortable taking the lead in Division events. The assistant will receive free conference registration (or reimbursement if already paid) in place of the Administrator. The Administrator should contact the Chapter and Division Relations Manager as early as possible to arrange the assistant's free conference registration or reimbursement.

5 Other Services

5.1 *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 Headquarters to discuss your ideas before charging full speed ahead.

Divisions should also keep in mind that their newsletters, conference activities, online forums, 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.

5.1.1 Division Surveys

Divisions may occasionally have a reason for issuing a survey to their members. A Division must submit a short, survey proposal (50 words) to Headquarters and the Divisions Committee Chair. If accepted, the Division drafts the survey and submits it to Headquarters for review. Headquarters may edit the survey as it concerns ATA's liability and brand, as well as insight based on Headquarters' experience with surveys. It may also suggest other non-binding edits or corrections, or even recommend that the Division revisits the need for the survey. Once approved, Headquarters will publish the survey on Survey Monkey: <http://www.surveymonkey.com/>. After the survey has been uploaded to Survey Monkey, Headquarters then sends a survey broadcast to publicize the survey to a Division's membership. Results are collected on Survey Monkey. Headquarters shares the results with the Division's officers. Divisions are required to publish results to the Division membership.

Short surveys (about 10-20 questions) with single and multiple answer questions work best. Open-ended questions might yield unfocused responses or no response at all.

When drafting a survey, please include the following:

- A title
- A short introduction explaining what the survey is about
- Information on how the survey results will be used (for example, will be published to the membership)
- Approximately how much time the survey will take
- A privacy notice ("Answers are anonymous. Your name and contact information will not be collected.")
- Closing date
- Contact information (name and email address; usually Headquarters')
- A Thank You page

5.2 *Events other than the Annual Conference – Online*

The educational sessions at the Annual Conference should always take priority over any other Division events, whether virtual or in-person. Before planning any event, Leadership Councils should contact Headquarters and the Divisions Committee Chair for further input and discussion.

5.2.1 Webinars

ATA offers a series of webinars throughout the year. Divisions are welcome to submit webinar proposals that reflect the interests and needs of their membership. A how-to guide for submitting a webinar proposal can be found in Appendix 3. Divisions are welcome to use this document when contacting potential speakers.

Divisions are welcome to contact the Professional Development Committee to discuss proposals for the ATA webinar series. The Committee can be contacted at ataProfessionalDevelopment@atanet.org.

Divisions may occasionally want to organize and host their own webinars. A Division-only webinar is an excellent way to meet the specific needs of a Division's members. However, it does require considerable teamwork to be successful.

ATA Divisions may organize their own webinars under the following conditions:

- Webinars must be limited to the Division's members. Remember, these webinars are meant to be a benefit of membership in the Division. If you have a webinar idea that would be of interest to all ATA members, please submit a proposal to ATA's Professional Development Committee. They will do their best to accommodate language-specific proposals to the extent the ATA webinar schedule allows it.
- Division-organized webinars must be free.
- The on-demand webinar recordings cannot be posted to any publicly accessible online channel, such as YouTube, without Division members-only restrictions in place.
- Divisions must find a free webinar hosting platform for their presentations.
- Headquarters will not be responsible for promoting Division-only webinars.

ATA Headquarters staff will not be able to provide assistance with organizing and running Division webinars.

If a Division is interested in organizing its own webinars, the Leadership Council should contact the Divisions Committee, who will provide the additional information and, if needed, refer the Division to the Professional Development Committee for further guidance.

5.3 Events other than the Annual Conference – In person

The educational sessions at the Annual Conference should always take priority over any other Division events, whether virtual or in person. Before planning any event, Leadership Councils should contact the Chapter and Division Relations Manager and the Divisions Committee Chair for further input and discussion.

5.3.1 Background

This section covers any event advertised on an ATA-sponsored forum (social media, websites, online forums, broadcast email, etc.) or otherwise formally identified as an ATA- or Division-sponsored event. It is important to remember that all of the financing for ATA Divisions falls under the general budget for ATA as a whole. In other words, Divisions do not have their own separate finances. In contrast to Chapters, Divisions are not separate legal entities with their own bylaws, etc. The Division system is offered to ATA members as a benefit to help improve their expertise and be part of a smaller group of members with similar interests. The current system allows any member to join any number of Divisions and therefore increase their expertise and knowledge by joining multiple language-related Divisions and/or subject-related Divisions.

Hence, funds for Division activities are equalized across all of the Divisions. This means that each Division, regardless of its size, has the opportunity to have a newsletter, Distinguished Speaker, a website, etc. However, due to the varying size and complexity of the Divisions, there is no budget to accommodate events across all 21 Divisions other than at the Annual Conference. Therefore, any Division events other than at the Annual Conference need to be funded by some other means. Below is a list of options for Divisions that wish to organize, or help organize, events during the year.

5.3.2 Options

- *Consider smaller events*

Informal gatherings such as "Meet-ups" for coffee, meals, site tours, outings, and lectures are Division activities that can be easily organized. Ideally, a Division could hold such smaller gatherings across the country at various times of the year. The Chapter and Division Relations Manager and the Divisions Committee Chair should be made aware of these events before they are organized. ATA can help promote such events through various channels such as social media, the ATA Calendar of Events, *The Chronicle*, etc. If a Division chooses to have informal

gatherings, the Division Administrator is encouraged to appoint the Division's event organizer/s to the Leadership Council.

Divisions are responsible for arranging the event, including finding a location as well as handling registration. Ideally, these events would be “user-pay” and should not require a significant down payment for the venue. Events should not be held in any individual’s home for liability reasons. ATA may consider providing minor financial or logistical assistance for such events on a case-by-case basis, e.g. credit card deposits for restaurants; tours. However, the responsibility for organization rests primarily with the Division.

- *Co-locate with another ATA organization*

In contrast to Divisions, ATA Chapters are separate legal entities with their own bylaws and budgets. ATA Chapters are closely connected with ATA through their annual reports and the ATA rebate program, which allots part of ATA membership dues to the Chapters. ATA affiliates and other T&I groups (as listed on the ATA website) do not have the same relationship with ATA as Chapters, but they can potentially host events a Division. The key is that the ATA affiliate or other group must be able to assume full financial and legal responsibility for the event. Be sure to contact Headquarters if you are working with a group that is not listed on the ATA website, so that they can be added to the list.

No formal approval from the ATA Board of Directors is needed for events organized jointly by an ATA Chapter and a Division, although Chapter and Division Relations Manager and the Divisions Committee Chair should be notified. The ATA Chapter or affiliate, etc., must be responsible for signing contracts with venues and taking full financial responsibility and liability for the event. ATA Chapters are also eligible for “seed money” up to \$500, to help organize their events. The seed money is contingent on the Chapter submitting a proper budget and proposal form to Headquarters as specified in the Chapter Handbook. The budget should include the anticipated number of attendees, registration fees, the cost of the venue, catering, speaker travel and accommodations, and technology costs, at a minimum. If the event is profitable, the Chapter must repay the loan. If not, ATA absorbs this loss. This also means that any profits generated from such an event belong to the Chapter and not the Division.

Co-locating an event with a Chapter provides the Division with several options, from organizing meals/coffee dates/site tours as above, but also organizing one-day or multi-day educational sessions with invited speakers or speakers from within the Division. Responsibility for budgeting, arranging the venue, and food rests with the Chapter which may consult with the Division. The Division can contribute significantly to the success of the event by providing nominations for speakers and topics and, of course, helping to provide attendees. ATA can help to promote events via *The Chronicle*, broadcast email, social media, and online. Specific requests for very minor funding or assistance from ATA will be considered on a case-by-case basis. ATA expects a hosting ATA Chapter to provide a registration discount for ATA members. If a Division chooses to co-locate with another ATA organization, the Division Administrator is encouraged to appoint the Division's event organizer/s to the Leadership Council.

5.3.3 Recommendations

Below are general recommendations for creating a Division event in conjunction with a Chapter or smaller Division-only events.

- *Contact Headquarters*

If you are interested in organizing an event for your Division, you must contact Headquarters first, ideally through ATA's Chapter and Division Relations Manager. Headquarters may ask for additional information or in rare cases, refer your proposal for consideration to the Board of Directors. Headquarters can help you with invaluable advice. They are experts in organizing events and will give you advice and alert you to any potential problems or inappropriate activities. They can also provide recommendations for determining the best type of event, venues, logistics, speakers, etc., as well as where to get support from a local Chapter. Contact them early in the process to get help with planning. You will need to contact them at least 3 months in advance if you are interested in having the event listed in *The Chronicle*. This will help ATA keep track of and promote Division activity.

- *Start planning very early*

If you would like to organize an event with a Chapter, even arrange a smaller meet-up, advanced planning is required to accommodate the time it takes for Headquarters to broadcast the information and for people to make

time in their schedule. Even though an event may be much smaller than ATA's regular Annual Conference, these events still require all the same activities in terms of budgeting, finding a proper venue, advertising and promotion, coordinating speakers, technical set-up, arranging food, registering participants, etc. It may even be necessary to plan such events a year or more in advance.

- *Create a budget*

Even if the Chapter does not apply for "seed money," the Chapter should still provide a budget for the event. The Division may be asked to help with creating the budget. The budget must at least break even or generate a profit. The budget for large-scale events (other than at the Annual Conference) should include the following:

- number of anticipated attendees
- cost of the venue
- speaker travel costs
- speaker accommodation costs
- speaker fees
- technology costs at the venue
- food/beverage costs
- cost of any advertising not managed by ATA
- Registration fees
- Event registration waivers (discounts)

Efforts can be made to find local sponsorship for part of the event. Language services companies, TM suppliers, the foreign language departments of local universities, and restaurants near the venue are all possible sponsors. However, it is important not to rely on this revenue in your budget.

- *Estimate conservatively*

The key to a financially successful event is to budget conservatively. Often the organizers of an event are the most enthusiastic supporters and tend to overestimate the number of attendees and minimize any financial risks. Be sure to budget conservatively on revenues and plan to leave extra financial cushion for cost overruns or unbudgeted expenses. Efforts should certainly be made to attract attendees from beyond the Chapter hosting the event, but for the purposes of budgeting, do not assume that people will be flying in for the event.

- *Consider staff time*

It is important to remember that ATA staff time also has a cost associated with it. It is important to be mindful of the amount of ATA staff time required for assisting with such an event. Divisions will not be billed back for time, but must keep in mind that Headquarters staff must be able to provide services to all 21 Divisions. ATA Headquarters can help advertise the event or may review a contract with a supplier. However, they cannot be expected to organize speakers, locate an appropriate venue, arrange food and beverages, or collect registrations. As a result, be sure to recruit sufficient volunteers from within your Division to handle the logistics.

- *Find an appropriate venue*

Please remember that events organized by ATA Divisions are a reflection of ATA as an association. It is important to project a professional image not only to the Division members but also to any non-members who may contact you about attending the event. Therefore, it is important to carefully choose a venue that is clean, safe, and appropriate.

In many cases, hosting an event in a hotel is a good option because they have flexibility in terms of food, technical equipment, and room sizes, however they can be expensive or require complicated contracts. Universities and colleges may be another good option, although sometimes it can be more difficult to coordinate technical issues, find rooms that aren't too big or too small, and to arrange food in these places. Headquarters can help you to ask the right questions when trying to book a venue.

- *Keep it simple*

Reducing the number of options for attendees makes budgeting easier and reduces the organizational logistics. It prevents having too many sessions with too few attendees or lots of uneaten food.

For smaller food-based events, limiting menu options will make budgeting easier, even if each individual member is expected to pay. Some restaurants will not necessarily split the bill for larger parties. In terms of educational

sessions, try to focus on a few key subject areas (e.g. medical interpreting for your language, or a single field for subject-related Divisions). It is better to have fewer sessions that are well attended than lots of sessions that are not as full. This may also reduce the number of invited speakers and associated travel costs for them.

Think twice before you include an overnight stay. Aside from having the ATA Certification exam on the following day, there is little justification for extending an event for more than one day. It means a huge increase in cost to the attendee (one more night at the hotel, three more meals away from home) and to the organizing group, (meals, technology, and meeting space).

5.3.4 Precautions

- *Do not ignore other Division activities*

Not everyone in the Division will be able to attend your event. It is important to provide the activities and benefits that have been budgeted for all Division members, e.g. websites, newsletters, Distinguished Speakers, Annual Conference speakers, etc. Be careful not to devote all of your meeting time and volunteer resources to any single event.

- *Do not wear out your volunteers*

Organizing these types of events can become very complicated and require a lot of time and energy. Try to keep them simple. Be sure that you have a large pool of volunteers who are willing to help out. If the event is successful, it is important to recruit new volunteers who can help out if the event is repeated. It is very important to give loud recognition to the organizers and volunteers. A good round of applause helps keep your volunteers happy and willing to help.

- *Events organized by individual members are not ATA Division events*

If an event is not approved by ATA, the individuals who arranged this event are responsible for any liability or losses. Such events are not considered ATA events and will not be advertised or receive financial or other support from ATA or the Headquarters staff. In the interest of fairness to all Division members, Division leaders should not use their position to organize non-ATA events. If you are lucky enough to have individuals in the Division who are interested in organizing events, try to encourage them to consider helping the Division partner with a Chapter, affiliate, or other group.

6 Establishing or Dissolving a Division

ATA members who wish to establish a new Division request this in a petition to the ATA Board of Directors. In addition to a valid petition, an aspiring Division must have volunteers willing to take on the roles required to provide the Division's core activities (see Section 4).

6.1 Steps to Establishing a Division

1. Contact Divisions Committee Chair and Chapter and Division Relations Manager to discuss proposed Division.
2. With the Chair's approval to go forward, write a proposal to establish the Division. Headquarters can provide proposal samples. If the proposal is approved, go on to the next steps.
3. Communicate informally with the potential members of the proposed Division to find core volunteers. (You may request the help of Headquarters in identifying such individuals among existing ATA members.)
4. Once core interest is established, arrange with Headquarters to send a petition broadcast email, notifying the membership that there is interest in establishing a particular Division focusing on a particular area, and asking for 50 signatures from voting ATA members and 100 signatures from associate ATA members. The broadcast is written by the proposed Division's lead volunteer and must be approved by the Chair and Executive Director. Headquarters sends the broadcast and interested ATA members must return the completed and signed petition within 14 days of the first broadcast. A second broadcast will be sent within the 14-day period. Headquarters then becomes the contact point for obtaining signatures for the petition. All 150 signatures must be obtained before the petition can be presented to the Board for approval.
5. Present at least the following to the Board:
 - A *Board Action Request* form
 - The potential Division's proposal
 - A petition list requesting Division status that has a minimum of at least 50 signatures from individual ATA voting members and 100 signatures from associate ATA members.
 - The name of an ATA member with voting status who is willing to serve as the new Division's Acting Administrator
 - The name of an ATA member with voting status who is willing to serve as the new Division's Acting Assistant Administrator
 - The name of an ATA member who is willing to be a newsletter or blog editor for the Division (can be the same person as either of the above, although this is not ideal)
 - The name of an ATA member who is willing to create a website for the Division (can be the same person as any of the above)

Volunteers who are not yet voting members should be encouraged to complete the online Active Membership Review.

6.2 Board Approval

The Board must approve any action relating to establishing a Division. When the conditions for establishing a new Division have been met, the Board will review the petition before voting to establish the Division as a part of ATA. Note that the Board meets quarterly, and that completed submissions will be due approximately two weeks before each meeting in order to be considered. The Divisions Committee will work closely with the ATA Chapter and Division Relations Manager to help new Divisions complete all necessary steps.

6.3 Dissolving a Division

In certain cases, it may become necessary to dissolve a Division. According to the ATA Bylaws, the Board may take this action for several different reasons (see Article XIII, Section 6 of the ATA Bylaws). If a Division member or leader feels that this is an appropriate step, they should confer with the Divisions Committee Chair and the ATA Chapter and Division Relations Manager about the procedure. It is very important to keep your membership fully informed about any such proposed action and to be guided by their response as needed.

Q&A

Why start a Division?

This may be the first question you will find yourself answering as you look for people to join you in establishing a Division. There is any number of answers, and you may come up with some of your own as you meet colleagues. Here are a few to start with:

- Provide education specific to a language combination or specialty.
- Offer a "home" for members with a common language or specialty within the larger association.
- Increase visibility for a language or specialty within the Association.
- Keep members informed of news and events within a particular segment of the industry.
- Assist the ATA Conference Organizer in recruiting speakers relevant to professional interests.
- Organize Annual Conference events for targeted networking among Division members.
- Serve as a springboard to create new language pair certification: a language Chair and graders come from this pool of talent.

Are we ready to start a Division?

Establishing an ATA Division requires a committed group of volunteers who have the time to work on organizing the group. In the past, a Division was begun only to collapse because there were not enough volunteers. This is disappointing for everyone—ATA members, the Board of Directors, and Headquarters staff. So we encourage new Divisions with only one caveat: you must have enough interested members to make this work and keep it going. And that is often the hardest part of establishing a Division.

How much does it cost to join a Division?

Division membership is included in the Association's annual dues. ATA members can join any number of Divisions throughout the year without paying any additional fees.

Why would a Division be dissolved?

If not enough volunteers can be found for the key positions to provide the core services, then Divisions are dissolved rather than allowed to linger dormant.

7 Elections

As previously described, each Division has two elected leaders, an Administrator and an Assistant Administrator. Elections occur every two years, and the election procedures are the same for all ATA Divisions. Please refer to §5 of the Governing Policy for Divisions for the governing principles guiding the process.

Leadership Council members should have as little as possible to do with the election process, turning it over to the Nominating Committee as soon as it has been formed. However, the Nominating Committee may ask Leadership Council members for their objective opinions on other Council members. Uncontested elections conserve resources and should be favored; however, when a Nominating Committee deems it impossible or undesirable to present a single candidate for Administrator and/or Assistant Administrator, an election may be contested.

Any questions on this process should be addressed to the Chapter and Division Relations Manager and/or the Divisions Committee Chair.

7.1 *Forming a Nominating Committee*

Elections occur every other year. In the year when elections are NOT going to be held in a Division, some weeks before the Annual Conference, the Leadership of the Division is required to send a broadcast asking for volunteers to form a Nominating Committee who will handle the election process during the following year. The committee must consist of at least two people, but may be larger. Most Divisions aim to have committees of three people as odd numbers mean there are no ties. All Nominating Committee members must meet the requirements stated in 7.1.1 below.

In September:

- Headquarters sends out the Division's call for Nominating Committee members before October 1
- The Division Administrator notes volunteers
- Volunteer eligibility is verified (by sending names to the Chapter and Division Relations Manager)

At the Annual Meeting of the Division during the conference:

- The Division's Annual Meeting agenda includes an item called "Nominating Committee"
- The meeting's Chairperson, who is often the Administrator or Assistant Administrator, but could be any person appointed by them to chair the meeting, announces the names of committee volunteers and asks for additional volunteers
- The committee as then defined by the Chairperson is constituted by acclamation of those present

Ideally, by the time the Division's Annual Meeting occurs, each Division will already have two potential Nominating Committee members who meet the criteria. More members can be added at the meeting, without any upper limit. When adding people during the meeting, efforts should be made to ascertain that they meet the eligibility criteria or that they are willing to meet the eligibility criteria. Following the Annual Conference, administrator submits nominating committee members' names to Chapter and Division Relations Manager to verify eligibility and to send a broadcast announcing the committee.

7.1.1 **Requirements for Nominating Committee members**

Nominating Committee members must:

- be voting members of ATA
- be members of the Division
- not be current members of the Division's Leadership Council
- not be current members of a Leadership Council committee

7.2 *Nomination Process*

The Nominating Committee evaluates members of the Leadership Council or other members of the Division as candidates for Administrator and Assistant Administrator and selects a candidate or candidates for each position.

Candidates must be voting members of the association, and Nominating Committee members are not eligible to be a candidate in the Division election. Since the relationship between Administrator and Assistant Administrator is often critical for the success of a Division, nominating committees should consider whether prospective nominees would make a good team. Preference is given to candidates with previous involvement in the activities of the Leadership Council. Candidates are strongly encouraged to run for only one Division office at a time. Headquarters sends a broadcast email to Division members notifying them of the name(s) of the selected candidate(s). Should Division members wish to see other candidates on the slate in addition to the ones nominated by the Nominating Committee, Division members may submit names to Headquarters. Qualified candidates must be added to the slate. Candidates who have not previously volunteered for the Association or the Division may be asked to join the Leadership Council. If any of these members are not currently involved in the Leadership Council, they should be placed in contact with the current Administrator, who should consider adding them. Each additional nomination must include a written acceptance letter and a candidate statement from the candidate to be added. The Division can circulate in Division publications any additional candidate statements to its members and the statements will be on the ballot.

7.2.1 Steps for Slate Preparation

The slate preparation process is up to the Nominating Committee. If a committee is not sure how to proceed, it should consider the steps below.

- 1) Identify the strengths and weaknesses of the division's offerings. What areas are working well? Where are the gaps? What kind of skills or experience are needed?
- 2) Determine if current Administrator is eligible to run again. If eligible, gauge their interest in running again.
- 3) Determine if current Assistant Administrator is eligible to run again. If eligible, gauge their interest in running again or in running for Administrator if current Administrator is not eligible.
- 4) If more candidates are needed, look at the websites and/or the online profiles and social media accounts of Leadership Council members and officers to get a sense of their specializations, interests, and strengths and to see if any members would be particularly qualified to fill any gaps you see.
- 5) It can be helpful to "tag" potential candidates based on skills or experience they bring, e.g. social media experience, responsiveness, enthusiasm/creativity. This helps to "rank" potential candidates.
- 6) Start contacting them based on your ranking. When approaching potential candidates, be sure to indicate to them why you are nominating them and highlight the skills/experience they offer. It's also important to consider whether or not they have the time for a new commitment, this is often the main reason that people decline.

If the committee isn't sure how to start, or who to evaluate, the committee might consider first gauging leadership council members' interest by sending an email to each member, giving basic info about what the committee is doing and about the officer positions.

If Leadership Council members respond to the committee's email, then proceed to the evaluation process. Again, the evaluation process is up to committee and could include questions about experience on the council, experience in T&I, and whether or not being a division officer is a good fit for the council member.

Occasionally, a Nominating Committee will not be able to find a suitable candidate for one or both positions. If this happens, the committee should consider the following:

- Request that Headquarters send a "call for Leadership Council member" broadcast.
- Request that Headquarters send a "call for nominations" broadcast.
- Search membership directory for a list of Division members who are voting members. If needed, contact ATA's Chapter and Division Relations Manager for instructions.

- Ask past Division officers and past or current Leadership Council members, or past Nominating Committee members, to recommend viable candidates.
- Use the Division mailing list to make an appeal for candidates. (Check with list moderator first.)

Nominating Committee members may contact ATA's Chapter and Division Relations Manager for a Leadership Council list or a sample email.

7.3 Election

At the Division's Annual Meeting during the conference, the new or re-elected Division Administrator and Assistant Administrator are announced, whether elected by acclamation or contested election. Their term begins at the meeting.

7.3.1 Procedure for Election by Acclamation

Use this procedure if the Nominating Committee produces an uncontested slate:

- In the spring, at the conclusion of the nomination process, the Nominating Committee submits to the Chapter and Division Relations Manager a written acceptance letter and a candidate statement from each candidate along with the committee's report. A sample report will be provided by Headquarters to help Nominating Committees.
- No later than 18 weeks before the Annual Meeting of the Division, Headquarters publishes slate of candidates along with a written candidate statement from each candidate, sending a broadcast to Division membership. This broadcast includes a deadline and procedure for adding candidates to the slate. Additional candidates must be received within 45 days of publication of the slate, to allow time to hold an election.
If no additional candidates are received, the slate is approved: Results are announced at the Annual Meeting.

7.3.2 Procedure for Contested Elections

Use this procedure if the Nominating Committee decides to hold a contested election for one or both offices, or if Headquarters receives additional candidates to be added to the ballot as in 7.3.1. A ballot broadcast is sent by Headquarters to Division members in mid-September. Balloting is conducted by electronic ballot only and includes a write-in slot. *A write-in candidate receiving the most votes must also meet eligibility requirements and must accept the position within 10 days of notification.* Results are announced at the Annual Meeting.

7.3.3 Announcement of Election Results

- The Division's Annual Meeting agenda should include an item called "Results of Election of Officers." The person presiding at the Annual Meeting announces that the Administrator and Assistant Administrator were elected (whether by acclamation or contested election).
- The membership then presumably approves and applauds. The person presiding then congratulates the new officers on their election.

7.4 Tabulated process

The process and timeline are shown in flow chart format below.

<p>October/ November (12 months before Division Meeting)</p>	<p>Division Nominating Committee constituted at the Annual Meeting of the Division. <i>At least two people. Both must be voting members of ATA, Division members, and none may be current members of the Leadership Council</i></p>
<p>December Immediately after conference</p>	<p>Nominating Committee may issue call for Leadership Council members, to be sent to all Division members</p>
<p>April-May</p>	<p>Nominating Committee evaluates members of the Leadership Council/Division as candidates for Administrator and Assistant Administrator. <i>Preference is given to candidates with previous involvement in the activities of the Leadership Council.</i></p>
<p>Early June (At least 18 weeks before Annual Meeting of the Division)</p>	<p>Nominating Committee submits the report with candidates' names to ATA Chapter and Division Relations Manager along with a written acceptance letter and candidate statement from each candidate.</p>
<p><i>*When a Nominating Committee deems it impossible or undesirable to present a single candidate for Administrator and/or Assistant Administrator, it may submit a contested slate for election.</i></p>	
<p>Mid-June (18 weeks before Annual Meeting of the Division)</p>	<p>Headquarters publishes slate of candidates along with a written candidate statement from each candidate, sending a broadcast to Division membership.</p>
<p>Early August (45 days after publication of slate)</p>	<p>Deadline for receipt of nominations to add candidates to slate; each nomination must include a written acceptance letter and candidate statement from the candidate to be added.</p>
<p>Mid- September (45 days before Annual Meeting of the Division)</p>	<p>Ballot broadcast for contested elections sent to membership by Headquarters; electronic process.</p>
<p>End of September/ early October (30 days before Annual Meeting of the Division)</p>	<p>Deadline for receipt of ballots by Headquarters; electronic process.</p>
<p>October/ November (Annual Meeting of the Division)</p>	

Q&A

How is the Nominating Committee for the Division chosen?

The Nominating Committee is approved by the membership present at the Division Annual Meeting in the year prior to a Division election. A call for volunteers goes out before the Annual Conference, and additional members of the Nominating Committee may be added during the Annual Meeting of the Division at the conference. This is an important group of people in a Division, since it presents candidates for the Administrator and Assistant Administrator positions for election. Since it directly influences who will be leading the Division, it also indirectly influences the makeup of the Leadership Council, and the general direction the Division is headed. Of course, the membership at large may override this influence by contesting an election and nominating other people.

What happens if we don't form the Nominating Committee at the Division Annual Meeting?

If no committee is formed at the meeting, or it is determined later that any of the members are not eligible, the Administrator appoints committee members as soon as possible after then, and announces the names to all Division members. The announcement is broadcast through Headquarters.

Should we look for more than one candidate for each position?

As is clear from the wording in the Governing Policy, the idea is that uncontested elections will be the norm. The Nominating Committee should recommend one candidate for each position. As a rule, unless there are factions and diverse opinions on what the Division's mission and goals should be, there is no need for a contested election. If your Division's Nominating Committee thinks it would be unreasonable to recommend only one person for each role, then the Nominating Committee should use the contested elections process. Typically, most Divisions do not have any issues with controversy that would mean an election is needed. In fact, most Divisions have a hard time getting one candidate for each role. However, even when the committee doesn't present more than one candidate, members will always have the option to present an alternate candidate.

One of the reasons for this system of selection, favoring people with Leadership Council experience, should lead to Administrators who have previously worked in a Division, who know how they work, and can jump in quickly to be an effective leader. Otherwise, new Administrators took a while to get up to speed, or missed an area of Division activity, or fell flat entirely because they never really took the task on board and delivered. Another impetus for the change was to allow Division volunteers to focus on Division activities that benefit the members directly, instead of spending time and effort on elections that were often simply a formality.

What guidance can I give the people on the Nominating Committee?

The idea is that they review all the people who offer to run and recommend the best candidate for each position. The Divisions do not have to follow any set procedure. As long as they keep the Governing Policy and this Handbook in mind, it can be done any reasonable way.

If the Nominating Committee finds it impossible to choose a single person for either position, they can always turn to the following for practical advice: the ATA Nominating and Leadership Development Committee, the Divisions Committee, the Chapter and Division Relations Manager, or others. For example, a board member who is also a member of the Division might be a good choice. They will know what works well and will often be willing to help if the Nominating Committee is not sure whom to recommend. The Nominating Committee should try to avoid asking the current Administrator and Assistant Administrator for their advice though. This is obvious if those people want to serve another term, but it is also to avoid accusations of cronyism from one Administration to the next.

What happens when the people on the Leadership Council are not the best people for the job or are not willing to run?

If members of the Leadership Council are not willing to run or if the Nominating Committee can justify choosing alternative candidates who, for whatever reason, are not currently on the Leadership Council, they may do so. If the nominees are not Leadership Council members, the current Administrator and Assistant Administrator should invite them to join. This will help to ensure a smooth transition.

8 Division Finances

8.1 Principles of Funding Division Services

Funds allocated to Divisions by the Association are intended to provide exclusively for the core services mentioned in Section 4 above. There are no separate accounts for Divisions. Division memberships are included in ATA membership dues, and Division core services are funded from the Association's operating budget.

From time to time, a Division may elect to develop a specific project outside of the core services. Such a project must potentially benefit a broad cross-section of a Division's members. A proposal and a budget must be submitted to Headquarters and must be approved by the ATA Board of Directors.

Division Administrators have fiduciary responsibilities to ATA. Volunteers are required by law to act reasonably, prudently, in the best interests of the Association, and to avoid conflicts of interest. While Divisions are distinct special interest groups within ATA, they are not separate, financially independent entities. The ATA Board of Directors bears responsibility for Division expenditures.

8.2 Budget Planning

The ATA fiscal year begins July 1st and ends June 30th. ATA covers the cost of all ongoing core services, such as the regular publication of a newsletter, as well as one-time activities, such as a redesign of a Division website.

Any events held outside Annual Conferences are subject to a separate budget and must be planned to at least break even. See section 5.2 above. Additional activities are subject to Board approval with the submission of a Board Action Request (BAR) by the Division Administrator. Contact the Chapter and Division Relations Manager for assistance, keeping in mind the Board meeting calendar.

8.3 Fiduciary Responsibility

Funds cannot be spent for the sole benefit of an individual or a small group within the Division. A Division may coordinate a voluntary donation of funds from members for a specific non-political cause. An example might be the purchase of a wreath for the funeral of a former Administrator.

8.3.1 Contracts

Contracts for Division events and publications must be submitted to Headquarters for review and approval.

8.3.2 Payments

If any Division activity requires a deposit, a written request detailing the reason for the payment must be submitted to Headquarters.

Invoices for an event or publication must be submitted to Headquarters. Invoices are submitted by the payee.

Requests for payment of editor and webmaster honoraria must be approved by the Administrator and then submitted to Headquarters. Use the form in Appendix 1: Request for Payment of Editor's Honorarium Form

8.4 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 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 approved expenses that they incur for their Division. Claims must be made within 90 days of the receipt date. This is part of professionalism and is necessary so that ATA's budget accurately reflects the costs of doing business. Administrators must keep receipts for approved expenses and

submit them with the “Request for Reimbursement Form” for reimbursement. Use the form in Appendix 2:
Request for Reimbursement Form

Travel expenses are not ordinarily reimbursed. Because Administrators are required to lead their Annual Meetings, and other Division activities at the Annual Conference, Administrators' conference registration fee is waived. Assistant Administrators' conference registration fees are not waived. Division officers, other than the Administrator, must also pay for their Annual Conference registration. We are a volunteer association and we are not able to reimburse for travel and waive registration fees for all our volunteers.

Appendix 1: ATA Request for Payment of Editor's Services (Honorarium)

An honorarium paid to a Division webmaster, newsletter editor, or layout designer is intended as a token of appreciation for the time volunteered. It does not reflect current market rates.

Today's Date:		Amount Requested:	
Charge To:			
<input type="checkbox"/> ALD – Arabic Language Division <input type="checkbox"/> AVD – Audiovisual Division <input type="checkbox"/> CLD – Chinese Language Division <input type="checkbox"/> DLD – Dutch Language Division <input type="checkbox"/> EdD – Educators Division <input type="checkbox"/> FLD – French Language Division <input type="checkbox"/> GLD – German Language Division <input type="checkbox"/> GovD – Government Division <input type="checkbox"/> ID – Interpreters Division <input type="checkbox"/> ILD – Italian Language Division <input type="checkbox"/> JLD – Japanese Language Division		<input type="checkbox"/> KLD – Korean Language Division <input type="checkbox"/> LawD – Law Division <input type="checkbox"/> LD – Literary Division <input type="checkbox"/> LTD – Language Technology Division <input type="checkbox"/> MD – Medical Division <input type="checkbox"/> ND – Nordic Division <input type="checkbox"/> PLD – Portuguese Language Division <input type="checkbox"/> SLD – Slavic Languages Division <input type="checkbox"/> SPD – Spanish Language Division <input type="checkbox"/> S&TD – Science and Technology Division <input type="checkbox"/> TCD – Translation Company Division	
Payable To: <i>Payment will be delayed without complete information. Please print.</i>			
Vendor's tax ID number or individual's social security #:			
Name:			
Street Address:			
Apartment/Suite:			
City, State Zip			
Description of Services			
Name of Publication		Issue Date	
	<input type="checkbox"/> Content – Account #500-0060 <input type="checkbox"/> Web – Account #500-0110 <input type="checkbox"/> Layout – Account #500-0070		
Approved by Division Administrator	Print Name		
	Signature Date		
For Accounting Use Only			
Approved By:		Date Approved:	
Date Paid:	Amount Paid:	Check #:	

225 Reinekers Lane, Suite 590 • Alexandria, Virginia 22314 • Tel: (703) 683-6100 • Fax: (703) 683-6122 • Online: www.atanet.org
 Return this form to ATA Headquarters to the attention of Jamie Padula, Chapter and Division Relations Manager

Appendix 1: ATA Request for Payment of Editor's Services (Honorarium)

Appendix 2: ATA Request for Reimbursement Form

Today's Date:		Amount Requested:
Charge To: <i>Check one only. Use separate form for expenses charged under another category.</i>		
<input type="checkbox"/> Headquarters	<input type="checkbox"/> Officers/Directors	<input type="checkbox"/> Committee (specify):
<input type="checkbox"/> Member Services	<input type="checkbox"/> Conference	<input type="checkbox"/> Division (specify):
<input type="checkbox"/> Certification		<input type="checkbox"/> Other (specify):

Payable To: <i>Reimbursement will be delayed without complete information. Please print.</i>	
Name:	Phone:
Street Address:	Apartment/Suite:
City:	State/Province:
Zip/Postal Code:	Country:

Purpose for Reimbursement: <i>Please itemize expenses. Bill or receipt for each item must be attached.</i>		
Item Description	Account	Amount
Total:		
I confirm the amount indicated above has been (will be) actually spent for the purpose(s) indicated.		
Signature: _____		

For Accounting Use Only:	
Approved By:	Date Approved:

Send Form to: ATA, 225 Reinekers Lane, Suite 590, Alexandria, VA 22314 USA • Fax: +1-703-683-6122
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Return to: Jamie Padula • 225 Reinekers Lane, Suite 590 • Alexandria, Virginia 22314 • Tel: (703) 683-6100 • Fax: (703) 683-6122

Appendix 3: Getting Started with your ATA Webinar Proposal

[Division name] is pleased to hear you are interested in submitting a webinar proposal!

Please read the information below and contact [contact name]
at [\[contact email\]](#) if you need to clarify any points.

Speaker profile:

It is important for the speaker to be dynamic – webinars are very different from in-person presentations, and some speakers find the silence and lack of feedback in a webinar disconcerting. Please consider that before writing a proposal.

Languages:

You may present your webinar in English, [insert language], or both.

Topics:

Based on webinar audience evaluations, here's what ATA would like to have:

- Intermediate to advanced level presentations that offer practical, ready to use information, for example, "Translating Civil Procedure from Portuguese into English."
- More general subject matter that is business related, specifically something that affects income, for example, "Working with Direct Clients."
- Improving specific skills, for example, "An Introduction to Note-taking for Interpreters."
- Work in a particular segment of the industry, for example, "Translating Patents for Evidence and PCT Filing."

In short, the content must be relevant to [Division name] members.

Honorarium:

ATA offers an honorarium to the webinar speaker. The honorarium for a 60-minute webinar presentation is \$300. If two speakers are sharing a presentation, then the honorarium is evenly split between them. Longer webinars are possible with a corresponding honorarium increase. The ATA Headquarters/ATA Professional Development Committee will confirm the honorarium to the speaker if the webinar proposal is approved.

Note:

Although webinars are offered once live and then made available on demand (<https://www.atanet.org/webinars>), the honorarium is a one-time payment, i.e. no royalties are paid to speakers.

How to apply:

Please complete the attached form for each presentation you are proposing and email it to Mary David, ATA Headquarters Project Development Manager, at webinars@atanet.org.

Optional step:

If you would like to send [Division name] a draft of your proposal before submitting it, we will be happy take a look and give you feedback.

Thank you for your interest!
Please note that [Division name] is not in charge of processing/approving webinar proposals.
The fact that we are encouraging you to submit a proposal
does not mean it is automatically approved.

Appendix 4: Nominating Committee FAQs

This document is intended to provide guidance for Division Nominating Committees. Any questions on the process of preparing a slate should be addressed to ATA's Chapter and Division Relations Manager and the Divisions Committee Chair.

How is the Nominating Committee for a Division formed?

In September, the Division Administrator asks for Nominating Committee volunteers. If requested by the Division Administrator, HQ sends a call for volunteers broadcast before the Annual Conference. The Nominating Committee is then approved by the membership present at the Division Annual Meeting in the year prior to a Division election. Additional members of the Nominating Committee may be added during the Annual Meeting of the Division at the conference.

How many members should a Nominating Committee have?

Nominating Committees must have at least two members. Most Divisions aim to have committees of three people as odd numbers mean there are no ties. There is no cap on the number, but going over three members can make it hard on a committee to schedule activities.

What if a member of the Nominating Committee resigns?

If the number of members on a Nominating Committee drops below two, the Division Administrator may ask for a new volunteer or may ask HQ to send a "call for volunteer" broadcast. If a new member is added, another broadcast must be sent announcing the new committee.

Can Leadership Council members join a Nominating Committee?

No. This is because the Leadership Council serves as the pool for potential candidates.

Can Nominating Committee members run for office?

No, Nominating Committee members are not eligible to run for office because the Nominating Committee is approved to evaluate members of the Leadership Council or other members of the Division for office.

Does the Nominating Committee report to the Division officers or the Leadership Council?

The Nominating Committee is an independent body and must keep its work separate from regular Division activities. It has no obligation to update officers or Leadership Council members on its progress, nor should it ask officers or Leadership Council members for assistance.

How should the Nominating Committee approach its job?

The Nominating Committee should evaluate current officers and members of the Leadership Council for its slate. If the Nominating Committee finds that two or more Leadership Council members are suitable for a vacancy, and can't decide on one candidate, the Nominating Committee has the option of running a contested slate.

What if the Nominating Committee cannot find any volunteers?

In this case, the Chapter and Division Relations Manager can send a broadcast email to the Division membership calling for candidates. Every effort should be made to have an eligible candidate added to the Leadership Council before the election.

How does the Nominating Committee present its slate to ATA HQ?

The Nominating Committee must submit candidate acceptance letters, candidate statements, and a committee report to the Chapter and Division Relations Manager. Guidelines on this process will be sent to Nominating Committees well before the deadline in early June.

Can the Nominating Committee revise a candidate's statement?

The Nominating Committee may suggest revisions to a candidate's statement. For statements that are not factual, the Chapter and Division Relations Manager will request a revision from the candidate. The Divisions Committee mediates any disagreement.

Appendix 5: Verifying Division Membership

Checking for individual membership

1. Go to this link:
<https://www.atanet.org/membership/membershipdirectory.php>
2. Log in using your member number and password.
3. In the directory, scroll down to "name" or "email." You can enter a name or email to search.
4. Then scroll down to "ATA Divisions" and choose a division from the menu.
5. Click "Search."

Checking for organization membership

1. Go to this link:
https://www.atanet.org/membership/membershipdirectory_org.php
2. Log in using your member number and password.
3. In the directory, scroll down to "company name" or "email." You can enter a name or email to search.
4. Then scroll down to "ATA Divisions" and choose a division from the menu.
5. Click "Search."

Displaying an alphabetical list of individual Division members

1. Go to this link:
<https://www.atanet.org/membership/membershipdirectory.php>
2. Log in using your member number and password.
3. Scroll down to "ATA Divisions" and choose a division from the menu.
4. Select the option "Sort by Last Name".
5. Click "Search."