

INTERNATIONAL TEST AND EVALUATION ASSOCIATION (ITEA)



OPERATIONS MANUAL

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Foreword

The *ITEA Operations Manual* is designed for use by the Association's officers, directors, regional vice presidents, Chapter officers, and staff of the International Test and Evaluation Association (ITEA). It is intended to augment ITEA's Articles of Incorporation and Bylaws, as well as assist Chapter officers in the conduct of Chapter business by establishing standard administrative policies.

Suggestions from users have helped form this publication over the years. Continued feedback and recommendations are always appreciated. Please send comments to:

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REFERENCE DOCUMENTS

ITEA Articles of Incorporation (January 18, 1980) and Amendments (March 17 & 31, 1980;
December 15, 1981; October 31, 1983)

ITEA Bylaws (Rev. March 2012)

Test and Evaluation Professional Code of Ethics (Rev. March 2010)

ITEA Strategic Plan (March 2009)

ITEA Fiscal Policy and Financial Operating Procedures Manual (Rev. February 2008)

ITEA Investment Policy Addendum (May 2007) and Statement of Investment Policies and Objectives
(May 2007)

ITEA Scholarship Program (Rev. December 2011)

ITEA Events Policy (Rev. March 2012)

ITEA Record Retention Policy and Procedures (March 2010)

ITEA Chapter President Handbook (Rev. March 2012)

Part I

Purpose and Membership

Purpose

The International Test and Evaluation Association (ITEA) is incorporated in Washington, D.C. as an individual membership professional association, as an educationally oriented, 501(c)(3) not-for-profit, technical society. As stated in Article III of the Bylaws, its purpose is to:

- (1) Provide an organization for individuals who have a common interest in the discipline of test and evaluation and who wish to foster, preserve, and advance the art and science of test and evaluation;
- (2) Provide for the exchange of ideas and information in the field of test and evaluation;
- (3) Conduct professional meetings, including symposia, seminars, workshops, and courses on the technology and management involved in the field of test and evaluation;
- (4) Promote education in the field of test and evaluation by conducting symposia, seminars, workshops, and courses in the theory and practice of test and evaluation;
- (5) Support and promote the development and advancement of the state of the art in test and evaluation in allied branches of science, technology, and management;
- (6) Promote in related organizations, including government, industry, academia, and professional societies, the development of the state of the art in test and evaluation;
- (7) Recognize advances in, and contributions to, testing and evaluation;
- (8) Document the history of test and evaluation;
- (9) Fittingly commemorate the achievements of persons who have made substantial contributions to the field of test and evaluation; and,
- (10) Sponsor publications concerning test and evaluation.

To accomplish this purpose, the association provides an ongoing program of workshops, symposia, short courses, awards, and scholarships and produces a quarterly publication, *The ITEA Journal*.

ITEA Mission, Vision, and “About ITEA” Statements

Our Vision

To be recognized as the premier professional association for the international test and evaluation community.

ITEA's Vision defines what the Association desires to create and/or to become in the long-term. It provides a long-term focus for the Association, its programs and services, and its resource allocations. It is the image of the future we seek to create.

Our Mission

To advance the field of Test and Evaluation worldwide in government, industry and academia.

ITEA's Mission defines the Association's scope, direction, and emphasis as the Vision is pursued. The Mission is a positioning statement for members, potential members, and related organizations in the short-term. It represents our purpose, reason for being, who we are and what we do.

About ITEA

For over thirty years the International Test and Evaluation Association (ITEA), a 501(c)(3) not-for-profit education organization, has been advancing the exchange of technical, programmatic, and acquisition information among the test and evaluation community. ITEA members come together to learn and share with others from industry, government, and academia, who are involved with the development and application of the policies and techniques used to assess effectiveness, reliability, interoperability, and safety of existing, legacy, and future technology-based weapon and non-weapon systems and products throughout their lifecycle.

ITEA members embody a broad and diverse set of knowledge, skills, and abilities that span the full spectrum of the test and evaluation profession. All of which is shared with others through *The ITEA Journal*—the industry's premier technical publication for the professional tester—and at ITEA's Annual Symposium, regional workshops, education courses, and Chapter events. Join the thousands of ITEA members—your peers in the industry—in contributing to *The ITEA Journal* and participating at ITEA events so that you also can benefit from the opportunities to learn from others, share your knowledge, and help advance the T&E industry.

History

As the role of test and evaluation expanded and became a key component in the establishment of operational defense systems, it became evident that the T&E community would benefit from an organization oriented to the technology and management of test and evaluation. During the late 1970s, several exploratory meetings were held. They revealed general support for the establishment of a not-for-profit organization for individuals who had a common interest in the discipline of test and evaluation. Incorporated in Washington, D.C., on January 18, 1980, the International Test and Evaluation Association was formally established on February 26, 1980, when its first organizational meeting was held. The initial officers of the Association were: Dr. Allen R. Matthews, who was the proponent of establishing ITEA, who was elected president and treasurer; Robert Klement, who was elected secretary and legal counsel; and, Floyd McLaurin, who was elected vice president.

The first issue of the *ITEA Newsletter* was published in April 1980. It was designed to document and inform members about the Association's scope, policies, and plans. The newsletter was soon expanded to include news and technical papers of interest to the T&E community. In 1984, the newsletter was renamed *Journal of Test and Evaluation*, in 1985 renamed *The ITEA Journal of Test and Evaluation*, and in 2007 renamed again to simply *The ITEA Journal*. This quarterly publication contains timely articles of interest to the professional tester and keeps its readers informed about important issues related to test and evaluation.

Since its beginning, ITEA has grown to become the leading association for professionals in the field of test and evaluation. ITEA offers its individual and corporate members access to the T&E community through *The ITEA Journal*, workshops, symposia, short courses, and Chapter meetings.

Restrictions of ITEA as a Not-for-Profit Association

Originally the Internal Revenue Service ruled on November 8, 1983, that ITEA was under Section 501(c)(6) of the IRS Code. Upon appeal, the Association was judged to be organized and operated exclusively for educational purposes and classified as tax exempt under IRS Section 501(c)(3) on October 25, 1989.

As a tax exempt 501(c)(3) organization, ITEA is prohibited from permitting any part of its net earnings to inure to the benefit of a private shareholder or individual, and from participating or intervening in any political campaign on behalf of (or against) a candidate for public office. This prohibition precludes a 501(c) (3) organization from contributing funds to candidates or political committees, from establishing its own PAC, or from publishing statements endorsing or opposing candidates. Also, a 501(c) (3) organization may not, as a

substantial part of its activities, disseminate propaganda or otherwise attempt to influence legislation. This restriction does not absolutely prohibit ITEA from lobbying, but the Association may incur penalty taxes or lose its 501(c)(3) tax status if it spends a substantial amount (i.e. greater than 15%) of its annual expenditures on lobbying activities (e.g. attempting to influence legislation by affecting the opinions of the general public rather than members of the association).

ITEA also has been qualified under the Tax Code of Virginia 58.1-609.11 to purchase tangible personal property without paying Virginia sales and use tax. This exemption is not applicable to the purchase of taxable services such as meals or lodging.

Articles of Incorporation

ITEA was incorporated on January 18, 1980, in the District of Columbia with the law office of C. M. Kerns of Washington, D.C., as the registered agent. The Articles of Incorporation may be viewed as an agreement between the District of Columbia and ITEA to establish the basis for the Association's legal existence in return for ITEA's commitment to abide by the rules that have been established for a corporation.

ITEA operates as a foreign corporation in the Commonwealth of Virginia with its Executive Office (EO) located at 4400 Fair Lakes Court, Fairfax, Virginia 22033-3899, phone: (703) 631-6220, fax: (703) 631-6221, e-mail: info@itea.org, Web site: <http://www.itea.org>.

Bylaws

ITEA's Bylaws are the main internal rules for the management and governance of the Association—providing detail on how ITEA was formed and how it is run. The Bylaws may be viewed as an agreement between the Association and its members regarding the relationships, rights, and obligations for the members, directors, officers, and staff. The Bylaws also provide the Association protection in a court of law to avoid or resolve differences regarding issues such as antitrust, fairness, discrimination, transparency, and conflicts of interest both among those who are part of the Association and those that have dealings with the Association.

Policies and Procedures

ITEA's Board of Directors may develop, as they see fit, Board Policies which spell out the Association's standards of conduct, decision-making process, and articulate the strategy and philosophy (ITEA Events Policy). Also, with the significant involvement of ITEA members with government contracts, it is important that Board Policies should include what are prohibited activities (i.e. with respect to Sarbanes-Oxley guidelines) as well as what should be done.

Procedures delineate how to administer the policies developed by the Board. Although both ITEA volunteers and staff work together to develop procedures, it is usually left up to the staff to implement them as part of the Association's operations.

Membership

Membership in ITEA is open to all persons, without discrimination, and to private or public organizations interested in furthering the objectives of ITEA and adhering to the ITEA *Code of Ethics*. Members are classified by the following categories:

REGULAR MEMBER

A regular member is an individual participating in, or with interest in, the technical, managerial, or academic aspects of test and evaluation. The annual membership dues entitle the member to a subscription to *The ITEA Journal*, voting privileges, and discounted registration fees for all ITEA-sponsored events.

STUDENT MEMBER

A student member must be a registered and matriculated undergraduate or graduate student, at an accredited school on a normal full-time basis. The student's academic program must consist at least 50 percent of courses directly related to test and evaluation, an allied branch of study, or related arts and sciences.

CORPORATE MEMBER

Corporate membership may be extended to a private or public organization showing interest and activity in the field of test and evaluation. Each corporate membership entitles a corporation to select a specific number, as established by the Board, of individuals employed within their organization that will be entitled to all the rights and privileges of a regular member. Corporate members receive discounted rates for *The ITEA Journal* advertising and symposia/workshop exhibits. Corporate members are encouraged to submit news articles for inclusion in each issue of *The ITEA Journal*. A directory of corporate members and their capabilities is published

annually in a *Corporate Member Capabilities Directory* that is distributed to all ITEA members, Chapters, and at ITEA events.

Professional Recognition

ITEA maintains an annual awards program to recognize individuals who have made outstanding contributions to the field of test and evaluation. Awards are given for distinguished service; for professional achievement in test and evaluation engineering, technology, or management; for special accomplishments in test and evaluation education; and for major contributions to the body of test and evaluation literature. Chapters are encouraged to take an active part in the nomination of appropriate candidates for this industry wide international recognition.

Each year, the ITEA Awards Committee solicits nominations for professional recognition awards to be presented at the ITEA Annual Symposium. Awards Committee and Sub-Committee members usually include ITEA directors, ITEA committee members, Chapter officers, previous winners, and individuals with specific expertise in the field. Nominees need not be a member of ITEA, unless otherwise specified for the particular award. Chapters are invited to make nominations for any or all of the professional awards.

Nomination forms are available and the following information will be required: the complete name, address, telephone number, and a brief biography of the nominee. Brevity and specificity as opposed to wordiness and generalities are encouraged. It is important to enclose a recommended citation with the nomination. In the case of the Publications Award, it is necessary to attach a copy of the book, paper, or a sample of writings that support the nomination.

Matthews Award

Named after Dr. Allen R. Matthews, founder and first president of ITEA. It is presented to an individual for a lasting, significant contribution to the field of T&E, such as the cumulative effect of a distinguished career. The Allen R. Matthews award is the highest award bestowed by ITEA and is reserved for ITEA Members only.

Special Achievement Award

Given for an exceptional special act of achievement in T&E, such as the solution of a major problem, or a notable project success for which there is evidence that tangible benefits have accrued.

Cross Award

Named after the late Major General Richard G. Cross, Jr., USAF, a highly respected figure in T&E and one of the first directors of ITEA. It is presented to an individual, team, or organization for a significant contribution to education for T&E in teaching, administration, or research.

Publications Award

Recognizes outstanding contributions to test and evaluation literature. Given for a book, technical paper, or article that improves or increases the body of knowledge and understanding of T&E. Published works must be original.

Technical Achievement Award

Recognizes an individual or group for outstanding achievement in applying instrumentation, information technology, modeling and simulation, time-space-positioning information, electro-optics technology, or other T&E technology to cause a test and evaluation program to be better, faster, and less expensive.

Junior Achiever Award

The Junior Achiever Award recognizes a young professional who, during his/her first 5 years of practicing in the T&E field, has accomplished a significant achievement(s) which enhances and strengthens the T&E profession.

Energizer Award

Recognizes “behind the scenes” volunteer contributions that have supported the Test and Evaluation community and/or member organizations.

President's Award

The President's Award was established in 1996 to give the president of ITEA the prerogative of acknowledging an individual whom he or she deems worthy of recognition.

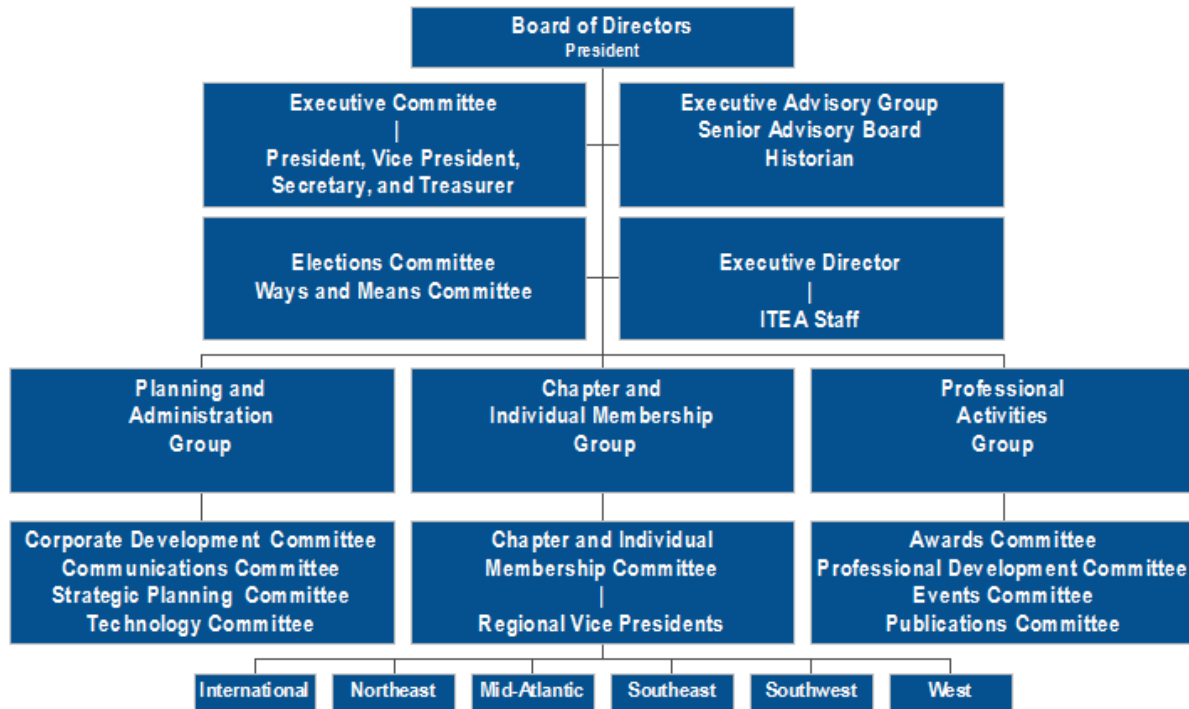
Board of Directors Award

The Board of Directors Award, established in 1997 and voted on by the Board, is presented to an individual who has contributed to the growth, development, goals, and mission of the Association.

Part II

Organizational Structure

ITEA is governed by a Board of Directors, which is elected by the membership. The Association’s organization, shown graphically below, consists of the Board of Directors, committees, an Executive Office (EO), geographic regions, and Chapters.



Board of Directors

The Board is comprised of eleven Directors elected by the ITEA membership. *Ex officio* (non-voting) members of the Board include the Executive Director (ED) and the immediate Past-President, if not a currently elected Board member. Board members shall be in good standing and are elected for a period of three years. For purposes of diversification, the Board may appoint up to four additional Directors for terms of one year, renewable no more than twice. The Board of Directors meets quarterly to deal with matters of policy, business, and program requiring national attention. (Reference: ITEA Bylaws, Article VI)

Executive Committee (EXCOM)

An Executive Committee comprised of the four (4) officers of the Association (president, vice president, secretary, and treasurer), and the ED as an *ex officio* member, is empowered to act on routine matters on behalf of the Board between meetings. The Board of Directors elects the Association officers from candidates who are members of the current Board. This committee oversees the routine operation of the Association and ensures for the Board proper management and operation of the EO. (Reference: Bylaws, Article VI)

Executive Office (EO)

ITEA's EO is located near Washington, D.C., and under the direction of the Executive Director (ED) is responsible for the day-to-day administrative and financial operations of the Association. EO activities include the following:

- (1) Editing and publishing the Association's official publication, *The ITEA Journal*;
- (2) Assisting ITEA Chapters and regional vice presidents in planning and conducting local activities;
- (3) Providing support to members of the Board of Directors and committee chairpersons in the execution of their responsibilities;
- (4) Conducting membership campaigns, collecting dues, processing membership applications, maintaining official membership files, and handling all other membership fulfillment responsibilities;
- (5) Providing administrative support for all ITEA-sponsored events including registration; the design, printing, and mailing of publicity materials; exhibits; proceedings; and all matters related to event finances;
- (6) Preparing and executing the operating budget; and,
- (7) Assisting corporate and individual members by answering questions concerning the Association's activities.

Executive Director (ED)

The ED is responsible for the administration of the day-to-day activities of the Association and the hiring and supervision of the Association's employees and staff. The ED is hired by and reports directly to the President and the Board of Directors of ITEA.

Board Committees

To assist in the administration of the Association and to achieve its objectives, the Board of Directors has established thirteen committees (two standing committees—Elections Committee and the Ways and Means Committee—and eleven working committees) whose responsibilities are outlined below. A Standing Committee is a permanent committee that was established to implement the policies and objectives of the Board. Working Committees may be active or inactive at various times depending upon the priorities and work set by the Board. The Board may also establish Ad hoc committees or Task Forces to focus on a specific assignment for a short period of time.

AWARDS COMMITTEE

The Awards Committee is responsible for the administration and execution of ITEA's annual Test and Evaluation Professional Awards Program—which includes organizing, soliciting, reviewing nominations, selecting recommended award recipients, and conducting the awards presentation ceremony at the annual symposium.

CHAPTER AND INDIVIDUAL MEMBERSHIP COMMITTEE

The Chapter and Individual Membership Committee is responsible for assuring a growing membership and vibrant Chapters by recommending and developing policies, procedures, and strategies that enhance the value of membership in ITEA and lead to retaining existing members, recruiting new members, and fostering the growth of ITEA Chapters. The chair of the committee coordinates the activities of the regional vice presidents.

COMMUNICATIONS COMMITTEE

The Communications Committee plans and implements a program for the exchange of ideas and information in the field of test and evaluation with allied branches of government, industry, academia, and other professional societies.

CORPORATE DEVELOPMENT COMMITTEE

The Corporate Development Committee develops strategies for stimulating the growth of corporate memberships and maintains liaison with current and prospective corporate members.

PROFESSIONAL DEVELOPMENT COMMITTEE

The Professional Development Committee works to ensure that ITEA is recognized as the premier provider of a “continuum of learning” that, throughout our members' careers, provides a variety of education opportunities containing high value content that is timely, relevant, and easily accessible, and that meets the needs of both out members and the T&E industry. The Committee provides guidance, direction, and

assistance in identifying the education needs of ITEA members and the T&E community at large, developing the Association's overall professional development strategy and education curriculum. The Committee also oversees ITEA's scholarship program and works jointly with the Events and Publications Committees to identify the "hot topics" in the T&E industry.

ELECTIONS COMMITTEE

The Elections Committee, a standing committee, is responsible for identifying qualified candidates, preparing a slate of candidates for balloting, and overseeing the annual elections of the Board of Directors and the officers of the Association.

EVENTS COMMITTEE

The Events Committee plans, schedules, and supports a multi-year calendar of ITEA-sponsored and co-sponsored symposia, workshops, and conferences that provide forums and opportunities where ITEA members can come together to learn and share with others from industry, government, and academia, who are involved with the development and application of the policies and techniques used to assess effectiveness, reliability, interoperability, and safety of existing, legacy, and future technology-based weapon and non-weapon systems and products throughout their lifecycle. The Committee also recruits ITEA Chapters willing to host an ITEA event and works jointly with the Professional Development and Publications Committees to identify the "hot topics" in the T&E industry.

HISTORY COMMITTEE

The History Committee records the history of ITEA and documents specific issues, problems, and developments in the field of test and evaluation.

PUBLICATIONS COMMITTEE

The Publications Committee develops and maintains a formal publications program, which includes the quarterly publication of *The ITEA Journal* and the production of other publications concerning test and evaluation. The Committee also works jointly with the Events and Publications Committees to identify the "hot topics" in the T&E industry.

RULES AND BYLAWS COMMITTEE

The Rules and Bylaws Committee ensures the activities of the Association are conducted in accordance with the Bylaws, policies, and procedures of the Association and updates and amends the governing Bylaws of the Association in accordance with the desires of the Board of Directors and the membership.

STRATEGIC PLANNING COMMITTEE

The Strategic Planning Committee develops and coordinates long-range strategies for achieving the goals of the Association as articulated in the Bylaws and subordinate objectives.

TECHNOLOGY COMMITTEE

The Technology Committee is responsible for staying abreast of new technologies of interest to test and evaluation practitioners and for developing techniques to address the technologies from a test and evaluation perspective.

WAYS AND MEANS COMMITTEE

The Ways and Means Committee, a standing committee, manages the financial planning and annual budget process for the Association.

Regional Vice Presidents (RVP)

ITEA is divided into six geographic regions: International, Northeast, Mid-Atlantic, Southeast, Southwest, and West. A RVP represents all Chapters in a region and serves as an advocate for the Chapters' interests before the Board of Directors. RVPs also serve as channels for communicating the Association's policy and intent to Chapters and as catalysts and coordinators of regional activities.

Chapters

The Chapter is the basic unit of ITEA. Within the Chapter, ITEA members work together to carry out projects and programs that focus attention on activities that support ITEA goals and objectives. A minimum of ten members is required to sustain a Chapter under normal circumstances.

Part III

Chapter Operations

Region Vice President (RVP) Responsibilities

RVPs are elected to oversee and coordinate the activities of the Chapters in their regions and to serve as links between the Chapters and the Board of Directors. RVPs are elected to two-year terms by Chapter members based upon nominations submitted from the regional Chapters. Each Chapter has one vote and the method of determining how the Chapter will cast its vote will be the responsibility of each Chapter. A tie vote in a region will be decided by the ITEA Board of Directors.

A candidate for RVP must be a current ITEA member; preference is usually given to individuals who have previous experience as Chapter officers. Nominees for the position of RVP will be interviewed by the chair of the Chapter and Individual Membership Committee. It is important that a candidate have sufficient latitude with his or her employer to travel within a region and to attend periodic meetings of the Board of Directors. Upon receipt of nominations for any vacated Regional VP position, the membership chair will present a list of candidates to the Board of Directors. The Board would then select a person to fill the vacancy. The selection will be for a term of 2 years and the incumbent will be eligible for reappointment.

The four major functions of a RVP are to:

- (1) Provide support in conducting Chapter affairs;
- (2) Represent Chapter interests and concerns to the Board of Directors;
- (3) Support the Board of Directors by communicating the Association's directions, policies, and intent to Chapters in the region; and,
- (4) Initiate and coordinate activities between Chapters within a region and between other regions.

Chapter Support

RVPs can support Chapters by providing advice in developing Chapter membership, increasing membership participation, assisting in arranging for speakers for Chapter events, sharing current information regarding the Association's activities, providing advice regarding Chapter finances, assisting in establishing Chapter scholarship programs, and by supporting and assisting in the establishment of new Chapters in the region.

Chapter Representation

RVPs are encouraged to attend meetings of the Board of Directors as nonvoting members and to report quarterly on the activities, concerns, issues, and interests of Chapters in their regions. They may review the Association's Bylaws, policies, procedures, and committee reports and recommend to the Board of Directors changes or clarification. In matters that require immediate attention, the RVP can request the ITEA president to convene a meeting of the Executive Committee.

Board of Directors Support

RVPs have the authority to act, when directed, on behalf of the Association president. RVPs ensure that the standard operating procedures set forth in this manual are followed, that annual financial reports are submitted to the EO, and that the Association's policies and the intent of Board decisions are communicated to the Chapters. RVPs also support the ITEA awards program by participating in the nomination and selection process, especially for the annual Chapters-of-the-Year Awards.

Activity Coordination

In addition to coordinating joint Chapter activities within a region, RVPs are encouraged to initiate intra-regional activities such as co-hosting Chapter meetings, workshops, symposia, and other educational events. When it is determined that ITEA members would be well served by jointly sponsoring activities with other organizations, a RVP may, with the approval of the Board of Directors, coordinate such activities.

Chapter meetings held jointly with other organizations do not require the approval of the Board of Directors.

If situations arise that are not covered by the Bylaws or this manual, RVPs are responsible for seeking appropriate guidance from the ED, the chair of the Chapter and Individual Membership Committee, or the Association president.

Chapter Administration

ITEA Chapters, through their local service to members, are the cornerstone of ITEA. Strong, active Chapters provide the Association with volunteer personnel and subject matter for the Association's educational programs. Because of their close relationship with the membership, Chapters frequently identify interest areas that are appropriate subjects for international educational events. At the same time, they may be the first to become aware of declining interest in a topic, discipline, or T&E-related technology. Strong Chapters and open communication between Chapters and the Board of Directors, the RVPs, committee chairs, and the ITEA EO are critical to the health and vitality of the Association.

General Guidelines

All Chapters should operate with a set of Bylaws; it is important that the Chapter Bylaws be consistent and aligned as closely as possible with the Bylaws of ITEA.

At a minimum, Chapter Bylaws should:

- (1) Stipulate that the Chapter is not organized for profit, and that any net earnings must be used to support programs that further ITEA's stated purpose and no part may be used to the sole benefit of its members;
- (2) Fix the number of members or proportion of members entitled to call a meeting;
- (3) Outline the procedures for the election and terms of office of Chapter officers;
- (4) Outline the duties and responsibilities of Chapter officers and committees;
- (5) Require written notice be given to members of the place, day, and hour of a meeting (and in the case of a special meeting, the purpose or purposes for which the meeting is called), and specify further the amount of advance notice that must be given of the meeting;
- (6) Specify the number or percentage of members entitled to vote, represented in person or by proxy, or the number or percentage of votes, represented in person or by proxy, that constitutes a quorum at a meeting of members;
- (7) Stipulate if once a quorum is obtained the members present at a duly organized meeting may continue to do business until adjournment; and,
- (8) Outline procedures for Chapter dissolution.

Chapter Bylaws and all subsequent amendments must be submitted to ITEA EO for review and approval.

Chapter Officers

Chapters should have at least the following officers: president, vice president, secretary, and treasurer. A single individual may hold more than one office at any one time, except the offices of president and treasurer. Chapter officers must be members of ITEA in good standing. The elected Chapter officers serve as the Chapter's Executive Committee, which evaluates and guides the affairs of the Chapter.

All Chapter officers should be elected by vote of the Chapter membership in the first quarter of each calendar year. Officers should hold office for a period of one year or until a successor has been duly elected or appointed. The Chapter president may appoint other officers and assistant officers, as deemed necessary. All vacancies of office may be filled by appointment of the Chapter president for the remaining portion of the term (Reference: Bylaws; Article IX; Section 3.)

CHAPTER PRESIDENT

The importance of the office of Chapter president cannot be overemphasized. The president is the Chapter's chief operating officer and is generally responsible for managing all Chapter activities. The Chapter president is the principal point of contact between the Chapter, its members, the RVPs, and the ITEA EO. Duties of the president include:

- (1) Preside at all Chapter meetings and report pertinent information to the membership.
- (2) Appoint regular and special Chapter committee members.
- (3) Assign and manage all Chapter objectives, projects, and task force activities.
- (4) Act as the Chapter liaison with the RVP and with ITEA EO.
- (5) Coordinate all Chapter activities with the ITEA activities and objectives.
- (6) Ensure that Chapter reports are submitted in a timely manner.
- (7) Attend, when feasible, the annual meeting of Chapter officers held in conjunction with the ITEA annual symposium.
- (8) Provide supporting assistance in pursuing the overall objectives of the Association.

CHAPTER VICE PRESIDENT

The principal duty of the Chapter vice president is to act on behalf of the president when necessary. Many Chapters assign the vice president the responsibility of chairperson of the Program Committee. The vice president may serve as an *ex officio* member of all major Chapter committees and is usually available for special projects assigned by the president.

CHAPTER SECRETARY

The secretary is responsible for maintaining all Chapter records of meetings and communicating the information to the appropriate members and other interested individuals. Duties of the secretary include:

- (1) Recording and publishing minutes of all Chapter meetings in a timely manner.
- (2) Assuring that the minutes of prior meetings are available for review and approval at all Chapter board meetings.
- (3) Submitting to ITEA EO, on a quarterly basis, a brief synopsis of Chapter activities for inclusion in *The ITEA Journal*.
- (4) Maintaining a current roster of Chapter officers and committee members and informing ITEA EO of changes as they occur.
- (5) Maintaining a repository of Chapter records.
- (6) Preparing Chapter correspondence as directed by the Chapter president.

CHAPTER TREASURER

The treasurer is responsible for the safekeeping, receipt, disbursement, and proper accounting of all Chapter funds as authorized by the Chapter officers, and in accordance with the approved Chapter budget. Regardless of source, the treasurer handles all financial transactions for the Chapter. Required duties of the treasurer are to:

- (1) Establish a Chapter checking account and obtain signature cards and resolutions in an appropriate institution per Chapter policy. The treasurer normally signs all checks; however, at least one other Chapter officer and the ITEA Executive Director must have signature authority.
- (2) Issue all checks for budgeted expenditures and mail them in a timely manner.
- (3) Ensure that all expenditures are approved and verified prior to payment.
- (4) Ensure that all receipts and expenditures are recorded consistent with the accounting conventions currently in practice.
- (5) Ensure that all deposits are made in a timely manner with appropriate documentation and receipt.
- (6) Prepare and present a financial report at Chapter meetings.
- (7) Prepare the Chapter's annual financial report and forward the report to ITEA EO by February 15 of each year.
- (8) Provide appropriate assistance to the annual audit process.
- (9) Ensure that the Chapter is compliant with the financial guidelines, requirements, and practices as stated in the *ITEA Operations Manual* and any other ITEA Board policies and procedures.

Chapter Committees

Officers of the Chapter may establish, as appropriate, various committees to accomplish the Chapter's objectives. Many Chapters have found the following committees to be particularly useful in the execution of an effective program.

PROGRAM COMMITTEE

The Program Committee develops and executes an annual plan that establishes the location, identifies themes and formats, and obtains speakers for each Chapter meeting in the year.

MEMBERSHIP COMMITTEE

The Membership Committee is responsible for attracting new individual and corporate members and for retaining current members. It promotes the benefits of Association membership, and if needed, provides assistance to those wishing to submit membership applications. Semiannually, in January and June each year, ITEA EO provides each Chapter with a roster of current members together with a list of members whose dues are in arrears. The information is available to the Chapter electronically for use in updating Chapter membership rosters and in developing plans for contacting persons who have allowed their memberships to lapse.

EDUCATION COMMITTEE

The Education Committee is responsible for establishing contact with local colleges and universities and for developing and administering a Chapter's scholarship program.

PUBLICITY COMMITTEE

The Publicity Committee is responsible for publicizing Chapter events to both members and nonmembers. The committee may use newsletters, flyers, and other media to communicate with members and potential members.

Chapter Senior Advisory Boards

Chapters may establish an advisory board consisting of past officers and senior T&E executives. Members of an advisory board assist the officers in managing Chapter activities, stimulate the Chapter by suggesting educational events, provide advice based upon past experience, and assist new officers as they begin their duties.

Chapter Start-Up

At least ten ITEA members in good standing are required to form a Chapter. Members of the proposed Chapter hold an organizational meeting and conduct, as a minimum, the following business actions:

- (1) Elect Chapter officers including a president, vice president, secretary, and treasurer. A single individual may hold more than one office at any one time, except the offices of president and treasurer.
- (2) Adopt the Association's Bylaws.
- (3) Adopt an appropriate name for the Chapter.
- (4) Notify the ITEA Board of Directors by letter of the above actions.

Upon receipt of the organizational letter (see *Chapter President Handbook* for sample letter) signed by the ITEA members wishing to form the proposed Chapter, the Board of Directors formally accepts and acknowledges the organization as a Chapter in good standing. Upon request, ITEA EO will assist those interested in starting a new Chapter by providing a copy of this manual, promotional material, membership forms, a listing of ITEA members residing in the area, and initial assistance in securing speakers for local meetings.

After a new Chapter has been formed and formally accepted by the Board of Directors, the Chapter becomes eligible for an automatic start-up grant from ITEA EO. The grant is equal to ten (10%) of the current annual individual ITEA membership dues rate for each Chapter member whose membership is current.

A written request for a start-up grant must be sent to ITEA Executive Office, Attention: Executive Director. If the formation of a new Chapter would result in potential competition with an existing Chapter, those wishing to form the new Chapter must provide a list of members who have agreed to join the new Chapter.

Dissolution of an Inactive Chapter

The ITEA Board of Directors may dissolve a Chapter if the Chapter has failed to satisfy its obligations or to adhere to the ITEA Bylaws. A Chapter may be declared inactive and be subject to dissolution if it has less than ten (10) ITEA members in good standing, OR if it has less than three (3) active officers who are ITEA members in good standing, OR if the Chapter has not held any membership meetings during the previous two-year period. An inactive Chapter shall not be eligible for receiving Chapter rebates, accessing Chapter education funds, or hosting an ITEA event.

Three months prior to a decision to declare as inactive or to dissolve a Chapter by the Board of Directors, the Chapter will be notified of pending action, and will be given an opportunity to present arguments for or against its dissolution. If a Chapter is dissolved, all property, assets, and records are conveyed to the Association after payment of the Chapter's bona fide debts.

Chapter Revenue

Chapter revenue is usually generated from: a Chapter-sponsored or Chapter-hosted educational or special event, Chapter rebates from ITEA, Chapter dues, and donations from individuals and corporations.

CHAPTER EDUCATIONAL ACCOUNT

ITEA EO maintains a Chapter educational account for Chapters that have generated revenue by hosting or sponsoring an educational event or has excess Chapter operating funds to deposit. Funds in this account are held in reserve for a Chapter. In order for a Chapter to withdraw funds from its Chapter education account, a written request must be submitted to the ITEA treasurer or ED. Funds are distributed in \$500 increments for any use permitted by the Bylaws of ITEA, consistent with governing tax regulations. The purpose and total funds required must be stated clearly for each request.

CHAPTER REBATES

Chapters receive ten percent (10%) of the annual membership dues paid by individuals who are classified as regular or student members and whose membership dues are current as of January 31. An individual who was designated an ITEA member by his or her employer when the employer became a corporate member of ITEA is included when the Chapter rebate is calculated. ITEA EO sends a rebate check to the Chapter by March 15 of each year and contingent upon receipt of the Chapter's annual financial report, which is due by February 15 each year.

CHAPTER DUES

Chapter dues may be levied at the discretion of the Chapter membership.

RECRUITMENT OF CORPORATE MEMBERS

Chapters recruiting new companies and organizations for the ITEA corporate membership program may receive 10 percent of the initial corporate membership fee upon documentation of the recruitment effort.

Guidelines for Use of Chapter Funds

As part of a tax exempt 501(c)(3) organization, an ITEA Chapter is prohibited from permitting any of its net revenue to inure to the benefit of the officers of ITEA or to the officers of a Chapter. A Chapter is precluded from contributing funds to candidates for public office or political committees, and from establishing its own Political Action Committee (PAC). Revenue generated by a Chapter should directly and visibly contribute to one or more of the purposes stated in the ITEA Bylaws.

Acceptable uses of funds include: funding of local educational events, including workshops and symposia; providing for ITEA scholarships and awards programs; participating in science fairs and technical institutes; routine administrative expenses associated with the conduct of Chapter affairs; and support of membership drives.

Funds may not be used for social events such as a Chapter party or picnic; for the travel of a Chapter officer to ITEA events; or to subsidize membership dues.

Chapter Financial Procedures

A Chapter's financial procedures should be simple, yet complete, with safeguards to ensure that a clear audit trail is maintained from receipt to disbursement. ITEA's not-for-profit status extends to all ITEA Chapters; therefore, it is incumbent on all members involved with financial matters not to jeopardize the tax-exempt status the Association holds as a 501(c)(3) organization. Financial records provide an overview of the operation of the Association and should be maintained in a manner that facilitates reporting to the Board of Directors and the membership.

BANK PRACTICES

Chapter operating funds should be on deposit with a local bank, preferably in an interest-bearing account. Accounts should be opened in the name of the Chapter, e.g., "ITEA [Chapter name] Chapter" using the parent Federal Identification Number (FIN): 52-117-4656. A minimum of two Chapter members must be authorized to sign checks. The ED of ITEA must also be authorized to sign checks in the event a Chapter is declared inactive and is subject to dissolution. Bank balances must be reconciled monthly and canceled checks must be retained for a minimum of six years. It is recommended that funds in the Chapter's account not exceed three months operating expense requirements and that excess funds be sent to ITEA EO for deposit in the Chapter's educational account.

BUDGETING

In consultation with committee chairpersons and Chapter officers, the Chapter treasurer should develop a budget at the beginning of each fiscal year. For tax reporting purposes, the Chapter's fiscal year should coincide with that of ITEA, i.e., the calendar year from January through December. The annual budget should be approved by the Chapter's Executive Committee, reviewed quarterly for planned versus actual revenue and expense, and revised when necessary.

FINANCIAL RECORDS

All records should be kept on a "cash basis" that reflects the Chapter's immediate financial condition. Chapters may find it advisable to keep records of accounts receivable and accounts payable and other assets and liabilities for their own internal controls. Chapter financial records should include both a receipt and disbursement ledger, together with copies of all invoices, cash receipts, bank statements, and Chapter financial reports. *All financial records must be maintained for a minimum of six years.*

Chapter Receipt Ledger

Each time money is received, it should be entered in the ledger under columns headed: Date Received, Received From, Check Number/Cash, Date Deposited, Luncheons, Local Dues, Rebate, Interest, and Other (Specify).

Chapter Disbursement Ledger

A record of each disbursement should be recorded in a disbursement ledger under columns headed: Date, Check Number, Payee, Luncheons, Postage/Supplies, Bank Charges, Scholarships, and Other (Specify).

Invoices

For every disbursement there should be an invoice or authorization that has been marked paid, along with the date paid, check number, and person who authorized payment. Invoices should be filed in check number sequence.

Receipts

A receipt should be given for all cash received, and a duplicate copy of the receipt retained for the Chapter's records. The receipt should contain the date, the name of the individual making payment, amount received, the purpose, a receipt number, and the signature of the person receiving the funds. Receipts should be filed in sequence of date received.

Bank Statements

Bank statements should be reconciled upon receipt and filed in date sequence with the applicable canceled checks.

Financial Reports

Financial reports should be prepared at least quarterly and provided to the Chapter's Executive Committee. A report of each Chapter's financial activity from January through December of the previous year must be sent to ITEA EO by February 1 each year. A copy of the December reconciled bank statements must also accompany each Annual Chapter Financial Report. *All Chapters are required to submit the Annual Chapter Financial Report, even if there has been no activity during the year, i.e., negative reports are also required.*

TAXES

Chapters avoid filing a separate federal tax return by operating as a subunit of ITEA. Financial activities reported on the Annual Chapter Financial Report are incorporated in a single tax return submitted to the IRS by ITEA EO. Timely submission of the Annual Chapter Financial Report by February 1 is essential to this process. To avoid confusion by the IRS, Chapters should always use the ITEA HQ EIN when conducting business as opposed to securing their own EIN and tax status within their state of operation.

Chapter Activities

Chapters have considerable latitude in designing programs that best suit the needs and interests of their constituent members. Many Chapters have hosted educational events on behalf of the entire association (ITEA sponsored / Chapter hosted); others have sponsored independent educational programs for those in their immediate area (Chapter sponsored). Numerous Chapters have begun scholarship programs designed to provide financial aid to college students whose course of study is related to test and evaluation. All Chapters participate in ITEA's annual awards program, which honors individuals and organizations that have made outstanding contributions to the field of test and evaluation.

Meetings and Educational Events

The ITEA Board of Directors fully supports and encourages educational activities that are in keeping with the Association's stated objectives. The Board applauds the initiative, drive, and imagination of Chapter leaders who have conducted many worthwhile, educationally oriented activities. These events have illuminated many important issues for discussion and communicated timely information on new developments and emerging technologies to ITEA members. *An ITEA Events Manual* is available from ITEA EO to assist Chapters in planning educational events.

As a volunteer organization, Chapters conduct most of ITEA's educational events. A distinction is made between an event sponsored by ITEA and an event sponsored by an ITEA Chapter. This distinction is described below.

ITEA SPONSORED / CHAPTER HOSTED EVENTS

An event *sponsored* by ITEA is frequently *hosted* by an ITEA Chapter. The event is normally held in the vicinity of the hosting Chapter. The annual ITEA Test Instrumentation Workshop is an example of an event *sponsored* by ITEA and *hosted* by a Chapter or Chapters. ITEA can provide a host Chapter with seed money for an internationally sponsored educational event such as this. An individual Chapter shares in the net revenue or loss from an internationally sponsored event it hosts as detailed in the ITEA Scholarship Program Policy.

The primary responsibility of the host Chapter is to develop and execute the technical program for the event. Host Chapters work closely with the chair of the ITEA Events Committee and report regularly at meetings of the Board of Directors. Other Chapter responsibilities for these events may include arrangements for facilities, food and beverages, exhibits, promotional materials, security, local transportation, and social activities.

When an event is sponsored by ITEA, the resources of the EO are available to provide administrative support such as: design and publication of promotional materials (e.g., calls for papers, registration brochures, pocket schedules, *ITEA Journal* advertisements); bulk mailing and email promotion services; registration (both advance and on-site); exhibit coordination; budget preparation; and accounting (e.g., bill payment, invoice preparation, and collection of accounts receivable for registration and exhibit fees).

With regard to national events (e.g. Annual Symposium, Technology Review, etc.), the Technical and Program Chairs for the event in conjunction with the EO Staff will assess the participation and support provided by the supporting Chapter(s) and make a recommendation to the EXCOM regarding eligibility for an added incentive. The EXCOM will make the final determination regarding Chapter eligibility for an additional bonus.

CHAPTER SPONSORED EVENTS

Because each Chapter is established by the ITEA Board of Directors, each Chapter is technically an “agent” of the International Test and Evaluation Association, and any debts incurred by the Chapter are ultimately the responsibility of the Board of Directors. Therefore, it is incumbent upon ITEA EO to establish policies and provide guidelines for such events. With the exception of regular, recurring Chapter meetings, all Chapter workshops, symposia, and educational conferences should be reviewed by the corresponding RVP and by the ITEA Events Committee. Short courses, tutorials, and other programs of formal instruction fall under the purview of the chair of the Professional Development Committee.

ITEA is committed to meeting the educational needs of its members. Participants at ITEA events have come to expect a high degree of professionalism and quality in the educational programs offered by the Association. Chapters are encouraged to continue the established practice of sponsoring workshops, seminars, and other educational events to meet local needs.

To maintain the high standard of ITEA events, it is essential that the Board of Directors, through the Events Committee or the Professional Development Committee, be informed of Chapter events. Each Chapter planning an educational event must notify EO as soon as possible, but no later than 180 days prior to the event. Notification should include, in addition to the dates and location, an overview of the program, a rationale for holding the event, the names of planning committee members, intended audience, format, names of key resource individuals, and a budget, if the anticipated revenue or expense is expected to exceed \$1,500. In the case of short courses or tutorials, Chapters should include the course title, a description of the material to be covered, and the curriculum vitae of the instructor(s).

Any Chapter event (except regular, recurring Chapter meetings) where revenue or expenditures are anticipated to exceed \$1,500 requires the submission of a budget for review by the ITEA Ways and Means Committee. Any contract or agreement that involves an ITEA obligation of more than \$1,500 must be sent for review and approval by the ITEA ED. Any net revenues from an event are retained by the sponsoring Chapters; similarly, net losses incurred remain the responsibility of the sponsoring Chapters.

ITEA EO provides complimentary advertising in the *ITEA Journal* for Chapter-sponsored events.

BULK MAILING RESTRICTIONS

The EO office maintains a non-profit postal permit with the U.S. Postal Service for bulk third-class mailings. The permit is registered at the main office of the Fairfax Post Office, 10660 Page Street, Fairfax, Virginia 22030-0008. Chapters may use the permit for mailing meeting announcements, newsletters, and other items that relate to the primary purpose of the Association.

Chapters using the permit will be billed for the amount of postage charged against the permit. Chapters must submit a request for use of the postage permit to the Executive Office for approval at least 90 days in advance of the mailing, and the request must include an estimated of the amount of postage that will be required. The mailings will be made from the Fairfax Post Office

and must be sorted and bundled in accordance with current postal regulations. A minimum of 200 pieces, or 50 pounds, is required for each mailing. All pieces must be identical in weight and size and include the bulk mailing permit number (340) and the return address of the ITEA office as shown below. *Postal regulations require the use of the EO office return address and not the Chapter's address.*

International Test and Evaluation Association 4400 Fair Lakes Court Fairfax, Virginia 22033-3899	Non Profit Org U.S. Postage Paid Fairfax, VA Permit No. 340
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ACTIVITIES TO BE AVOIDED

As a not-for-profit educational association, the Internal Revenue Service places certain restrictions on ITEA's activities. Proscribed activities include meetings that are: strictly political in nature; do not support the purpose of the Association, as stated in the Bylaws; or are for the purpose of soliciting funds for charitable causes. This does not prohibit a Chapter from inviting a political official to speak or participate in an educational event, provided the individual's presence is not primarily for electioneering or construed as an ITEA endorsement. If there is any question regarding the propriety of a Chapter's activity, the Chapter president should consult with the RVP or the ED.

Scholarship Programs

The ITEA Scholarship Program is designed to foster interest and education in technical fields that may benefit the test and evaluation profession. The program furthers the goals of ITEA by providing financial aid to qualified students attending or scheduled to attend an institution of higher learning (i.e., universities, colleges, and community colleges) in a technical field and/or offering grants to educational institutions, including schools with Science, Technology, Engineering, and Mathematics (STEM) programs, to purchase equipment that has the potential to impact their technical curriculum.

The ITEA Scholarship Program is administered by ITEA Chapters with the assistance of the ITEA Executive Office (EO) and under the cognizance of the ITEA Board of Directors. Chapters may, at their discretion, develop relationships with local universities and colleges to assist with the selection and award of scholarships. Chapters will develop eligibility guidelines such as, required grade point average, course of study and application requirements. The selection of individual scholarship awardees is at the discretion of the local Chapter. Each Chapter must provide the ITEA Executive Office with the names of individual scholarship recipients.

The ITEA EO will assist the Chapters with the financial administration of the Scholarship Program including the issuance of scholarship checks and the establishment and maintenance

of an Education Account. The ITEA EO will send the Chapter a check for presentation to the designated educational institution. The check will be written payable to that institution. In accordance with IRS reporting requirements for year-end tax returns, each Chapter must provide the ITEA EO with the names of the individual scholarship recipients, their tax ID numbers, full postal mailing address, telephone number, along with the name, address, telephone, and tax ID of the educational institution and the financial/program point of contact.



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