



**The Materials
Information Society**

2006 – 2007

**CHAPTER
OPERATIONS
MANUAL**

A COMPENDIUM OF RESOURCES FOR LOCAL CHAPTER OFFICERS

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ASM International



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I N T R O D U C T I O N A N D O V E R V I E W

The *Chapter Operations Manual* is a compendium of resources to assist local chapter officers of ASM International. It is divided into three main sections for your convenience:

Section A: Chapter Management

Section B: Chapter Programming and Planning

Section C: ASM Services & Resources for Chapters

This manual is designed to help you do your job as a chapter officer as efficiently and effectively as possible. It provides you with helpful suggestions, programming options, and chapter management guidelines. Inside you will find items such as “position descriptions” for chapter officers and committee chairs; financial and technical program planning guides; membership development and retention tips; and strategic planning guidelines, just to name a few. Template forms for submitting your annual “year-end” chapter reports are also included.

As an additional option, many sections of the *Operations Manual* are also available on the ASM web site, www.asminternational.org. You can also download the entire *Manual* in .pdf format, and complete many of the required forms on line.

For further information about the *Manual*, or any specific information contained within it, contact the Chapter Relations office at ASM Headquarters, (440) 338-5151 or 1-800-336-5152. Also, any comments or suggestions you may have for improving the *Manual* would be greatly appreciated. This publication is for *your* benefit, so please let us know how we can better support you.

Have a successful—and fun—chapter year!

S E C T I O N A

C H A P T E R M A N A G E M E N T

CHAPTER STRUCTURE AND OPERATIONS

The local Chapter, through its service to members, is the keystone of ASM International's operational structure. Strong, active Chapters provide the ASM Network with the expertise, energy and stimulation necessary for its growth.

Relationships between Chapters and ASM Headquarters must be strong and continuous in both directions. The local Chapter is charged with the responsibility of generating local activities that extend ASM's technical benefits to members in its area. In return, ASM provides services to local Chapters that permit them to carry on their functions with maximum efficiency and effectiveness.

Some of the rules concerning Chapter structure and operations are clearly stated in the Rules for Government of ASM International. Aside from the major points included in that document (which are highlighted below), Chapters enjoy considerable latitude and autonomy. However, experience gained by successful Chapters over the years can serve as an excellent guide to other Chapters. Some of the widely used and time-tested approaches to Chapter management are described in this section.

Annual Meeting

The annual business meeting of each Chapter shall be held no later than **May 31** of each year, which marks the official end of the chapter year.

Fiscal Year

The Chapter fiscal year shall begin on January 1, and end on December 31.

Officers

The Officers of a Chapter shall consist of a Chair, Vice Chair, Secretary, and Treasurer, who along with the other members of an Executive Committee, shall be elected from its membership. The Chair and Vice Chair shall have served previously as elected members of the Executive Committee. The offices of Secretary and Treasurer may be combined.

Elections

All officers shall be elected at, or prior to, the annual business meeting of the Chapter and shall assume their offices the day after the annual business meeting, or on a Chapter specified date after the annual meeting, but not later than **July 1**. All officers shall serve until the close of the next succeeding annual business meeting of the Chapter.

Executive Committee

The affairs of the Chapter shall be governed by an Executive Committee of not less than four (4) voting members; this number includes the Chair, Vice Chair, Secretary, and Treasurer; and may include not more than three (3) past Chairs of the Chapter. Ideally, the members of the Executive Committee will represent the full range of technical and industrial interests of the Chapter membership.

The Executive Committee shall appoint, remove and fix the duties of such Officers or Committees, other than elected Officers, as might be deemed necessary by the Executive Committee.

The Executive Committee is the backbone of every successful Chapter organization and helps to set policy and guide the many activities of the local Chapter.

In general, the Executive Committee sets Chapter policy and, through its local Officers, gives counsel and guidance to the Chapter in all of its social, financial, education, technical activities and programs. The Executive Committee works closely in partnership and cooperation with ASM Headquarters and its Officers and Trustees. Each local ASM Chapter should be the leading technical organization within its own community.

Often members of the Executive Committee also serve as Chairs on the more important Chapter Committees. Although there is merit in this system from the standpoint of control, it defeats the objective of actively involving the optimum number of members in Chapter affairs.

A good Executive Committee will regularly review the plans and accomplishments of all working committees within the Chapter. It will also closely monitor the financial result of the various Chapter activities so that any fiscal problems can be corrected immediately.

Tenure of Office

To maintain some continuity of Chapter experience on this important committee, Executive Committee members are usually elected for a two or three year term of office. Executive Committee rotation should occur so that one-third of the Committee membership retires each year. The openings occurring as a result of the retiring one-year members are subsequently filled at the Chapter's annual business meeting by the election of a new slate of three-year members. Those elected for three-year terms at the previous election then automatically become two-year committee members and the two-year members become the new one-year committee members.

Although it might be necessary on occasion to call upon members who previously served on the Executive Committee, the best interest of ASM will be met by involving new individuals. Observation of how individuals serve on working committees will provide likely candidates for Executive Committee positions.

Meetings

Because the Executive Committee is so important to the success of the local Chapter operation, it is customary for the Chair to hold regularly scheduled Executive Committee meetings, preferably monthly and mid-way between the regular meetings for the entire membership. A majority of the members of the Executive Committee shall constitute a quorum at any meeting of the committee and each member present is entitled to one vote.

The Chapter Secretary should prepare meeting minutes. Copies should be retained in the Chapter's permanent files and distributed to its Officers and Executive Committee members. Additionally, a copy should be forwarded to the Chapter Relations Office, ASM, Materials Park, Ohio 44073-0002.

Vacancies

Vacancies that occur on the Executive Committee between the regularly scheduled and annual election shall be filled by nomination and election within the committee at any one of its regular meetings. Any member so elected shall complete the unexpired term of the individual being replaced.

Duties

One of the prime purposes of the Executive Committee is to assist the Chapter Chair in forming the working committees of the Chapter. The Chair, subject to confirmation by the Executive Committee, shall appoint the members of each of these committees. The Executive Committee may, as it deems necessary, create new or special committees, define the duties and powers of these newly created committees, and terminate their activities.

Chapters occasionally encounter a situation in which a member of the Executive Committee does not attend meetings or handle assigned responsibilities. Faced with this dilemma, the Executive Committee should ask that individual to resign. Additionally, the Executive Committee may replace the individual if its Chapter Rules for Government allow.

Rules for Chapter Government

Each Chapter shall establish its Rules for Chapter Government, which shall be consistent with the Articles of Incorporation, the Constitution, and the Rules for Government of ASM International. Each Chapter shall file its proposed Rules, and all subsequent amendments, with ASM International Headquarters. The Chapter Rules or amendments shall become effective upon acceptance by the Managing Director, acting on behalf of the Board of Trustees.

Committees

The strongest Chapters are those which operate in a highly efficient manner. To operate efficiently, it is necessary that a large percentage of the membership of the Chapter is involved in some phase of its activity through participation in committee work. Maximum effectiveness results from the establishment of committees, selection of strong, imaginative chairs, and the staffing of committees with adequate numbers of members. In order to maintain strong leadership, it is important to recognize leadership potential among Chapter members at an early stage.

How many and what types of committees a Chapter needs vary with size and location of a Chapter. There is, however a bare minimum of committees necessary to carry on the Chapter functions. However, when forming Chapter committees, the following guide may be helpful:

Essential Committees

**Program
Membership
Education
Finance**

Desirable Committees

Advisory
Arrangements
ASM Awards Selection
Attendance
Community Service
Entertainment
Long-Range Planning
Student Affairs
Yearbook
Education
Public Relations
Reception

**On-Assignment
Committees**

Auditing
Nominating

The committees listed cover the majority of activities engaged in by ASM Chapters. In some instances, separate, specific functions - such as outings or parties - are assigned to committees rather than falling within the jurisdiction of the Entertainment Committee. Particular emphasis should be placed on drafting the newer and younger members of the Chapter as active committee members. By doing this, many fresh ideas are brought into the committee activities, the new members become acquainted in the Chapter and develop an interest in its progress, and talent is developed for committee chairs and Chapter officers.

CHAPTER CHAIR RESPONSIBILITIES

The Chair is the principal point of contact between the Chapter and the public, the members, and ASM Headquarters. An important ingredient in successful Chapter leadership is the ability to work with and lead fellow officers, committee chairs and committee members.

To ensure a successful year, the Chair must have an intelligent plan of operation. The plan should be ready for presentation at the first meeting of the Executive Committee for approval or modification. Ideally, the plan would have been derived through consultation with the other Officers sharing responsibility for the coming year's operation. Having had a part in shaping the plan, the Vice Chair, Treasurer, and Secretary can be counted upon to provide effective support.

Careful attention should be given to the selection of committee chairs who will share the responsibility of making the plan work. Committee chairs should be fully and clearly informed as to what is expected of them, as well as avenues of approach; timetables; budgets; available resources; and relationship with other committees. To maintain necessary control, the Chair will need to establish committee reporting procedures designed to keep him/her fully informed.

Duties of the Chapter Chair Include:

Preside at All Meetings of the Chapter and its Executive Committee

- Regular Meetings - In addition to opening and closing the meeting, it is the Chair's duty to see that a firm schedule is adequately maintained.
 - Remember, your members and guests are attending the meeting to hear the guest speaker. Thus, Chapter business, miscellaneous reports, and other extraneous activities should be limited.
 - Check on arrangements and other details of the meeting well in advance of the dinner hour. This should include biographical data on the speaker if you are making the introduction. This should not duplicate information published in the meeting announcement.
- Executive Committee Meetings
 - Prepare and distribute an agenda in advance of the meeting.
 - Notify members of the time and place of meeting, even though the monthly meeting schedule has been established.
 - When special projects are to be discussed, make certain the principals involved are available and present.
 - Activities of all committees should be briefly reviewed at each meeting.
 - In the absence of the Secretary, delegate to another member of the committee the responsibility for the prompt preparation and distribution of minutes.

Delegate Committee Responsibilities and Make Committee Appointments.

- Carefully match committee responsibilities with available membership.
- Strive to draw upon new human resources as a method of increasing member interest, as a source of new ideas, and as training for future Chapter Officers and Executive Committee members.
- Avoid one-person committees. Actual numerical composition of a committee depends upon the work it is expected to accomplish. The Chair and/or the committee chair should deliberately choose newer and younger members of the Chapter in building committees.
- Ask for periodic and comprehensive reports of committee activities.
- Committee Chairs should be required to furnish a schedule of their meetings to encourage attendance.
- Require committee chairs to prepare year-end reports which include statements of accomplishments, problems and recommendations.

Coordinate Two-Way Communications with ASM Headquarters.

- Inform Officers and Committee Chairs of proper channels of communication. Communications pertaining to Chapter operations and activities should be directed to the Chapter Relations Office, ASM International, Materials Park, Ohio 44073-0002. Tel (440) 338-5151 or (800) 336-5152.
- Keep Chapter Officers, Executive Committee members, and Committee Chairs informed of ASM Headquarters' activities and policies. When pertinent, the complete membership should receive information of this nature through announcements and Chapter bulletins.

Provide Supporting Assistance in Pursuing Overall Society Objectives.

From time to time there will be programs and activities vital to the continued progress of ASM, recommended by the Board of Trustees, Chapter Council, or other ASM Committees. The Chapter Chair will be called upon to implement these programs and activities locally.

Ensure that the Chapter has Complied With all "Chapter in Good Standing" Requirements and Coordinate the Chapter Quality and Recognition Program for the Chapter.

- Inform Officers and Committee Chairs of the items in the Chapter Quality and Recognition Program and Planning Guide for which they are responsible.
- Monitor the progress of the Officers and committees in fulfilling their projects.
- Check with the Chapter Secretary to be certain all Chapter Quality and Recognition Program items are sent to Materials Park by the required deadlines.
- Ensure that all required chapter year-end reports (annual report, officers and technical program) are submitted to Materials Park by **June 30**, or the requested deadline.
- Ensure that the year-end financial report is submitted to Materials Park by **February 15**.
- Ensure that the Chapter will be represented at the ASM Leadership Days conference at least every other year.

CHAPTER VICE CHAIR RESPONSIBILITIES

According to ASM's Rules for Government, Article VII, Section 4(b), the Vice Chair shall perform the duties of the Chair if the Chair is absent or unable to act, and such other duties as are delegated to him/her by the Chair and/or by the Executive Committee.

In Chapters where a succession of officers has been established, the term of the office of the Vice Chair should be used as a training period for the succeeding year.

The Vice Chair should serve as an ex-officio member of several of the important committees and make a determined effort to attend as many of their meetings as possible. In this way, the Vice Chair becomes thoroughly familiar with all phases of the Chapter's operations.

Duties of the Chapter Vice Chair Include:

- Direct the major Chapter activity of the year, such as regional conference, special membership efforts or special educational activities.
- Be available for spot assignments to areas requiring special effort as such situations arise. Assignment would be made by the Chair.
- Through proper planning as the Chair heading up programming activities, the Vice Chair would have considerable input on the technical programs presented during his/her term as chair.
- Because of past committee experience, the Vice Chair should be an ex-officio member of all major committees.

CHAPTER TREASURER RESPONSIBILITIES

The Chapter Treasurer has the responsibility for gathering, disbursing and managing the Chapter's funds, and should be prepared at all times to submit a complete and accurate statement showing the current financial status of the Chapter.

In addition, the Treasurer is custodian of Chapter reserves in the form of savings or checking accounts in the banks, as well as stocks, bonds, or other securities. Sound Chapter operations demand the establishment of and adherence to realistic budgets. Each committee should be informed of the funds budgeted for its activities. To keep all groups aware of individual budget performance, payments chargeable to specific committees should not be made without formal approval of the Chair of the committee involved.

The Treasurer and other Chapter officers handling its funds are covered by a Loss of Funds Policy (\$2,500 deductible) maintained by ASM International. The Chapter may elect to purchase additional loss of funds coverage.

Chapters are encouraged to appoint auditing committees to review each year's financial reports and attest to their accuracy. Where Chapters have Finance Committees, such Committees act in an advisory capacity to the Treasurer in establishing budgets and setting financial policies. The Treasurer is usually a member of the Committee.

Duties of the Chapter Treasurer Include:

- Receive and deposit all funds, regardless of source, paid into the Chapter.
- Disburse funds as authorized by the Executive Committee and in accordance with established budgets.
- Prepare financial reports for monthly Executive Committee meetings.
- Prepare annual financial reports for Chapter records.
- After proper audit, submit the Chapter annual financial report to Materials Park on forms provided for that purpose. (Forms are available in the "Officers Tools" section of the ASM web site).

All Chapters will submit a financial report for each calendar year. Chapters with revenues of \$25,000 or more will be required to file Form 990-A, a federal tax information return. ASM Headquarters will utilize outside accountants to assist with the preparation of 990-A's for those Chapters which are required to file. ASM Headquarters will serve as the liaison between the Chapter and the outside accountants.

State and local taxes are so varied and complex that general rules are not appropriate. In many states, 501(c) (3) organizations such as ASM are not required to pay sales taxes on their purchases of tangible personal property. In addition, there may be state and local reporting requirements. Inquiries relating to taxes should be sent to the Finance Department at Materials Park for assistance.

Finance Committee

The Finance Committee is charged with the responsibility of establishing the financial policy of the Chapter. Under its guidance, budgets are established and the financial performance of the Chapter as a unit is carefully watched.

Size and composition of a Finance Committee varies from chapter to chapter. Ideally, individuals serving on the Committee will have had some business or financial experience, but this is not always possible.

The Finance Committee should be appointed and put to work as early as possible in the Chapter year. Armed with competent records, the Finance Committee should prepare estimates of Chapter revenues for the year ahead. Forecasts from committee chairs having responsibility for revenue-producing activities should also be relied upon.

Next, and equally important, is the preparation of a realistic budget for each Chapter activity. Budgets are based on past history and on committee estimates. From these will be built the master budget covering all Chapter activities.

Finally, estimates of income are balanced against the proposed budget. A study of these two sets of figures will show what manner of financial performance is to be expected. Danger signals can be detected and immediate steps taken to bring income and expense into proper relationship.

Once a budget has been established, it is reported to the Executive Committee for approval and subsequently released to committee chairs.

The Finance Committee should carefully guard the integrity of the budget. The Finance Committee should approve any deviations from the budget before commitments are made for expenditures.

Record Keeping

The Chapter Treasurer is responsible for maintaining the financial records of the Chapter. The minimum record keeping required is as follows: 1) a record of all cash received; 2) a record of all cash disbursed; and 3) a record of all assets held by the Chapter and debts owed by the Chapter.

The Internal Revenue Service in its Tax Guide for small businesses strongly recommends the use of a double-entry system. Employing the simple double-entry system outlined in this guide can satisfy the record keeping responsibility.

The following records are necessary in an effective double entry system:

- Cash Receipts Journal
- Cash Disbursements Journal
- Chapter Ledger

The combined Cash Receipts Journal and Cash Disbursements Journal is designed to facilitate the recording of the cash flow of the Chapter. All cash receipts and disbursements require the recording of the date, amount, source of recipient, the income category, or the purpose for the disbursement.

The Chapter Ledger is a schedule designed to record the initial balances and subsequent changes in the value of assets owned, amounts owed, and the net financial worth of the Chapter. Columns are also provided for accumulation of income and expense.

Financial Procedures

The Chapter Financial Procedures are designed to provide the Chapter Treasurer with the necessary basic information: 1) to maintain control over the financial aspects of the Chapter; 2) to provide financial information necessary to the other Chapter officers to assist them in carrying out their duties; and 3) to provide reports to ASM Headquarters that meet legal and Internal Revenue Service reporting requirements.

The safeguarding and safekeeping of Chapter assets is the primary responsibility of the Chapter Treasurer. This must be accomplished by establishing and maintaining internal control over the financial aspects of the Chapter. This includes providing a safe repository for funds, insuring that amounts due the Chapter are received, verifying the validity of the amounts and purposes for disbursements, and protecting all Chapter assets against loss or misuse.

Cash

The Treasurer shall deposit all funds of the Chapter in the name of the Chapter in such bank or banks as the Executive Committee shall determine.

All cash receipts should be deposited as soon after receipt as possible. Disbursements should be made by check. Supporting documents should be kept on file for a minimum of three years.

A petty cash fund (if desired) may be established. The fund should be maintained at a fixed level and be used only for small disbursements (e.g. less than \$25.00). All disbursements should be supported by properly approved documents that clearly indicate the amount and purpose. The Treasurer should be assigned full responsibility for the fund.

Bank Reconciliation

Bank statements should be reconciled to Chapter records at least monthly and reported in the manner prescribed by the Chapter Chair or Executive Committee.

Investments

Funds in excess of current operating requirements should be maintained in a savings account, an ASM Chapter Investment Program (CHIP) account, debt covenants of stable organizations, or government securities. Investments in stock (owners equity) entails significant risk and should be entered into only after careful consideration of all other alternatives and with the full recognition by the Chapter of the real possibility of significant losses. An investment authorization signed by the Chapter Chair and Treasurer should be prepared prior to investment of Chapter funds.

Certificates evidencing ownership should be maintained in a safe place (such as a bank safety deposit box) and should be readily available for inspection by Chapter officers or authorized auditors.

Signing Authority

Check signing authority should rest with the Treasurer and, in his absence, the Chapter Chair. New signature cards should be signed at the beginning of each Chapter fiscal year and notice given to the bank to invalidate the previous signatures.

Other Assets

Legal title to all other Chapter assets should be established, and responsibility for care and safekeeping should be assigned in writing to a single individual for a specified period of time.

Taxes

ASM International has been granted exemption from the payment of federal income tax under Section 501(c) (3) of the Internal Revenue Code. This section applies to charitable, educational, and religious nonprofit organizations. Copies of the ASM International exemption letter are available upon request.

CHAPTER SECRETARY RESPONSIBILITIES

The work of the Chapter Secretary has profound effect on the success of the Chapter. The Secretary has the responsibility of maintaining all Chapter records, reports, membership lists, and minutes of Executive Committee meetings. The Secretary also maintains close contact with ASM Headquarters and furnishes such reports and records to that office as might be required.

The workload of the Secretary will vary with the size and activity of the Chapter. In smaller Chapters, the Secretary can perform duties with a minimum of time and effort. As a Chapter grows, so does the Secretary's workload often to the point where it becomes necessary to provide some type of assistance. In larger Chapters, it might become necessary to employ paid clerical, secretarial or bookkeeping assistance, or hire the services of a mailing organization.

Duties of the Chapter Secretary Include:

Maintaining Records

For Chapter continuity, it is necessary that complete records be maintained on such activities as follows: regular meeting data, educational activities, social programs, and all other business of the Chapter. In many instances, the Chair of the responsible committee supplies complete reports of special events. Where possible, a special repository should be provided for the storage of permanent, continuing reports of all Chapter Committees.

Keeping Minutes

The Secretary is responsible for keeping minutes of all Chapter Executive Committee meetings. Minutes should include items discussed, decisions reached, and all other business conducted. Copies of minutes should be distributed *promptly* to all members of the Executive Committee and to ASM Headquarters Chapter Relations Office. A form for reporting the minutes of the Executive Committee meeting to ASM Headquarters can be found in the "Officers Tools" section of the ASM web site.

Corresponding

The Secretary is the official correspondent for the Chapter. In addition to the normal correspondence with members and ASM Headquarters, the office of the Secretary handles official communications as directed by the Chair and Executive Committee.

Monthly meeting reports: Reports to Materials Park containing details of speaker, topic, location, date, and attendance. Reports of this type should not be confused with the editorial reports submitted for publication. A form for submitting the Monthly meeting report to ASM Headquarters can be found in the "Officers Tools" section of the ASM web site.

Annual Report to Chapter Members

A report of the year's activities should be made to the Chapter membership at its annual business meeting. Normally this information is available from monthly records and from reports of all Committee Chairs.

Member Recognition Program

The Recognition Program provides ASM International with an opportunity to recognize members of ASM International who have reached the following milestones in their membership.

INDIVIDUAL MEMBERS	
5 Years	Bronze Lapel Pin
15 Years	Silver Keychain
25 Years	Silver Lapel Pin w/Sapphire
Life	Gold Lapel Pin w/Ruby

SUSTAINING COMPANIES	
5 Years	Certificate
15 Years	Plaque
25 Years	Plaque
50 Years	Shadow Box Plaque

Each October, the Chapter Secretary (or Chapter Chairman if the chapter does not have a secretary) will receive a listing of all eligible chapter award recipients (for the following year) from ASM. Chapters are asked to review their lists prior to the awards being mailed and to notify ASM immediately of any corrections required.

ASM provides labels of award recipients to each chapter for member notification. In February of each year, all awards are shipped to the Chapter Secretary's preferred mailing address. Contents should be checked for accuracy and ASM notified of any discrepancies.

A fax back form, which includes date package received, received by, position in chapter and award presentation date should be completed and returned to ASM. Any awards not presented at the chapter meeting should be mailed to award recipient, along with the letter provided by ASM, preferably within two weeks of the meeting.

S E C T I O N B

C H A P T E R P R O G R A M M I N G A N D P L A N N I N G

EDUCATION PROGRAMS AND ACTIVITIES

From a public relations and community relations point of view, a major activity of any Chapter is the educational service it provides its members and to industry at large. It is not unusual for a small to medium-size ASM Chapter to enroll more individuals for its educational lecture series than it has members. Usually, a high percentage of nonmembers in such courses are converted to members.

Educational activities can assume several forms, including ASM courses, review or advanced lecture seminars, and roundtables. Some Chapters sponsor all types.

Depending upon the subject matter, ASM books or specially prepared lecture notes are provided for registrants at special educational functions. Costs of these items are included in registration fees.

Although educational activities are not necessarily intended to develop a financial surplus, they should be so planned as to meet costs plus a modest surplus. In some instances, revenues realized from courses with wide appeal are used to finance equally important but less popular educational activities.

Looking beyond the individual attendee, a strong chapter-delivered education program also benefits the chapter in four distinct ways:

- 1) **“Value” to the local industry** by delivering programs that meet their materials/process training needs.
- 2) **Reliable or substantial source of funds** for use in other chapter activities such as student chapters, scholarships, outreach programs, or underwriting monthly meeting costs.
- 3) **Local experts** who strengthen both the Chapter and the value provided to the local industry. As the old saying goes, “If you really want to learn something, teach it.”
- 4) **A resource pool of experts** that ASM International can enlist as authors, reviewers, instructors, conference speakers, etc. to truly become the preeminent materials resource.

To be successful, ASM International and its chapters must work together. Each chapter or group of chapters within a geographic area should conduct at least one educational course per year. Accordingly, ASM International will provide its chapters with tools to make this possible. Additionally, chapters should provide ASM with feedback on the types of materials and support they need to be more successful with educational offerings.

Objective

Textbooks, professional journals, trade magazines, and other publications are filled with useful information, but they are impersonal and the data must be extracted. On the other hand, instructor-led seminars and courses afford the opportunity of hearing and seeing the facts, asking questions that may erase doubts, and evaluating the material presented.

This manual is designed as a guide for the Chapter's Education Chair in planning and holding one or more education courses annually. It provides an overview of the Education Chair's responsibilities and the resources available from ASM International which will enable him/her to plan and deliver high quality courses.

The chapter's objective is to present courses which provide educational benefit to the attendees. Emphasis must be placed upon areas of interest to the potential attendees, including new techniques and solutions to common problems. Care must be taken to also address the needs of interest groups such as aerospace, automotive, surface engineering, materials testing, heat treating, etc.

The offering must be of high quality not only in its program, but in its organization, literature, and management. Capable people must be recruited to plan and manage the event. High quality instructors must be obtained. The event must be a professional undertaking in every respect. It should be a rewarding educational experience for the attendees and an opportunity for the event management team to exercise and increase their management skills.

Position Description: Education Committee Chair

- Scope

Develop and deliver educational programs to disseminate general and technical information to chapter members and local industry about metallurgy, materials science, and related fields that provide high value in the eyes of the consumer.

- Purpose

A primary objective of ASM International is to promote education in the understanding and application of materials science. Chapters have two primary education objectives:

- 1 Disseminate technical information in an instructional setting.
- 2 Provide educational opportunities for chapter members and local industries.

Programs held at monthly chapter meetings, short courses, video courses, and seminars accomplish this mission.

- General Duties

- Plan and deliver at least one educational course during the chapter year. If possible, develop and schedule multiple courses covering the entire year of the term plus one or more months of the successor's term. The successor then inherits something to work with, thereby avoiding large gaps in the offering schedule. Instructors should be committed as soon as possible, preferably within the first two months of the chapter year (or sooner).
- Give consideration to an annual theme. If the chapter has selected an annual theme, select subjects within the theme that are geared to the interests of the members. The theme focus could include aspects and/or applications of:

Materials: Aluminum, Copper, Steels, Super Alloys, Titanium, Metallurgy, etc.

Processes: Brazing, Failure Analysis, Heat Treating, Material Testing, Thermal Spray, etc. *Industries:* Aerospace, Automotive, Biomedical, Heavy Equipment, etc.

Applications: Gears and Shafts, Fasteners, Coatings, Surface Engineering, etc.

- With the assistance of chapter board members, select the best instructors available. Identify potential instructors through:
 - a) Past Education Chair
 - b) Conference Proceedings
 - c) Other interfacing societies
 - d) Chamber of Commerce
 - e) ASM Fellows
 - f) Chapter members
 - g) Materials Engineering Institute database
- Publicize courses through the chapter newsletter or broadcast e-mails (accessed at the ASM web site: www.asminternational.org). Information regarding the course (topic, date, time, location, instructor [include a short bio and photo if possible], and a two- or three-sentence description) must be made available at least two months before the event to allow for adequate marketing.
- Publish the course in a separate brochure. Have the brochure published by a vendor company or by the chapter. Consider financing the brochure through advertisements, a budget line in the event budget, or if possible have the brochure “sponsored” by a member company. Many times companies are willing to invest in the success of a course. Don’t overlook this resource.
- Recruit and develop an effective event team to assist the Education Chair. Consider recruiting the following members:
 - a) Arrangements - to handle the facility arrangements
 - b) Instructor host - to escort the instructor and coordinate any last minute requirements
 - c) Publicity - to market and publicize the course
 - d) Evaluation - to distribute, collect, and tally evaluation forms, and return copies to ASM International
- Prepare an operating budget for the year’s courses and submit it to the Chapter Chair and Treasurer at the beginning of the Chapter year.
- Report the progress of all education committee events and activities at all Chapter Executive Committee meetings.
- Place an announcement board near the registration desk at monthly meetings to display information about upcoming courses and other educational activities.
- Establish a procedure to evaluate courses and review the results at the next executive committee meeting. Use a course evaluation form and ensure corrective action is taken as a result of the evaluation summaries. These should be incorporated into the chapter event planning/delivery process and forwarded to ASM Headquarters for review/incorporation into this manual.

Education Training Formats

The primary formats used by chapters include the following:

- **Lecture Courses**

Courses conducted by an educator using ASM's Education Department (or other) training materials, films, videotapes, or audiovisual slide presentations as a means of instruction. These training materials are tailored to the audience (overviews, basics, practical application, etc.). Courses include an online test at the conclusion and participants are eligible for CEU's for successful completion.

- **Seminars**

Seminars are similar to Courses, but they do not offer CEU's nor do they generally have tests at the conclusion. Seminars can make use of all the same presentation methods as a course. Seminars also tend to be shorter in duration than courses.

- **Video Courses**

Several individual videos and video series are available from ASM's Materials Engineering Institute for use as or in education programs. Many of these have accompanying printed course materials for use in a video/workbook course. A facilitator should be used to answer questions and expand upon the material covered by the video. The facilitator must also have a comprehensive knowledge of the topic. Several chapters have very successfully used this format to deliver quality educational events. A videotape can also be rented as a backup presentation in case a speaker/instructor cancels on short notice.

- **In-Plant Training**

A great way to serve your local industries is by providing in-plant training. Significant opportunities exist to meet the training needs of companies in your immediate area by providing tailored training from YOUR instructors to THEIR employees in THEIR facilities. These could include general topics (which could also be opened to the public, thereby underwriting the costs to the company) or very specific to their materials, equipment, processes, products, etc.

Chapter Administered Self-Study Courses

Chapters may present courses without formal class sessions or lectures by instructors.

The program may be conducted solely on a self-study basis. It is strongly recommended that informal meetings are scheduled to answer questions, augment and expand on the course materials to meet local needs. A volunteer coordinator may be used to answer questions, set up meetings, or simply be available for telephone consultation. Chapter officers grade all tests except the final, which is submitted to ASM International.

In recognition of the limited volunteer time facing most Chapters today, ASM International is implementing a new program of Regional Seminars that allows Chapters to sponsor education courses without investing significant time in planning the details. ASM International's Regional Seminar Manager, with the cooperation of a host Chapter, centrally plans these programs. All standard ASM courses can be offered as a regional program, as well as seminars designed to meet your area's specific needs. Unlike traditional chapter offerings, Regional Seminars are held on consecutive days, and will often feature an instructor from outside of the local area. Host Chapters will share the revenue from every Regional program they sponsor.

Chapter Tool Kit

Following are several “tools” available to the chapter from ASM International and the Materials Engineering Institute.

- *Education Department Catalog*

A complete listing of all Materials Engineering Institute education products including Frequently Asked Questions, chapter pricing, and ordering information.

- *Chapter Education Course Manual* (newly revised for 2006-7)

A workbook designed to walk you through the process of planning and delivering a chapter course. The manual includes several helpful tips and over fifteen worksheets and checklists to help you plan a course. We have included information from budgets and timelines to topic selection and marketing.

- *ASM International Signature Collection Brochure*

Items from the ASM International Signature Collection make excellent gifts for speakers, instructors, or member recognition.

For Information On:

- Placing a chapter order for Education Department products
- Listing your chapter course in ASM News (AM&P) Chapter Schedule of Events
- Listing your course on the ASM International web site
- Hosting Regional Seminars or for assistance in planning Chapter courses.

Contact: Marie Boulware, Education Coordinator
1-800-336-5152, ext. 5616
education@asminternational.org

NOTE: ASM International’s Education Department recommends that chapters obtain a copy of “How to Plan and Book Meetings and Seminars,” by Judy Williams, published by Ross Books. This book provides information on how to book a meeting or seminar at a hotel or other facility. The book is available from Amazon.com for \$14.95.

F I N A N C I A L P L A N N I N G G U I D E

Neither ASM nor its Chapters exist for the purpose of making money. Your purpose is to advance - in your own geographical region - scientific, engineering, technical and practical knowledge, particularly with respect to the manufacture, treatment, selection and use of engineered materials. However, in managing Chapter affairs, it is necessary to make most projects self-liquidating. Any surpluses that develop should be used to maintain an adequate financial reserve, make capital expenditures, and finance such community and student affairs activities as appear desirable. Chapter finances should be kept under rigid budgetary control with budgets being established by the Executive Committee or Finance Committee.

Although change in financial status is one method of judging a Chapter's performance, it is by no means the most meaningful criterion. The most important metric is the answer to the question, "What have we, as a Chapter, accomplished?" A not-for-profit technical Society is required to perform for the benefit of the community as opposed to merely helping the membership. Therefore, public service activities provided by Chapters are important guides to its performance.

The question is often asked: "How large a reserve should be maintained by the average Chapter?" One answer could be that the reserve should be adequate to meet one year's operational costs. Others maintain that a reserve of \$10.00 to \$15.00 per member is desirable.

Only you know what is the right financial balance for your Chapter, based on your average annual expenses and revenue. To give you a point of comparison against how other ASM Chapters stand financially; following is an analysis of all ASM Chapters. Use the following data as a guide to your Chapter's relative financial health.

ASM International Chapter Financial Analysis (Data is for 2005-2006 Chapter Year)					
	Total Assets	Revenue	Expenses	Revenue / Member	Expenses / Member
Average – All Chapters	\$32,800.00	\$14,793.00	\$14,413.00	\$62.34	\$60.70
Average – Chapters <200 Members	\$21,405.00	\$7,821.00	\$7,856.00	\$72.90	\$73.23
Average – Chapters 200-500 Members	\$34,794.00	\$16,758.00	\$15,728.00	\$52.60	\$49.37
Average – Chapters >500 Members	\$93,547.00	\$50,050.00	\$48,933.00	\$64.10	\$62.67

To give you an indication of ASM International's overall fiscal position, below is a financial analysis for ASM:

ASM International Financial Analysis (Data is for 2005 Calendar Year)				
<u>Total Members</u>	<u>Revenue</u>	<u>Expenses</u>	<u>Revenue / Member</u>	<u>Expenses / Member</u>
37,216	\$14,249,017	\$14,166,384	\$382.87	\$380.65

Chapter Membership Incentive ("Rebates")

ASM returns a portion of the membership dues collected back to the local Chapter as an annual financial subsidy (or "rebate"). During the 2003-2004 chapter year, ASM International provided a total of approximately \$386,000 in membership incentives to its chapters. The total number of paid members in its area determines the amount each chapter receives.

The chapter will receive the following rebates: \$20.00 for each Individual Member, \$3.75 for each Student Member, a minimum of \$40.00 for each Chapter Sustaining Member, \$20.00 for each Retired Member, and \$20.00 for each Multiple Chapter Member. Chapters receive their membership incentive for Individual members in nine equal monthly payments from September through May. Chapters receive their membership incentive for Sustaining members throughout the year, as they are received by ASM. **The amount of payment each Chapter receives is determined by a count of its membership as of September 1 each year.** This plan makes possible an accurate forecast of income by Chapters and permits Materials Park to relay funds to the Chapters promptly.

The calculation of members done for the rebate report will include only those members who are "paid in full" on September 1. Your 2006-2007 rebates will not include those members who are "lapsed," so please budget accordingly, as this will affect your revenue.

Exceptions to this Policy:

1. When a Chapter has a varying schedule of Chapter Sustaining Membership Fees, payment of excess funds over the minimum \$110.00 will be made to the Chapter once the fees have been paid to Materials Park.
2. Sustaining rebates are paid to Chapters in the month after the membership fee was collected at Materials Park. Example: Sustaining membership paid in October, rebate remitted to Chapter in November.
3. Small Chapters receiving less than \$2500.00 in total membership incentive money per year will be mailed a lump sum payment in September.
4. Chapters must meet the "Chapter in Good Standing" minimum criteria in order to qualify to receive membership incentives (refer to the "Requirements" section of the Professional Chapters area on the ASM International web site for more details).

Chapter Investment Program (CHIP)

In March 1974, ASM International created the Chapter Investment Program (CHIP), a service that allows individual Chapters to combine their excess working capital with other ASM Chapters, and through increased leverage and constant management, improve each Chapter's return on its investment. This service has provided Chapters with:

- Safety of principle
- A yield greater than passbook savings
- Immediate cash availability.

In response to requests by several Chapters, the Board of Trustees, in 1998, approved a revision to the CHIP that provides Chapters with additional investment options. Previously, Chapters earned a guaranteed fixed return, calculated as the prime rate less 2.5%. Chapters now have the opportunity to choose from three options, depending on their investment needs.

- Guidelines

All ASM Chapters are eligible to participate in this program. Each chapter on its initial entry into the program will provide ASM Headquarters with a letter signed by the Chapter Chair and Treasurer designating the authorized persons and signatures of those granted the authority to invest or withdraw funds on the Chapter's behalf. Changes in authorized individuals under this program should be transmitted to ASM Headquarters in writing immediately.

- Operations

Reports will be provided to participating Chapters on a monthly basis showing the amount invested by the Chapter, additions and deletions, and interest earned during that period. Records for this program will be the responsibility of the Finance & Administration Department of ASM Headquarters. There is no charge for this service.

- Communications

All communications relative to this program should be directed to the ASM Finance & Administration Department, Materials Park, Ohio 44073-0002. (440) 338-5151, ext. 5453. Fax (440) 338-4634.

A description of each of the investment options follows.

Option One

- Overview

Option One of the ASM International Chapter Investment Program allows individual Chapters to combine their excess working capital with that of other ASM Chapters for investment purposes. Option One also allows Chapters to receive a guaranteed return on their investment.

- Return

Option One earns a constant, guaranteed return of the prevailing prime rate less 2.5 percentage points. Historically, the fund has earned the following returns:

1995	5.75% - 6.00%
1996	5.75% - 6.00%
1997	5.50% - 6.00%
1998	5.25% - 6.00%
1999	6.00% - 7.00%
2000	6.00% - 7.00%
2001	2.50% - 7.00%
2002	1.75% - 2.25%
2003	1.50% - 1.75%
2004	1.50% - 2.75%

- Fees

Option One has no fees.

- Gain/Loss Calculation

Interest for Option One is calculated by multiplying the Chapter's investment balance by the prevailing prime rate, less 2.5 percentage points, and dividing the resulting total by twelve months.

- Liquidity

Requests for withdrawals from an Option One investment account will be considered effective upon receipt. All requests will be processed within ten (10) business days of their effective date.

- Principle

The principle in Option One investment accounts is guaranteed. The principle is not federally insured, but rather the assets of ASM International back the guarantee.

- Range

Option One is primarily targeted as a short-term investment account. Therefore, most Chapters utilizing this option should have an investment horizon of one year or less.

- Statements

Statements for Option One investment accounts will be provided by ASM International and mailed by the 15th of the following month.

Option Two

- Overview

Option Two of the ASM International Chapter Investment Program allows individual Chapters to pool their investment funds together with the investment funds of other Chapters and with the investment funds of ASM International. All funds are then invested in accordance with ASM International Investment Policy. Currently, this policy is based on a balanced fund that generates a return which is to exceed the benchmarks established by the Investment Committee. ASM's investment counselor is DiMeo, Schindler & Associates.

- Return

Option Two earns a variable return, which is dependent on the return earned by the investment portfolio. The investments of individual Chapters earn the same return as the ASM International portfolio. Historically, the fund has earned the following returns for the given time periods:

2002 – 2004: 9.46%
2000 – 2004: 5.61%

Additional return information can be obtained from ASM Headquarters.

- Fees

Option Two has investment fees associated with it, which each individual Chapter will share in proportion to their investment amount. The fee amount is calculated by dividing the individual Chapter's investment amount at the beginning of the month (a), by the total amount of funds pooled (b), and multiplying the result by the fees charged by the investment manager (c).

$$(a/b) \times c = \text{monthly fee amount charged to individual Chapter}$$

- Gain/Loss Calculation

Gains or losses are calculated for Option Two by dividing the individual Chapter's investment balance at the beginning of the month (a), by the total amount of funds pooled (b), and multiplying the result by the monthly portfolio return (d).

$$(a/b) \times d = \text{monthly gain/loss earned by individual Chapter}$$

- Liquidity

Requests for withdrawals from an Option Two investment account will be considered effective at the end of the month in which the request was made. All requests will be processed within ten business days of their effective date. For example, a withdrawal request submitted on the 15th of the month would not become effective until the conclusion of the month, and the request would then be processed within ten business days.

- **Principle**
The principle in Option Two investment accounts is not guaranteed. Individual Chapters could lose all or part of their principle. Gains and losses will be distributed among the investing Chapters in proportion to their individual investment account balance.
- **Range**
Option Two is primarily targeted as a long-term investment account. Therefore, most Chapters utilizing this option should have an investment horizon of one year or more.
- **Statements**
Statements for Option Two investment accounts will be provided by KeyBank and mailed by ASM International by the 20th of the following month.

Option Three

- **Overview**
Option Three of the ASM International Chapter Investment Program allows individual Chapters to distribute their investment funds between Options One and Two. Each individual Chapter determines the percentage of funds devoted to each option.

**C H A P T E R I N V E S T M E N T
P R O G R A M (C H I P)
D E P O S I T F O R M**

TO: ASM International
Finance & Administration Department
Materials Park, OH 44073

Date _____

RE: Chapter Investment Program Deposit

Please deposit the enclosed ASM _____ Chapter's check

No. _____ in the amount of \$ _____ in the

ASM Chapter Investment Program (CHIP), as follows:

OPTION 1: FIXED RETURN

OPTION 2: BALANCED RETURN

OPTION 3: COMBINATION OF OPTION 1 AND 2, INDICATED BELOW

Amount Option 1 _____

Amount Option 2 _____

Authorized Signature

ASM International ▪ Materials Park, OH 44073-0002
Phone: (440) 338-5151 ▪ Fax: (440) 338-4634

**C H A P T E R I N V E S T M E N T
P R O G R A M (C H I P)
W I T H D R A W A L F O R M**

TO: ASM International
Finance & Administration Department
Materials Park, OH 44073

Date _____

RE: Chapter Investment Program Withdrawal

The ASM _____ Chapter's requests a withdrawal in the amount of
\$ _____ from the ASM Chapter Investment Program (CHIP) Option
indicated below:

OPTION 1: FIXED RETURN

OPTION 2: BALANCED RETURN

OPTION 3: COMBINATION OF OPTION 1 AND 2, INDICATED BELOW
Amount Option 1 _____
Amount Option 2 _____

Authorized Signature

We are aware that transmittal of these funds will be made within thirty (30) days following receipt of this request at Materials Park.

ASM International ▪ Materials Park, OH 44073-0002
Phone: (440) 338-5151 ▪ Fax: (440) 338-4634

**C H A P T E R I N V E S T M E N T
P R O G R A M (C H I P)
A U T H O R I Z E D S I G N A T U R E (S)**

TO: ASM International
 Finance & Administration Department
 Materials Park, OH 44073

Date _____

RE: Authorized Signatures for the Chapter Investment Program

The ASM _____ Chapter designates the following individuals as having authority to invest or withdrawal funds from the Chapter Investment Program on behalf of the chapter.

1) _____

2) _____

Changes in the above authorized signatures will be forwarded in writing to Materials Park as they occur.

Sincerely,

Authorized Signature

Chapter Treasurer

ASM International ▪ Materials Park, OH 44073-0002
Phone: (440) 338-5151 ▪ Fax: (440) 338-4634

TECHNICAL PROGRAM PLANNING GUIDE

Service to your members is best expressed through your regular monthly technical meetings. The quality of each meeting has a profound effect upon attendance at subsequent meetings. Therefore, considerable attention must be paid to the choice of speaker and subject, or other chosen activities.

An ideal year's program will consist of the proper mix of review subjects, new information, engineering approaches and scientific or research reports. The major interests of your members and the needs of the industry in your area will play a key role in determining the appropriate mix.

For many chapters, imaginative program planning has, for many Chapters, had a profound effect on their success. While focusing on a technical program specifically tailored to your members, your Chapter should experiment with new and exciting topics, and other meeting options.

The Program Committee

One of the most important committee positions in any Chapter is the Program Committee Chair. It is advisable for the person selected for this job to have had some seasoning on the Executive Committee. Some Chapters employ the Chapter Vice Chair as Program Chair, though others separate these responsibilities. In some Chapters, a Program Chair and a Program Vice Chair are appointed, thereby ensuring a succession for an experienced person to head the Committee.

There is a universal agreement that the technical program is the most important factor contributing to Chapter success as measured in terms of service to members. Successful technical programming demands a clear understanding of the technical interests and preferences of Chapter members, innovative advance planning, and ready access to quality speakers and information sources.

The Program Committee should be a committee, and not the activity of just one person. It is a good idea to plan to on having at least one member of the Program Committee responsible for each meeting. Good potential Program Committee members are the regular attendee, the person with wide contacts in their field, and the person willing to work hard on the success of the program.

Building a Program

The selection of a program is built around member needs and member interests, with the obvious intent of satisfying the broadest needs and interests. With this in mind, the Chapter should vary their program in terms of subject matter, method of presentation, and technical level. By doing this, the technical program will establish and maintain the interest of the majority of Chapter members.

The Program Chair and Program Committee should have on-hand the records of meetings for the past five (5) years and an attendance report of these meetings. Results of surveys of member interests are also excellent aids in program planning.

It is usually a good plan to keep the regular meetings general in subject matter rather than specialized, and to strike a balance between the highly technical and less technical subjects. The seminar or roundtable type of meeting best handles the specialized material.

The Program Committee should start formulating its program *early*, before the close of the current chapter year. In fact, some Program Committees are charged with planning program for a full year ahead. Meeting dates should be filled early and announced to the membership. Dates should be selected to avoid as many conflicts as possible, such as religious and legal holidays, meeting dates of neighboring Chapters, or other technical societies. Also, it is important to try to space the meeting dates equally apart. Many Chapters maintain a regular meeting night from year to year, for example, the second Tuesday of every month.

The Committee meets, decides on the subjects and dates, and composes a list of preferred speakers for the respective subjects. A list of alternate speakers is selected in the event that the first choice is unavailable. Also, at this time, consideration should be given to the selection of technical Chair for the meetings.

The Chair should assign one person to each proposed speaker making him or her responsible for all contacts with that speaker or alternate. When a firm commitment is received from a speaker, the speaker should immediately be asked to supply biographical data, photographs, etc.

Programming for All Members

Frequently, there is a tendency to evaluate the success of a Chapter's technical program solely in terms of the attendance at the particular meeting. While this is certainly an indication that genuine interest existed in the topic presented, it should not be the only criteria used in creating a technical program. Chapters that rely solely upon attendance numbers in determining their program fail to meet the needs of those members not in attendance. If this situation is repeated month after month, the Chapter year ends with the interest of many members unserved.

In sound Chapter programming, it is necessary to program to the needs of all members, not just the most prevalent groups in the membership. The criteria for evaluating the success of Chapter programming should include a determination of the percentage of the entire membership that has attended at least two Chapter functions during the year.

Most ASM Chapters have members who represent a broad range of technical interests and levels of operation. If such a Chapter were to consider the vertical technical interests and horizontal levels of operation of its members, it may find a matrix in which only a very small portion of the membership would be in any square. Chapters should strive to program to the needs and interests of the most highly populated areas of the matrix, which should maximize monthly meeting attendance. Care should be taken, however, to not exclude the majority of the membership month after month.

A number of Chapters are beginning to recognize this problem and the difficulty of meeting the needs of all members through monthly meetings alone. Several Chapters have begun to include in their programming non-dinner meetings focused on narrow topics of interest. These small group meetings cater to special interest groups within the membership. Meetings of this nature can be provided at little or no cost to the Chapter or participants. Frequently, the Chapters see members at these meetings that they have seldom seen before. Other methods frequently employed by Chapters to meet the needs of special interest groups are panel sessions, "stump the experts," seminars, and discussion groups.

Many reasons have been given for poor meeting attendance, and undoubtedly all have some validity. However, it is probably fair to say that no single reason provides the complete answer although some factors will be considerably more important than others. Today, competition for a member's time is more intense than ever and is a major factor influencing attendance. When time competition occurs, the member probably takes the "What's in it for me" attitude and makes a decision on that basis. The job for the Program Committee, therefore, is obvious:

Motivate the Member!!

Some Helpful Suggestions

- Carefully select your technical program
There is no question that the quality of the subject and the speaker are of major importance. Some groups have found it advantageous to schedule more than one speaker per meeting. This way, good dinner attendance is assured and the group later breaks into segments to hear the speakers of their choice.
- Honor guests and management of local industry
Invite people who are, or could be important to, a large segment of the membership.
- Refreshments
Provide free refreshments after the meeting; they need not be elaborate. This provides a mechanism for social exchange.
- Big Committees
Membership on a committee provides a reason for attending. It cannot hurt, and may help substantially.
- Personal Touch
Utilization of the Program Committee or hospitality committee to welcome people at the meeting can only help to improve attendance.

Reduce the Irritants

- Dinner Costs
Keep the cost of dinner reasonable.
- Traffic and Parking
It is much easier to go home and watch television than it is to fight traffic, bad weather conditions, and pay for parking upon arrival at the meeting.
- Meeting Night
Selection of a meeting night can be an extremely important factor in meeting attendance. This decision should be given serious consideration and study.

Resources Available to Assist You

- **Trustee Visit Program (TVP)**

Each year members of the ASM Board of Trustees and key staff members make themselves available to speak at ASM Chapter meetings on a variety of topics. A booklet containing a list of available speakers and abstracts of their talks is available from ASM Headquarters. All Chapters are eligible to request one Trustee or staff member visit per year. Visit requests forms can be found in the “Officers Tools” section of the ASM International web site.

- **Chapter Speakers Directory**

This Directory is now available online at www.asminternational.org/content/Chapters_Committees/ProfessionalChapters/SpeakersDirectory.htm

- **Chapter Speaker’s Service**

Through this program, Chapters are able to gain access to quality speakers for their monthly technical meetings. The objective of this program is to match-up volunteer ASM Fellows and other speakers throughout the country with Chapters in their areas. Chapter Council has approved funding for these visits. ASM will fund up to twenty (20) visits per year, and will reimburse actual expenses up to a maximum of \$1,000 per person per visit. Reimbursement will be made to the host chapter, which will be responsible for making travel arrangements directly with the speaker once their availability is confirmed by ASM staff. All Chapters are eligible to request one visit through this program per year.

ASM Chapter Council members are available to assist Chapters.

M E M B E R S H I P D E V E L O P M E N T A N D R E T E N T I O N

Why should ASM, especially a local Chapter, be concerned about membership?

ASM is an information-sharing network of people, whose resources are the collective technical skills and knowledge of its members. More members mean more information, interaction and better access to new developments and technologies.

Specifically, New Members Do the Following:

For the Chapter:

- Lead to a larger pool of volunteers to operate the Chapter.
- Ensure greater support of Chapter activities such as monthly meetings and education programs.
- Provide a strong technical base for Chapter operations.
- Increase topic possibilities for Chapter technical programs.

For the Member:

- Lead to an expanded network of professional and personal contacts.
- Introduce colleagues to ASM so that members gain the personal satisfaction of helping their associates.

For the Profession:

- Sponsor a new member and you're helping to "give something back" to your profession and often introducing a younger person to a new career resource.

Membership Committee

The Membership Committee creates and implements programs to build a membership of such technical capability and in such numbers that will allow the Chapter and ASM International to accomplish their common goals. The Membership Committee should focus on coordinating the use of the entire membership and all activities of the Chapter for membership development.

The Membership Committee is charged with the following responsibilities:

- 1) Attracting new members,
- 2) Retaining existing members, and
- 3) Welcoming/contacting new members.

Because of these responsibilities, the Membership Committee should be vitally concerned with all Chapter activities. Attractive, interesting, and informative Chapter meetings do much to hold your members and to attract new ones. Well-selected and presented educational programs are prime attractions for potential members, too. If your Chapter provides these assets, member committee activities become easier. Membership activity must persist throughout the Chapter year.

In General, the Duties of the Membership Committee Should Include the Following:

- Conscientiously seeking new members.
- Developing member prospect lists.
- Following-up with “lapsed” members.
- Contacting individuals who have inquired about membership.
- Greeting and welcoming new members at meetings.
- Being prepared at all times with current membership applications.
- Cooperating with Society-wide membership activities.
- Preparing and staffing a membership display before and after special events and educational sessions.

Chapter Membership Committee Structure

Depending upon the size of the Chapter, the Membership Committee should consist of a Chair and at least three committee members. Also, every member of the Chapter should be available to help the Membership Committee.

Whenever possible, the Membership Committee should be largely composed of individuals who are relatively free to travel locally and have contact with industry. **There is no substitute for personal membership contacts.** It is also recommended that specific aspects of responsibility are assigned to a specific person(s). Main areas of responsibility should be:

1. Recruiting new Individual members
2. Recruiting new Chapter Sustaining members
3. Student member recruiting and retention
4. Individual member retention
5. Chapter Sustaining member retention

The committee should meet often, particularly before and early in the Chapter year. The purpose of these meetings is to:

1. Establish specific objectives (e.g., how many new members to add each month; during the year)
2. Create plans
3. Build prospect lists
4. Assign responsibilities

Subsequent meetings are devoted to monitoring progress, revising plans and adjusting goals and assignments.

Membership Chair's Check List

By June 30:

- Select Committee Members
- Schedule 1st meeting for mid-July

At Mid-July Meeting:

- Assign specific committee responsibilities
- Schedule 2nd meeting for mid-August
- Provide relevant information to Committee Members

At Mid-August Meeting:

- Get progress reports from each Committee Member
- Follow-up on lagging activities
- Committee ready for action by September 1!
- Schedule subsequent committee meetings at least once per quarter

By May 31:

- Prepare year-end report to Chapter Executive Committee

Membership Committee Activities

- Membership Committee Chair

The Membership Committee Chair is the MANAGER of the Chapter Membership effort. The Chair must build a team, assign responsibilities, and oversee their follow-through. The Chair is the key to the successful Chapter Membership program. The effectiveness in recruiting capable and enthusiastic committee members and directing their efforts will ensure success.

- Recruiting Membership Committee Members

The Chapter Membership Committee Structure Section mentioned the types of individuals who can typically make-up an effective Membership Committee. Take great care in selecting this team. The success of the membership effort and of the entire Chapter could, over time, be dependent upon the effectiveness of these individuals.

- Assigning Responsibilities

Once selected, the Chair should assign responsibilities to each member of the Committee. For Committee members to be effective, they must have a clear understanding of their role and what is specifically expected of them. Each person must also be aware of how this contribution fits into the whole membership effort, as well as the resources that are available. It is the Chair's responsibility to clearly inform committee members on such matters.

- Performance Follow-up

Total membership effort is the responsibility of the Committee Chair; this requires follow-up with committee members periodically to assure that their activities are proceeding according to plan. *If certain activities are not proceeding, it is the Chair's responsibility to see that progress is made.* The Chair can encourage the responsible committee member to get on with the work, or replace the person with a new appointment.

- Committee Meetings

The Committee Chair schedules, organizes, and chairs meetings of the Membership Committee at least two or three times each year, and at any other times deemed necessary to the committee members, to coordinate their efforts, and to obtain periodic progress reports on the various responsibility areas.

A meeting as soon as possible after the formation of the Committee is necessary to assign and define responsibilities and plan the membership effort for the year ahead. This meeting should be held during the summer months so that the Committee is ready for action **by September 1**. Other meetings can be held as necessary for following-up on activities.

Developing and Maintaining a "Prospect" List

A prospect list is basic to all membership activities. Actually, a membership promotion program cannot be planned without some knowledge of who the prospective members are! Building and maintaining the prospect file is a continuous process in the membership development program. **"Prospects" are simply people who should be ASM members but are not.**

At least one general prospect file should be kept and some Chapters may find it useful to have segments according to special interests of prospective members. There are a number of good sources for member prospects.

- **Former Members**
Studies on former ASM members indicate that half of them could return to ASM International at a later date. These are good prospects and should be included in your prospect file.
- **Membership Recommendations**
Referrals from Chapter members are excellent prospects. Referrals can be solicited from the Chapter membership at meetings, by phone, or by sending a letter to members asking them to provide the membership committee with referrals. Awards and prizes have often been effective in getting member cooperation of this type. A free dinner at the Chapter meeting for providing five referrals or an ASM lapel pin for giving a lead who joins are just two ideas. Asking for referrals is useful when directed to members in companies currently represented by only one or two members.
- **Industry Coverage**
Most Chapters have members and/or influence in only a small percentage of the materials industries. In many cases, the Chapter influence has not penetrated the majority of larger facilities, i.e., those with 100 or more employees. A high potential source of member prospects can be developed by comparing a list of local industries employing ASM members and a list of all metalworking and materials industries in the Chapter area.
- **Other Sources**
Industry directories, the metalworking section in the yellow pages of the telephone book, and other trade and technical publications.
- **List Maintenance**
Once a prospect list is developed, it is necessary to use the list in a well-planned membership promotion effort. It is also important to maintain the quality of the list by weeding out prospects who do not respond over time, prospects who have been converted to members, changes in addresses, etc.

Part of selling prospects on membership is to let them know that ASM is alert and up-to-date. The prospects must feel that you know them and their organizations in order to know their needs, interests, problems, and how to serve them. The minimum data that must be maintained on a current basis includes complete name, title, address, phone numbers, and e-mail address. Any additional information about the individual and his company will be an asset in selling the individual on ASM membership. This information allows the contact and approach to be more personalized.

It can be beneficial to maintain "a prospect card file" to record the number of contacts made, when, by whom, techniques used, and prognosis for the prospects becoming members. Keeping some record of what contact has been made with the prospect is important in helping to clear out "deadwood" and knowing which approach brought in the most members. **Above all, pull a prospect's record when they become a member. Nothing is more insulting than to get a membership solicitation after becoming a member!**

New Member Development

- Presenting ASM

The key to success of a membership program is to answer the question "Why should I join?" The whole membership challenge boils down to two fundamentals: (1) ASM has compelling reasons why belonging yields substantial benefits to its members, and (2) the member must present a convincing body of material to explain these benefits.

- Approaches to Prospective Members

1. Personal Contact

The most effective approach to a prospective member is by a visit to the person's office; inviting and accompanying him/her to a Chapter meeting; inviting and accompanying the individual to some other Chapter event such as a golf outing; contacting a prospective member in one's own company; inviting the prospect to lunch during a sales or professional call, etc. **Bringing prospects to Chapter meetings is the surest way to sign them up as members.** Here are some ways to ensure a successful result:

- A. Take the time to present ASM. Tell your guests what the meeting is all about. Relate subjects and speakers to their technical interest or professional needs. Increase their anticipation by sending them the program or meeting notice.
- B. Follow-up: Show them you look forward to having them along. After you invite them, get in touch with them and remind them of the event.
- C. Bring others into the act. Introduce your prospects to the Chapter officers, and explain why you think they should be members. Tell the Membership Chair and the Reception Committee Chair as well.
- D. After the meeting, stay involved. Ask for the membership application before the glow wears off. Then continue the sponsor relationship until your protégé has become involved with the Chapter.

2. Telephone Solicitation

Next to person-to-person contact, the telephone is the most effective means of making contact with a potential member. Committees who plan telephone campaigns must first prepare an articulate, brief message. Membership advantages must be on the tip of the tongue of the person making the call.

A wise pre-call step is to send a personal letter to prospects informing them that they will be called shortly about participating in ASM. Literature on membership advantages and an application should be included. The time between the letter and the call should be brief - three or four days at the most - while the prospect recalls the mailing. Be straightforward during the phone call. Ask what industry or professional issues are important to the prospect. This way, the phone call offers a "two-way street" approach instead of a "one-sided" one where the prospect has no chance to state his/her personal views.

The entire presentation can be completed during the phone call. No personal visit, unless requested, need be made; the member can assist the applicant in filling out the application over the phone.

3. Direct Mail Offer

With a large number of prospects, a Membership Committee may decide on a mail campaign. Even when the number of prospects is small and personal contact or phone solicitation can be made, contacts by mail can help prepare prospects.

Well-prepared personal letters, mass-produced form letters, brochures, post card reminders, and other items sent through the mail can be an effective and comparatively inexpensive way to influence prospective members when the committee is dealing with a large prospect list.

Often direct mail will get new memberships from "entirely cold" prospects. It is surprising how many people will join upon receipt of a simple invitation. Direct mail studies have proven that a personally written and addressed letter to a prospect is far more effective than an impersonal, mass-produced one. The generally accepted principle is that the more personal the message is, the more effective it will be.

If the direct mail approach is used, the mailing package should include the following: a personalized letter; a membership application; a sheet explaining Chapter activities, including the technical program for the Chapter year ahead; and a return postpaid envelope.

The most important item in your mailing package will be the personalized letter and much care should be taken to prepare the letter. Remember that the measure of an effective direct mail letter is not whether or not you personally like it, but whether or not it generates members.

Attracting Chapter Sustaining Members

The Chapter Sustaining Membership is unique to ASM. Chapter Sustaining Members are your contact with local industry and provide your Chapter with the additional dollars needed to help underwrite the costs of Chapter programming and educational courses.

Each Chapter sets its own annual Chapter Sustaining membership fee. The only requirement is that the "Base" Chapter Sustaining membership fee be at least **\$110.00** per year. ASM International retains 70% of the "Base" from each Chapter Sustaining fee to cover Individual membership services. **The additional fees from Chapter Sustaining Memberships go entirely to the Chapter to support its activities.**

The more services your Chapter offers its current and prospective Chapter Sustaining Members, the greater the chances are of enlisting Sustaining Members. In recruiting Chapter Sustaining Members the same basic ingredients exist as for individual member recruitment, i.e. planning, identifying prospects, contact, and follow-ups.

- Approach

To the prospective individual member, the approach is "what ASM can do for you." To the prospective Sustaining Member, there may be two different approaches, as follows:

- What the company can do to help ASM better serve the technical and industrial community (including company, customers, and employees); and/or
- What ASM can do for the company, including Society and Chapter services to Sustaining Members. Especially with regard to visibility (free publicity) and education (technical training for employees through ASM courses.)

The member should be well-versed in each of these approaches and be fully informed of the interests of the potential Chapter Sustaining Member and thus be prepared to decide which approach to employ with each prospect. When presenting Chapter Sustaining membership based on additional benefits, the Chapter must have a full range of services to offer sustaining companies, such as:

- Listing on Chapter letterhead and web site
- Free listing in meeting announcements
- Discounted listing in the Chapter yearbook
- Chapter Sustaining Member Night
- Opportunities for Chapter Sustaining Members to exhibit at Chapter meetings
- Opportunities to give coffee talks about the company and/or products
- Discounts to employees of the Sustaining Member company for Chapter events and education courses

- Prospects

Sustaining Member prospects are easy to identify. They are all non-member metals and materials industries and suppliers to the industries in the Chapter area. Employers of ASM members are also excellent prospects. **A comparison of local metalworking, materials, and supplier companies with the current Chapter Sustaining Member roster will quickly identify prospects.**

- Presenting ASM

With Chapter Sustaining Member prospects, personal contact is vital.

- Schedule a visit to the company to tour the facilities and discuss ASM.
- Invite the company President or Executive to an Executive Committee meeting and Chapter meeting.
- Schedule a luncheon meeting with several Chapter officers and several potential Sustaining Members.

Again, be sure to emphasize both the general benefits of ASM membership and the local benefits provided by the Chapter to Sustaining Members.

Student Members

ASM is proud to offer two types of student membership. The first, Material Advantage, is for post-secondary students only. The American Ceramic Society (ACerS), the Association for Iron and Steel Technology (AIST), ASM International, and TMS have joined to form Material Advantage. Material Advantage will offer students the benefits and services of all four societies, for \$25 per year. The Material Advantage membership is the ONLY membership option for post secondary students, and professional chapters will not receive rebates for these student members. These students will be placed in their local student chapter, but the professional chapter is encouraged to reach out to those who may not have a student chapter

in the area. To learn more about the Material Advantage student program, please check out the website: www.materialadvantage.org

The second type of membership, in ASM only, is for all students younger than post secondary, and professional chapters will receive rebates for these student members.

ASM strongly encourages professional chapters to reach out to both types of student members, promoting membership in ASM. To be strong and viable, a Chapter should actively recruit middle school and high school student members who are eligible to join. The inducement to join must be an active, interesting and worthwhile program, plus a sincere and friendly invitation. The benefits of the program should be enough to convince the student to associate with ASM.

Of paramount importance in obtaining Student Members is **communicating the concept of ASM International to the student**. This responsibility should be relegated to teachers at middle schools, high schools, and technical institutes where applicable. The Membership Committee must actively participate in and support student recruitment.

Student Member Recruiting Procedures:

- The Committee members appointed to recruit Student Members should meet with the teachers and clearly identify the benefits of student membership.
- A list should be assembled of all students eligible to join. The list is usually available from teachers or students. Individuals on the list are then personally invited to join. All members of the Committee should have a supply of student application forms and general membership materials.
- The student membership drive should be a concentrated effort completed in a short time. During this period, poster and meeting announcements should be displayed on bulletin boards, and the aid of teachers should be enlisted for making announcements in classes. **The membership campaign should begin early in the school year. Be sure to consult the academic calendar.**

Student Member Retention

Once a student has joined, he/she should receive some recognition from the Chapter. A student's first impression will determine what kind of member they will be and whether or not they renew later. A warm welcome at Chapter meetings is essential.

Student to Material Advantage membership or Student to Individual Membership

When students graduate from high school, they may join their local Material Advantage chapter, for \$25, at the college or university they attend. In order to keep these members connected to ASM, professional chapters should educate the high school student members about the opportunities available to them. To learn more about membership in the Material Advantage program, please check out the website: www.materialadvantage.org

When students graduate from college, they may change their membership status from Student to Individual. All graduating students receive an offer to convert their membership to individual member status for one year **at no charge**. This free year of membership is designed to enable graduating students to retain their membership during their first year in the field. The student membership chair should be aware of graduation dates for student members and should contact them before they graduate to discuss converting to individual membership at the extended student rate.

Membership Retention

Only one thing is more important than getting new members, and that is keeping them. Once a member joins ASM International, there is no assurance that the initial spark of interest will continue.

All programs and activities of your Chapter and ASM International naturally have a bearing on maintaining your membership. The Membership Committees primary job is to help build and maintain the best possible membership, and that includes keeping the member. **Your retention program must be an integral part of your Chapter's total membership effort.**

It should be an on-going policy to find out why a membership lapsed. A phone call or letter may clear up a misunderstanding and save a membership. If there are legitimate grounds for complaint, corrections can be made. Even if the membership cannot be retained, a phone call or letter may soothe bad feelings. This information must also be used to expand or create new programs to serve members needs.

The most effective tool for member retention is an active program of Chapter technical activities, guided by the technical interests of the members and delivered in an atmosphere of friendship and hospitality. Another element in member retention is systematic follow-up with individuals whose memberships are not current.

"Fees Not Paid-Membership Lapsed"

Each month the Membership Committee Chair receives a Chapter membership "change" list from Materials Park. Among other information, this list shows those Chapter members who are "lapsed", meaning they haven't paid their membership dues. Member services from Materials Park (i.e. *Advanced Materials and Processes* and any other subscriptions) are cut off and the membership is canceled at the 120 day point.

Those responsible for member retention should familiarize themselves with this monthly Chapter membership change listing.

Retention Follow-Up

A follow-up phone call or visit to the delinquent member by the Membership Committee representative at this point will be very effective in retaining the member. This contact should be a friendly reminder the member's renewal fees are due and should be offered as a helpful suggestion so that they do not suffer an interruption in membership and ASM services.

Be diplomatic with all retention contact, keeping in mind that there is a possibility that the member has sent a check to Materials Park in between the issuance of the change list and the follow-up contact.

When a member's record is on the monthly Chapter membership change list with the notation "membership lapsed," member services have been discontinued and he/she is technically no longer a member. Follow-up must be made on these delinquent members because they will not receive any more invoices. This contact might suggest the terminal nature of the member's status and the benefits of membership which are being given up. **If the member in arrears seems inclined not to renew their membership, it is important to uncover the reason.** The response may suggest a problem area where corrective action is possible. The response will at least provide the Chapter and/or ASM International with valuable input for improvement.

Retired Member Program

In an effort to retain the vast experience, expertise and knowledge of its more senior members, ASM International has instituted a Retired Members Program. This program allows "retired" members to pay an annual membership fee of just **\$58.20**

To become eligible for the Retired Member Program, a member must be:

1. 60 years of age.
2. Retired from full-time employment (part-time work is allowed).
3. Have been and ASM Individual or Chapter Sustaining Member Representative (or combination) for 10 years or more.

Welcoming the New Member

A new member's first impression of ASM International is an important one and will often determine whether he/she becomes an active or passive member or, in some cases, renews their membership. A new member expects member services to be started quickly and also to be welcomed into the Chapter as soon as possible.

If these expectations are not fulfilled, the member's first impression of ASM International is a negative one, and we have either lost a member or at least lost their enthusiasm and active involvement.

Acknowledging New Members

An important step in processing the application is to remove the applicant's name from the prospect list and get them on the membership mailing list. Nothing is more annoying to a member than to be approached again.

A congratulatory and welcoming letter addressed to the new member over the name of the Chair, Secretary or Membership Chair should be sent to a new member as soon as the Chapter becomes aware of their status.

Another way to recognize new members is to publish the names, titles and addresses in one of the Chapter's publications. If this is done, there is a chance that some of the other members may write, call or pay a visit to the new member and welcome them into the Chapter.

Invite the new member to the next Chapter meeting. If possible, **accompany them to the meeting yourself, or have another member be the companion.**

At the meeting introduce the new member to the officers and other members. The same approach that is used in introducing a prospective member at a meeting can also be used in introducing the new member.

Get the New Member Involved in Chapter Affairs.

Find out their interests and put them on one of the committees. Make them feel they are a part of the Chapter by introducing them to the chapter and committee chairs; and as many active members as possible.

M E M B E R S H I P C L A S S I F I C A T I O N A N D F E E S

Membership Classification	Annual Fee	Chapter Membership Incentive
ASM Individual (New Members Only, add \$10 one-time initiation fee)	\$97.00*	\$20.00
Chapter Sustaining (This is the minimum fee for a sustaining member. Chapters may set a higher fee. All funds above the minimum are also incentive to the Chapter.)	\$110.00 minimum fee	\$40.00 minimum incentive
ASM Only Student (High School students or younger)	\$15.00	\$3.75
Material Advantage Student (A cooperative membership in which the student receives benefits from AIST, ACerS, ASM and TMS. Must be post-secondary)	\$25.00	-0-
Multiple Chapter Affiliation (Members may choose to affiliate with more than one Chapter. The multiple fee is per additional Chapter selected.)	\$48.50	\$20.00
Retired (Must Be Requested) (Member must be 60 years of age, a member for 10 consecutive years and retired from regular employment.)	\$58.20	\$20.00
Life (Assigned Automatically) (Members must be at least 65 years of age and the age plus years of membership must equal at least 100, i.e., 70 years old with 30 years of membership.)	\$38.80	\$8.00
HTS (Heat Treating Society)	\$20.00	-0-
TSS (Thermal Spray Society)	\$25.00	-0-
IMS (International Metallography Society)	\$25.00	-0-
EDFAS (Electronic Device Failure Analysis Society)	\$25.00	-0-
SMST (Shape Memory and Superelastic Technologies)	\$50.00	-0-
EDFAS-Only (Electronic Device Failure Analysis Society)	\$88.00	-0-

- = \$1.00 of your ASM member dues goes to support the creation of career materials and the efforts of the ASM International Foundation.

STRATEGIC PLANNING PROCESS FOR CHAPTERS

The reason for developing an ongoing long-range plan stems from the changing nature of manufacturing, materials, and the strategic direction of ASM International. Chapter long-range planning is very critical during transition periods such as the one currently taking place.

Define a Purpose

Develop a Chapter Mission Statement (also called a vision or purpose statement). This defines the Chapter's principal activities (including the main technical areas of interest to the members) and can be used as both a driver for new activity and as a test of appropriateness of existing programs. The mission statement should cover its member segments, industry, areas of technology and geographical coverage.

Chapter Mission Statement considerations are as follows:

- A) ASM's mission statement can be used as a framework; and
- B) Survey, demographic data, and intuition can be used to establish "What our members want us to be" in critical areas as defined by the Chapter Operations Manual. Then determine "Where we need to be" relative to those same areas. Consolidate into an overall mission statement. Also, identify "what we do not want to be."

Identify a Group to Head Activity

Establish a Standing Committee composed of past Chapter Chairs, Fellows, and/or other prominent chapter personnel. Long-range planning must begin with the Chapter Executive Committee. The Long-Range Planning group gets its charter from the Executive Committee and then feeds its recommendations back through the Committee.

Chapter Analysis

Begin by conducting an evaluation of the Chapter and its service to members. This analysis can include several steps.

- Conduct a Chapter Strengths and Weaknesses Analysis (internal environmental analysis).
- Conduct a Chapter Threats and Opportunities Analysis (external environment analysis).
- Conduct a Chapter Competitive Analysis to supplement the external environmental analysis. Assess what other societies are doing.

Strategy and Action Plans

Determine fundamental areas that need strategies and develop objectives, i.e. programming, membership, students, services, civic, etc. Objectives describe where the Chapter wants to go, and strategies developed from them describe how the Chapter plans to get there. Every Chapter must develop its own strategies to achieve the objectives.

1. Develop strategies that:
 - utilize opportunities that build on strengths,
 - protect against crisis or change,
 - address challenges to accept or improve, and
 - define action modes, i.e. lead, follow, sustain, improve, de-emphasize, terminate, etc. for services that the chapter should provide.
2. Involve other Fellows and past chairs to test validity.
3. Present recommendations to the Chapter's Executive Committee for review/approval/implementations.

These strategies must then be translated into Chapter operation plans and specific programs that are implemented efficiently.

Monitor

Strategy implementation, follow-up, and control are just as important as strategic planning. A successful Chapter is one that develops appropriate strategies. It also has an Executive Committee or other chapter-based structure to carry out and to equip the Chapter with effective systems of information, planning, control and reward to get the job done. The objective is for members in the Chapter to understand the strategic plan and to share the same guiding values and missions.

Strategic planning is emphasized because it is important to be effective and be efficient in Chapter Operations.

V I S I O N W I T H A F O C U S

Before you strategize, before you plan, before you take action, you must have a vision -- one that combines the goals and aspirations of many people into a shared future.

Our ASM Vision

Membership

Identify, secure, and exceed expectations of our members, member segments, and carefully defined new segments.

Information

Provide reliable and useful knowledge, information and data collections on metals and materials technology, collected and managed in media-independent electronic forms and delivered to users in the media they prefer.

Networking

Maximize opportunities for members to meet, expand their networks of professional contacts, and participate in the activities of their Society through efficient face-to-face meetings, supplemented by electronic communication and networking.

Annual Event

Provide an annual event attractive to all components of ASM International, where members can attend technical sessions, pursue continuing education, develop professionally, expand networks, do committee work, and benefit from the cross-fertilization of ideas through events of various ASM segments.

Chapters

Provide members with a local interpersonal network that facilitates the exchange of technical information, career enrichment, and business opportunities through a variety of chapter activities. Develop programs that encourage and support chapters in their quest for continuous improvement and member satisfaction.

Education

Provide members with professional development through quality technical presentations at the Annual Event, chapter meetings, conferences, and ASM publications.

Provide high quality education products and services that meet the needs of ASM members and their associates.

International

Focus on selected regions of the world by marketing services and conferences to target regions, thereby expanding membership through awareness of services.

Financial

Maintain financial stability by offering services that are financially viable, to assure resources for investment in providing for the changing needs of members.

PUBLIC RELATIONS GUIDELINES

Public Relations should be an important activity of every ASM Chapter. Practiced effectively, it can help your chapter in many ways. Acceptance by local industry, educational institutions, city authorities, and the community at large is of great importance to Chapters. Each time one of these groups read about, see, or hear of your activities, they gain a stronger, clearer impression of the services ASM Chapters provide.

Many events merit public attention: regular meetings; talks by prominent people; visits by national officers; scholarship awards; election of officers, etc. Approach the local print and broadcast media. They want to know what is going on and welcome your input, even though they won't always be able to use the material you provide them. Remember to use good photographs whenever possible.

Building Effective Press Relations and Publicity

Explore every possibility for contacts within the local print and broadcast media. Your Chapter's programs and activities will be of interest to daily and weekly newspapers, engineering and other trade magazines, civic publications, in-house publications where you work, as well as radio and television stations.

Make yourself known to the press people with whom you will work. This is the first rule of promoting effective public relations. Be sure you are contacting the right person. Often one reporter will be responsible for association/club news.

Know your deadlines. The press will appreciate if you limit your calls and/or visits to people after their rush hours. A good rule is to call morning papers in the early afternoon and evening papers in the late afternoon. Always be prompt in submitting your material by the organization's deadline.

Be concise when writing press releases. Give them the facts and their significance. Be brief! Your copy should always be typed and double-spaced. Include a contact name and phone number for follow-up questions.

Important Issues to Keep in Mind

- ASM International Identity.

Our society is *ASM International* (or just ASM on second mention). Not "ASMI." Not "American Society for Materials International." Not "American Society for Metals." Always use the correct ASM logo which includes the words "The Materials Information Society" beneath it. Remember that not everyone knows what ASM is all about. To explain who we are, we suggest using the following paragraph on all meeting notices, flyers, and press releases:

"ASM International is ASM International for materials professionals, a worldwide network dedicated to advancing industry, technology, and humanity through the sharing of timely, useful, and reliable technical information."

- Make your chapter news of interest to local companies and the local media. Local television, radio and newspapers have a lot of space to fill, and they are always looking for interesting and entertaining news. By keeping your material creative and interesting, you greatly increase the chances of your information “making the cut.” Be sure to write a good “pitch” letter to accompany your press release or other material that clearly explains why your news will be of interest to the reader.
- If you have any questions about these public relations strategies or ASM “identity” issues, or you would like assistance in crafting a publicity plan for your chapter, contact Rego Giovanetti in ASM International’s Communications Office at (440) 338-5151, ext. 5622; rgiovane@asminternational.org.

ASM Resources

Two excellent sources of publicity for your Chapter are *ASM News* and the *Chapter e-Network*. You are encouraged to send in photos for the *ASM News* and write-ups of your chapter’s activities to either or both of these publications.

Contact information:

ASM News
 Don Baxter, Editor
 Don.baxter@asminternational.org
 (440) 338-5151 ext. 5558
 (800) 336-5152

Chapter Nexus
 Candace Cunningham, Coordinator
 Chapter Relations
 chapters@asminternational.org
 (440) 338-5151 ext. 5527
 (800)-336-5152

STUDENT OUTREACH AND ACTIVITIES

The functions of the Student Affairs Committee are consistent with the major purpose of ASM International in providing technical and professional information and assistance to its members and to the public. In general, the Student Affairs Committee should be geared to a broad range of career guidance and should provide professional information to students, ASM and Material Advantage members, and the general public on the many aspects of careers in materials. One of the primary benefits the Student Affairs Committee is providing various vehicles whereby students come in contact with ASM members and activities through chapter technical meetings.

Purpose

The purpose of the Student Affairs Committee is to promote awareness and understanding of materials engineering to students at all levels and to encourage training and careers in the fields belonging to the materials science and engineering group.

Suggestions for Programs and Activities

Your program and activities may be designed around the following goals:

- Career Awareness
Activities designed to make the student, parent, faculty member, science teacher, counselor and other appropriate individuals aware of materials science and metallurgy.
- Materials Activities
Functions that provide a stimulus for a student to become involved in materials-oriented projects.
- Education
Semiformal programs oriented toward materials and geared to the prospective audience grade level.

A coordinated effort can include guidance as well as recruitment information, stimulating an interest in science, math and real world applications. This would include presenting young people with an accurate, up-to-date picture of the education required and the work performed by members of materials and metallurgical teams.

ASM International's Foundation office has a L.E.A.D.S. List available free of charge to chapters, which identifies outreach materials (such as videos, kits, brochures, experiments, etc.) and provides access to the sources. The L.E.A.D.S. List is updated periodically as new sources are discovered.

You should try various ways to increase the direct contact between individuals working with materials and science teachers by assisting in classroom presentations and providing papers at science and chemistry teacher conferences. In addition, the program may provide interesting, stimulating, up-to-date and inexpensive information about materials science and metallurgy to parents, particularly parents of junior high school students. Direct contact with university faculty and students at colleges and universities is also an important role of this area.

Student Chapters

ASM-only and Material Advantage student chapters are located around the world. These chapters give student members of ASM a wonderful opportunity to learn about ASM benefits and resources, and materials-related careers while networking with other students and faculty. Student members are also potential future professional chapter members, and the interaction they have with professional members is a valuable networking and recruitment opportunity. Active student chapters are matched with local affiliate professional chapters, and the affiliate chapters are encouraged to plan joint activities and meetings to benefit both groups. Chapters are encouraged to invite local students to technical meetings, as well as appropriate student awards nights. Discounted or free meals as well as the opportunity for professional networking are often incentives for college students.

States and Countries with Active Student Chapters

Alabama	Massachusetts	Texas
Arizona	Michigan	Utah
California	Minnesota	Virginia
Colorado	Missouri	Washington
Connecticut	Montana	Wisconsin
Florida	New Mexico	
Georgia	Nevada	
Idaho	New York	CANADA
Illinois	Ohio	FINLAND
Indiana	Oregon	HUNGARY
Iowa	Pennsylvania	INDIA
Kentucky	Rhode Island	MEXICO
Louisiana	South Dakota	ROMANIA
Maryland	Tennessee	

If you would like information on local student chapter contacts or establishing a student chapter in your area, contact: Chapter Relations, ASM International, Materials Park, Ohio 44073-0002. Tel (440) 338-5151 ext. 5527. students@asminternational.org

Career Awareness

Students, parents and teachers can be made aware of materials science as a career by participating in Career Days - sponsored by high schools and colleges - and in National Engineers Week activities and university department recruitment activities.

Chapter members can get involved through the following outreach and interactive activities:

- Career Days

The initial steps for the Chapter Student Affairs Committee would be to contact the event organizers, to offer the help of the committee in the overall effort, and to become involved. Since the organizers of these events may not know about ASM, you should take the initiative to contact them.

An alternate approach would be for the Chapter to organize its own Careers in Materials Science/Engineering program. The following hints are suggested for making a Career Day successful:

- Publicize with colorful posters on bulletin boards of local schools.
- Provide films and/or slide shows.
- Set up simple materials experiments.
- Display unique materials products.
- Distribute ASM career guidance literature.
- Sponsor plant visits.

Career Days can also be designed for college students who are beginning to look for their first job. Human Resources information, interview tips, resume workshops and networking opportunities would be appropriate for college students.

- National Engineers Week

National Engineers Week, an annual event observed during February, can be effective in providing the public with information about metallurgy/materials science. In partnership with other professional engineering societies, engineers clubs, and industry, events can be held to promote careers in engineering.

- High School Visitation Program

A pre-arranged visit by one or more Student Affairs Committee members or other volunteers to a high school or junior high school science class is an effective way of bringing awareness of materials science and career opportunities to students. A standard program, developed to meet the needs of both the volunteers and the area being served, provides an excellent opportunity basis for materials professionals to interact with students and to share their knowledge and experiences with them.

Materials Activities

Students, parents and teachers learn about careers in materials science through involvement in the following related activities.

- Industrial Tours

Students can be attracted to tours of local industries, and most companies welcome the opportunity to advertise a little at the beginning of the tour. By offering different types of tours over a given period of time, students can obtain a perspective of different professions and no particular company will be overburdened.

- **Students' Night Meetings**
Many Chapters reserve one meeting per year to which students and teachers, as well as the local student chapter members and faculty, are invited to be the guests of the local Chapter.
- **Operation Shadow**
One very effective way to expose students to materials science and metallurgy is to invite them to spend a day on the job with a materials engineer or technician. Teachers can help select students who are most interested in pursuing a technical career, and companies have generally been happy to participate.
- **Engineering Open Houses**
Most engineering and community colleges hold annual open houses primarily aimed at high school students interested in pursuing a technical career. Perhaps your local chapter can have a booth or display at an open house.

Education

- **Science Fairs**
The committee should contact the Science Fair sponsors, offer to help, and participate in the overall management effort of the event. This effort can also be made jointly with other Engineering Societies. Some suggestions to maximize the benefits of a science fair are as follows:
 - Provide material and advice to students for materials engineering projects, and advertise this undertaking to the schools.
 - Recruit judges.
 - Donate certificates and/or prizes to the winners and runner-up of the material oriented displays.
 - Invite the winners and their teachers as guests to an ASM chapter meeting.
 - Get local press, radio, and TV coverage.
- **Mini-Course in Technology of Materials**
Unique demonstrations or experiments impress students. Such experiments can easily be performed in the classroom. Consider the following:
 - work hardening and annealing of brass rod;
 - liquid metal embrittlement of brass by mercury;
 - toughening and embrittlement of steel by heat treatment;
 - strain rate effects on silicone polymers;
 - nitinol - material with a memory;
 - light emitting diodes;
 - change in length of wire as it is heated to austenitizing temperatures;
 - critical grain growth in aluminum;
 - tin crying when work hardened;
 - thermoplastic vs. thermosetting materials;
 - galvanic corrosion;
 - piezoelectric effects; or
 - deterioration of aluminum by mercury.

- **Demonstrations/Experiments**
If your chapter or individual members have good ideas for demonstrations or experiments that are easy to use, share them with the Office of Student & University Relations. The L.E.A.D.S. List is kept as a centralized resource for chapter, members and educators.
- **Scholarships**
Financial grants by local chapters to students pursuing a materials or metallurgical career can do much to promote interest. Some chapters have sponsored essay contests or other appropriate activities with scholarship money as the prize. Information should be sent to area schools. Local Scholarship information should also be sent to Materials Park to respond to inquiries from students in your area.
The ASM Materials Education Foundation has established a fund for support of undergraduate scholarships for ASM students in material science & engineering and metallurgy. Awards from \$500 to full tuition are available. The Foundation has authorized the ASM Action in Education Team to administer the program. For more information on these scholarships, and to get an application form, please visit www.asminternational.org/foundation or contact the ASM Foundation office.
- **Seminars for Teachers**
Choosing high school teachers as an audience for career education will facilitate a long-range and important impact on students' career choice. Information can best be presented to teachers in a Chapter seminar or mini-course. Personal contact and direct mail through science departments or school principals can recruit teachers. A concisely-worded flyer can be an effective mechanism, when sent to the high schools with sufficient lead time for response. ASM career brochures and L.E.A.D.S. List are excellent items to send to teachers.
- **Boy Scout Program**
Chapters often provide counselors for the Boy Scout Metallurgy Merit Badge. Merit Badge booklets can be obtained from your local scout material distributor, usually a department store, or from the district scout headquarters.

Conducting a Successful School Visitation Program

One of the most personally rewarding and successful means of making students and teachers aware of the fields of materials science and engineering, and the career opportunities available in these fields, is involvement in a secondary school visitation program. Through careful planning, committee members and other volunteers can give a presentation which provides interested students with the type of information that will enable them to develop an understanding of the concepts of materials science and engineering, and which will also stimulate their interest in investigating career opportunities in these fields.

The following five step plan for developing and conducting a successful secondary school visitation program is intended to be used as a guide as your Student Affairs Committee plans and executes their outreach effort. Variations are expected to occur depending on your chapter's size, location and resources.

The Five Basic Steps

There are five basic steps in carrying out a successful high school/junior high visitation. These are as follows:

- (1) Presentation Development
- (2) Making Contact
- (3) Final Preparation
- (4) The Visit
- (5) Follow-Up

Each area is vital to the effectiveness of the program and the following general guidelines for each are given:

1. Presentation Development:

Before any contact is made with local or area schools, your committee should define its intent in visiting; target the student group which they hope to contact (i.e. high school juniors or freshmen, middle school or high school, etc.); and then fully format a basic presentation which would be appropriate for the target group. A sample format could be as follows:

- Introduction -- of Presenters and Their Topic (5 minutes)
- Lead In -- 10 minute video, "Materials: Engineering The Future" or other resource material (15 minutes)
- Hands-on experiments & demonstrations -- use of pre-assembled materials to illustrate basic science principles (30 minutes)
- Question/Answer Period (5 minutes)
- Conclusion -- Summary of presentation and distribution of career brochure - or other hand-outs (5 minutes)
- Total 60 minutes

2. Making Contact:

Once your program is defined, you will need the cooperation of your local and area school administrators/teachers in providing the time and space to make the presentation. Key contact people are listed below:

- School Principal
- Science Department Chairman/Coordinator
- Teacher
- Guidance Counselor

Your best response will be obtained if you do the following:

- Call or write the person you feel would be most helpful in scheduling your presentation. Describe your program and its intent and advise them that you will be sending a letter asking for a presentation date.
- Write a follow-up letter promptly. The letter should contain the following:
 - a written statement of the purpose and intent of your program;
 - a description of the program (content, length, room etc.); and
 - dates and times when your people will be available. A scheduling reply form (preferably with a stamped, self-addressed reply envelope) should be included with your letter so that arrangements will be made promptly.

- Call. Follow-up your letter within a week to 10 days to make sure that appropriate arrangements have been made for a visit day.

3. Final Preparations:

Final preparation for the school visit assures that everything will go smoothly as far as the mechanics of the presentation are concerned. Stepping in front of 30-60 students for the first (or 50th) time is fun. However, a little care with final preparation will help to assure that the fun lasts throughout the entire program. The following checklist should be completed to assure that the final preparations are complete:

- Review previously formatted presentation
- Assemble all necessary prop items (demonstration materials, slides, transparencies, etc.)
- Rehearse complete presentation
- Package equipment and props for easy transport
- Establish and review all safety rules (for hands-on demonstrations)

4. The Visit:

Secondary schools, both public and private, at which your committee members / volunteers make their presentations run on a fairly rigid schedule and have some limitations to access. With these things in mind, the following schedule should be helpful in planning the timing surrounding the actual visit:

- Visit the school where the presentation will be made in advance of the program day and assess the facilities which you will be using
- On the day of the presentation, arrive at least 1/2 hour before the scheduled starting time to allow for set-up
- Make every effort to complete the presentation at the designated time
- Thank your audience and host.

5. Follow-Up

As soon as possible following the program presentation, the committee chair should send a follow-up letter to both the school administrator and the staff person who provided time and facilities for the visit. The letter can convey the committees' gratitude for the opportunity to speak with the students and offer continued support or information.

T E N S U G G E S T I O N S F O R I N C R E A S I N G M E M B E R I N V O L V E M E N T

1. Survey all members regarding their reasons for joining ASM International, their expectations for membership, professional concerns, experience, talents and skills. Consider members' abilities, needs, and interests before asking for their involvement in a specific activity.
2. As an officer, assume the role of "talent scout" and identify members with leadership potential; encourage them to develop their skills and pursue further involvement in the chapter. Orient committee chairs as to their role in securing member involvement in the chapter.
3. Target and recruit members to become involved. Don't wait for them to step forward on their own.
4. Clearly explain the scope of the commitment, role, skills required, support available, time frame, and possible rewards when asking a member to get involved. Break down opportunities into tasks according to a member's ability and time.
5. Explain the benefits of getting involved--both personal and professional--to members when they are invited to participate.
6. Welcome all new members individually and invite them to become involved. Introduce new members at meetings and list them in your newsletter.
7. Develop a plan to communicate with and educate members during their first year of membership on how to get involved.
8. Stress opportunities for involvement through all available communication vehicles.
9. Focus on member involvement in your chapter newsletter; recognize every member who contributes to the chapter's operation. Make the recognition visible, and when possible, tangible, so that other members see the value of getting involved.
10. Identify and nurture future leaders to help them take on increasing responsibility in the chapter.

S E C T I O N C

**A S M S E R V I C E S A N D
R E S O U R C E S**

CHAPTER “MEMBER NEEDS” SURVEY

To assist you in assessing the “needs” of your local members, here is a suggested survey for your chapter to administer. Use this Member Needs Survey “as is” or modify it to best suit your particular situation. We do recommend that if you are going to use parts of the survey, that you always use section “A. Chapter Positioning.” A suggested procedure for surveying your chapter’s members follows:

Planning

- After reviewing the survey, decide whether you will use the survey “as is” or select various sections that you feel are more reflective of your chapter. Each section has a different purpose and they are intended to measure the following:
 - General **needs** of members;
 - Chapter **communications**;
 - Chapter **meetings**;
 - Chapter’s **educational programming**;
 - Chapter’s **student outreach** activities;
 - Opportunities for **networking**; and
 - Member **participation**.
- Assign a project manager.
- Notify ASM International Headquarters of your interest in surveying.
- Survey frequency: You may want to limit surveying to two (2) per year. However, you should be measuring your member’s needs at least every other year.

Survey Preparation

- Determine the sample size based on the following considerations:
 - Reliable Response: The greater the number of respondents, the more reliable the responses.
 - If your total chapter membership is:
 - a) Less than 300, survey all members;
 - b) 300 to 1,200 members, survey every third member (an “Nth” set);
 - c) More than 1,200, survey every fourth member (an “Nth” set)
 - Your chapter budget allowances:
 - a) preparation & printing of the survey
 - b) phoning, mailing or distribution of the survey
 - c) collection of the survey (sending self-addressed, stamped envelopes)
 - d) tabulation and presentation of results

- Choose the source of the sample:
 - Chapter member data base
 - Member listing and N sets (see above) of mailing labels ordered from ASM headquarters
 - Note:* The most frequently used method of sample selection is random sample, e.g. selecting every 2nd or 3rd or 5th member, after starting at a randomly selected position on the member list. If you order a list from ASM headquarters, this will be the format.

- Decide if you are going to offer an incentive to complete the survey.
 - An incentive will yield a larger return and a broader range of respondents for a mailed survey.
 - If the survey is mailed, the incentive should be bulky, stimulating the respondent to at least open the envelope. Examples might be a logo pen or a 50-cent piece.
 - Incentives are not usually used with telephone surveys. However, a short, appealing introduction is needed: State 'who' you are; 'why' you are calling; and 'how long' the survey will take. Keep the number of questions to a minimum.

- Decide who will perform the analysis:
 - Chapter member(s)
 - Use your local student chapter for data analysis. This will give them a tie to your chapter and the data analysis may be used as a fund raising project for them.
 - If you are interested in having an outside party do the evaluation, call ASM Headquarters, who will be able to put you in touch with a reputable organization. (There would be a fee involved for this service.)

- Decide how the final results will be communicated:
 - Conclusions and action plan reported in the chapter newsletter
OR
 - Report mailed to every chapter member
OR
 - Presentation of results made at chapter meeting

Timing

- Define the project timeline

	Dates
▪ Project design	_____
▪ Questionnaire design (optional)	_____
▪ Sample list, labels or phone numbers	_____
▪ Pretesting (optional)	_____
▪ Data collection	_____
▪ Data analysis	_____
▪ Report generation / presentation preparation	_____

Data Collection

- Make telephone calls or mail the survey:
 - If a mailed survey, prepare the cover letter:
 - a) include a contact name and phone number (project manager)
 - b) include the chapter chair's name & signature
 - c) copy onto chapter letterhead
 - d) place the mailing date on the letter
 - If a mailed survey, print it on lightly colored paper
 - Use 11 x 17 paper (folded) with the cover letter on page 1 and the survey questions on the remaining pages
 - Include a postage paid return envelope
- Conduct follow-up for adequate response
 - If the survey is by telephone, at least three (3) calls should be attempted over a five day period to make contact.
 - If the survey is mailed, send a second questionnaire to everyone who received the first one, with a cover letter that says "Please disregard this second mailing if you have already completed and returned the original questionnaire. However, if you misplaced or didn't receive the first mailing, please take a few minutes to give us your opinion now. Thank You."

Analysis and Report

- Conduct the statistical analysis. If you subcontract the analysis, be sure you understand what the deliverables will be as well as the total cost.
- Report your findings to your members
 - Share your survey and the results (optional) with the ASM Chapter Council.



Chapter Member Needs Survey

Please indicate the response that most closely resembles your position.

A. CHAPTER POSITIONING

1. I joined ASM International: **(please identify your top 2 choices)**

- To be part of a professional society
- For the discounts on books, journals and conferences
- To participate in local chapter activities
- To gain access to technical information
- To build a professional network

2. The purpose of our local chapter should be to enable members to:

(Please identify your top 2 choices)

- Have a social outlet
- Network
- Solve work related problems
- Have access to training & educational opportunities
- Promote their profession through student outreach activities

3. What I want / need from my local chapter

(Please rank your top 4 choices with "1"-being most important)

- | | |
|---|--|
| <input type="checkbox"/> Educational courses | <input type="checkbox"/> Networking opportunities |
| <input type="checkbox"/> Seminars or workshops | <input type="checkbox"/> Student outreach activities |
| <input type="checkbox"/> Monthly technical meetings | <input type="checkbox"/> Social programs |
| <input type="checkbox"/> Yearbook or membership directory | |

4. How "I" perceive the services offered by my local chapter

(Please rank your top 4 choices with "1"- being most important)

- | | |
|---|--|
| <input type="checkbox"/> Educational courses | <input type="checkbox"/> Networking opportunities |
| <input type="checkbox"/> Seminars or workshops | <input type="checkbox"/> Student outreach activities |
| <input type="checkbox"/> Monthly technical programs | <input type="checkbox"/> Social programs |
| <input type="checkbox"/> Yearbook or membership directory | |

Please indicate the extent to which you agree or disagree with each of the following statements.

(1.) Strongly Agree (2.) Agree (3.) Neutral (4.) Disagree (5.) Strongly Disagree

B. Communications

(1) (2) (3) (4) (5)

- 1. I am kept well informed about what the chapter is doing. () () () () ()
- 2. I receive sufficient notice of upcoming chapter meetings and programs. () () () () ()
- 3. Announcements and instructions are direct and unambiguous. () () () () ()
- 4. My chapter's newsletter (or meeting announcement) is interesting and informative. () () () () ()
- 5. I am NOT INTERESTED in receiving the chapter's monthly meeting announcements. () () () () ()

Comments: _____

C. Meetings

(1) (2) (3) (4) (5)

- 1. I think the chapter should have fewer meetings if that would improve the overall quality of their programs (quality vs. quantity). () () () () ()
- 2. I am most interested in the "traditional" ASM topics, i.e. forging, casting, heat treating, failure analysis, steel and other metal production processes. () () () () ()
- 3. I am interested in "materials science" type topics, i.e. specialized alloys, ceramics, composites, polymers and electronic materials. () () () () ()
- 4. I am interested in general topics that cut across all areas of materials or processes, i.e. environmental issues, quality and ISO 9000, use of SPC and general management topics. () () () () ()
- 5. The quality of presentations at our chapter meetings is generally good. () () () () ()
- 6. I would attend more meetings if the night, week or time were changed. () () () () ()

Please indicate the extent to which you agree or disagree with each of the following statements.

(1.) Strongly Agree (2.) Agree (3.) Neutral (4.) Disagree (5.) Strongly Disagree

7. My personal and work schedule DO NOT allow me time to attend chapter activities. (1) (2) (3) (4) (5)
() () () () ()
8. The price of meals at chapter meetings is acceptable. () () () () ()

Comments: _____

D. Education (1) (2) (3) (4) (5)

1. Chapter education offerings are applicable and worthwhile. () () () () ()
2. The education offerings are generally very affordable. () () () () ()
3. My company could benefit by having the ASM Chapter as a provider of technical training programs. () () () () ()
4. I feel that seminars, conferences and roundtables spaced throughout the year would be more beneficial than the traditional monthly technical meeting. () () () () ()

Comments: _____

E. Student Outreach (1) (2) (3) (4) (5)

1. Our chapter should be more involved with local schools to help introduce the students to materials science careers. () () () () ()
2. Providing scholarships and information to encourage young people to develop an interest in math, science & engineering is important. () () () () ()
3. I would be interested in participating in a student outreach program such as Vocation Day, Judging Science Fairs or being a mentor to a local college student. () () () () ()

Comments: _____

Please indicate the extent to which you agree or disagree with each of the following statements.

(1.) Strongly Agree (2.) Agree (3.) Neutral (4.) Disagree (5.) Strongly Disagree

F. Networking **(1) (2) (3) (4) (5)**

- 1. I make valuable professional contacts via chapter activities. () () () () ()
- 2. Chapter contacts have helped me solve practical work problems. () () () () ()
- 3. I feel free to call other members for help when I have a problem. () () () () ()
- 4. When I have attended a chapter meeting or event I was made to feel welcome. () () () () ()
- 5. The chapter directory or yearbook is an important resource for me-
i.e. I often refer to it during the year. () () () () ()

Comments: _____

G. Participation **(1) (2) (3) (4) (5)**

- 1. I have attended chapter meetings on the following basis. () () () () ()
 - (1.) Several during the past year
 - (2.) A couple (1 or 2) during the past year
 - (3.) A plant tour during the past year
 - (4.) A social event during the past year
 - (5.) I haven't attended a chapter function in several years
- 2. I would be interested in participating as a chapter officer or on a committee. () () () () ()
- 3. I value having a local chapter enough to be an "Active Participant" (i.e. serve as an officer, on a committee or as a regular attendee) () () () () ()

4. What topics or activities would motivate you to participate in the Chapter?

Please indicate the extent to which you agree or disagree with each of the following statements.

(1.) Strongly Agree (2.) Agree (3.) Neutral (4.) Disagree (5.) Strongly Disagree

H. About You

(1) (2) (3) (4) (5)

1. I have been an ASM Member for: (Check One)

- () less than 2 years
- () 3-5 years
- () 6-10 Years
- () 11-20 years
- () 20 + years

2. My employer supports my participation in ASM chapter activities. () () () () ()
(either financially or passively)

3. Presently a chapter officer or volunteer? ___ Yes ___ No

4. A past chapter officer or volunteer ? ___ Yes ___ No

5. It takes me approximately ___ minutes to drive to the chapter's meeting.

6. Your name **(optional)**: If you are interested in becoming more active - we need to know who you are.

I want to be more active: _____

Phone number where you can be contacted: _____

E-mail address: _____

7. We will appreciate any suggestions that could improve our chapter's activities.

2 0 0 6 - 2 0 0 7 C H A P T E R O P E R A T I O N S C A L E N D A R

Ongoing Monthly Activities

- Confirm arrangements for monthly meeting with participants, speakers, and facility
- Submit monthly Executive Committee and technical meeting reports to Materials Park
- Send thank-you letters to meeting sponsors and speakers
- Submit articles and news items for publication in *Chapter Network* and *ASM News*

JUNE 2006	JULY 2006	AUGUST 2006	SEPTEMBER 2006
<p>1 2006 chapter year officially begins</p> <p>30 Year-end chapter reports due at Materials Park</p>		<p>11-13 2006 Leadership Days program; Cleveland, OH</p> <ul style="list-style-type: none"> ▪ Submit Trustee Visit program requests to Materials Park ▪ 2005-2006 Quality and Recognition Program award winners announced 	<p>15 Membership incentive ("rebate") checks distributed to eligible chapters</p> <ul style="list-style-type: none"> ▪ Annual chapter membership list distributed ▪ Quality and Recognition Program award patches mailed
OCTOBER 2006	NOVEMBER 2006	DECEMBER 2006	JANUARY 2007
<p>15-19 Materials Science and Technology Conference – Cincinnati, Ohio</p> <ul style="list-style-type: none"> ▪ List of chapter members eligible for 2007 Member Recognition awards sent to chapter Secretary for review 	<p>30 Deadline to submit nominations for ASM Fellows to Materials Park</p>	<p>15 Deadline to submit nominations for ASM Nominating Committee to Materials Park</p>	

FEBRUARY 2007	MARCH 2007	APRIL 2007	MAY 2007
<p>1 Deadline to submit nominations for most ASM Awards to Materials Park</p> <p>15 Year-end Financial Reports due at Materials Park</p> <ul style="list-style-type: none"> ▪ Member Recognition awards sent to chapter Secretary 	<p>15 Deadline to submit nominations for ASM Board of Trustees and Vice President to Materials Park</p>		<p>31 2006-2007 chapter year officially ends</p>

CHAPTER QUALITY AND RECOGNITION PROGRAM

The ASM Board of Trustees, with input from the Chapter Council, has established the following policy regarding the definition and requirements of a “Chapter in Good Standing.”

Such a Chapter will show continuous improvement in meeting its members’ needs in accordance with ASM’s strategic vision. Each Chapter shall do the following:

1. Implement and maintain “systems” to determine member needs and satisfaction.
2. Implement programs and activities to meet those needs.
3. Report their results annually to Materials Park.

In addition, each Chapter shall meet the following “Minimum Performance Criteria”:

- Submit the annual Financial Report for the previous calendar year (January through December) by Feb. 15.
- Submit the annual Chapter Report for the current chapter year (September through May) by June 30, including:
 - Chapter Quality and Recognition Program Report
 - Executive Committee Roster for the upcoming chapter year; and
 - Technical Program Plan for the upcoming chapter year.
 - In addition, a current copy of the Chapter’s Bylaws should be submitted, *if they were revised in the previous year.*
- At least one Chapter Officer shall have attended the ASM Leadership Days program within the past two years.

Chapters that do not meet the Chapter in Good Standing “Minimum Performance Criteria” for the previous chapter year shall forfeit their annual Membership Incentives (“Rebates”) for the following chapter year. Membership Incentives withheld from such Chapters shall be applied to the Chapter Development Grant Fund, to provide financial assistance to Chapters developing programs and activities that meet their members’ needs.

2 0 0 6 – 2 0 0 7 A N N U A L C H A P T E R R E P O R T

Introduction and Overview

The NEW ASM Chapter Quality & Recognition Program combines ASM International's "Chapter in Good Standing" year-end reporting requirements with the previously optional "Quality Performance Review (QPR)" award program. All Chapters are asked to submit a unified Annual Report that includes *basic* information, such as a list of your incoming officers, financial status, and technical program; as well as *specific* information on the activities and accomplishments of the chapter during the preceding year. The 3, 4, and 5-Star award levels will be determined by a review and vote of Chapter Council based on the data submitted by the chapter.

This new program was developed by Chapter Council, a volunteer group of ASM members, through several meetings and conference calls during the past year. Input was also solicited and received from more than a dozen ASM chapters representing various sizes, geographic areas, and technical interests.

This program is *not* intended to be a means of comparing one chapter against another. The objectives of the program are to:

- assess how well chapters are functioning and serving the needs of their members, and *recognize* them for their level of achievement—in a fair but meaningful way;
- assist chapters in identifying specific areas for self-improvement; and
- help Chapter Council focus its efforts in support of chapters, and to formulate the annual Leadership Days program.

In addition to the 3, 4, and 5-Star Awards for which all chapters can qualify, this program also creates a new ASM "**Chapters of Excellence**" Awards Program. One "5-Star" chapter in each of five categories (based on number of members) will be recognized as a Chapter of Excellence.

All of the required reports are available on the ASM International web site in the "Officers Tools" section.

CHAPTER LEADERSHIP DAYS



Chapter Leadership Days is a special leadership training and development conference, held each August in Cleveland, that is open to all ASM Chapter Officers. Attendees participate in a variety of topical roundtable discussions, seminars, and training sessions with their colleagues from around the country. In addition, this program provides an opportunity to meet and interact with members of the ASM International Board of Trustees, Chapter Council, and key staff members; and to tour the ASM Headquarters building in Materials Park.

Chapter Presentations during the 2002 program covered Communication, Member Recruitment, and Sustaining Membership. Panel discussions focused on Meeting Attendance and Student Chapter Interaction. Roundtable discussions focused on issues such as Awards, Member Recovery, Chapter Education Programs, the ASM Foundation and Fundraising, Student Chapter Development and Events and Volunteers.

This event is an opportunity for your chapter to invest in its future by developing the organizational and leadership skills of those volunteers who will be running your chapter in the near future. This is also an opportunity to invest in your own future, by enhancing your communication, leadership and management skills.

ASM Chapters are required to send at least one representative to Leadership Days at least every other year in order to remain a chapter "In Good Standing" and to qualify for annual membership rebates. Although any officer on the Chapter's Executive Committee can fulfill the attendance requirement, it is typically the incoming Vice Chair who attends.

There is no registration fee for Leadership Days, but attendees are responsible for their own travel and lodging expenses (typically reimbursed by either the Chapter or their employer). To assist smaller Chapters with limited resources, travel grants are available to Chapters that are *required* to attend the program in order to maintain their "good standing" status who *also* meet the criteria of 1) receiving annual rebates of less than \$800 and/or 2) having total assets below \$5000 (as reported on the previous year's financial statement). **Travel grants are for the reimbursement of actual expenses up to \$1000, and are payable to the Chapter.**

Additional information on Leadership Days can be found at the Leadership Days web site: www.asminternational.org/leadershipdays.

ASM SERVICES AND RESOURCES FOR CHAPTERS

Communications

- *Chapter Nexus*
A monthly electronic newsletter sent to ASM Chapter Officers via broadcast email. Please contact Candace Cunningham, Chapter Relations Coordinator, at candace.cunningham@asminternational.org
- *Leadership Days*
This is a special training and development program, held each summer in Cleveland, open to all chapter officers. Attendees participate in a variety of topical roundtable discussions, seminars, and leadership training sessions with their colleagues from around the country. In addition, this program provides an opportunity to meet and interact with members of ASM International's Board of Trustees, Chapter Council, and key staff members.
- *Trustee Visit Program/Affiliate Visit Program*
Members of the ASM Board of Trustees, Affiliate Society Board Members, and key ASM staff members volunteer their time and talents to participate in this important program. Chapters can request an ASM Trustee, Affiliate Board Member or staff member to come speak at their monthly meetings as either the featured technical speaker, or as a "coffee talk" presenter on ASM/Affiliate activities. This is an excellent opportunity for chapters to learn about the most recent activities throughout ASM International, and to communicate their ideas, questions and concerns directly to the Board. All Chapters are eligible for one Trustee, Affiliate or staff visit each year.
- *On-Line Communication*
ASM has the ability to maintain a listserv for chapter officers, so that they can communicate with one another to share ideas and discuss solutions to common challenges. If you are interested in this option, please e-mail rbarnes@asminternational.org. In addition, ASM has created a template form from which chapters can develop their own web sites as a valuable tool for reaching their members.

Other Chapter Assistance

- *Chapter Relations Office*
Among duties of this office is the maintenance of regular contact with Chapters; working with the Chapter Council and Membership Development Committee; and consistently representing the viewpoint of the member and the Chapter when counseling any portion of ASM International committee and staff organization.
- *Regional Meeting Subsidies*
When three or more Chapters join in sponsorship of regional technical meetings, the group is eligible for reimbursement against losses, within the following limits: Up to \$300.00 for a one-day meeting; up to \$500.00 for a meeting of two or more days. No individual Chapter is eligible for such reimbursement against loss more frequently than once every three years.
To be eligible for such financial support, the host Chapter or conference committee shall submit the following:

1. Complete program plans to the Chapter Relations & Development Office, in advance.
 2. A detailed report on the conference, including complete statement of income and expenses.
 3. Proof of reasonable attempts to make the conference self-liquidating by charging a realistic registration fee and exercising sound financial management.
- Educational Course Subsidies
 To encourage local Chapter sponsorship of educational courses, Chapters having assets totaling less than \$2000.00 are indemnified against losses up to \$100 in sponsoring such courses. Indemnification is available each Chapter year and will be applied to the sum of profits and losses each year in sponsoring a maximum of two series a year. (Note: This subsidy does not apply to MEI courses presented by the Chapter.)
 In applying for such financial assistance, the Chapter shall provide a detailed financial report showing that it attempted to make the course self-liquidating by charging a reasonable registration fee; and exercised sound financial management in promoting and operating the course.

Note: During the first five years of a Chapter's life, the Chapter is eligible for a straight \$100 subsidy of its educational course activity regardless of the financial outcome of the activity.

Insurance Coverage

- Fidelity Loss of Funds Insurance (employee dishonesty)
 \$500,000 limit, subject to a \$2,500 deductible.
- Loss of funds (money and security)
 \$20,000 limit inside,
 \$10,000 limit outside.
 Subject to \$1,000 deductible.
- Liability Insurance
 ASM carries substantial liability insurance coverage. This same protection is applicable to any official function of ASM Chapters including Materials Camps, monthly meetings, outings, educational lecture series and social events. Coverage does not extend to travel to and from such events.
 Limits are as follows: \$1,000,000 - each occurrence
 \$2,000,000 - aggregate limit
- Directors and Officers
 \$5,000,000 - aggregate limit
- Association Professional Liability Insurance
 \$5,000,000 - aggregate limit

A sample of the standard rider is attached for reference purposes only. For a signed and specific rider, please contact ASM Chapter Relations: chapters@asminternational.org

The following paragraph should be part of any contract that your Chapter arranges with any travel agent, carrier, or supplier of services in this connection:

“Neither the _____ Chapter of ASM nor ASM International acts as agent for any airline, hotel, or other supplier of services in connection with this tour. The contracts for such services are between the tour members and the suppliers. We do not assume responsibility for the performance rendered by the suppliers, or for any injury, loss or inconvenience that any tour member may suffer while on this tour.”

It is standard policy for this waiver to be in any contract and after you have reached agreement on any tour that your Chapter is planning, a copy of the contract should be filed with the Chapter Relations Office at Materials Park. However, bodily injury liability, property damage liability, and host liquor liability, and premises medical payments are covered.

ASM Policy on Chapter Meetings and Meetings

One of the primary goals of ASM International is to provide forums for meetings, conferences, workshops, panel discussions, and committee activities, dealing with the technical and professional concerns of engineers, scientists, technicians, executives, educators, and other individuals in the industrial, governmental and academic sectors of the metals and engineering materials community around the world.

- Purpose of Meetings

Technical meetings are held for the purpose of disseminating ideas, knowledge, and information. Another important reason for Technical meetings is to give members a chance to meet each other, get to know each other, and learn to work with each other. Technical meetings are a lifeblood function of ASM International, and is one of the main reasons ASM International exists. ASM International should consistently work to enhance its technical meeting function.

Technical meetings may be sponsored by Chapters, technical divisions, standing committees, special committees, and business departments of ASM.

- Financial

The financial aspects of all Chapter-sponsored Technical meetings are within the control of the sponsoring Chapter or group of Chapters. The ASM Chapter Treasurer of assumes no financial obligations of Chapter meetings.

- Quality

For all meetings, attention should be paid to quality advertising, quality of meeting environment, and clarity of talk. High quality and high clarity, as evaluated by peer review, are desirable. Peer review systems are to be used by each Chapter.

- Substance and Image

In general, the substance and image of ASM Chapter Technical meetings are to be high quality presentations or discussions of timely technical knowledge.

- **Meeting Access**
 The idea of free and open exchange of technical information is vital to the unhindered progress of engineering and science. Dissemination of applied technology information which pertains to several advanced technology materials such as composites, superalloys, and ceramics is often restricted in the United States by regulation to selected audiences (U.S. citizens and green card holders and, in some cases, Canadian citizens). The U.S. government policy results from the recognized efforts of certain foreign governments to obtain and utilize this technology for military purposes.
 The policy statements that follow provide an approach that will simultaneously serve all members, obey existing law, and recognize the ideals of free and open exchange of Technical information.
 1. ASM will work through federations and technical societies (FMS, AAAS, NSPE) to express the desire to freely and openly exchange technical information without government restrictions.
 2. At Materials Week and at any sponsored international events, ASM will only hold technical sessions which are open to all members, regardless of nationality.
 3. The decision to sponsor and/or organize a restricted attendance event shall be made by the Managing Director with the concurrence of the Chair of the Technical Divisions Board.
 4. ASM will co-sponsor conferences on the same basis as it would sponsor them.
- **Regional Chapter Events**
 ASM staff services are available to assist Chapters with regional events when such assistance is desired by the Chapters. Chapters planning to hold or participate in regional events should notify Randall Barnes, Manager, Chapter Relations at randall.barnes@asminternational.org, 440-338-5151 ext. 5541, before dates or sites are selected.
- **Publications by Chapters**
 As a service to members, ASM International Chapters organize and conduct technical events such as monthly meetings and talks, seminars, education programs and conferences that may result in published materials. Examples include materials such as transcripts of talks, published proceedings, technical books, workbooks, audio tapes, videotapes and software. Occasionally, Chapters may offer these materials for general distribution and/or for sale.
- **The Board**
 The Board seeks to ensure a consistently high standard of quality and reliability in the technical information provided by ASM; and to minimize any legal or financial risk to ASM International which may result from published materials.
 For these reasons, chapters are required to obtain the approval of the Managing Director with respect to creating and distributing published materials of the type described above and which carry the ASM name/logo or which imply endorsement of sponsorship by ASM. To avoid any delays or duplication of effort, discussion should be initiated during the early planning phase of any such project.

- Exhibit Requirements for Regional Chapter Events
Permission from ASM's Managing Director must be granted to have exhibits at a regional event. The following limitations should be observed:
 1. Exhibits must be limited to no more than 15 displays of a technical nature related to the conference subject; and
 2. Exhibitors must be local, and not potential for any of our ASM nationally or internationally sponsored shows.

- ASM Assistance For Chapter Conferences:
 - Member mailing labels.
 - News Releases
 - a) Listing in ASM Meetings Calendar
 - b) Prepared by ASM's Public Relations Officer

CHAPTER RESOURCES ON THE ASM WEBSITE

The ASM International web site at www.asminternational.org offers members a variety of Chapter Resources including:

- Listing of all ASM chapters worldwide with links to their web sites
- Information on chapter activities with the Chapter Operations Calendar, which helps you plan chapter events for the academic year
- Overview of Leadership Roles and Chapter Requirements with the option of downloading the complete Chapter Operations Manual
- Leadership Days program information with the ability to register online
- Our searchable Speakers Directory that helps you find qualified presenters for upcoming technical meetings
- Chapter Investment Program (CHIP) information with the ability to download Authorized Signatures Form, Deposit Form and Withdrawal Form
- Summary of the steps to Start a New Chapter
- “Officers Tools” area that contains all the communication tools, monthly and annual reports, and forms that chapters officers need to receive or submit to ASM to efficiently run their chapter:
 - Communications: Download Chapter Rosters
Create Mailing Labels
Send Broadcast Emails To Chapter Members
Chapter Change Report
 - Monthly Reports: Executive Committee Report
Chapter Meeting Report
 - Annual Reports: Financial Report
Quality & Recognition Program Report
Technical Program Report
Chapter Officer Report
 - Chapter Visit Forms: Trustee/Staff Visit Request Form
Chapter Visit Report
- Also explore the “For Members Only” area of the ASM web site, which has a variety of useful features such as the searchable Membership Directory, AM&P/HTP Magazine Articles, Career Center, Update Your Membership Record and much more!

CHAPTER GRANT PROGRAM

Grants to qualifying ASM Chapters are available to help you plan and implement special programs designed to meet the needs of your members. The Grant Program is administered by the ASM Chapter Council, with the help of Chapter Relations staff at Materials Park.

Qualifications

Any Chapter that wishes to submit a funding proposal must satisfy the following criteria:

1. Meet the “Chapter in Good Standing” minimum requirements; and
2. Show financial need based on recent Chapter financial report.

Purpose of Grants

Chapters may apply for a grant to:

- implement new, financially risky programs (e.g., regional/joint meetings with other chapters, career workshops, job fairs, seminars, short courses, etc.);
- conduct student outreach programs (e.g., science fairs, classroom instruction);
- send a representative to Leadership Days, when required to do so in order to remain a “Chapter in Good Standing”;
- take the chapter through the “Rejuvenation Process”; and
- conduct other special programs that are designed to meet a critical need of the members.

Items that may not be considered for Grants:

- Publications such as yearbooks or monthly newsletters may not be considered, since these are traditionally money-makers that bring in advertising revenue;
- Social programs (such as golf outings); and
- Chapter scholarships or awards.

Grant Application Procedures

Chapters should submit grant proposals at least 45 days ahead of the program or activity date. The proposal must include a description of the program being offered, how it will meet members’ needs, and a detailed budget and project timeline.

Due to the limited amount of funds available for the Grant Program, approval of requests will depend upon strict demonstration of financial need and the program’s merit. For more information on the Grant Program, contact Randall Barnes, Manager, Chapter Relations, at (440) 338-5151, ext. 5541, or via randall.barnes@asminternational.org.

CHAPTER AND MEMBER RECOGNITION ITEMS

The Chapter Relations Office can provide you with a variety of recognition items for your monthly technical meeting speakers, individual members, and students for a variety of occasions. Some items are free of charge, though most are available at a nominal cost to the Chapter.

These items include:

ASM Signature Collection items
Appreciation Award certificates and plaques
Individual and Chapter Sustaining Member certificates and plaques
Member pins
Past Chair Awards
President's Award pins
Scholarship Award certificates and plaques
Young Member Recognition Awards

Separate order forms for all of the above items follow.

These items can also be ordered through the ASM web site in the "Bookstore" section.



Signature Collection

Ship To:

Member ID# _____
 Name: _____
 Company: _____
 Address: _____
 City: _____
 State: _____ Zip: _____
 Phone: _____

Total Amount Due:

\$

*****Free Shipping & Handling*****

Method of Payment: *Payment must accompany all orders*

- Check/Money Order made payable to: ASM International
- Master Card Visa Discover American Express
- Card # _____ Expiration Date _____

Please mail form to: Customer Service **Phone:** (800) 336-5152, ext. 6
 ASM International **Fax:** (440) 338-4634
 9639 Kinsman Road
 Materials Park, OH 44073

QTY	Order #	Description	Price	Total
	40167	Retractable Golf brush	\$8.00	
	40189	Golf Divot fixer w/ball marker	\$10.00	
	40153	ASM Pointerpen	\$12.00	
	40157	ASM Pewter Dome Desk Clock	\$50.00	
	40169	ASM Dome Magnet	\$2.50	
	40175	ASM Travel Coffee Mug	\$10.00	
	40174	ASM Bistro Style Mug	\$10.00	
	40180	ASM Pen & Pencil Set	\$15.00	
	40156	ASM Golf Balls	\$6.50	
	40214	Micrograph Tie	\$25.00	
	40215	Micrograph Scarf	\$25.00	
	40237	ASM Polo Shirt (Navy) – Small	\$32.00	
	40239	ASM Polo Shirt (Navy) –Medium	\$32.00	
	40240	ASM Polo Shirt (Navy) – Large	\$32.00	
	40241	ASM Polo Shirt (Navy) – Xlarge	\$32.00	
	40242	ASM Polo Shirt (Navy) – XXLlarge	\$34.00	
	40227	ASM Polo Shirt (White) – Small	\$32.00	
	40228	ASM Polo Shirt (White) – Medium	\$32.00	
	40229	ASM Polo Shirt (White) – Large	\$32.00	
	40230	ASM Polo Shirt (White) – Xlarge	\$32.00	
	40231	ASM Polo Shirt (White) – XXLlarge	\$34.00	

40243	ASM Dress Shirt – Small	\$36.00	
40244	ASM Dress Shirt – Medium	\$36.00	
40245	ASM Dress Shirt – Large	\$36.00	
40246	ASM Dress Shirt – Xlarge	\$36.00	
40247	ASM Dress Shirt – XXLlarge	\$38.00	
20221	Timberline Colorado Fleece Pullover (Black) – Small	\$27.00	
40222	Timberline Colorado Fleece Pullover (Black) – Medium	\$27.00	
40223	Timberline Colorado Fleece Pullover (Black) – Large	\$27.00	
40224	Timberline Colorado Fleece Pullover (Black) – Xlarge	\$27.00	
40225	Timberline Colorado Fleece Pullover (Black) - XXLlarge	\$27.00	
40216	Timberline Colorado Fleece Pullover (Burgundy) – Small	\$27.00	
40217	Timberline Colorado Fleece Pullover (Burgundy) – Medium	\$27.00	
40218	Timberline Colorado Fleece Pullover (Burgundy) – Large	\$27.00	
40219	Timberline Colorado Fleece Pullover (Burgundy) – Xlarge	\$27.00	
40220	Timberline Colorado Fleece Pullover (Burgundy) - XXLlarge	\$27.00	
40190	ASM Champion Sweatshirt - Navy – Small	\$25.00	
40191	ASM Champion Sweatshirt - Navy – Medium	\$25.00	
40192	ASM Champion Sweatshirt - Navy– Large	\$25.00	
40193	ASM Champion Sweatshirt - Navy– Xlarge	\$25.00	
40194	ASM Champion Sweatshirt - Navy– XXLlarge	\$27.00	
40260	Electronic Device Failure Analysis Society (EDFAS) Polo Shirt - Small	\$32.00	
40261	Electronic Device Failure Analysis Society (EDFAS) Polo Shirt– Medium	\$32.00	
40262	Electronic Device Failure Analysis Society (EDFAS) Polo Shirt – Large	\$32.00	
40263	Electronic Device Failure Analysis Society (EDFAS) Polo Shirt– Xlarge	\$32.00	
40264	Electronic Device Failure Analysis Society (EDFAS) Polo Shirt- XXLlarge	\$34.00	
40265	Heat Treating Society (HTS) Polo Shirt – Small	\$32.00	
40266	Heat Treating Society (HTS) Polo Shirt – Medium	\$32.00	
40267	Heat Treating Society (HTS) Polo Shirt – Large	\$32.00	
40268	Heat Treating Society (HTS) Polo Shirt – Xlarge	\$32.00	
40269	Heat Treating Society (HTS) Polo Shirt – XXLlarge	\$34.00	
40232	Thermal Spray Society (TSS) Polo Shirt – Small	\$32.00	
40233	Thermal Spray Society (TSS) Polo Shirt – Medium	\$32.00	
40234	Thermal Spray Society (TSS) Polo Shirt – Large	\$32.00	
40235	Thermal Spray Society (TSS) Polo Shirt – Xlarge	\$32.00	
40236	Thermal Spray Society (TSS) Polo Shirt - XXLlarge	\$34.00	
40255	International Metallographic Society (IMS) Polo Shirt – Small	\$32.00	
40256	International Metallographic Society (IMS) Polo Shirt – Medium	\$32.00	
40257	International Metallographic Society (IMS) Polo Shirt – Large	\$32.00	
40258	International Metallographic Society (IMS) Polo Shirt – Xlarge	\$32.00	
40259	International Metallographic Society (IMS) Polo Shirt – XXLlarge	\$34.00	
40250	Shape Memory and Superelastic Technologies (SMST) Polo Shirt – Small	\$32.00	
40251	Shape Memory and Superelastic Technologies (SMST) Polo Shirt – Medium	\$32.00	
40252	Shape Memory and Superelastic Technologies (SMST) Polo Shirt – Large	\$32.00	
40253	Shape Memory and Superelastic Technologies (SMST) Polo Shirt – Xlarge	\$32.00	
40254	Shape Memory and Superelastic Technologies (SMST) Polo Shirt - XXLlarge	\$34.00	