

POLICY AND INFORMATION MANUAL

FOR

AVS CHAPTERS, TECHNICAL GROUPS, AND DIVISIONS

1998 Edition

American Vacuum Society
120 Wall Street, 32nd Floor
New York, New York 10005
(212) 248-0200
(212) 248-0245 [Fax]
avsnyc@vacuum.org
<http://www.vacuum.org>

**AVS Policy and Information Manual
for
Chapters, Technical Groups, and Divisions**

FORWARD

This manual has been assembled in order to provide information necessary for the effective functioning of AVS Chapters, Groups, and Divisions. It is prepared by the AVS Chapters, Groups, and Divisions Committee to help in their role of providing liaison between the AVS National Office and the various individual operating units.

The information contained in this manual covers an extensive range of topics. The manual is a working (living) document that is expected to require alteration with the changing directions and organization of the American Vacuum Society itself. Enclosures such as the Uniform Chapter By-Laws, the AVS Policies and Procedures, and the *Information on Tax and Business Problems of Tax-Exempt Educational and Scientific Organizations* provide the ground rules that have been established by the AVS Board of Directors. The Board requires that the Society operate in a business-like and professional manner, and that each of its organizational units must comply with these mandates to ensure that the tax and professional status of the AVS is maintained. The manual also provides information that is useful in planning and performing programs and activities. A copy of the AVS Policies and Procedures is included for information, along with copies of relevant forms required to be filed for some activities.

The Chapters, Groups, and Divisions are asked to review this material periodically and provide input to change or improve this manual. It will be the responsibility of the Chapters and Divisions Committee to audit the manual annually to ensure that it is current and meets the needs of the readers.

Thank you.

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CHAPTERS, GROUPS, AND DIVISIONS COMMITTEE

A. Statement of Policy

The Chapters, Groups, and Divisions Committee is a standing committee established under the AVS By-Laws (By-Law 2, Section 1). This committee is an advocate for the Chapters, Technical Groups, and Divisions of the AVS to the Board of Directors. Matters concerning the Chapters, Technical Groups, and Divisions should be brought before the Board of Directors by this committee. The Chair is appointed by the AVS President, according to the procedures defined in the AVS Policies and Procedures. The Committee shall seek to improve the functions and usefulness of these parties, and facilitate their abilities to do business and serve the AVS member community.

B. Procedures

1. This Committee will bring to the attention of the Board of Directors matters affecting the Chapters, Technical Groups, and Divisions. They shall include the requests and opinions of the Chapters, Technical Groups and Divisions in matters affecting their operation.
2. The Committee holds a meeting at the Annual Symposium for officers of Chapters, Technical Groups, and Divisions. This meeting encourages discussion of problems and solutions to matters affecting these groups.
3. The Committee is responsible for ensuring National AVS and/or the Chapter, Groups, and Divisions Committee representation at Chapter symposia, workshops, and other local activities. The committee will also work with the AVS Officers, Board of Directors, and other committees for their participation at these local events.
4. The Chair shall submit to the Treasurer before the December Board of Directors meeting, a budget request for the following year. This request is based on his/her experience and produced in consultation with the new Chair.
5. The Committee works with the Long Range Planning Committee on issues involving Chapters, Technical Groups or Divisions.

C. Responsibilities of Committee Chair

1. Establish committee membership and assign responsibilities. The committee shall include members to coordinate Chapter, Technical Group, and Divisional activities. The size of the committee is left to the discretion of the Chair.
2. Chair annual meeting of the Chapters, Groups and Divisions officers, held at the AVS International Symposium. The Chair also has the responsibility to establish and disseminate the agenda for this annual meeting at least two weeks in advance of the Annual Symposium.
3. Monitor and update the Policy and Information Manual for AVS Chapter, Technical Group, and Division Chairs in both paper and electronic forms (on the Chapters, Groups, and Divisions Committee web page).
4. Provide each newly elected Chapter and Division Chair with a copy of the Policy and Information Manual for the AVS Chapter, Group, and Division Chairs. The manual will also be provided to all Technical Group Chairs.

5. Through maintaining contacts, liaisons, and interactions, the Chair will give priority to assisting Chapters, Groups, and Divisions with concerns, requirements, and problems of importance to these groups.
6. Disseminate information about Board directives and critical issues of the Society to the Chapter, Group, and Division officers. This should be accomplished using the most appropriate and efficient communication means. Typically this communication follows the Board of Directors' Meetings, but should be done at any other times when appropriate.
7. Assist the New York Office in auditing the status of officers and major contacts for the Chapters, Divisions, and Technical Groups.
8. Report to the Board of Directors on the activities of the Committee. Formal reporting times at the Board Meetings are scheduled by the President of the AVS.

FINANCIAL MATTERS, OPPORTUNITIES, AND OBLIGATIONS

On the business side, Chapters, Groups, and Divisions—like all AVS entities—are financially accountable for their operations, and are expected to comply with all financial regulations of the AVS relating to IRS matters. The AVS is a 501(c)(3) organization, and specific regulations govern activities in this not-for-profit category. Each part of the AVS—Chapters, Divisions, Groups, Committees—are equally and independently responsible for ensuring conformity with the rules that govern 501(c)(3) organizations. Chapters, Groups, and Divisions should be sensitive to the fact that any violation of 501(c)(3) regulations at the local or organizational level could jeopardize the tax status of the entire AVS.

A. Finances and Allocations

The Chapter, Group*, or Division Treasurer has the responsibility and accountability for income, expenditures, records, and reports.

Divisions and Groups are allocated their budgets as part of the annual AVS budgeting process. The Divisions/Groups are asked to submit budget request for annual approval by the Board of Directors through the AVS Treasurer and are authorized to incur expenses included in this approved budget. A copy of the Budget Request Form is included in Appendix I. New allocations require approval by the Board of Directors. Such allocations are encouraged if they are meant to stimulate new Division or Group activities.

Although *Chapters* generally derive their operational budgets from income associated with local events, including symposia, exhibits, and short courses, Chapters should be aware that financial allocations can be requested from the AVS Board of Directors. Chapters are encouraged to request such allocations, especially to bring service to its members and ensure organizational vitality. For guidance, Chapters can request such allocations for (but not limited to):

- new or smaller Chapters, which have limited financial resources;
- special events (workshops/symposia, short courses, dinner meetings) which are beyond the budget levels of the Chapter;
- student support (e.g., for participation in Chapter events);
- outreach activities for remote areas of the Chapter.

Again, Chapters, Divisions, and Groups are encouraged to request allocations for any activities for revitalizing the entity, providing service to members, and increasing membership/participation. It is especially acknowledged that the Chapters provide the events for the greater part of the AVS membership, and the National AVS supports these outreach activities. Chapters, Divisions, and Groups are encouraged to reimburse allocations if this is within the scope of the particular event/activity. The National AVS wants to ensure that Chapters, Divisions, and Groups have the opportunity to undertake activities that benefit the organization and members, and *no Chapter, Group, or Division should be forced into inactivity because of reasonable financial considerations*. Chapters, Groups, and Divisions are also encouraged to make use of the **AVS Distinguished Lecturer Program**, which provides a menu of exceptional speakers covering a variety of current and interesting topics. For information, please either consult the AVS website (www.vacuum.org) or contact the New York Office.

*The AVS National Treasurer currently serves as the Treasurer for each of the Technical Groups.

Special budget requests are formally submitted to the AVS Treasurer, using the “AVS Request for AVS Budget Allocation” form (a copy of which is included in Appendix I of this manual). To meet the AVS Treasurer’s planning cycle, annual budget requests are normally due by November 1 (the cycle used by all AVS operational units). However, it is recognized that extraordinary circumstances may make these impossible. The Chapter, Group, or Division Treasurer should submit such requests to the AVS Treasurer at any time which allows for consideration by the Board.

B. Relationships to National AVS Treasurer

The National Treasurer also serves as the co-signer on the banking accounts of all Chapters, Groups, and Divisions. This is a safety procedure to protect both the sub-organizational units and the AVS should a Chapter, Group, or Division be dissolved or should some event prevent the Chapter, Group, or Division Treasurer from accessing the account. This procedure was instituted formally in 1996 in specific response to several such problems that occurred in the local organizations. It should be stated that this is for protection, and the primary access and responsibility of the Chapter, Group, and Division accounts and budget lie with the particular organization.

Chapters, Groups, and Divisions should not be profit centers, and budgeting should be done annually to generally balance income and expenditures. Any large budget accounts carried over a period of years should be avoided, especially if there are no plans to reinvest this into the activities. The AVS Treasurer should be consulted on account balances, types, expenditures, or handling should any questions of propriety arise.

C. Insurance and Contracts

The American Vacuum Society is covered under a blanket insurance policy for its officers, Board of Directors, events and activities. The AVS operates as a volunteer organization for many of its activities. Volunteer work for not-for-profit is usually excluded from liabilities. The Treasurer of the AVS should be consulted with any questions of coverage for events before they are held. Chapters, Groups, and Divisions should be aware that one area of concern is signing contracts on behalf of the AVS. Current policy requires co-signature from the appropriate National Officer (Treasurer, Meetings Manager) for any contract which identifies the National AVS as the promissor.

D. IRS Notifications

It is the responsibility of the Chapter, Group, or Division Treasurer to make sure an IRS Miscellaneous Income (1099-MISC) form for any stipends (this does not include travel expenses, but does cover awards and honoraria) awarded exceeding \$600 for a given year. (This includes multiple stipends which total \$600 or more, even though each may be less than this figure.) Examples include stipends for short-course instructors. This form can be issued by the Chapter, Group, or Division Treasurer, or the information can be supplied to the AVS Treasurer who will then issue the required paperwork. The strict deadlines are: the individual must be mailed the 1099-MISC by the end of January, and the IRS must receive the notification by the end of February. If the Chapter, Group, or Division requests the AVS Treasurer to issue the 1099-MISC, the information must be sent to the Treasurer by the beginning of January. If a short course offering is co-sponsored with the National AVS, the AIP will issue the 1099-MISC. (A copy of this 1099-MISC form is included in Appendix II.)

E. Areas of Concern

Some areas of activities that would jeopardize the not-for-profit and tax status [501(c)(3)] of the AVS should be specifically identified and avoided:

- Contributions to political campaigns or political activities/action groups
- Contributions to foreign governments
- Activities that compete with the private sector for funding
- Salaries or bonuses to officers
- No part of net earning benefits any private individual

To avoid being classified as a private foundation, the Chapters, Groups, and Divisions must also:

- Receive more than one-third of its support from gifts, grants, contributions, membership fees and receipts from sales or services (registration fees)
- Not receive more than one-third of its support from investment income and unrelated business taxable income.

Again, the AVS Treasurer should be consulted if a Chapter, Group, or Division has questions about any of its activities. One area of concern is lobbying with local or federal governments. Although there are circumstances under which such activities are allowed, the Chapter, Group, or Division should consult the National AVS to make sure of the legal aspects. Appendix III to this Manual contains some more specific guidelines in the "Tax and Business Problems of Tax-Exempt Educational and Scientific Organizations."

USEFUL INFORMATION AND RESOURCES

A. General

Current information on the AVS organization is available on the AVS website: www.vacuum.org. The contact information of special interest to Chapters, Groups, and Divisions includes:

- Official roster of elected National Officers and Directors
- Committee Chairs and Society Representatives
- JVST office editors and contacts
- Division, Chapter, and Group Chairs
- Short course information (schedules, lecturers, contacts)
- Newsletter information
- Complete AVS member information
- AVS Distinguished Lecturer Program (Special AVS-designated lecturers, which can be requested by AVS groups).

Additionally, the AVS website is a current information source for:

- National AVS Symposium
- Chapter, Division, and Group activities
- Technical and Topical Conferences
- International activities
- Employment information

The AVS website has evolved as a major resource for AVS organizational activities, and Chapters, Groups, and Divisions are encouraged to consult this www-source to assist in their own organizational efforts. Representatives of the Chapters, Groups, and Divisions also have the responsibility to review the rosters of their own organizations posted on the web to ensure that the data are accurate and up-to-date.

B. Services and Support from National AVS

Chapters, Groups, and Divisions should be aware of a number of support mechanisms from the National AVS organization. These include the availability of mailing and e-mail lists, publicity to activities (described below), meetings management, registration coordination, and other services as requested. The New York Office (National Office) staff is also available to help with notifications through the National facilities. Chapters, Groups, and Divisions can provide the New York Office with an electronic copy of the notification, and this office will make sure that it is mailed or electronically transferred to the proper group. This applies to announcements of symposia, workshops, short courses, topical conferences, and meetings. It can also be used for elections, including the collection and certification of votes. Again, Chapters, Groups, and Divisions should be alerted that the National Office is in place to help them, and they are encouraged to make use of this valuable service. The National Office is there to help; please do not hesitate to ask if some support is needed (contact Yvonne Towse, tel.: (212) 248-0640; e-mail: yvonne@vacuum.org). Some additional details relating to support include:

Publicity: Chapters, Technical Groups and Divisions are encouraged to publicize their activities (symposia, short courses, etc.) in the AVS Newsletter, which is mailed to the en-

tire society membership bimonthly. Deadline for newsletter submissions are the first of February, April, June, August, October, and December. (*Please check a recent copy of the Newsletter or the website, www.vacuum.org, for current Newsletter data.*) Information should be sent to Della Miller, TMP, 150 West Iowa Avenue, Suite 104, Sunnyvale, CA 94086, (408) 737-0285, fax (408) 737-9529, or e-mail: newsletter@vacuum.org. Articles on disk (IBM-compatible ASCII text files) or via e-mail are particularly welcome.

Chapters, Groups and Divisions are also strongly encouraged to publish information relevant to their organizations on worldwide web sites. Support for development and maintenance of this electronic-information transfer activity is available through the Web Committee (contact: Elizabeth Dobisz, e-mail: elizabeth_dobisz@vacuum.org).

Membership lists for Chapter, Technical Group, and Division Use: Chapters, Groups, and Divisions have a number of services available to them relating to notifications for specific segments of the AVS. These include:

(a) Mailing Labels

Any Chapter, Group, or Division can request mailing labels from the Society's membership lists for use in advertising a Chapter, Group, or Division event.

Mailing labels can be requested sorted by Chapter, geographic location (e.g., state, zip code), Division or Technical Group. Whenever multiple areas are requested the lists are merged and purged to eliminate any duplicates.

Lists can be requested in alphabetical order, zip-code sorted on pressure sensitive or Cheshire labels. Requests for labels should be directed to Angela Mulligan (angela@vacuum.org, (212) 248-0200).

Should a Chair want to make a list swap with a related organization this is their discretion. However, the list should not be released to the organization, but instead the mail piece should be distributed by the Chapter itself (or with the assistance of the New York Office). In any case, Technical Marketing Programs should be informed of any such swaps.

(b) e-mail Distributions

Mass e-mail distributions are also accessible through the AVS New York Office. Any Division, Technical Group, or Division Chair can request an e-mail distribution of a message advertising an AVS sponsored or co-sponsored event. The AVS has some sensitivity about the proliferation of e-mail material. In order to ensure that use of a particular list is appropriate for a given Chapter, Group, or Division, approval must be obtained from that particular Chapter, Group, or Division before distributions will be made (e.g., if a Chapter requests distribution to a given Division, permission must be obtained in advance). Requests to circulate information for non-AVS events will not be honored.

Existing e-mail lists include: the entire membership, each Division, each Technical Group, and each Chapter. All of these lists are maintained and controlled by the New York Office. Messages sent to these lists must originate from the New York Office. Requests for e-mail distributions should be sent to Keith Mitchell (keith@vacuum.org, (212) 248-0325).

The following lists can be used directly by any of the Chairs:

BoD@vacuum.org <Officers + Directors>
Presidents@vacuum.org <Three Presidents>
Trustees@vacuum.org
Committees@vacuum.org <all committee chairs>

Chapters@vacuum.org <all Chapter chairs>
Divisions@vacuum.org <all Division chairs>
Groups@vacuum.org <all Technical Group chairs>
Roster@vacuum.org <Everyone on above lists>

Chapters are again reminded that the New York Office will collaborate in providing mailings and notifications about local events. The New York Office will also help with the elections for Chapters, but require at least 60 days notification prior to the deadline for the ballot. The New York Office maintains the responsibility for mailing ballots for Division elections, according to their annual schedules and By-Laws.

Websites: The AVS encourages the Chapters, Groups, and Divisions to establish their own websites. For example, many chapters already use this electronic communication vehicle to effectively service their own membership and to inform others of Chapter activities. The organization of a website can be facilitated through the National AVS. Chapters, Groups, and Divisions are encouraged to contact the AVS Web Committee (contact: Elizabeth Dobisz, at elizabeth_dobisz@vacuum.org) or Keith Mitchell, keith@vacuum.org) at the New York Office for guidance and help on establishing and maintaining AVS-related websites using the AVS homepage.

AVS Distinguished Lecturer Program: The AVS has established a program which supports outstanding lecturers for various AVS events and activities. The speakers identified in this program are select members of the AVS technical community, and have been designated in this program because of the quality of their work, their outstanding knowledge, and their exceptional communication skills. The program honors these lecturers, and provides the AVS membership an exceptional opportunity to enhance local programs and other events. It is a service to the membership—which should be used actively by Chapters, Groups, and Divisions. These vital AVS segments are also requested to identify potential lecturers who should be recognized through this program. For information or suggestions, please consult the AVS website (www.vacuum.org) or contact Yvonne Towse (yvonne@vacuum.org) at the New York Office.

C. Awards and Scholarships

The American Vacuum Society considers Chapter and Division awards and scholarships to be a vital service to the Society membership and encourages this activity. These awards are especially effective in encouraging the participation of students and younger members of the Society in various meetings and activities. Because of the sensitivity to ensure that awards and scholarships reflect positively on the Society, the sensitivity to legal aspects, and the sensitivity to the tax exempt status of the AVS, policies and procedures have been established to govern such activities. Several important considerations should be cited:

- Awards for student scholarships, local science fairs, prizes for student paper competitions, or financial support for students to participate in local or the International AVS Symposium are made at the discretion of the Chapter, Group, or Division Executive Committee. Approval by the AVS Board of Directors is needed only if the funds are requested as part of an annual budget request to the National AVS organization.
- Any award, prize, or scholarship has to have a formal definition protocol (purpose, eligibility, application/nomination procedure, selection procedure). No such award, prize, or scholarship can be made to any person or relative of a person who is involved in the se-

lection process. This includes to any student working under the supervision of any person involved in the selection process.

- The award or scholarship announcement (e.g., nomination or application process) should be published in advance via the Newsletter or appropriate website.
- The AVS Scholarships and Awards Committee has the responsibility for awards, scholarships, and prizes bestowed by the National AVS. (The National AVS Awards and Scholarships are described in Appendix V.) Chapter, Group, and Division programs are generally independent of these. The value of an award of prize given by a Chapter, Group, or Division cannot exceed a maximum amount established by the AVS National organization.

The comprehensive AVS Policy and Procedures relevant to these awards are included in Appendix VI.

D. Topical Conferences

Topical Conferences are technical meetings addressing either special recurring priority technical areas or new technical fields of interest to the AVS membership. These topical conferences are offered at the AVS International Symposium, as well as at other times during the calendar year. Such meetings are generally sponsored by Divisions. They also provide a special mechanism for Divisions, Groups, and other organizations to interact and collaborate. Because these meetings require AVS sponsorship, they must be approved by the AVS Board of Directors. Topical conferences and requirements are detailed in the AVS Policy and Procedures in Appendix VI.

The procedure includes the submission of a form (Appendix I or see the AVS website: www.vacuum.org). This is submitted to the Chair of the Topical Conference Committee, with a suggested deadline of at least one year in advance of the conference date. This allows time for consideration by the AVS Board and issue of a formal letter of approval by the AVS National Office. Because the National Office provides support to these conference in the form of publicity, it is required to have this approval completed at least 8 months in advance of the meeting.

Several key obligations and events should be (re)emphasized:

- An application form for sponsorship (www.vacuum.org) must be submitted to the Chair of the Topical Conferences Committee for AVS Board approval at least 12 months in advance of the meeting. A formal letter of notification of approval is issued by the National Office.
- If publication in Journal of Vacuum Science and Technology (JVST) or the AVS Topical Conference Monograph Series is requested, approval for conference sponsorship does not constitute approval for publication. A separate Request for Publication (Appendix I) must be filed with the Chair of the Publication Committee for separate approval by the committee and the AVS Board of Directors. Publication of selected conference papers in JVST can be considered for only a small subset of approved Topical Conference and, for logistical reasons, only conferences held in the U.S. are typically considered.
- If the Chair of the Topical Conference is not an AVS member or does not reside in the U.S., a U.S. AVS member (e.g., Division representative) must be designated as the contact.

- After the meeting, the Chair must submit a Topical Conference Summary and a list of participants to the National AVS Office [Keith Mitchell (keith@vacuum.org, (212) 248-0325)].

The critical point in the approval cycle for the Topical Conference is the timely submission of the *Form for Requesting AVS Topical Conference Sponsorship or Co-Sponsorship*. Topical Conference organizers should be sensitive to this procedure and the deadlines—as well as the availability of support that the National AVS Office supplies in publicity, mailing, and meeting organization.

E. Short Courses

Short Courses are a major outreach activity of the AVS to its membership, as well as to other members of the technical community. The AVS Policy and Procedures relating to short courses are included in Appendix VI. The AVS Short Course Executive Committee maintains responsibility and oversight for the AVS Short Course Programs. In general, two modes of offering short courses on a local level are possible:

1. Co-sponsorship with the National AVS. These courses are selected from the National AVS offerings and are scheduled in collaboration with the National AVS Short Course Executive Committee. Logistics (registration, setting of fees, instructors, notes, certificates, etc.) are handled by the National AVS Office. Local arrangements are generally established in collaboration with the local Chapter. The benefits include the utilization of the full-force in advertising and scheduling by the National AVS Office and the financial distribution (40% of the revenue after expenses to the Chapter/Division; in the event of a revenue loss, the AVS assume responsibility).
2. Sponsorship by the Chapter/Division. In this case, the logistics are handled completely by the local Chapter—although the National AVS Office does support Newsletter announcements and mailing lists. The Chapter or Division must notify the Short Course Executive Committee at least two months in advance of the intended program, the dates, and the courses. The Chapter or Division assumes responsibility for income losses. The Chapter or Division must also submit an annual report, summarizing course, instructors, and income and expenses. The Chapter or Division assesses a surcharge on net profits, based on the size of each short course program. This ‘surcharge program’ is established by the Short Course Executive Committee and is detailed in the Guidelines for Revenue Allocation for Short Courses (Appendix VII). (Questions should be directed to the Chair, Short Course Executive Committee.)

POSITIONS AND RESPONSIBILITIES

A. Chapters

Chapters represent the closest and perhaps most frequent link with the AVS membership. The current Chapters are defined in Appendix IV. In this capacity, Chapters are sometimes the only interaction vehicle for some members with the Society, and Chapters provide an important service role in this capacity. In fact, Chapters are the outreach instruments of our organization; a role that not only serves the AVS membership, but also helps attract new members while serving a technical community much broader than the formal, affiliated AVS roster. The officers of Chapter organizations should be cognizant of their roles to “serve and support” their local communities—and are encouraged to both be aware of and utilize the capabilities of the National organization to help with these important objectives. Chapters are regional in nature and can change in geographical scope if necessary to better serve their constituencies. New Chapters can be added and other Chapters can be dissolved with the arguments of meeting the needs of the membership and ensuring the vitality of these essential parts of the AVS. New Chapters require a signed petition from 12 Society members (submitted to the Board of Directors for approval), pledging membership to that new Chapter and defining the area of geographical location and technical interest. The processes are defined in the AVS Policies and Procedures, and such changes require the approval of the AVS Executive Officers and the Board of Directors.

Responsibilities of Chapter Chairs

Each Chapter has an identifiable Chair, as defined in the AVS By-Laws (By-Law 4, Section 2). The purpose of this section is to define some major responsibilities of the Chapter Chairs. The Chair serves as the major point-of-contact with the AVS National Organization (including the New York Office) and especially, the Chapter, Groups, and Divisions Committee. The Chair is also the focus for the local AVS organization, providing direction, impetus, and enthusiasm for local events, coupling the technical and professional goals of the National AVS with the area membership. It should be recognized that the duties of the chairs can vary from Chapter-to-Chapter, and are defined by the activities, scope, and By-Laws of the particular Chapter (see Appendix VIII). It is the purpose of this section to define essential responsibilities needed to maintain Chapter vitality and linkages with the national organization.

Specific to responsibilities with the National AVS organization, the Chapter Chair:

- Serves as the major point-of-contact with the National AVS organization.
- Maintains, reviews, and ensures compliance with the Chapter By-Laws.
- Ensures compliance with Chapter election, appointments, and/or succession procedures.
- Approves of all e-mail distribution requests to and from that Chapter.
- Informs the National Office of pertinent information relating to Chapter activities, including the following examples:
 - (1) changes in officers, including data required for roster position, and notifications of elections;
 - (2) information on Chapter activities (local meetings, short courses, symposia, etc.).
- Ensures that the Chapter Treasurer provides the required annual financial reports to the AVS treasurer.
- Works with the National AVS Office to archive Chapter activities for the National AVS records.

The specific duties of the Chapter Chair are defined in the accepted By-Laws of the particular Chapter. These duties can vary from Chapter-to-Chapter, but the responsibilities to the National Organization are defined and mandated in the National AVS Policies and Procedures. Chapters are also encouraged to have representation at the Board of Directors' Meetings; however, some financial and logical judgment should be employed. For example, if committee members who must participate in a BoD meeting can represent the Chapter as well, this has some obvious advantages. Chapters might select a meeting that has agenda items of special interest to the Chapters. The Chapter is responsible for financing the representative to this meeting. If the Chapter does not have such funds available, it is encouraged to contact the Chair of the Chapters, Groups, and Divisions Committee.

Responsibilities of the Chapter Executive Committee

The Executive Committee, defined in By-Law 4, Section 3 of the AVS By-Laws, is comprised of the Chair, Vice Chair, and of the Officers defined in the particular By-Laws of the Chapter. The Executive Committee, which varies in composition and population from Chapter-to-Chapter, provides a governing body and membership-interface for the Chapter. The Executive Committee serves in an advisory capacity for the Chair for the organization and other activities of the Chapter. The office of Treasurer is responsible for reporting and financial transactions for the Chapter, and works with the National AVS Treasurer to ensure compliance with IRS and other policies (and includes the National AVS Treasurer as a co-signer on the Chapter account). The procedures for choosing the Executive Committee is defined in the By-Laws of the Chapter.

- Serves as advisor to the Chair for the operations, planning, and activities of the Chapter
- Provides organization of local events, interfaces with the National AVS organization, and representation at national Chapter functions, at the direction and appointment of the Chapter Chair
- Provides any duties and special functions, as defined in the Chapter By-Laws
- Represents the Chapter's membership and input for the operations and activities of the Chapter.

Inter-Chapter Activities

Chapters are encouraged to initiate and maintain communications with other Chapters regarding their activities. For example, the 'pairing' of Chapters can be advantageous for mentoring (e.g., an experienced Chapter with a new Chapter) and for enhancing the impact of events (e.g., regional symposia, exhibits, and short courses).

The experiences of a Chapter are extremely valuable to other organizations. For this reason, the Chapters, Groups, and Divisions will conduct regional Town Hall Meetings on a periodic basis to bring together neighboring Chapters to share interests. These regional Town Hall Meetings are expected to provide a focus group for discussions of success and failures, sharing of information, and to provide regional planning of activities.

These inter-Chapter activities should also be of high value and benefit to new Chapter officers, especially the Chair. The interrelationships established should build stronger local organizations and help in the functioning of the AVS through its most vital links to the membership.

B. Divisions

The Divisions represent the technical focus and directive bodies for the technical priorities of the Society. These organizational structures reflect the major scientific and engineering thrusts of the AVS. The Divisions are mandated to ensure the technical currency of the AVS, including the organization of topical conferences or special meetings, input for short-course development, and composition of the AVS International Symposium. The Divisions represent broad technical areas, but they themselves have evolved with the needs of their constituencies growth and change of science and technology. Division budgets are allocated by the AVS Treasurer as part of the Society's annual business meeting, and the Divisions are authorized to incur expenses authorized by this approved budget. New allocations require approval by the Board of Directors. Such allocations are encouraged if they are meant to stimulate new Division activities. New Divisions can be added to address new technical areas or segments of the technical community that are of longer-term interest to the organizational objectives of the Society, without infringing adversely on the operations of the other Divisions. The Chair of a new Division is appointed by the President of the Society, and serves a term of one year. Thereafter, the Division Chair is elected by members of that Division. Divisions can also be dissolved if they no longer meet the needs of the AVS and its membership. Review of Division vitality and appropriateness is partially the responsibility of the Division long-range planning process. The processes (advise and consent) for either "birth" or "dissolution" are the responsibilities of the AVS Executive Officers and Board of Directors.

Responsibilities of Division Chairs

Each Division Chair, as defined in the AVS By-Laws (By-Law 3, Section 1) elected by the members of the Division as provided by the By-Laws of that Division. The purpose of this section is to define some major responsibilities of these Chairs. The Chair serves as the major point-of-contact with the AVS National Organization (including the New York Office), the Technical Director, and other Society committees. The Chair is also the focus for the local AVS organization, providing direction, impetus, and enthusiasm for local events, coupling the technical and professional goals of the National AVS with the Divisional membership. In general, the specific duties for Division Chair are defined in the Division By-Laws. It is the purpose of this section to define essential responsibilities needed to maintain Division vitality and linkages with the national organization.

Specific to responsibilities with the National AVS organization, the Division Chair:

- Serves as the primary point-of-contact with the National AVS organization.
- Maintains, reviews, and ensures compliance with the Division By-Laws.
- Ensures that primary meeting and related obligations (e.g., AVS International Symposium program, approval of joint sponsorship of Topical Conferences, special awards/scholarships for students, etc.) are met. [Note: the forms and procedures for applying for a AVS Topical Conference are included in Appendix II.]
- With and through the designated Program Chair, works with other Divisions, Groups, and the National Program Committee to encourage collaboration and co-sponsorship of technical sessions, workshops, and/or topical conferences in order to best utilize symposium time and to promote effective program development. The Program Chair must be designated for the AVS International Symposium at least 26 weeks in advance the preceding International Symposium.

- Maintains primary accountability for notification of National Office of election slates, working with that Office to make sure that membership requirements are followed for nominees/winners. Provides notification for elected officers and unsuccessful candidates.*
- Ensures compliance with Division election, appointments, and other procedures.
- Approves of all e-mail distribution requests to and from that Division.
- Ensures that the Division Treasurer provides the required annual financial reports and budgets to the AVS Treasurer, prior to the annual business meeting of the Society.
- Ensures that the minutes of the Executive Committee are filed promptly with the Clerk of the Society. The Chair designates the Division Long-Range Committee Chair and reports the results of these activities to the Board of Directors.
- Ensures, maintains, and directs the long-range planning functions for the Division.
- Maintains responsibility for organizing and holding annual Division business meeting and Executive meeting according to the Division By-Laws**.
- Works with the National AVS Office to archive Division activities for the National AVS records.

**Division By-Laws may designate responsibility for specific tasks to another officer, but the Chair is accountable for completion of these tasks.*

***Currently, each Division holds its business meeting at the annual Symposium, except VMD, which holds theirs at the ICMCTF.*

The specific duties of the Division Chair are defined in the accepted By-Laws of the particular Division (Appendix IX). The timescales of these duties vary from Division-to-Division, but the responsibilities to the National Organization are defined and mandated in the National AVS Policies and Procedures. Divisions are also encouraged to have representation at the Board of Directors' Meetings; however, some financial and logical judgment should be employed. For example, if committee members who must participate in a BoD meeting can represent the Division as well, this has some obvious advantages. Divisions might select a meeting that has agenda items of special interest to the Divisions. Support for such participation is provided through the Division budget. The major schedule milestone for Divisions also vary, and these are summarized and tabulated in Appendix X.

Responsibilities of the Division Executive Committee

The Executive Committee, define in By-Law 3, Section 2 of the AVS By-Laws, is comprised of the Chair and of other Officers defined in the particular By-Laws of the Division. The Executive Committee, which varies in composition and population from Division-to-Division, provides a governing body and membership-interface for the Division. The Executive Committee serves in an advisory capacity for the Chair for the organization and other activities of the Division. The Treasurer is responsible for reporting and financial transactions for the Division, and works with the National AVS Treasurer to ensure compliance with IRS and other policies (and includes the National AVS Treasurer as a co-signer on the Chapter account). The Division Executive Committee:

- Serves as advisor to the Chair for the operations, planning, and activities of the Division
- Provides organization of events and activities, interfaces with the National AVS organization, and representation at national functions, at the direction and appointment of the Chair
- Provides any duties and special functions, as defined in the Division By-Laws

- Represents the Division's membership and input for the operations and activities of the Division.
- Participates in annual executive *and* business meetings of the Division.
- Works with the Division Long-Range Planning Committee to ensure technical and other direction, and work with the Chair to implement the Committee's recommendations.

Division Members

Membership in a particular Division requires membership in-good-standing in the AVS. Acceptance into a Division is accomplished upon member request and a payment to the National Office of a Divisional fee approved by the Board of Directors (renewable annually and contingent on membership in the Society). As part of the membership process, an individual can request membership in up to 4 Divisions.

C. Technical Groups

Technical Groups focus on newly emerging, dynamic growth areas of science and technology. With the emergence of many new technical areas and directions for the Society, the Technical Groups were conceived as a more flexible pathway to meeting the technical demands and needs of the AVS constituency. These Groups, contrasted to the Divisions, are more informal and are less-permanent. A Group is formed around a new technical focus both to ensure that the Society includes potential growth areas and to try new approaches. The Group is formed by a request to the Board of Directors, usually handled through the AVS Technical Director. Groups develop By-Laws (see Appendix XI), and are lead by a Chair and an Executive Committee. Groups can disband themselves or can be disbanded by the Board of Directors. Such decisions are based upon both a self-assessment by the Technical Group and the consideration of the continuing interest in the field (e.g., based upon attendance at sessions at the AVS International Symposium). Groups are not meant to be permanent. Groups can be merged into existing Divisions, in which the technical interests are coincident or overlap. Groups can also merge with each other to strengthen directions. In extraordinary circumstances, Technical Groups can evolve into Divisions if the plausible arguments for substantial and sustained membership and durability of the technology can be made. Technical Groups are expected to work with the Divisions in developing their programs for the AVS International Symposium. Groups and Divisions are expected to collaborate in the development of technical areas in which there is a joint interest and expectations for cooperation. Groups are not competitors for Divisions, but rather provide a more flexible path for trying new ideas for the AVS membership, new technical directions for the society, and new growth to enhance the Division structure.

Responsibilities of Group Chairs

The leadership position in the Technical Group is the Chair. The Chair is accountable and responsible for developing the technical area approved in the request to the Board of Directors. The Chair is appointed by the Board of Directors, and serves at their discretion. The Chair serves as the major point-of-contact with the AVS National Organization (including the New York Office), with the Chapter, Groups, and Divisions Committee, and especially with the Divisions having common interests. The Group Chair is more flexible because of the nature of the Technical Groups, but essential responsibilities include:

- Serves as the primary point-of-contact with the National AVS organization.
- Develops, maintains, reviews, and ensures compliance with the Group By-Laws.

- Works with the AVS Treasurer to ensure the required annual financial reports and budgets are filed, prior to the annual business meeting of the Society.
- Maintains primary responsibility to develop the program for the AVS International Symposium, working with the Program Chair and Divisions, Groups, and the National Program Committee to encourage collaboration and co-sponsorship of technical sessions, workshops, and/or topical conferences in order to best utilize symposium time and to promote effective program development.
- Approves of all e-mail distribution requests to and from that Group.
- Ensures that the minutes of the Executive Committee are filed promptly with the Clerk of the Society. The Chair ensures that a self-assessment process is in place to examine continued need of the Group for the technical purposes of the AVS.
- Ensures, maintains, and directs the long-range planning functions for the Group.
- Works with the National AVS Office to archive Group activities for the National AVS records.

Responsibilities of the Group Executive Committee

The Group Executive Committee serves in an advisory capacity for the Chair for the organization and other activities of the Group. The Executive Committee is appointed by the Group Chair, with its membership expected to have specific expertise in addressing the technical areas defined by the Technical Group area. The Executive primarily supports the Chair in the development of the program for the AVS International Symposium (or other workshops, symposia, or Topical Conferences). The Executive Committee is the outreach arm of the Technical Group to the AVS membership and to the technical area being developed. Executive Committee members are also expected to reflect the interest of the Divisions in the operations and development of the Technical Group activities.

Division/Group Collaboration

Groups and Divisions are not competitors. It is expected that these two important Society entities complement each other in their approaches to growing the technical worth of the AVS. Groups and Divisions cooperate in the evolution of the AVS International Symposium program, and co-sponsor sessions that are of joint interest. In some cases, Technical Groups function within existing Division structure; in others, they are growing technical areas that can merge into an existing Division. However, it is not expected that all Technical Groups will overlap significantly with the technical foundations of the existing Divisions.

APPENDIX I

Forms

APPENDIX II

IRS Forms

APPENDIX III

Tax Business Problems of Tax-Exempt Educational and Scientific Organizations

APPENDIX IV

Geographical Distribution of Chapters

APPENDIX V

AVS National Award Descriptions

APPENDIX VI

AVS Standard Policy and Procedures

APPENDIX VII

Guidelines for Revenue Allocation for Short Courses

APPENDIX VIII

Chapter By-Laws

APPENDIX IX
Division By-Laws

APPENDIX X

Tabulated Division Milestones and Schedules

APPENDIX XI
Group By-Laws

Bridget Rogers	rvdm90@email.sps.mot.com
Paul Finestone	103035@compuserve.com
Lawrence Kazmerski	kaz@nrel.gov
Larry Larson	Larry.Larson@SEMATECH.org