Chapter Success Book


With special thanks to Joan Benedetti and previous ARLIS/NA Chapters Liaisons who have worked on this resource.

Section 1: About ARLIS/NA


1.2. ARLIS/NA Bylaws

1.3. ARLIS/NA Policy Manual

   • 1.3.1. See Policy Manual, Section D: Chapters and Regions
   • 1.3.2. See Policy Manual, Section N-6: Statement on Diversity

   The ARLIS/NA Policy Manual (N-6) gives the ARLIS/NA position on diversity. Chapter officers are in a unique position to foster diversity at the chapter level. For ideas on programming and outreach in support of diversity see Section 6. Guidelines for Successful Chapter Meetings and Section 7. Chapter Projects.

1.4. ARLIS/NA Headquarters

1.5. The ARLIS/NA Chapters Liaison: See Policy Manual, Section C7-F-3.

Section 2: About ARLIS/NA Chapters

2.1 List of Chapters, with links to Chapter web pages / Chapter Bylaws

2.2. Revision of Chapter Bylaws:

Each chapter of ARLIS/NA has a set of chapter bylaws to direct operations. The Chair of a chapter should become familiar with the bylaws in the first month of office.

Chapter bylaws should be reviewed and revised periodically to assure that they continue to represent local practices. Though each chapter may have specific guidelines for the revision
of the bylaws, revision should be done only after voting members have had some opportunity to review potential changes in writing and/or to discuss them at a chapter business meeting.

The Executive Board of ARLIS/NA will review all chapter bylaws changes to guarantee that all local policies and practices are in agreement with those of ARLIS/NA before the chapter votes on the proposed changes. Submit any proposed changes in chapter bylaws to the Chapters Liaison who will send them to the Executive Board for review. Following Board review, Chapter chairs may submit the proposed bylaws changes to chapter members for a vote. No bylaws changes will be in effect before final approval by the ARLIS/NA Executive Board.

2.3. ARLIS/NA Procedure for the Dissolution of a Chapter:
The dissolution of a chapter is a voluntary action taken by a chapter, i.e. its members, due to the chapter's inactivity.

Procedure:

1. Identify a Chapter to be Inactive:
The ARLIS/NA Executive Board shall identify a chapter to be inactive when the chapter no longer holds meetings, has no slate of officers, does not file annual or activity reports, does not communicate with the Chapters Liaison and/or other Board members, or lacks a contact person. If the chapter is represented only by a contact person, it may still be deemed inactive if the other previous criteria apply.

2. Declaration of Inactive Status:
For the good of the Society, the Executive Board shall declare a chapter to be inactive. The inactive status will be effective for a period of two years. The decision of the Executive Board and the specified inactive time period shall be documented by the chapter's Chapters Liaison. This documentation will go into the chapter files, the Chapters Liaison's files, and the records of the Executive Director. It will also be in the minutes of the ARLIS/NA Secretary.

3. Cessation of Inactive Status:
The inactive status will be removed when the chapter resumes its activities, notifies the Executive Board, files reports, etc.

4. Dissolution of a Chapter:
If chapter activity is not resumed within the prescribed time period, then the Executive Board may terminate the charter of the chapter, which, in effect, dissolves the chapter. A statement of this action will be prepared by the Chapters Liaison of the chapter for inclusion in the chapter files, Chapters Liaison's files, and files of the Executive Director.

Handling of Chapter Files:
1. When a chapter is declared inactive, the Chapters Liaison shall request the chapter files from the chapter’s most recent officers.
2. The Chapters Liaison shall review and weed the chapter files retaining: chapter bylaws, lists of past officers and members, annual reports, activity reports, meeting announcements, financial statements, newsletters, pertinent correspondence, and other relevant materials.
3. The files will then be sent to the Association & Conference Manager for retention. If the chapter resumes activity, the files will be sent to the new officers.

Section 3: Reporting & Communicating

3.1. Schedule of Reports & Activities

January-April:

- January 1: New chapter officers terms begin
- January-February: Begin planning Spring chapter meeting, which is usually held during the ARLIS/NA Annual Conference.
- March-April: ARLIS/NA Annual Conference.
  - Hold Spring chapter meeting
  - Send minutes of meeting to Chapters Liaison
  - President/Chair attends Leadership Breakfast
  - ARLIS/NA Executive Board meets at the conference. Submit any agenda items to Chapters Liaison before conference.
  - New Chapters Liaison's 2-year term begins at Membership Meeting.

May-August:

- Send out Summer chapter meeting notice 30 days in advance to chapter members and Chapters Liaison.

September-December:

- September: Deadline for Special Funding Requests for the following fiscal year (Jan-Dec.) to ARLIS/NA Treasurer
- September-October: Begin planning Fall chapter meeting
- September-October: Send out chapter meeting notices 30 days in advance to chapter members and Chapters Liaison
- September-October: Appoint nominating committee for chapter elections
- Sept.-Oct.-Nov.: Hold Fall chapter meeting. Send minutes of meeting to Chapters Liaison
- October-November: Elect chapter officers. Announce results
- November-December: Transfer Chapter records and other procedural information to new officers
- December: Create list of next year’s officers with contact information for Chapters Liaison
December-January:

- Send out annual dues reminders for next year.
- President/Chair writes chapter annual report and sends to Chapters Liaison

### 3.2. Guidelines for Writing Chapter Reports

- See also Report Guidelines

- The Chapter annual report is due March 1 of each year. The reports should be sent to the Chapters Liaison, the Conference & Association Manager at ARLIS/NA Headquarters, and the Web Site Editor for posting on the ARLIS/NA website. They should include the following information:
  1. Title: Indicate name of chapter, period covered.
  2. List of chapter officers: Indicate title of office and name of person serving.
  3. List of chapter meetings: Indicate date, geographic location, institutional location, number of attendees, brief synopsis of the meeting (tours, guest speakers, programs, etc.).
  4. Activities of the chapter: Describe chapter activities apart from meetings such as questionnaires issued to the membership, membership drives, chapter fundraising projects, progress of other chapter projects, etc.
  5. Membership statistics: Number of new, renewing members, and non-renewing members.
  6. Treasurer's Report: The Treasurer's report may be appended to the annual report if prepared by the Treasurer or included in the body of the report. The following information should be included: balance on hand; income (dues, interest, programs, etc.); expenses (photocopying, postage, fees, supplies, speaker honoraria, etc.)
  7. Additional Comments: Briefly describe problems and/or issues of concern to the chapter's officers or to the membership.

### 3.3. Communication with ARLIS/NA

- Chapters Liaison:
The Chapters Liaison is the chapter's first line of personal contact with ARLIS/NA. The Chapters Liaison expects to be informed of:
  - Chapter meetings, with as much advance notice as possible
  - Chapter activities, affairs, projects
  - Impact of and coordination with ARLIS/NA projects
  - Joint chapter and/or regional meeting ideas
  - Issues needing to be addressed by the ARLIS/NA Executive Board

The Chapters Liaison expects to receive:

- Copies of all announcements, mailings, reports, newsletters, meeting minutes
- Copies of requests for special funding
- Offers of hospitality from chapters to facilitate attending chapter meetings
The Chapters Liaison should be informed about chapter e-mail distribution lists and how to subscribe.

- **ARLIS/NA Headquarters:**
  Headquarters Will Supply the Following Upon Request:
  - Mailing labels for chapter area (if your chapter does not produce its own)
  - Names of ARLIS/NA nonrenewals in chapter area

- **ARLIS/NA President:**
  The ARLIS/NA President keeps informed of chapter activities through the Chapters Liaisons, chapter announcements on ARLIS-L, chapter reports on the ARLIS/NA Web Site, and chapter annual reports.

- **ARLIS/NA Vice-President/President-Elect:**
  The Vice-President/President-Elect welcomes suggestions for committee appointments and regarding Division, Section and Round Table activities.

- **ARLIS/NA Treasurer:**
  The Treasurer solicits and receives requests for special funding of chapter projects.

- **ARLIS/NA News & Features Editor:**
  Posts chapter announcements on Web Site that have appeared on ARLIS-L, or have been submitted directly by chapters.

- **ARLIS/NA Web Site Editor:**
  Posts chapter annual reports, officer rosters, and e-mail addresses as submitted by chapter members to their Chapters Liaisons. Links chapter web sites and maintains contact with chapter webmasters.

### 3.4. ARLIS/NA Communication Tools:

- **ARLIS/NA Listserv:**
  ARLIS-L is the main listserv that serves the concerns of ARLIS members. ARLIS-L provides current awareness and professional electronic interaction.

- **ARLIS Web Site (AWS):**
  The AWS, [http://www.arlisna.org](http://www.arlisna.org), is a treasury of reference material about the Society, its programs, and management. Among other features, the AWS provides news, such as timely information about conferences and meetings; administrative documentation including reports, Executive Board minutes; the directories of members (individuals, institutions, businesses); and publications. The Chapters page lists current officers and provides links to web sites created and maintained by chapters.

A member directory of contact information for ARLIS/NA members is available through the members’ area of the AWS. This directory is searchable by name, as well as division and section memberships, institutional affiliations, and geographical listings.

Information regarding officers and headquarters contacts, group and committee leaders, bylaws, committees and committee charges, special ARLIS/NA appointments, chapter officers is available on the AWS.

### 3.5. Communication with other Organizations

As with any geographically spread professional society, communication and coordination are important for the reputation of ARLIS/NA to others. Thus guidelines have been set up for several types of potentially problematic correspondence.
• Any time a chapter member or officer wishes to speak verbally or in writing as an official representative of the Society, the content of that communication must be cleared in advance with the ARLIS/NA Executive Board, through the chapter's Chapters Liaison.

• Any time a chapter member or officer wishes to seek financial support from outside individuals or commercial organizations, such as in the case of soliciting support for chapter travel or professional development awards, the officer should first contact both the Chapters Liaison and the ARLIS/NA Chair of the Development Committee.

• If a chapter member or officer wishes to issue a press release on behalf of the chapter, it must be sent through the Chapters Liaison to ARLIS/NA Headquarters.

Section 4: Chapter Membership & Its Benefits

4.1. Eligibility for Chapter Membership
All chapter bylaws should require that local members also hold membership in ARLIS/NA. Please see the Chapters Affiliation Agreement for details.

Individuals may join as many chapters of ARLIS/NA as they wish, without respect to the geographic region in which they live or work. Those who wish to participate fully in chapter business meetings—in particular, voting and holding office—must be ARLIS/NA members. The chapter may choose to underwrite full or partial cost of an ARLIS/NA membership for its officer(s) but ARLIS/NA will not fund the cost of Society membership for its chapter officers. When voting is held at chapter business meetings, the officers should insure that only eligible ARLIS/NA members cast votes.

4.2. Chapter Membership Recruitment
Successful recruitment of new members happens in three phases:

1. Identifying potential new members
2. Introducing them to the Society
3. Persuading them to join the chapter and the Society

Local contacts are the richest source of new members. Colleagues in libraries of all types, visual resources collections, museum documentation departments, historical societies, picture research firms, architectural firms, library schools, commercial art galleries, art appraisers, and publishers may be attracted to chapter programs and publications.

Chapter meetings with interesting programs and opportunities for networking are popular ways to introduce ARLIS/NA to a new audience. Many chapters keep a list of dues-paying members as well as a broader list of regional institutions and occasional past attendees. In chapters covering a large area, meeting attendance may draw from a new local audience each time the location of the meeting changes. Meeting flyers are sent to those names on the larger list in hopes of coming to the attention of a new pool of potential members.

Joining the Society has many benefits. The opportunity to meet with professional colleagues is important at all levels. Chapter meetings provide current awareness, introduce important regional cultural resources, and, via the business meeting, display an avenue for contribution to the visual arts professions. In addition, good opportunities for exchange of
information take place during associated lunches, dinners before and after, and even coffee breaks. Chapters should maximize networking occasions whenever possible as an inducement to Society membership.

Printed materials also provide incentives for membership. Chapter newsletters as well as information from ARLIS/NA should be readily available to potential members. ARLIS/NA Headquarters can supply chapters with the ARLIS/NA membership brochure on request. In addition, Art Documentation and the ARLIS/NA Web site may be of interest.

From time to time, chapters may undertake membership campaigns. These may be as modest in scope as the distribution of membership flyers or may be as ambitious as recruitment sessions at local library schools or the offering of promotional gifts for members or the scheduling of events that are open to members only. Membership recruitment creates a sense of team-spirit in current members as well as helping to build ARLIS/NA.

4.3. Membership Records
Keeping accurate records of chapter members is a key element of successful chapter management. In order to award benefits of membership and to maximize dues collection for chapter activities, the Secretary and/or Treasurer should create an up-to-date, easily maintained collection of names and addresses.

The ARLIS/NA and chapter membership year is identical to the calendar year. Though some chapters prefer to collect dues at the chapter meeting(s), it is important that a deadline for payment of dues is established and publicized so that dues may be paid promptly. Forgetful members should be reminded at least once before being dropped from the membership roster. However payment is made, the dues payment should be deposited promptly and a receipt should be provided to the payee specifying the term of membership to avoid confusion.

Many chapters maintain a dual system of names and addresses. The first list contains members in good standing who receive the newsletter or other special benefits. The second list may be a broad list of possible members, past members, or others who may wish to attend meetings or participate in some limited way. ARLIS/NA Headquarters will provide mailing labels for Society members in the region upon request.

Ideally, membership records should be kept in a manner that allows for constant updating, annotating, and weeding. Computerized records (spreadsheets or word processing files) are ideal for updating.

4.4. Chapter Newsletters
Chapter newsletters are an important way of keeping in touch with members between meetings. While they may be simply a way of announcing future meetings, they may also contain personal news, regional exhibitions, minutes of past meetings, Society news from the Chapters Liaison, and other items of interest to the chapter membership. An attractive and well-produced newsletter can be a good incentive for chapter recruitment.

Often a newsletter editor is appointed by the chapter for an indefinite period to solicit content and produce the newsletter. Needed for production of the newsletter are editorial time, word processing software, paper, photocopying, and postage. Costs to the chapter depend on the method of reproduction, the quantity needed, and the amount of support coming from the editor's institution. The newsletter editor should report costs periodically to the chapter membership at large as well as regularly submitting expenses to the Treasurer for reimbursement.
Some chapters post newsletters on the chapter's website or distribute through the chapter's electronic distribution list, only using regular mail for those members without email addresses.

Addressing and mailing the newsletters may be the responsibility of the Secretary or the Newsletter Editor. While some chapters use mailing labels supplied by ARLIS/NA Headquarters, other chapters prefer to maintain a large list of regional professionals for chapter promotional purposes. At minimum, copies of the chapter newsletter should be sent to local chapter members, ARLIS/NA Headquarters, and to the Chapters Liaison.

4.5. Chapter Web Sites
A chapter web site is an effective means to communicate with members and to present useful information, particularly about the region or chapter, that is not likely to be duplicated elsewhere on the ARLIS/NA Web Site. Several chapters have created web sites; their links are found on the Chapters page.

Section 5: Chapter Officers & Their Responsibilities

5.1. Chapter Officers' Duties
The executive committee of the chapter is composed of the elected officers and, frequently, the Past Chair and/or Newsletter Editor. The bylaws of each chapter designate the titles and principal duties of each officer; however, there are several additional duties for which chapter officers regularly assume responsibility.

1. Chair or President:
   o Usually: is official liaison with ARLIS/NA via the Chapters Liaison; chairs meetings of chapter and Executive Committee; schedules agenda for chapter business meetings; bears overall responsibility for chapter activities and communication; writes chapter annual report; reports on chapter activities to the ARLIS/NA Web Site News & Features Editor.
   o Often: is responsible for programming; is responsible (with the Executive Committee) for appointing the Nominating Committee; notifies candidates of election results; coordinates hospitality for Chapters Liaison attending chapter meetings.
   o Sometimes: signs checks; writes thank-you letters; hosts Chapters Liaison; serves on the CPAC (Conference Planning Advisory Committee) if the ARLIS/NA conference is hosted by that Chapter.

2. Vice-Chair/Chair-Elect or Vice-President/President-Elect:
   o Usually: moves into the position of Chair; chairs meetings in Chair's absence.
   o Often: is responsible for programming; coordinates membership records; recruits and contacts new members.

3. Secretary:
   o This position is often combined with Treasurer.
   o Usually: writes and distributes minutes of meetings; creates chapter newsletters; coordinates chapter mailings.
   o Often: sends out meeting announcements; counts election ballots; reports on chapter activities for the ARLIS/NA Web site; supplies name tags for meetings.
4. Treasurer:
   - Sometimes: notifies candidates of election results; writes chapter thank-you letters; collects dues; communicates with ARLIS/NA via Chapters Liaison, ARLIS/NA Headquarters, and ARLIS/NA Web site News & Features Editor.
   - Usually: collects dues; keeps chapter financial records; signs checks; establishes and maintains bank account; maintains list of current chapter members.

5. Past-Chair or Past-President:
   - Usually: advises the Executive Committee on all matters of chapter business.
   - Sometimes: edits chapter newsletter.

6. Member-at-Large:
   - At this time, this position exists only in the New York chapter. Members-at-Large are elected by the chapter to represent the membership at Executive Committee meetings and to assist the chapter officers with programming.

5.2. Chapter Elections
Chapter bylaws should be consulted to determine the frequency and procedures for elections of chapter officers. All chapter officer terms run from January 1 to December 31.

1. Nominating Committee:
   - A Nominating Committee is appointed by the Chair or Executive Committee.
   - Formation of the Nominating Committee should be done several months preceding the election.
   - Former chapter officers make excellent Nominating Committee members because of their commitment to and experience in chapter affairs.

2. Nominations:
   - Candidates must be members of ARLIS/NA.
   - To broaden chapter involvement, nominate new members to the Secretary/Treasurer position.
   - Chapter bylaws determine if candidates may run unopposed as part of a "slate" of officers.
   - Candidates may be asked to submit a letter accepting nomination.
   - Candidates may be asked to submit a short vita and a statement to accompany the ballot.
   - Provisions should be made for nominations from the floor or for write-in votes.

3. Elections:
   - Elections should be held in November or earlier to provide for an orderly transfer of office on January 1.
   - Chapter bylaws determine method of balloting, which may be done electronically, by mail, or at a designated chapter meeting.
   - Mail balloting requires a stated closing date.
   - If the election is held during a chapter meeting, it may be necessary to have a quorum present.
   - Ballots are usually received and counted by the Secretary, though the Nominating Committee may also run the election and count the votes.
   - Results of the election should be announced promptly to the candidates and to the membership.
   - Results of the election and a list of new officers (with complete contact information) should be sent to ARLIS/NA Headquarters and to the Chapters Liaison by December 31.

4. Transfer of Office:
o Outgoing officers should organize their working files and pass them along promptly to new officers.
o Outgoing officers should remind incoming officers that the Chapter Success Book is available on the ARLIS/NA Web Site.

5.3. Dues
Chapter bylaws authorize the collection of dues; the vote of the membership determines the amount. Most dues are minimal ($10-15) and are intended to defray the cost of mailings and meetings. They are also important as an indication of support for the chapter by involved members.

Dues are usually collected once a year at a meeting, by mail, or online thru services such as PayPal. Dues cover the calendar year which is the same as the chapter fiscal year.

The Secretary or Treasurer is responsible for sending out dues reminders and should establish a reasonable period for renewals. In many chapters, renewals at the end of the calendar year are applied to the next year’s dues. Chapters may follow the Society model of applying dues received after October 1 to the following calendar year.

Some chapters have established a mailing list which is more inclusive than the membership list. Thus, non-members may continue to receive meeting notices beyond dues deadlines. Each chapter should have a policy statement on member privileges.

Chapters may have a meeting fee in addition to annual dues. This may be graduated to charge a different amount to members vs. non-members. Meeting fees typically cover the cost of refreshments or lunch, and/or programming.

5.4. Finances

1. Income:
o Dues: Chapter dues are usually the largest portion of income, though additional funds may be obtained by charging a meeting fee or by the sale of chapter publications. Chapters should establish a dues structure which allows for mailings and for a regular meeting schedule.
o Fundraising: Special fundraising may occur at the chapter level if chapter members desire. Chapters may wish to solicit advertising in their newsletters or to encourage contributions from vendors or institutions. It is important that all fundraising campaigns be coordinated with the Chapters Liaison and the chair of the ARLIS/NA Development Committee, who will advise on potential conflicts with ARLIS/NA campaigns or projects. Solicitations from individual members for travel awards or local projects are normally not a problem. (See Section 7: Coordinating Chapter Fundraising.)
o Mailing lists may only be sold through ARLIS/NA Headquarters.

2. Expenses:
o Newsletters and mailings are usually the largest expense of a chapter. In addition, meeting refreshments, meeting rooms, and speakers’ fees may typically incur costs. Each chapter should have a policy on reimbursements and how bills should be submitted.
o A chapter checking account is a useful service to retain. Because ARLIS/NA is a tax-exempt organization, chapters may qualify for free checking, subject to state banking regulations. A chapter may also keep money in a savings account. To facilitate financial transactions, it is recommended that two officers have check-signing or withdrawal privileges.
3. Special Funding from ARLIS/NA:
   - Chapters may solicit special funding from the ARLIS/NA Executive Board to cover non-routine costs. For guidelines for special funding requests, and forms available on the ARLIS/NA Web Site, see Section 7.

4. Tax Exemption:
   All U.S. chapters of ARLIS/NA are exempt from federal income tax per a group exemption ruling by the IRS, July 23, 1990. A copy of the exemption letter was sent to all chapter chairs at that time and should be a part of the chapter's permanent files. A second letter dated January 18, 2007 affirms this exemption. According to current law, no chapter needs to file a federal income tax report unless their annual income exceeds $25,000. ARLIS/NA Headquarters supplies the IRS annually with a list of current chapters and officers. In addition, as part of the exemption process, each chapter applied for a federal employer identification number (FEIN) which may be requested when filling out various other documents, such as bank account applications. A record of the FEIN assignment should also be kept with the chapter's permanent documents.

   As non-profit entities, chapters in the United States may be interested in pursuing a state sales tax exemption. Typically the state's comptroller's office handles such requests and will issue a letter verifying the chapter's state sales tax exemption and assign the chapter a taxpayer number that will need to be referenced by the individual making purchases on the chapter's behalf.

   When pursuing state sales tax exemption, chapters will need to provide a copy of the letter dated January 18, 2007 from the Internal Revenue Service to the Art Libraries Society of North America.

   As of June 2008, the Canadian Chapter is not recognized as an official entity in Canada and therefore cannot apply for tax-exempt status. This would be the case until such time the Canadian Chapter incorporated as an official non-profit organization and then their tax exemption would only apply to the Governmental Services Tax (GST).

5.5. Hosting the Board Member's Visit
The most important job of the ARLIS/NA Chapters Liaison is to facilitate communication between the chapters and the ARLIS/NA Executive Board. Board Members are charged with attending chapter and regional meetings whenever feasible.

   When attending chapter meetings, the Board Member will address the business meeting to bring chapter members up-to-date on Society business of interest and will advise chapters on services that ARLIS/NA Headquarters can provide. Board Members are typically knowledgeable about planning for an annual conference, fundraising, and other big issues of policy and procedure that affect chapters. Check with the Chapters Liaison to assure adequate time on the business meeting agenda.

   Many Board Members travel long distances in order to visit the chapter meetings. Thus, it is important to give them early notification (ideally 30 days) before each chapter meeting. Board Members appreciate any hospitality a chapter can offer. Airport pickups or other transportation assistance and overnight accommodations are welcome. Chapter meeting registration for the Board Member is always waived.
Section 6: Meetings

6.1. Guidelines for Successful Chapter Meetings
Chapter meetings serve several important functions: professional development, current awareness, knowledge of cultural resources, knowledge of other professionals in the region, knowledge of other visual art collections, and networking on a local, national, and international basis. Chapter activities are a powerful inducement for chapter and Society membership.

Attendance at chapter meetings is often dependent upon four factors:

1. Adequate notice and publicity about the meeting
2. Geographical proximity and cost
3. An interesting and informative program
4. Strength of professional and personal bonds with other attendees

Running the Meetings:
It is recommended that the chair of the meeting follow Robert's Rules of Order Parliamentary Procedure for running chapter meetings. Please visit: http://www.robertsrules.org/rulesintro.htm for more information.

Publicity:
In order to attend a meeting, potential attendees must have time to plan ahead. In areas where members commute short distances, adequate notice may be as little as two weeks, while in multi-state chapters, thirty days may be minimally required. In addition, adequate notice may be the key factor that attracts non-members to attend a desirable program of an unfamiliar group. To attract a large audience, chapters typically maintain a long address list of members and non-members who are sent flyers with a detailed program for the meeting. The mass-email function in the Members Directory may be used to email all ARLIS/NA members in particular states or regions.

While many chapters have a core group of regular members who attend every function, less-committed members may go only to meetings with programs reflecting their particular interest, that are geographically in their area, easy-to-get-to, and/or are inexpensive. Thus it is not uncommon for chapter membership attendance to vary widely from year to year as a function of the location of that year's meetings.

Costs
Many chapters charge a minimal meeting fee to cover refreshments, lunch, or mailing costs. The true cost of attending a chapter meeting is in travel expenses. In the Midwest, for example, driving times of 5-6 hours each way or air travel are not uncommon. In these cases, overnight stays are usually required. To overcome geographical and travel cost factors, strong programs with good networking opportunities are necessary to give attendees a feeling of value.

Programs
Meeting programs vary widely in scope and length. Urban chapters may meet often during the year for a few hours during the day or evening. Because distances are greater, a typical meeting in chapters that cover large geographic areas may occur all day twice a year on a Friday or Saturday. In either case, a good mix of social opportunities and valuable information is essential. Informative content will be critical on occasions where institutional funding is sought for travel expenses. Programs composed solely of tours may appear weak
Networking
Meetings are a good way to form strong bonds with other professionals. They are a good way to bring students and new professionals into the society, as well as furthering diversity goals. As new attendees become familiar with the chapter's members and discover common interests via programs, they are likely to return to consider Society membership. Professional bonds may induce members to travel long distances to programs without much special interest, so each program should incorporate some time where attendees have an opportunity to talk with each other. Planning a "rendezvous" for out-of-towners at a local restaurant in conjunction with the formal program is one way to maximize personal contacts among members.

Program Ideas:

- Modern Illustrated Books (collections)
- Walking tours
- Information Sources on African-American Artists
- Problems in Architectural Research
- Documentation of Frank Lloyd Wright
- Incunabula collection
- Software/Hardware demonstration
- Ethnic and Multi-cultural Archives
- Programs for Architectural Competitions
- Children's responses to pictures
- Stress in Art Libraries
- Art auctions
- Art appraisal
- Technology (digital imaging, etc.)
- Art on CD
- Academy Award Short Subjects (films)

Site Ideas:
Ethnic museums of history or art, Native American powwows, organizations for the blind, high school career fairs, state library association meetings, auction houses, cemeteries and mausolea, historic buildings and sites, artist spaces, new libraries/archives/collections.

6.2. Guidelines for Successful Regional Meetings

Definition and Philosophy:
The concept for regional meetings evolved from a desire to provide members geographically distant from the annual conference site with a way of participating in a broad scope of ARLIS/NA activity. Held irregularly, regional meetings provide an attractive blend of high quality programs often focused on shared regional concerns.

Regional meetings are less expensive to attend than the annual meeting, and thus allow participation by some members who are not able to attend the annual conference. The resulting very special mix of new faces and old is important not only for the future of the Society but also for the profession of art librarianship as a whole.

Planning:
The idea for a regional meeting is often generated among several chapters at the annual conference. Planning for a regional meeting should involve two or more chapters, as
opposed to a joint meeting, where one chapter would plan the event and invite other chapters to attend. Planning for a regional meeting should begin at least one to two years in advance of the meeting date. A location and host chapter should be designated as well as program and local arrangements chairs. Program ideas should be generated from all chapters if possible. Reports from previous regional meetings are available from ARLIS/NA headquarters or on the host chapter's website and provide excellent guidance.

**Board Approval:**
The ARLIS/NA Executive Board should be consulted from the inception regarding program contents and major planning details, including date of program. Formal board approval should be received at least six months in advance of the meeting. No contracts may be negotiated without Board approval.

**Finances:**
Income from registration fees should adequately cover all meeting costs, including housing and meals, insurance, transportation, postage, meeting rooms, and honoraria. It is a good idea to increase the registration rate slightly to create a cushion to cover unanticipated expenses. To help cover expenses, ARLIS/NA and individual chapters in the region may be sources of seed money, to be repaid if possible. Application for money from ARLIS/NA must be requested according to the "Special Funding Guidelines for Chapters.." (See Section 7. Chapter Projects) After consultation with the Development Committee, chapters might also look into the possibility of finding local sponsors to cover some of the expenses. A regional meeting checking account should be set up to handle all monetary transactions, or, one chapter is designated to handle the financial transactions.

**Registration:**
Registration forms should be sent out at least two months in advance of the meeting, with a return deadline of at least one month in advance. In some cases, registration may need to be limited to a certain number of people in order to schedule buses, meeting rooms, and housing. If space is available, on-site registration should be available for those who may decide to attend at the last minute.

The registration form should include the following information: name, preferred address, and phone number/s, deadline for return, registration fee, housing fee, tour or other activity fee. Directions for travel to and from the meeting site should be attached with the registration material.

**Housing:**
It is highly recommended that housing costs be kept down. Dormitory housing has proved successful in the past. A list of local hotels for those not staying in the conference housing should be made available. Keep in mind that some dorms may have a minimum on the number of registrants and that failure to meet this minimum may mean an added expense. If hotel accommodations are chosen, ARLIS/NA Headquarters should be consulted for advice on contractual arrangements.

**Publicity:**
Publicity for the meeting should appear at least three months before the meeting. At minimum, publicity should be sent to the ARLIS/NA Web site News & Features Editor and to the chapter newsletters.

**Transportation:**
Buses may need to be arranged to transport attendees to off-site events and activities. Keep in mind that this can be a substantial expense and will need to be figured into the
Meeting Packet:
The meeting packet should contain the following basic information: badge with name and institution, program, list of pre-registrants, and map of meeting site/city. Additional information on local sites, restaurants, etc., might be included.

Evaluation:
Evaluation forms should be distributed to all attendees and a summary of the comments should be included in the final report to the Executive Board.

Meeting Reports:
A person(s) should be appointed to record information at each session/event. A formal report on the entire meeting, including financial details, should be submitted to the ARLIS/NA Executive Board within three months of the meeting. A summary report should be submitted for the ARLIS/NA Web site as soon as possible after the meeting.

Regional Meeting History:

1. Western Regional Meeting, Phoenix, AZ, October 27-29, 1978 (Sara Gresham, Shirley Russell, and Lou Sutherland, Coordinators)
2. Eastern Regional Meeting, Baltimore, MD, June 20-21, 1985 (Anita Gilden, Coordinator)
3. Western Regional Meeting, Santa Barbara, CA, July 9-10, 1987 (Sheila Klos and Lynette Korenic, Co-Coordinates)
4. Eastern Regional Meeting, Winterthur, DE, June 16, 1989 (Katharine Martinez, Coordinator)
5. Western Regional Meeting, "Don't Fence Me In: the Arts in the Mountain West," Flagstaff, AZ, October 10-13, 1996 (Mary Graham, Genni Houlihan, and Mary Hernandez, Coordinators)
6. ARLIS/Canada and ARLIS/Northwest Regional Meeting, "Springtime in the Rockies", Banff, Alberta, Canada, May 31-June 2, 2002 (James Rout, Marilyn Nasserden, Carole Goldsmith, Kathy Zimon, John Cull and Cheryl Siegel, Coordinators)
7. Western Regional Conference, July 31-August 2, 2003, Multnomah Co. Library, Portland, OR. (Ed Teague, Chair)

Section 7: Special Projects

7.1. Chapter Projects
To meet special local needs and to further the professional objectives of ARLIS/NA, chapters periodically undertake special projects or publications. Some past projects have included a union list of serials or microforms, resource directories of various kinds, and local or regional artist directories, as well as biographical dictionaries.

Chapter projects require enthusiasm and organization because their success often depends on communication between institutions. A dependable project coordinator and a structured and achievable plan is essential.
ARLIS/NA accepts proposals for special funding each spring for the following fiscal year, January 1-December 31. Projects may be awarded up to $500 depending on the merit of the project and the availability of funds. Guidelines and a simple application form are available on the ARLIS/NA Web Site. The ARLIS/NA Treasurer and Chapters Liaison will assist in applying for special funding, and will answer any questions that arise about the process.

7.2. Coordinating Chapter Fundraising
From time to time, chapters may begin special fundraising projects to fund a special event or to establish a fund for a special award. This may unknowingly conflict with other ARLIS/NA fundraising projects and create diplomatic problems for the organization.

In order to maintain coordination in ARLIS/NA’s development efforts, the Society’s chapters must obtain preliminary approval from both the ARLIS/NA Development Committee and/or the Executive Board before embarking on fundraising activities or other solicitation. The Development Committee and Executive Board will need to know the group or individual that will be approached, the amount or nature of the gift requested, and the use that will be made of that gift. Clearance will be denied only when ARLIS/NA, through its Executive Board or committees, has planned or recently conducted a solicitation to the same group or individual.

Exceptions to this procedure are fundraising efforts directed solely at the chapter's membership in its entirety. Solicitation intended for specific individuals who are members of the chapter does require clearance. Unsolicited gifts of funds, materials, or services may be accepted by a chapter without clearance.

Chapters may not obtain income from distribution of their membership mailing lists. Mailing lists are provided for commercial use by arrangement with ARLIS/NA Headquarters. Income derived from the sale of mailing lists goes into general Society funds.