



**Association for  
Conflict Resolution**

**2008-2009  
Chapter Handbook**

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# ACR CHAPTER HANDBOOK

## Introduction

Chapters play a vital role in the life of the Association for Conflict Resolution (ACR). Often the “face” of ACR to many members in their local areas, Chapters offer interesting programs, plan thought-provoking conferences, provide challenging trainings and other continuing education opportunities, participate in development of public policy, encourage networking among ADR practitioners and communicate information about the ADR field through newsletters and web sites.

Chapters exist in ACR in many different shapes and sizes. Many were founded more than a decade ago and were carried over to ACR from SPIDR. Some are statewide groups, while others are city-based or regional. Several brand new Chapters are being welcomed into the ACR family as interest in close-to-home organizing expands across the U.S. and around the globe.

This Chapter Handbook is designed to help Chapter leaders build and maintain healthy, active organizations. It presents ACR policies, including the applicable sections of the ACR Policy and Procedure Manual, along with narrative explanations. The Handbook also features practical tips and ideas on how to lead a vibrant and effective ACR Chapter.

The Chapter Handbook is a living document that is intended to be revised and improved. If you have suggestions for additions or edits, please forward them to the ACR Chapters Liaison, at 202-464-9700 ext. 245 or [Chapters@ACRnet.org](mailto:Chapters@ACRnet.org).

For additional copies for the Chapter Handbook, you can download a copy directly from the ACR website directly at [www.ACRnet.org/pdfs/ChaptersHandbook.pdf](http://www.ACRnet.org/pdfs/ChaptersHandbook.pdf).

Thank you for your contribution to ACR as a Chapter leader.

## CHAPTER BENEFITS AND EXPECTATIONS

### ACR Chapter Benefits

- Affiliation with and use of the name of a respected international organization with approximately 5,000 members
- ACR can help Chapter leaders to network among themselves to learn how to:
  - Publicize Chapter events (press releases and outreach to media in your area)
  - Recruit and retain members
  - Maintain an ACR Chapter
  - Develop programs and program ideas
  - Maintain Chapter web pages
- Advocacy on behalf of members on state and local issues
- Free publicity for all Chapter events in *ACR Update* (a monthly electronic newsletter sent out to all ACR members,) *ACResolution* quarterly magazine and on ACR's Master Calendar of Events
- Promotion of Chapter membership in ACR's membership application, prospective member packet and new member packet
- Opportunity to take advantage of ACR's group tax exemption
- Updated list of ACR members in Chapter's area
- Chapter Loan fund of \$2500
- Attendance by ACR Staff or Executive Director (when available) at Chapter's Annual Conference or Annual Meeting
- Networking Event for Chapters and prospective Chapter members at ACR's Annual Conference

### Expectations of ACR's Chapters

The basic organizational requirements of an ACR Chapter are:

- (1) To incorporate as a nonprofit organization using ACR's Model Articles of Incorporation and Model Chapter Bylaws, with any amendments approved by the ACR Executive Director or Board of Directors;
- (2) To obtain tax-exempt status either by participating in ACR's group tax exemption or by applying independently to the IRS for tax-exempt status under Section 501(c)(3) of the Internal Revenue Code; and
- (3) To purchase Directors' and Officers' Liability Insurance for the Chapter's Board of Directors. (There is some financial assistance to Chapters for insurance in the early years of a Chapter's life.)

Ongoing Responsibilities:

- (1) Provide an annual report to ACR of Chapter activities, finances and plans for the next year.
- (2) Appoint a Diversity and Equity Point person and submit a Diversity and Equity Report on the Chapter's activities and membership. (Generally submitted with Annual Report)
- (3) File 990-N Postcard electronically
- (4) Hold three meetings a year, in addition to any meeting held at the ACR Annual Conference.
- (5) Maintain an average membership of at least 20 ACR members.

- (6) Maintain an active Board of Directors composed of members who are all members of ACR.
- (7) Share Chapter membership with ACR , indicating which Chapter members are members of ACR.
- (8) Provide ACR with events and meeting notices on a regular basis.
- (9) Promote membership to ACR by providing membership applications at Chapter events.

**ACR POLICY & PROCEDURE MANUAL**  
Excerpt on Chapters

**XII. CHAPTERS**

**A. Applicability to Chapters.**

All policies and procedures set forth in this P&P Manual regarding Chapters are mandatory for all ACR Chapters, unless otherwise noted herein.

**B. Fundamental Relationships Between ACR and Chapters.**

The ACR Board of Directors will encourage the formation of ACR Chapters to further the Mission, Guiding Principles, and Diversity and Equity Policy of ACR and will actively support existing ACR Chapters. All ACR Chapters will support ACR and will actively encourage Chapter members and guests to join ACR. All ACR Chapters will support and be guided by ACR's Mission, Guiding Principles, and Diversity and Equity Policy.

**C. Definition of an ACR Chapter.**

An ACR Chapter must:

- 1) be incorporated (Chapters that are already incorporated shall amend their Articles of Incorporation and Bylaws as necessary to conform to the Model Articles of Incorporation and Model Chapter Bylaws.)
- 2) have held, in each calendar year, at least three (3) meetings in addition to any meeting held during the Annual Conference; the meetings may be live participation or may be alternatively held via conference telephone, computer, or similar communications equipment by means of which all persons participating in the meeting can receive the communications of all other persons participating.
- 3) maintain an average annual membership of at least twenty (20) members of ACR who are also Chapter members;
- 4) be in compliance with all reporting requirements set forth in this P&P Manual, relating to Chapters;
- 5) be in compliance with all additional requirements set forth in this P&P Manual relating to Chapters;
- 6) be in compliance with the Bylaws of the Chapter, as approved by the ACR Board of Directors; and
- 7) in the view of the ACR Board of Directors, upon the recommendation of the CEO, be actively promoting membership in ACR and supporting its membership to abide by the applicable standards of ethics, professional responsibility, and practice, as

## **E. Chapters Under the ACR 501(c)(3) IRS Group Exemption and Non-Group Exemption Chapters.**

Chapters may be included under ACR's 501(c)(3) IRS Group Exemption or may obtain independent tax-exempt status. Chapters included under the ACR Group Exemption will be called Group Exemption Chapters and other Chapters will be called Non-Group Exemption Chapters.

### 1) Group Exemption Chapters.

- a) Group Exemption Letter. Group Exemption Chapters shall be included under ACR's 501(c)(3) Internal Revenue Service Group Exemption Letter. They shall comply with the requirements set forth in this P&P Manual and all relevant regulations of the Internal Revenue Service to protect ACR's tax-exempt status.
- b) Reporting Requirements. All Group Exemption Chapters are under ACR's general supervision or control for the purposes of obtaining the information necessary to keep the Internal Revenue Service (IRS) informed of the basic affairs of the Chapters. Group Exemption Chapters shall file each year with the CEO or staff designee such reports as the CEO may require by February 15th of each year. Failure to comply may result in a revocation of the Chapter charter

Non-Group Exemption Chapters. Chapters that wish to establish their own federal tax-exempt status, rather than participate in ACR's Group Exemption, may apply to the Internal Revenue Service for recognition as a tax-exempt organization pursuant to Section 501(c)(3) of the Internal Revenue Code (and not pursuant to any other Section).

## **F. Liability Insurance Coverage.**

All Chapters are required to maintain Directors and Officers Liability Insurance for their Chapter directors and officers, unless this provision is waived by the CEO for good cause shown. Further, Chapters are encouraged to obtain general liability insurance, especially if they maintain an office, hire one or more employees or engage in other activities that increase their exposure to potential legal action or liability. ACR shall assist Chapters in identifying insurance agents and carriers and, as desired, in forming a group with other Chapters for the purpose of obtaining insurance. ACR shall work with Chapters to address the financial implications of this policy, including possible cost-sharing by ACR in accordance with a Chapter's financial need and ACR's budget realities.

In general, a waiver of this insurance requirement would be granted by the CEO of ACR where sufficient protection from suit and liability for your Chapter exists in applicable state law—e.g., charitable immunity or other volunteer protection laws. In addition, to be eligible for a waiver, the Chapter must have no employees or other paid staff such as independent contractors. If a Chapter believes it is adequately protected from risk by state statutes, and wishes to seek a waiver, the Chapter should submit a request in writing that includes (a) a resolution adopted by the Chapter's board of directors stating that the board has agreed to request a waiver and accepts responsibility for potential costs arising from a lawsuit, damages or settlement costs; (b) an explanation of the grounds on which the Chapter seeks a waiver of the D&O insurance requirement; and (c) a legal opinion from an attorney licensed to practice in the applicable state or jurisdiction that explains the legal basis to support a waiver.

Recognizing that the purchase of D&O insurance may be a financial burden to new Chapters, ACR offers financial assistance to Chapters with payment of insurance premiums. To receive financial assistance, the average of a Chapter's annual revenues for the preceding two years (or shorter time, if the Chapter has been established less than two years) must be less than \$3,000, and the Chapter must have submitted timely Annual Reports to the CEO of ACR, including all requested financial information. ACR will provide financial assistance with payment of insurance premiums for up to three years in decreasing proportions as follows: up to 75% the first year, up to 50% the second year, and up to 25% in the third year. .

## **G. Prohibited Activities.**

As a not-for-profit corporation under Section 501(c)(3) of the Internal Revenue Code, ACR has certain responsibilities with regard to the activities it undertakes and permits to be undertaken in its name. It is imperative that all Chapters comply with applicable IRS regulations, in order to avoid jeopardizing ACR's tax-exempt status. All 501(c)(3) organizations are prohibited from endorsing or supporting any candidate for public office. b

## **I. Other Organizations.**

All other organizations related to, or affiliated with, ACR, shall not be Chapters of ACR, may not use the name ACR or the designation of ACR Chapter in any way, and may not participate in the benefits accorded to ACR Chapters, including participation on the Leadership Council.

## **J. International Affiliated Organizations.**

The ACR Board of Directors may approve International Affiliated Organizations, so long as they comply with the applicable statutes and regulations of the country in which they are located. International Affiliated Organizations will become affiliated with ACR based on a specific agreement, pursuant to the Bylaws of ACR.

## **K. Chapter Officers and Directors**

- 1) Chapter Officers and Directors as Members of ACR. Pursuant to the Chapter Model Bylaws, Chapters are required to have a board of directors and the following officers: President, President-Elect, Vice President (except in Chapter with fewer than 100 members), Secretary and Treasurer. All officers and directors of Chapters shall, without exception, be Members of ACR.
- 2) Compensation and Reimbursement of Officers and Directors. Officers and directors of Chapters may not receive compensation for services rendered for, or on behalf of, a Chapter. They may, however, receive reimbursement for reasonable expenses incurred while performing services for a Chapter.

## **L. Chapter Membership**

- 1) Chapter Members as Members of ACR. All officers and directors of Chapters shall encourage Chapter members to become Members of ACR.
- 2) Diverse Chapter Membership. Chapters will strive to welcome a diverse membership into their organizations and into the field of ADR. In the selection of nominees for Chapter leadership, Chapters will work actively to encourage a diverse leadership group, based on ACR's Diversity and Equity Policy, set forth in Section 3.4 of the ACR Bylaws and in Section I(B)(3) in this P&P Manual.
- 3) Diversity and Equity Point Person. Each Chapter will elect or appoint at least one Diversity and Equity Point Person who, in consultation with the Diversity and Equity Network, will oversee the implementation of the ACR Diversity and Equity Policy.

## **M. Chapter Student and Youth Activities.**

ACR Chapters are encouraged to foster student and youth activities related to conflict resolution at schools, colleges, and universities.

## **N. Chapter Financial Requirements.**

Chapters are responsible for their own operating costs and must be financially self-sufficient. Through its Chapter Development Fund, a revolving loan fund described in Section XII(Y) below, ACR may provide limited resources to assist in the development of Chapters.

## **O. Chapter Reports.**

Chapters are required to submit periodic reports to the CEO of ACR. It is the responsibility of the Chapter President to ensure that reports are completed in a timely manner. Reports include the following:

- 1) Annual Report. Every Chapter shall submit an Annual Report summarizing the past year's activities. The Annual Report will be used for purposes of evaluating and publishing a Chapter's active status. The Annual Report will be submitted on a form provided by ACR. The deadline for submission will be February 15th of each year, in order to give the CEO time to comply with the provisions of the Bylaws regarding Active Chapters for the Annual Election.
- 2) The Activity Plan. The Chapter's Activity Plan will outline future projects and activities for the upcoming year. The deadline for submission to the CEO or staff designee shall be February 15th of each year.
- 3) Diversity and Equity Report. Based on the ACR Diversity and Equity Policy set forth in Section I(B)(3) of this P&P Manual, each Chapter shall report each year to the ACR Diversity and Equity Committee on its activities to support and demonstrate its commitment to this Policy as one of the top priorities of ACR, as well as its concerns for the work that needs to be accomplished in the coming year on this vital priority. The report shall be on the form provided by the CEO and submitted with the Annual Report.
- 4) Internal Revenue Service Group Exemption Report. As required by Section XII(E)(1)(b) of this P&P Manual, each Group Exemption Chapter must submit a report to allow ACR to comply with the requirements of the IRS for maintaining its Group Exemption Letter and its 501(c)(3) status. The report shall be on the form provided by ACR
- 5) Other Reports. Other reports may be required to assist the staff and ACR Board in managing and supporting the activities of Chapters. When reports other than those listed in Subsections (1) through (4) above are required, ACR staff will give Chapters at least four weeks' notice, except in extreme circumstances.

## **P. Right to Name.**

The ACR Board of Directors affirms and acknowledges its Trademark exclusive ownership of, right to use, and license the use of, the name "Association for Conflict Resolution, Inc.," the acronym "ACR," and the ACR logo. No group may use these terms or the ACR logo without the express, written authorization of ACR, based upon an agreement to be an ACR Chapter, bound by the provisions of this P&P Manual. The use of the ACR name, as ACR grows in reputation, is one of the prime benefits of being an ACR Chapter.

## **Q. Chapter Logo.**

Chapters may not design a logo that differs from the ACR logo. The ACR Communications Director will work with a designated Chapter representative to modify the ACR logo in an appropriate manner to maintain the ACR brand and include the local Chapter's name. Likewise, an ACR Chapter may not design stationery, brochures, or any other forms that do not incorporate the ACR logo.

## **R. Chapter Mailing Lists.**

The rental of Chapter mailing lists must be consistent with the policy covering the rental of the ACR mailing list.

## **S. Communication.**

Communication among Chapters shall be fostered by holding an annual meeting of the Leadership Council during the Annual Conference and/or at any other time, called at the discretion of the ACR Board of Directors. In addition, the ACR Board of Directors may authorize additional mechanisms, as recommended by the CEO, which may be implemented to facilitate greater communication. All Chapter Presidents shall establish, and regularly use, an Internet e-mail account allowing them to send and receive e-mail messages about Chapter business. Chapter leaders are encouraged to make use of the ACR website as an additional means of communication. Each Chapter is requested to post information on the ACR Web site about its Chapter activities.

## **T. Membership Database Information.**

Sharing membership lists between ACR and Chapters is important to provide full service to all members and to assure effective communication with all members.

- 1) ACR shall provide each Chapter with a list of all ACR members within the geographic area of the Chapter on a quarterly basis. ACR shall also provide each Chapter with a list of all new ACR members within the appropriate geographic area on a monthly basis.
- 2) Each Chapter shall provide ACR with a copy of its membership list and mailing list on a semi-annual basis, or as requested by the ACR Membership Director.

## **V. Leadership Development.**

The ACR Governance Committee will carefully consider any recommendations for ACR leadership positions submitted by the ACR Director for Chapters during the annual selection of nominees for leadership positions. The Director for Chapters shall submit any suggestions or nominations to the Chair of the Nominating Committee in a timely manner.

## **W. Public Relations Information.**

ACR shall provide current promotional information, which describes the benefits of ACR membership, to assist Chapters in recruiting new members for ACR. This material will be formatted to allow Chapters to insert information related to Chapters.

## **X. Website Communication.**

Any use of the ACR Website by a Chapter shall conform to the “Guidelines for Section and Chapter Electronic Newsletters and Other Items, posted on the ACR Website set forth in Section XIV of this P&P Manual. ACR will provide links on the ACR Website to all Chapter Websites

## **Y. Chapter Development Loan Program.**

- 1) Chapter Financial Support. The Board of Directors has determined that Chapters and Chapters-in-Formation occasionally need financial support for programming and the production of other events. The Board of Directors wishes to encourage the growth and development of Chapters throughout the world as a crucial element of the ACR mission. The Board of Directors is also mindful of ACR’s limited financial resources.
- 2) Loan Program. The Board of Directors has established a revolving, “Chapter Development Loan Program” from which Chapters and Chapters-in-Formation may apply for loans to support appropriate Chapter projects, which support and are guided by the mission of ACR.
- 3) Loan Criteria. The CEO is charged with making loans to Chapters and Chapters-in-Formation, to a maximum of \$2,500 per year, based on the following criteria:
  - a) The Chapter activity level;
  - b) The number of ACR members among the Chapter membership;
  - c) The history of the Chapter’s repayment of any previous loans from the Program;
  - d) The nature of the proposed Chapter activity or project, and the associated risk of financial gain or loss;
  - e) The potential for competition and/or cooperation with ACR regarding the scheduling and focus of the activity or project;
  - f) Support of new ACR Chapters and Chapters-in-Formation;
  - g) Chapter compliance with this P&P Manual and the Bylaws; and
  - h) The quality of the strategies the Chapter will use in conjunction with the proposed activity or project to promote membership in ACR.
- 4) Loan Repayment. Any loan made must be repaid within the time established in the letter transmitting the loan to the Chapter or within such reasonable extension granted by the CEO or the Board of Directors. If the Chapter does not repay the loan, the Board of Directors may declare the Chapter inactive and/or suspend or revoke the Chapter charter.

## **Z. Chapter Suspension or Charter Revocation.**

The CEO of ACR may recommend, upon consultation with the ACR Director for Chapters, ACR staff designee, and the CTF, that the ACR Board of Directors consider either a suspension or revocation of a Chapter’s Charter, pursuant to the Appeals Process set forth in Section XV of this P&P Manual if a Chapter shall:

- 1) engage in any of the activities prohibited in Article 4 of the Bylaws or violate any other provisions of the ACR Bylaws and/or this P&P Manual, or

- 2) fail to undertake sufficient activities to be considered an Active Chapter over a two-year period, or
- 3) fail to file any required reports in a timely fashion, or
- 4) fail to comply with any other provision of its own Bylaws or this P&P Manual, or
- 5) otherwise for sufficient cause as determined by the ACR Board of Directors after an opportunity has been provided to the Chapter to be heard on the issue.

## MODEL CHAPTER PRESIDENT JOB DESCRIPTION

### General Description:

The President is the Chapter's Chief Operating Officer and generally responsible for managing all Chapter activities. The president is guided in his/her decision making process by the Chapter's Board of Directors.

### Specific Duties & Responsibilities

Duties of the President include, but are not limited to, the following:

1. Preside at all Chapter Board meetings and communicate activities of the Board and committees to the general membership. The President shall also serve as an *ex-officio* member of all committees.
2. The President shall be responsible for ensuring that the Chapter complies with all provisions of ACR's Policy and Procedures Manual regarding Chapters.
3. Serve as a primary contact and active liaison to the Board Director for Chapters and Chapter Coordinator on all policy and programmatic issues.
4. Ensure all members of Chapter Board are current members of ACR.
5. Coordinate all Chapter activities with ACR's activities and objectives.
6. Attend Leadership Council Meetings.
7. Assign and manage all Chapter objectives and programs.
8. Oversee overall operations of local Chapter, e.g., communication with members, web site development and maintenance, regular newsletter, program dates and content, staffing, systems, financial operations.
9. Ensure all Chapter materials, publications, website, etc. are up-to-date.
10. Over see the production of Chapter's annual report.
11. Seek out and maintain organizational contacts with local and statewide ADR groups.
12. Respond to requests for information about the Chapter.
13. Address and resolve member concerns.

## TAX STATUS AND GROUP EXEMPTION GUIDELINES

ACR Chapters are required to obtain tax-exempt organization status pursuant to Section 501(c)(3) of the Internal Revenue Code. (See Article IV of the Model Chapter Bylaws as adopted by the ACR Board of Directors.)

The required tax-exempt status may be obtained through either of two methods:

- (1) A Chapter may achieve tax exempt status by complying with the requirements necessary to qualify under the ACR Group Exemption; or
- (2) A Chapter may obtain tax-exempt status by applying directly to the Internal Revenue Service.

The steps in these processes are discussed below.

### **Applying for Tax Identification Number**

The first step in the process of securing/defining a Chapter's tax status is to become a legally recognizable entity, i.e. a corporation. If your Chapter has not yet incorporated, refer to the How To Organize a Chapter – Help Sheet or the How to Incorporate An Existing ACR Chapter – Help Sheet in this Chapter Handbook.

Assuming the Chapter is incorporated, the next steps will be to obtain tax identification numbers at the state and federal levels.

To obtain a state tax identification number the Chapter must contact the taxing authority in the state where it was incorporated. In most states that will be the state's department of revenue.

To obtain a federal tax identification number (also called an Employer Identification Number or "EIN") the Chapter must complete and submit IRS Form SS-4. That form may be obtained by: (1) telephoning the IRS Forms telephone number, or (2) locating Form SS-4 on line and downloading it following these instructions:

### ***Instructions for Downloading Form SS-4***

1. Go to: [www.irs.gov](http://www.irs.gov)
2. Click Forms and Publications (on left side of web page)
3. When the next page appears, again click Forms and Publications.
4. Follow the steps under heading: Retrieve Forms and Instructions.
5. Find and click on Form SS-4. SS-4 may be surrounded by a prefix or suffix such as "fss4.pdf".

The telephone number to the IRS for questions concerning a not for profit corporation completing Form SS-4 (Application for Employer Identification Number) is 1-877-829-5500.

## **Applying for Tax Exempt Status under the ACR Group Exemption**

A Chapter may achieve tax-exempt status by complying with the requirements necessary to qualify under the ACR Group Exemption. After the Chapter has filed its Articles of Incorporation with the state, adopted its bylaws and obtained an Employee Identification Number, the Chapter must then complete the **Authorization and Memorandum of Understanding for Inclusion in ACR Group Exemption** form (see attached) and return it to the ACR Chapters Liaison. If approved, the ACR Chapters Liaison will provide the Chapter with a letter from ACR stating that the Chapter will be included in the ACR group exemption. The Chapter should then apply to the local or state taxing authority to be exempt from state corporation taxes such as sales or franchise taxes.

## **Applying for the Chapter's Own IRS 501(c)(3) Status**

A Chapter may also apply for its own tax-exempt status directly with the IRS. IRS Publication 557 - Tax-Exempt Status for Your Organization explains the process for filing Form 1023, Application for Recognition of Exemption Under Section 501(c)(3) of the Internal Revenue Code. In addition to the Articles of Incorporation and Bylaws, applications should include the income and expenses for the last three completed fiscal years, and a partial year for the year of application up to within 60 days of the application. If the organization has completed less than a full year, it should submit three years proposed budgets. Chapters must also provide enough information on the activities to explain how its exempt purpose will be achieved. It is not enough to restate your purpose, but you must explain the specific activities you will carry on to achieve that purpose. You should consider a "who, what, when, where and why" approach. You should explain past, present and planned activities. The activities described in the application must show that the Chapter is a 501(c)(3) charitable and educational organization, and not business association or trade league, which are exempt under another section of the Internal Revenue Code.

**ACR-<Insert Chapter>**

**Authorization and Memorandum of Understanding for Inclusion in ACR Group Exemption**

*On behalf of <Insert Chapter Name> Chapter (The Chapter), I hereby submit this written authorization and confirmation to be included in ACR's Group Exemption Roster and attest that:*

1. The Chapter is affiliated with the Association for Conflict Resolution (ACR) and under its general supervision or control.
2. The Chapter is not a private foundation as defined in section 509 (a) of the IRS code.
3. The Chapter <has or has not> previously been recognized by the IRS as a Tax Exempt Organization under Section 501 (c) (3) of the Internal Revenue Code.
4. The Board of Directors of ACR has approved the Chapter's Articles of Incorporation and Bylaws. The Articles of Incorporation were filed in the State of <Insert State>. The date of incorporation is <Insert Incorporation Date>. The Bylaws have been adopted by the Board of Directors of the Chapter.
5. The Chapter EIN is <Insert EIN>.
6. The mailing address of the Chapter is: <Insert Mailing Address>.
7. The **street** address (NOT A PO BOX) of the Chapter is: <Insert Street Address>.
8. The Chapter will actively support its membership to abide by the applicable standards of ethics, professional responsibilities and practices as well as the Mission, Guiding Principles, Diversity and Equity policy of ACR.
9. The primary source of our receipts will be Chapter membership dues, grants registration fees and contributions.
10. The nature of Chapter expenditures is derived from administrative expenses in connection with furthering its charitable purpose and to promote ACR's Mission and General Principles, which include, but are not limited to; copying, supplies, insurance, etc.
11. If the gross receipts of the Chapter are more than \$25,000 annually, the Chapter understands that it is be required to file IRS Form 990, The Chapter's fiscal year ends <Insert Fiscal Year End Date>.
12. The Chapter agrees to electronically file IRS form 990-N each year by May 15<sup>th</sup>.

I affirm that the statements above are true and correct to the best of my knowledge, information and belief and that I am the authorizing officer of the above-referenced Chapter.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

## **DIVERSITY AND EQUITY STATEMENT**

ACR is a culturally diverse organization and is committed to diversity and equity in every aspect of its work. To ensure that this commitment is carried out fully, every Board committee, Chapter, Section, Advisory Council and related group is required to designate a Diversity and Equity Point Person. Together, these representatives comprise the ACR Diversity and Equity Network within ACR, whose charge is to ensure that all points of view are sought out and promoted, and any injustices in access, process and consequences are eliminated. Although ACR's formal processes and procedures seek to ensure that differences are recognized and supported, this commitment is the responsibility of every individual in the organization, including in every ACR Chapter.

### **Role Of Diversity and Equity Point Persons:**

Each Chapter must designate (either through election or appointment) a Diversity and Equity Point Person and provide the CEO of ACR or a staff designee with contact information for that Point Person.

In addition, on an annual basis each Chapter must submit a Diversity and Equity Report on the Chapter's activities and membership to the CEO of ACR or a staff designee. Generally, this Report will be submitted with the Annual Report from each Chapter.

The Diversity and Equity Committee has approved the following draft job description describing the expectations and responsibilities of ACR Diversity and Equity Point Persons.

### **ACR Diversity and Equity Point Person Responsibilities:**

Diversity and Equity Point Persons, with assistance from the D& E Network (which is made up of all D&E Point Persons across ACR), should be a diversity and equity lens, voice and resource for their own ACR Section, Chapter or committee, as well as ACR as a whole. They should seek to ensure that their Section, Chapter or committee remains committed to diversity and equity.

### **The D&E Point Person will perform the following tasks:**

#### **1. EDUCATION AND RESOURCE SHARING:**

- a. Educate Section, Chapter or committee members about the importance of diversity and equity, and about ways to support the membership's efforts regarding diversity and equity.
- b. Compile resources, materials and programs for teaching and facilitating diversity and equity (in the context of conflict resolution/transformation and conflict resolution education/training).
- c. Communicate and share resources with other Point Persons in the D & E Network. (Chapter Point Persons should also connect with interested persons in the Chapter's local community, and Section Point Persons should connect with interested persons in the Section's interest or practice area.)

## 2. LEADERSHIP:

- a. Serve as a part of the committee, Chapter or Section leadership, including helping to plan Section, Chapter and committee meetings and budget proposals, and attending all committee, Section or Chapter leadership meetings.
- b. Ensure that diversity and equity is a continuous part of the Section, Chapter or committee agenda, and informs all its activities, actions, and decisions.

## 3. OUTREACH AND ADVOCACY:

- a. Address diversity and equity through outreach and social responsibility within the Chapters, Sections and committees of ACR.
- b. Encourage greater diversity in ACR's Chapters, Sections and committees, by facilitating inclusion of various races, people whose first language is other than English, economically diverse people and other groups who are not yet well represented in ACR.
- c. Perform a diversity and equity assessment of their own Chapter, Section, or committee, taking into consideration opportunities created and outreach initiatives undertaken.

## 4. FACILITATION:

- a. Facilitate and help to resolve conflict around diversity and equity issues within the Section, Chapter or committee.

### **Expectations of Point Person**

The Point Persons are expected to meet the following additional criteria. They should use these criteria to assess their own performance:

- a. Learn as much as is reasonable about diversity and equity issues so that he or she is better prepared to be an advocate for diversity and equity issues.
- b. Assist other Point Persons with their learning, so that we can all be as effective as possible.
- c. Work with other Point Persons in diversity and equity organizational development efforts, on an ongoing basis.
- d. Make every effort to attend D & E meetings at the annual ACR Conference, Leadership Meetings and as otherwise scheduled to advance the D & E mission through face-to-face interaction.
- e. Maintain access to e-mail and the Internet to communicate regularly with other D & E Point Persons and ACR members.
- f. Regularly evaluate his or her own effectiveness as well as ways to improve ACR's D & E efforts and ACR's diversity.

## LEGISLATIVE AND PUBLIC POLICY COMMITTEE

ACR's Legislative and Public Policy (LPP) Committee coordinates ACR's legislative and public policy efforts and makes policy recommendations to the ACR Board of Directors. Sections, Chapters or members interested in having ACR consider action on a public policy issue may use the process below.

### Process for Considering Proposed LPP Issues:

1. Ideas come to ACR through ACR mechanisms; e.g. membership, Chapters, Sections.
2. Ideas go to ACR LPP Committee staff member for initial evaluation.
3. Staff member, in consultation with LPP Committee Co-Chairs, evaluates level of urgency of suggestions.
4. Staff member sends non-urgent (i.e. not requiring an immediate response/reaction/action on ACR's part) issue suggestions to appropriate LPP Committee issue group to research and present an initial recommendation to the full LPP Committee.
5. LPP Committee Co-Chairs send urgent (i.e. requiring an immediate response/reaction/action on ACR's part) issue suggestions to the full LPP Committee with a specific request and timeline.

### LPP Committee Evaluation Criteria for Suggested LPP Issues:

1. Does the suggested issue fall within the ACR's mission (ACR is a multicultural, multidisciplinary membership organization that educates the public and benefits society by advancing the practice, research, public understanding and teaching of conflict prevention and resolution)?
2. Does the suggested issue fall within ACR's strategic plan/priorities?
  - a. Evaluate priorities and the suggested issue in relation to issues already undertaken
3. Does the issue fall within the jurisdiction of the LPP Committee? If unsure, refer the issue to the appropriate ACR person/group for guidance and/or evaluation.
4. Does the issue have sufficient value to the field, and can ACR's actions to address the issue make sufficient impact to warrant pursuing?
5. Does the LPP Committee have the necessary resources (staffing, expertise, time, financing) to address the issue? If not, could it secure the necessary resources (ACR Board authorizes resources or collaboration with other organizations.). If so, take on the issue. If not, do not undertake.
  - a. If so, formulate a schedule/work plan for the issue.

## GUIDE TO PUBLICITY

### I. Preparation

You radically increase your chances of getting coverage if you are well prepared before you make your first call. Here is what you need:

#### People

- A Chapter spokesperson that will be the “public face” of the Chapter, who likes this sort of thing and has the personality for it.
- A researcher
- A writer
- A contact person

#### Materials

- Names of:  
Your local newspaper  
Community newspapers  
Civic newsletters (libraries, trade newsletters, etc.)  
Beat reporters and feature writers  
Photographers, art editors, food editors, style, etc.  
Editors of each section (news desk, features, city editor)

#### Process

- Read local newspaper articles to find appropriate reporters. This will be especially helpful if you have a program related to one of the newspaper sections: business, health care, etc., or if you are presenting a program on an area that is current hot topic in your area.
- Get familiar with the reporters’ viewpoints. You don’t have to agree with them – just get to know them.
- Be familiar with back articles they have written so you can refer to them if you like when you talk.

#### When you make contact:

- State who you are, what organization you represent, tell them you have a story idea and ask if this is a good time to talk. (Hint: the usual best times are Tuesday and Sunday afternoons. Find out before you call when their deadlines are and don’t even think about calling directly before those.)
- Ask if they prefer to be contacted by e-mail, fax or phone.
- Be interesting. Be brief. You have 10 seconds to pitch an interesting story line. If they pick it up, you can elaborate it from there. But those first sentences should be good. Follow-up (using your information about fax, e-mail, etc.)
- Give them a number at which you always can be contacted. They will only call once – if they can’t reach you, your story is gone.

The following is an example of how outreach and publicity might work in Chapters. By keeping a portfolio of media reviews of their work, a Chapter also can strengthen its presentation in fundraising.

Example:

A Chapter is getting ready to host one of its quarterly meetings. The local papers have been doing stories on health care provider-consumer disputes. They showcase this topic because there have been heated discussions in the city about the costs of health care services. The Chapter decides to:

- Bring a speaker to talk about conflict resolution in this area
- Invite hospital HR managers, administrators, social workers and policymakers in the area
- Personally follow-up with a call to key decision-makers
- Host a small social hour before or after the event
- Invite the local media, quoting some of what they have written or said on this issue
- Invite local service providers
- Follow-up

In preparation for the event, the Chapter has:

- A brochure or flyer created in conjunction with ACR, one that can be redesigned for different topics
- A list of media contacts in its area
- A member who keeps a file of which newsmen write what kinds of articles, what their styles are, quotes from what they have written
- Developed an ongoing relationship with two or three people in the media
- Established, with ACR's help, a spokesperson for media to contact when related news occurs
- Found a member to write a guest column in a trade newsletter or community paper
- Arranged for a Chapter representative to be featured on a talk show
- Put flyers in local service organizations and libraries

Long-range planning for the event includes:

- Chapter member responsible for following local concerns and researching connections between those concerns and member expertise
- Chapter member who contacts with decision-makers in the area
- Chapter member who researches decision-makers

Available to Chapters from ACR:

Membership Packet

Editorial review of Chapter made brochures or flyers

Speakers Bureau Lists

Writing a Press Release

- No more than 1 page in length. Print on ACR-Chapter letterhead. Newsmen look at 100-200 releases a day – yours must be short and eye-catching.
- Header it with the Date, For Immediate Release (ALL CAPS and **IN BOLD**) and Contact Information, including web address, fax and e-mail.
- Title – ALL CAPS and **IN BOLD**

- First Paragraph
  - What is taking place?
  - When and where?
  - Why is it being done?
- Second Paragraph
  - Quote
- Third Paragraph
  - Background and interesting tidbit. Uses sentences that they could use as quotes in their news story
- End with # # # and, below this, the contact person and their contact information
- Make sure that the contact person is there at all times – they will only call you once
- Be brief, informative and exciting. If you give too many or too few details, they will throw it away. If you give incorrect information, they will never talk to you again.
- Write it as though you were writing a news article
- For extra facts, attach a bulleted fact sheet.

**This is quick guide to getting your Chapter known in the local area. ACR has another extensive handbook available to chapters which can be accessed by contacting the Chapter liaison at 202-464-9700 ext 245, or [Chapters@ACRnet.org](mailto:Chapters@ACRnet.org).**

## ACR ASSISTED PUBLICITY

ACR has several ways in which to publicize Chapters.

*ACR Update* is ACR's monthly e-newsletter. This is e-mailed out to all current ACR members and is posted online for the general public to view. Archives can be found at [www.ACRnet.org/publications/acupdate.htm](http://www.ACRnet.org/publications/acupdate.htm). Announcements for *ACR Update* submissions will be sent by the ACR staff prior to being released to the ACR members. You can also submit your events and news to the Chapters Liaison at [Chapters@ACRnet.org](mailto:Chapters@ACRnet.org).

*ACResolution* is ACR's quarterly magazine. This magazine is sent to all ACR members as well as to any prospective members and attendees at training sessions. For more information about publishing in the magazine, please contact the ACR Publications Department at [Publications@ACRnet.org](mailto:Publications@ACRnet.org).

**ACR's website is [www.ACRnet.org](http://www.ACRnet.org). ACR Master Calendar of Events is located at [www.ACRnet.org/webcalendar](http://www.ACRnet.org/webcalendar). This calendar lists all ACR-related events, including meetings, conferences, trainings, and teleseminars. To have your event included, please contact the Chapters Liaison at [Chapters@ACRnet.org](mailto:Chapters@ACRnet.org).**

## GUIDE TO BROCHURES

As a professional membership organization, ACR is committed to maintaining a clean and professional look to all the documents we put out. Just as the content must conform to ACR standards for clarity, elegance and professionalism, so must the layout of all public flyers, pamphlets, or text documents.

Therefore, when designing any document on ACR's behalf, please keep the following in mind:

**Every document** sent on ACR's behalf must somewhere display:

- an ACR logo
- the name of the organization spelled out
- the [www.ACRnet.org](http://www.ACRnet.org) Web site

### Fonts:

- Official Text font: Garamond
- Official Org. Name Font: TarzanaNarrow Bold
- Official Mission Font: Trajan

### Colors:

- Purple: PMS code 5125, Hex 663366
- Teal: PMS code 3155, Hex 006699
- To maintain a professional look and feel, use:
  - shades of Blue or Gray
  - dark colors like Purple and Navy Blue
  - or pastels like on the [www.ACRnet.org](http://www.ACRnet.org) Web site (primarily with Teal, Purple, Green or Blue)

### ACR Logo:

- You can use the logo in:
  - Horizontal layout
  - Vertical layout
  - Teal and Purple
  - Black and White
  - Monochromatic design (single or multiple shades of the same hue or color)
- If logo size is changed, the logo must remain proportional to original logo dimensions
- Always maintain the proportions of the text to logo
- The name of the organization must be in TarzanaNarrow Bold

### Letterhead:

- Use the footer for letters only; do not use it for flyers.

### E-mail and Web syntax:

- All e-mail addresses should read: ...@ACRnet.org
- ACR Homepage should read: [www.ACRnet.org](http://www.ACRnet.org)
- Always use <http://> when writing a web address in an email or on the website to make it an active link

- Capitalize ACR when part of a long address, like <http://www.ACRnet.org/conferences>
  - NOTE: text after <http://www.ACRnet.org/> is CASE SENSITIVE and should be copied exactly as it is written: <http://www.ACRnet.org/publications/index.htm>

**Margins:**

- For Text Documents you MUST start text 1 inch from left edge (line up with the bottom tip of the Teal part of the ACR Logo).
- For Flyers, we suggest you set your margins to .8 inches all around.

**Making Flyers/Pamphlets:**

- Guidelines for maintaining a professional look and feel:
  - Use clean, horizontal and/or vertical lines, not curves
  - Do not use underlines (underlining works in text document, but makes flyers difficult to read)
  - Use Small Caps, All Caps, or Bold for headlines
  - Be sure to balance white space, do not over-crowd the content.
- Using Images:
  - Always be sure to have appropriate permissions when using photographs or illustrations
  - Choose professional images, representing business people or concepts (unless you are targeting a specific audience, such as with a K-12 Initiative)
  - Do not use faces that are obviously discernable, unless you indicate who the person is.

As stated in the ACR Policy & Procedure manual, all Chapters must use the ACR logo. ACR will assist all Chapters with creating a logo which incorporates the ACR logo with the Chapter name.

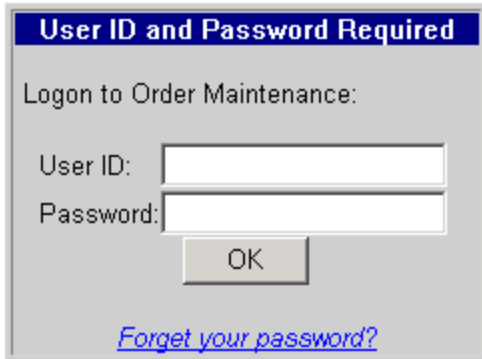
ACR will gladly edit and review all Chapter brochures and fliers. Please contact ACR at 202-464-9700 or at [Chapters@ACRnet.org](mailto:Chapters@ACRnet.org) if you have any questions.

## WEBSITE GETTING STARTED GUIDE

### Getting Started

First, go to <http://www.mediate.com/account>

You will see a log in form that looks like this:

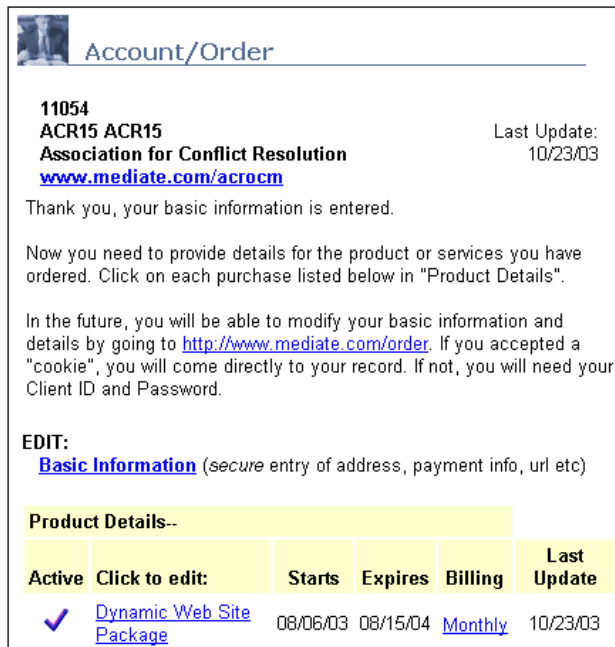


The image shows a login form titled "User ID and Password Required". It contains the following elements:

- A header bar with the text "User ID and Password Required" in white on a blue background.
- The text "Logon to Order Maintenance:".
- A label "User ID:" followed by a text input field.
- A label "Password:" followed by a text input field.
- An "OK" button below the password field.
- A blue underlined link "[Forget your password?](#)" at the bottom.

Enter your User ID (the four or five digit number) in the User ID box and the password (it starts with ACR and ends with an exclamation point – make sure you type it in all in capital letters) in the password box. Then click the “OK” button. Do not change the user name or password.

Next you’ll see a screen that looks like this...



The image shows a web page titled "Account/Order". It contains the following information:

- A small profile picture icon.
- The title "Account/Order" with a horizontal line below it.
- Account ID: **11054**
- Organization: **ACR15 ACR15 Association for Conflict Resolution**
- Website: [www.mediate.com/acrocm](http://www.mediate.com/acrocm)
- Last Update: 10/23/03
- Message: "Thank you, your basic information is entered."
- Instruction: "Now you need to provide details for the product or services you have ordered. Click on each purchase listed below in 'Product Details'."
- Message: "In the future, you will be able to modify your basic information and details by going to <http://www.mediate.com/order>. If you accepted a 'cookie', you will come directly to your record. If not, you will need your Client ID and Password."
- Section: **EDIT:**
- Link: [Basic Information](#) (secure entry of address, payment info, url etc)
- Section: **Product Details--**
- Table with columns: Active, Click to edit, Starts, Expires, Billing, Last Update.

Active	Click to edit:	Starts	Expires	Billing	Last Update
✓	<a href="#">Dynamic Web Site Package</a>	08/06/03	08/15/04	<a href="#">Monthly</a>	10/23/03

Your web page is located at the blue web location at the top of the page. The OCM Section’s page is used as an example, and you can see it is located at [www.mediate.com/acrocm](http://www.mediate.com/acrocm). All ACR Chapter and Section pages provided by ACR follow that format: [www.mediate.com/acr](http://www.mediate.com/acr) plus the section name or initials.

If you click on the blue **Basic Information** link in the middle of the page then you’ll jump to a page that looks something like this:

**Account/Order**

**Basic Information**

For: 11054  
**ACR15 ACR15**  
**Association for Conflict Resolution**

Please fill out this **basic information**:


First Name: <input type="text" value="ACR15"/> (Required)	Business Name: <input type="text" value="Association for Conflict Resolution"/>
Middle Initial: <input type="text"/>	Phone: <input type="text" value="202.464.9700"/> (R)
Last Name: <input type="text" value="ACR15"/> (R)	Email: <input type="text" value="leahborsa@eisa.com"/>
Address1: <input type="text" value="1015 18th St., NW"/> (R)	Fax: <input type="text" value="202.464.9720"/>
Address2: <input type="text" value="Suite 1150"/>	URL: <input type="text" value="http://www.mediate.com/acrocm"/> (R)
City: <input type="text" value="Washington"/> (R)	<small>(enter your desired url at mediate.com or externally) Check mediate.com /yourname availability <a href="#">here</a></small>
State/Prov: <input type="text" value="DC"/> Zip: <input type="text" value="20036"/> (R)	How did you hear about us? --choose one-- conference saw on web general mailing
Country: <input type="text" value="USA"/>	
Password: <input type="password"/>	

This is where you can change basic information regarding your Chapter. You should change the “Business Name” field to the name of your Chapter (this is the title that will appear in the title bar on each of the pages on your site) and change the “Email” field to the email address you would like to receive all emails from visitors to the website. Any forms you put on the site to collect information from visitors will email the submitted information to the email address you provide in this “Email” field.

You can also change the address, phone and fax to whatever contact information you would prefer. ACR’s contact information is shown as a default.

Do not change the “URL” field because ACR links to your website at that address.

You can click the “Save Changes” button at the bottom of the page to save any changes you may have inserted, or you can just click the “Back” button on your browser to go back to this page again:



## Account/Order

**11054**  
**ACR15 ACR15**  
**Association for Conflict Resolution**  
[www.mediate.com/acrocm](http://www.mediate.com/acrocm)

Last Update:  
10/23/03

Thank you, your basic information is entered.

Now you need to provide details for the product or services you have ordered. Click on each purchase listed below in "Product Details".

In the future, you will be able to modify your basic information and details by going to <http://www.mediate.com/order>. If you accepted a "cookie", you will come directly to your record. If not, you will need your Client ID and Password.

**EDIT:**  
[Basic Information](#) (secure entry of address, payment info, url etc)

**Product Details--**

Active	Click to edit:	Starts	Expires	Billing	Last Update
✓	<a href="#">Dynamic Web Site Package</a>	08/06/03	08/15/04	Monthly	10/23/03

Now we are going to get into actually editing the content on your site!

Just click on the blue **Dynamic Web Site Package** link at the bottom and you will see a page come up that looks like this...



## Dynamic Web Site Control Panel

summary location style configuration pages addons help

[View Site](#) [Change Your Account Information](#) | [Help with this screen](#)

Welcome! Your Dynamic Site was last changed on: 10/23/03 at 11:37:42.

**Basic Account Information**

Name: ACR15 ACR15  
 Business: Association for Conflict Resolution  
 Address: 1015 18th St., NW Suite 1150 Washington DC 20036  
 Phone: 202.464.9700  
 Fax: 202.464.9720  
 Email: leahborsa@eisa.com

**Site Information**

Location: <http://www.mediate.com/acrocm>  
 Style: 842: Custom

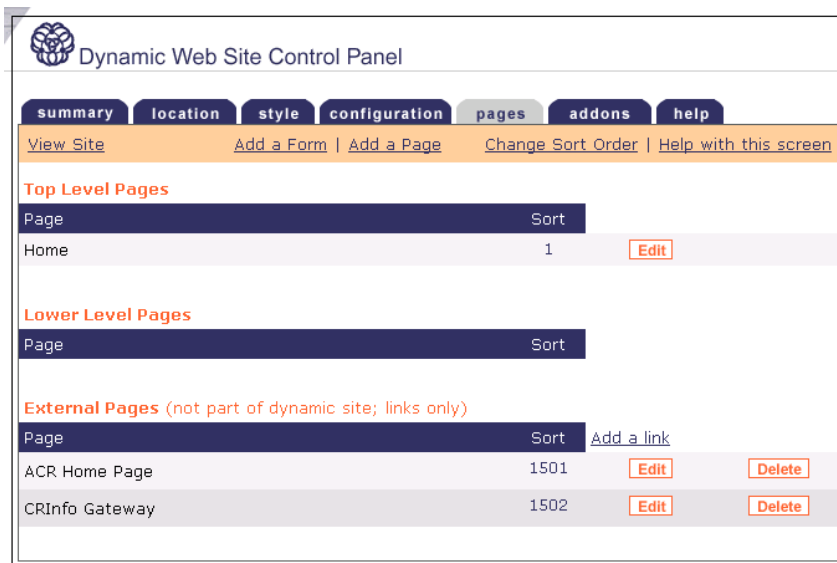
This is the main interface for editing your site. You can see it is organized into tabs along the top with the different areas you can edit. The tab you are currently located at is gray and the others are

blue. Currently, we are in the “Summary” tab, which tells us the same information we saw on the “Basic Information” page a moment ago. In fact, if you click on the “Change Your Account Information” link in the orange area at the top of the page it will take you right back to that page we just visited.

Most of these tabs are not going to be used. “Location” lets us change the location of our web pages, but as discussed before, you must keep your pages where they are. “Style” lets us choose a look and feel for the site. We have provided you with a customized ACR look-and-feel by default, so you do not need to change that either.

“Configuration” lets you control several site settings, but we have set them by default to the options that make the most sense for Chapters. You can take a look to see what is there – you can decide whether or not to display the email address, phone, and fax you provided on the basic information page, or whether to show the path traversed by the user on the various sub-pages of your site. You probably will not want to change any of these settings. “Add-ons” lets you add some optional pre-defined content to your site just by checking a check box. For example, we have already selected a “Contact Form” for your site that sends collected information to the email address you provided on the basic information screen. You can also add article pages from Mediate.com if you like.

The tab you will use most is the “Pages” tab. Click on it and you will see a screen like this:



This is the main screen where you can manage all the pages on your site. You can see on this site there is only one page right now – the Home page. The Top Level pages appear in the first section of the page. These are the pages you want to appear in your navigation menu. Lower level pages appear in the second section of the page – these are the pages that appear underneath the top level pages. The third section contains links to External Pages, which exist somewhere out on the web. By default we have inserted a link to the ACR Home Page and CRInfo, which you can see in the screen above.

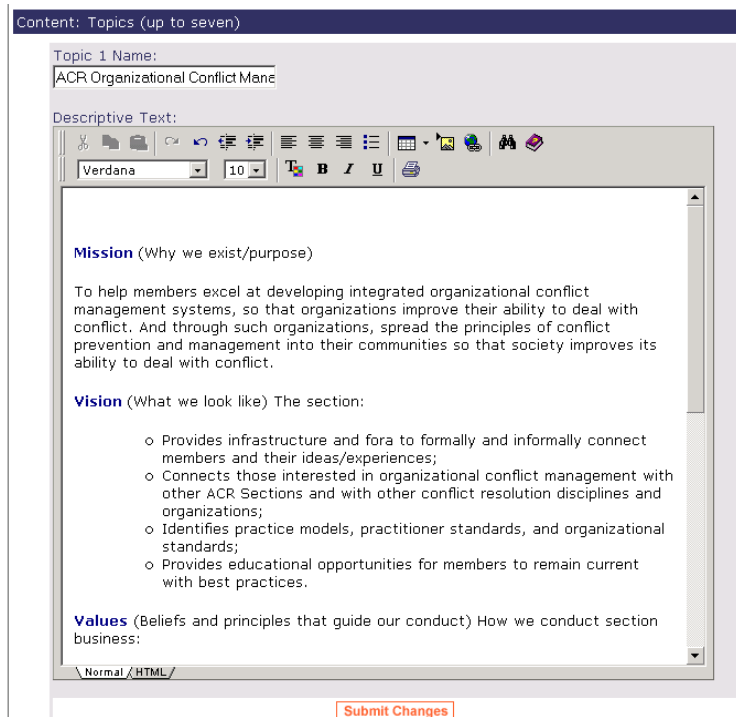
Now let’s take a look at how we edit the content on a page of the site. Click on the orange “Edit” button to the right of “Home” and you will see a screen similar to this one:

The top section of the page lets you provide the Page Title and to specify whether or not the page is a Top Level Page or a Subpage. If the page is a Subpage, then it also lets you specify which page is the parent. By using this mechanism, you can organize all your pages into intuitive categories.

The next section lets you specify “Meta Tags” for your page. You will want to put in a descriptive page title in the first box – this is what appears in the bar at the top of your browser when the page is opened. The page description should be a one sentence description of what is on the page; this is what will appear in a search engine should the page come up as the result of a search. The third area allows you to insert keywords that someone looking for the page might type into a search engine looking for it. You should put in about 20 or 30 words descriptive of your site content, such as “ACR, conflict resolution, mediation, arbitration, ombudsman, mediator, mediate, dispute resolution, ADR” and the like. You will probably want to put in the name of your Chapter and your region. You can use the same terms throughout your site if you do not want to worry about coming up with new terms for each page. Click any of the orange “Submit Changes” buttons to save any changes you may have made.

Scroll down a little bit to see the next section of the page<sup>1</sup>:

<sup>1</sup> The page editing tool described here only works on Windows machines running Internet Explorer. Macs do not support the mechanism described here. Contact Josh (josh@mediate.com) for more information.



This is the most important area for editing your site. In this section, you can edit the text on your page just like you would edit the text in a word processing document. Using the buttons at the top of the window you can:

- justify text right, center, and left
- make text bold, italic, and underlined
- add bullets
- indent text left and right

You can choose typefaces and their sizes in the drop-down boxes at the top of the editing area, or you can click on the button that looks like this:



and you will see a little window pop up that will let you set all the same formatting options text, including changing its color.

To insert an image, click on the button that looks like this:



A pop-up box will appear that will allow you to upload an image to use on the site. Please note that you should only upload images in .gif or .jpg/.jpeg format, and they should be resized down to a reasonable resolution (i.e. less than 300x300 pixels) before you attempt to upload them to the website. If you do not know how to do this, feel free to contact Josh at 617-621-1518 or [josh@mediate.com](mailto:josh@mediate.com) and he will give you some advice and help.

To make a link, highlight the text you want to make a link and click the button that looks like this:

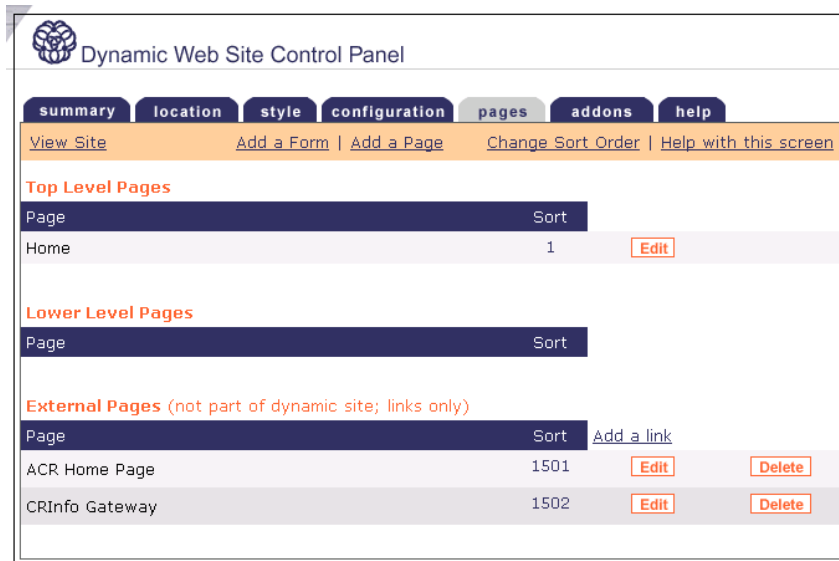


A box will appear asking for the web address you would like to link to. Just fill the address in the “HREF:” field (remember you need the http:// in front of it – it automatically appears when the box opens) and click “Insert Link” to have the link appear.

Feel free to experiment with the other buttons (the binoculars search the text in the document, the book offers some help, the spreadsheet lets you insert a table, the printer inserts a “print this” icon) but they generally work just like they do in Microsoft Word.

If you scroll down a little further you will see another edit window just like the first one. You can put additional text in that window and have it appear in a second section on the same page. In fact, you can have up to seven different sections on each page. If you insert any content into section two, submit the changes, and then return to the page, you will see a third blank topic area appear below the first two. For most uses, though, one topic area on each page will be enough.

When you are done, click any of the orange Submit Changes buttons to save your changes. You will then jump back to this window:



You can add as many new pages to your site as you would like, just by clicking on the “Add a Page” link in the orange area at the top of the page. Then you will go through a similar process adding content to that new page, clicking “submit changes” and then seeing it in this master list of pages.

If you would like to change the order that the top level pages appear, just click the “Change Sort Order” link in the orange area at the top of the page. Then you can assign numerical values to each item that dictate which comes first, second, etc. – just click “Submit Changes” to save the new order.

To see how your changed pages are looking, we suggest opening a new browser window by clicking on “File” in your browser’s top menu bar, then rolling-over “New” and then clicking on “Window.” This will enable you to look at two web pages simultaneously. So leave one window connected to the web page editing section of Mediate.com and type the address of your Chapter or Section’s web page in the other window. Then you can see how your page looks at that very moment.

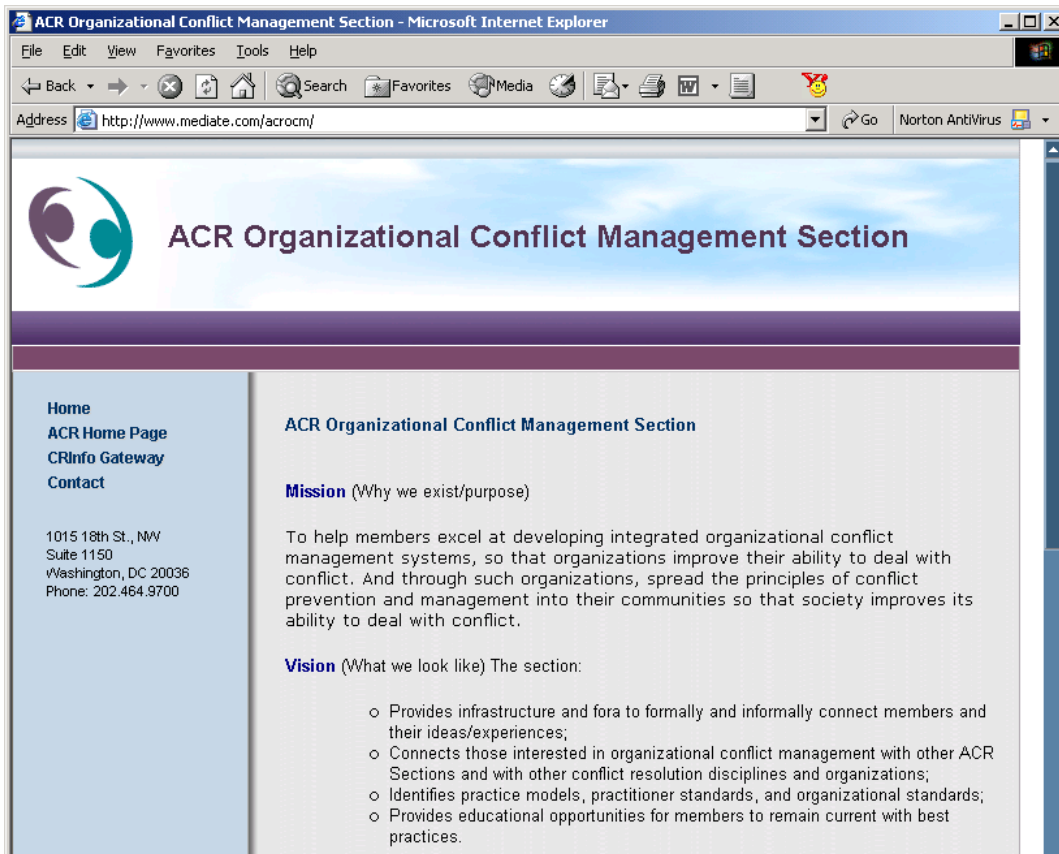
Please remember two things:

One is that the changes you make to the website are “live” on the internet *the instant* you click the orange “Submit Changes” button. There is not any other level of approval required! So make sure you check your changes once they are submitted to make sure you made the changes you thought you were making.

Secondly, remember that the browser window showing the “live” site (the one the public sees, like the next screen below) will not automatically update when you submit a change through the web page editing function on Mediate.com. You need to click the “Refresh” button to see the absolute latest version of your page. It looks something like this:



So remember – if it looks like the changes you made did not happen on the public version of the page, make sure to click the “Refresh” button at the top of your browser to make sure you are looking at the most up-to-date copy!



That’s it! We are optimistic that these tools will enable your Chapter to maintain a much more vibrant and up-to-date presence on the web. This will help you to keep your members informed and engaged, and will even help to recruit new members.

We are here to help you. If you are confused by any aspect of these site-building tools, please do not hesitate to contact Josh Remis at [josh@mediate.com](mailto:josh@mediate.com) or the Chapters Liaison at [Chapters@ACRnet.org](mailto:Chapters@ACRnet.org)

## LEGAL COMMITTEE'S LEGAL DISCLAIMER FOR ACR WEBSITES AND PUBLICATIONS

- The ACR legal committee has created a legal disclaimer that is recommended to be placed on the Chapter website and in its publications which mitigates liability for the unlawful practice of law and other licensed professions.
- This disclaimer would be used when articles are published that give advice or interpretation on technical matters.
- The committee recently looked at the issue of publisher liability and, as a result, the committee has determined that all ACR publications should carry the disclaimer below:  
**This publication (or website) is designed to provide accurate and authoritative information in regard to the subject matters covered. It is provided with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional service. If legal advice or other expert assistance is required, the service of a competent professional person should be sought.**
- The language comes from an effort of the ABA and the publishing industry many years ago and has held up very well.
- This publication and website disclaimer is recommended, but not required. If this language is applied it should be on the mastheads or tables of contents of your publications and a link provided to it from the home page of your websites.

## MEMBERSHIP DEVELOPMENT AND RECRUITMENT

### General Guidelines and Helpful Hints for Recruitment

- Develop Chapter brochure with membership benefits.
- Develop standard recruitment letter to be signed by Board President as well as welcome letter to new members from Board President.
- Appoint committee or point person to respond to membership inquiries.
- Chapters participate in ACR's membership list exchange in order to receive the most up-to-date list of local ACR members.
- Add people who are not members of your local Chapter to the Chapter's mailing and e-mail list for program and event announcements.
- Send new local ACR members an invitation to join as the Chapter receives new member list from ACR.
- Invitation Packets could include:
  - Letter from Board President
  - Membership Application
  - Latest newsletter
  - Listing of upcoming events
  - Chapter Brochure or Membership Benefits
- Have membership applications and brochures at all events.
- Make the Chapter membership application available online on the Chapter's Web page.
- Use current members to promote the Chapter. *Personal contact is the most effective.*
  - Have a member send an e-mail inviting prospective member to join.
  - Follow up with phone call.
  - Send personal invitation to upcoming Chapter event.
- Exhibit or send membership materials to local ADR events and trainings.

### General Guidelines and Helpful Hints for Retention

- Retention efforts should begin as soon as a member joins.
- An involved member is more likely to retain membership.
- Don't wait until a person leaves to take action.
- Survey all members:
  - Include questions to learn why they initially joined and didn't renew; what their needs are; and what activities or programs they would like the Chapter to conduct.
- Get members involved in committees. Post a call for volunteers on web site, newsletter, membership application and renewal notice.
- Set up a mentor program for new members.
- Host a new member reception.
- Send new member kits
  - Welcome letter from Board President
  - Program Announcements
  - Latest Newsletter
  - Membership Roster
  - Chapter Benefits

- Send letters or e-mails to members asking for feedback on program ideas, services and Chapter benefits.
- Send benefits reminders to members every six months.
- Develop awards and recognition for service.
- Offer reduced rates on program and conference registration.
- Develop special letter for those who have not renewed.
- Assign names of non-renewing members to Board to do follow-up.

## ORGANIZING A PROGRAM

Programming is at the heart of the Chapter’s work. ACR Chapters enable members in common geographical regions to meet face-to-face and attend programs and activities that support their professional development. Within the Chapters, conflict resolution professionals share ideas and best practices and make networking connections throughout their area, both within and outside of the profession.

### General Program Guidelines:

- ACR Chapters are required to have three meetings during their fiscal year.
- Most Chapters offer more programs and are encouraged to offer:
  - Brown bag lunches around a specific topic
  - Networking events
  - Trainings
  - Annual business meeting
  - Special social programs
  - Full day Annual Conference
  - Program geared toward youth or graduate students
- Chapter should try to vary programming format between panels, individual speakers and roundtable discussions

Date (time)	Task
3 months before	<ul style="list-style-type: none"> <li>• Board or Program Committee has approved program concept and objectives. Board or Program Committee is designated to coordinate the program.</li> </ul>
2-3 months before	<ul style="list-style-type: none"> <li>• Obtain and confirm program site.</li> <li>• Recruit speakers and panelists.</li> <li>• Discuss program content, format and materials with invites, speakers and panelist.</li> </ul>
2 months before	<ul style="list-style-type: none"> <li>• Write conformation letters or e-mails to program participant(s) – Include program goals and an outline of the content/questions to be covered.</li> <li>• Confirm materials needed.</li> </ul>
7 weeks before	<ul style="list-style-type: none"> <li>• Prepare program announcement. Content should include: title, speaker(s), date, time, location, cost, parking information, registration date.</li> <li>• Have program announcement at current program.</li> <li>• Order and confirm food.</li> </ul>
4-6 weeks before	<ul style="list-style-type: none"> <li>• Mail program announcement to Chapter members and local ACR members (obtain most recent list from Chapters Liaison).</li> <li>• E-mail program announcement to Chapter members and local ACR members.</li> <li>• Place announcement on Chapter’s web Site or Chapter’s web page on ACR’s web site.</li> <li>• Place announcement in Chapter’s newsletter</li> </ul>

	<ul style="list-style-type: none"> <li>• Submit program announcement to ACR's Chapters Liaison for ACR Update.</li> <li>• If Chapter has voicemail or hotline, outgoing message should announce program details</li> </ul>
2-3 weeks before	<ul style="list-style-type: none"> <li>• Maintain reservation list and send confirmation to attendees.</li> <li>• Send reminder e-mail to Chapter members and local ACR members.</li> <li>• Purchase and/or gather all program materials (Chapter and ACR membership applications, Chapter brochures, upcoming program announcements, flip charts, etc.)</li> <li>• Confirm program site</li> </ul>
1-2 weeks before	<ul style="list-style-type: none"> <li>• Confirm program speaker(s) or panelists.</li> <li>• Develop program evaluation forms</li> </ul>
Day of Event	<ul style="list-style-type: none"> <li>• Arrive early at meeting location to arrange chairs tables or to confirm set up.</li> <li>• Set up table with any handouts.</li> <li>• Have Board Members or Chapter Members greet attendees.</li> <li>• At the end of program, pass out evaluations.</li> </ul>
Post Event	<ul style="list-style-type: none"> <li>• Write thank you letters to speaker(s) or panelists.</li> <li>• Summarize evaluations and review with Board or program committee.</li> </ul>

**ORGANIZING A CONFERENCE**  
**General Conference Timeline**

<b>DATE (Approx.)</b>	<b>TASK (General)</b>
12-10 months before	<ul style="list-style-type: none"> <li>• Board Appoints Program Committee Chair</li> </ul> <p>At previous year's conference:</p> <ul style="list-style-type: none"> <li>• Provide flip chart for people to offer suggestions for the next year's conference</li> <li>• Provide evaluation forms for each session</li> <li>• At previous year's conference have the program committee (those in attendance) meet to review what worked and what didn't. (This meeting is optional)</li> </ul>
10 - 8 months before	<ul style="list-style-type: none"> <li>• Chair(s) recruit Program Committee Members</li> <li>• Program Committee suggests site &amp; dates</li> <li>• Program Committee completes site proposals and makes recommendations to Board on selection</li> <li>• Complete site contracting</li> </ul>
8 - 7 months before	<ul style="list-style-type: none"> <li>• Develop conference theme</li> <li>• Begin general marketing of event internally and at related events</li> <li>• Determine the format of conference</li> <li>• Committee should brainstorm presenters and presentation topics</li> <li>• Invite Proposals and Keynote/Plenary</li> </ul>
7 – 6 months before	<ul style="list-style-type: none"> <li>• Committee reviews proposals and determines holes/missing areas</li> <li>• Committee finalizes decisions on proposals (Committee members to follow up on holes/missing areas and maybes)</li> <li>• Notification letters to all proposal submitters—letters contain all information for the brochure and request corrections from session organizers</li> <li>• Brainstorm social events</li> </ul>
6 -5 months before	<ul style="list-style-type: none"> <li>• Opening Welcome and Penuries coordinated</li> <li>• Follow up on items that were generated during brainstorming session</li> <li>• If soliciting Ads/Exhibitors, begin marketing (create brochure)</li> <li>• Collect brochure text from presenters</li> <li>• Presentation descriptions &amp; AV</li> <li>• Gather information about host city and things do in and outside the city</li> <li>• Welcome letter from Chapter President</li> </ul>
4-3 months before	<ul style="list-style-type: none"> <li>• Start brochure production</li> <li>• Finalize all items for brochure and web site</li> <li>• Build and prepare registration database or list</li> <li>• Complete contracts for all vendors – Registration, AV, Audio Visual,</li> </ul>

	<ul style="list-style-type: none"> <li>• Continue marketing efforts (mailing lists, sending press releases)</li> <li>• Continue possible Advertising/Exhibitor campaign</li> <li>• Coordinate Volunteer recruitment efforts</li> </ul>
3- 2 months before	<ul style="list-style-type: none"> <li>• Send brochure to Printer and prepare</li> <li>• Coordinate brochure mailed to members and presenters first class</li> <li>• Continue possible Advertising/Exhibitor campaign</li> <li>• Finalize Volunteers</li> <li>• Start working on logistics, menus and room set-ups</li> <li>• Follow-up on final presenter info (speaker release forms, outlines, descriptions, bios, etc.)</li> </ul>
2 – 1 months before	<ul style="list-style-type: none"> <li>• Finalize special meetings</li> <li>• If having Exhibits, plan ACR booth and Exhibit Hall layout and decor</li> <li>• Determine who will work at the conference</li> </ul>
1 month before	<ul style="list-style-type: none"> <li>• Produce and print any on-site brochure</li> <li>• Confirm all arrangements with vendors, hotel, volunteer coordinator, shipping company, staff, committee, board</li> <li>• Prepare all registration packet inserts, exhibitor booth signs, room posters, badges, etc.</li> <li>• Prepare production of above materials</li> <li>• Finalize all arrangements for special events</li> <li>• Finalize Room set-ups</li> </ul>
Week of Conference	<ul style="list-style-type: none"> <li>• Hold pre-conference meeting with site staff (Optional)</li> <li>• Registration packet stuffing</li> <li>• Exhibit Hall set-up</li> <li>• Meetings</li> <li>• <b><i>CONFERENCE!</i></b></li> </ul>

## ACR Existing Chapter Calendar Tasks

Task to Complete	Items Dues	How Often	Chapter Deadlines
Send in ACR Chapter Annual Reports	<ul style="list-style-type: none"> <li>• An Annual Report Form</li> <li>• An Activities Plan Form</li> <li>• A D&amp;E Report Form</li> <li>• A current listing of members of the Chapter board of directors</li> <li>• An updated Chapter membership listing</li> <li>• Chapter documents including: updated application materials, program announcements, and any other documents of interest</li> </ul>	Annually	Feb. 15
D&O Insurance – Join ACR’s group policy or provide a copy of their own D&O Policy.	<ul style="list-style-type: none"> <li>• Annual payment for ACR group policy or copy of the “Declarations” page of the D&amp;O Policy.</li> </ul>	Annually	<p><b>April 1</b> – Answer of Joining Policy or not (<b>Bill and send invoice the same day</b>)</p> <p><b>April 30</b> – Due: \$ or copy of D&amp;O policy.</p>
Group Exemption Filing	<ul style="list-style-type: none"> <li>• Chapters must file form 990-N online @ <a href="http://www.irs.gov/eo">www.irs.gov/eo</a> and email a copy to ACR</li> </ul>	Annually	May 1
Group Exemption Information Update	<ul style="list-style-type: none"> <li>• All existing Chapters must submit all updated contact information</li> </ul>	Annually	July 1

Updated 1/2/07

## ACR's CHAPTER ANNUAL REPORTS

As already stated in previous pages of this Handbook, all ACR chapters are required to provide the National office with an Annual Report. This report consists of the following:

- An Annual Report Form;
- An Activities Plan Form;
- A D&E Report Form;
- A current listing of members of the Chapter board of directors;
- An updated Chapter membership listing with indication of those members who are current members of ACR National; and
- Chapter documents including: updated application materials, program announcements, and any other documents of interest.

### **Annual reports are due every year by February 15.**

Those chapters who turn in all documentation to ACR National before or on February 15 will be rewarded with one free membership for their members, valued at \$195.

Those chapters who fail to adhere to these guidelines may be subject to reevaluation by ACR's board and Executive Director.

All forms for the Annual report will be distributed 60 days prior to its due date. If you wish to have the annual report document sent to you before this time, please contact ACR's Chapters Liaison, at 202-464-9700 ext. 245 or [Chapters@ACRnet.org](mailto:Chapters@ACRnet.org).

## Available Resources to ACR Chapters

ACR Chapters are entitled to an array of resources provided by the national office.

Chapters in good standing are entitled to the following:

- An ACR Chapter Liaison
- ACR logo creation guidelines
- Being an Advocate for Dispute Resolution: A Public and Media Relation Handbook for Chapters
- Effective Legislative Relations Guide for Chapters
- Directors and Offices Group Insurance Plan
- IRS Group Tax exemption option
- Model Bylaws (to guide amendments)
- Listings of ACR members in your local region
- Free Web hosting of Chapter websites
- Staff support and guidance on websites and web postings
- Membership Promotion Kits
- Help in promoting membership in the Chapter and ACR to ACR membership prospects.

Chapters can gain access these resources by contacting the Chapter Liaison, at 202-464-9700 ext. 245 or [Chapters@ACRnet.org](mailto:Chapters@ACRnet.org).

## **ACR LINKS**

ACR Board List

<http://www.ACRnet.org/about/board.htm>

ACR Staff List and Contact Information

<http://www.ACRnet.org/about/staff.htm>

ACR Diversity and Equity Advisory Council Contact Information

<http://www.ACRnet.org/about/committees/diversity.htm>

ACR Chapters

<http://www.ACRnet.org/Chapters/index.htm>

ACR Master Calendar

<http://www.ACRnet.org/webcalendar>

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